

Carbon Neutral Council Plan 2022- 2024

Executive Summary

Wiltshire Council acknowledged a climate emergency in February 2019 and committed to becoming carbon neutral as an organisation by 2030. The council also committed to seeking to make the county of Wiltshire carbon neutral in the same timeframe.

The council adopted its [Climate Strategy](#) in February 2022, which sets out objectives and 'areas of focus' to decrease greenhouse gas emissions and increase resilience to climate change for the county of Wiltshire for the period 2022 - 2027.

Objectives

This 'Carbon Neutral Council Plan' sets out actions that are being undertaken in the year 2022-24 to reduce the council's carbon footprint. It replaces the Carbon Management Plan, and focuses efforts on our current carbon neutral goal, building on our foundation of ongoing carbon reduction.

Work was carried out by the council and consultants Anthesis to understand the specific measures needed to achieve carbon neutrality by 2030 for council emissions, including discussions with key service areas.

Carbon Neutral Delivery Plan

A study on the council's pathways to carbon neutral by 2030 ("Pathways [report](#)") was carried out in May 2022 and has informed this plan. It showed we would be able to reduce the council's emissions by 47% by 2030 compared to 2020 through delivery of pre-approved projects. The study recommends we initiate additional measures to achieve a 95% reduction.

To achieve this Wiltshire Council needs to invest c£29million, with payback ranging from less than 5 years for measures such as solar PV, to approximately 12 years for heating systems.

This delivery plan sets out actions the council will undertake between now and 2024. These are framed within the Council's Climate Strategy 'areas of focus'. Actions include:

- Embedding climate considerations within service planning by Nov 2023
- Roll-out of a circular ('doughnut') economics Impact Assessment Tool in 2023

- Enabling and rewarding staff and councillors to be carbon literate
- Bid for climate-related project funding and continue purchase of green electricity
- Develop Council Property Carbon Reduction Plan in 2023
- 25% of fleet vehicles electric before 2023, and improving charging infrastructure
- Incorporate climate considerations into procurement processes by Autumn 2023, and embedding climate considerations within all investments incl. Wiltshire Pension Fund
- Work with partners across Wiltshire and beyond to share knowledge and deliver

Progress on the Carbon Neutral Delivery Plan will be reported in updates to Cabinet and published on our website twice a year. This will be supported by engagement across council service leads and improved annual monitoring of key performance indicators.

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Introduction

Wiltshire Council acknowledged a climate emergency in February 2019 and committed to becoming carbon neutral as an organisation by 2030. The council also committed to seeking to make the county of Wiltshire carbon neutral in the same timeframe.

The council adopted its [Climate Strategy](#) in February 2022, which sets out objectives and 'areas of focus' to decrease greenhouse gas emissions and increase resilience to climate change for the county of Wiltshire for the period 2022 - 2027. Although Wiltshire Council's operational emissions is a small fraction of the county's direct emissions (approx. 0.5%) the council must show leadership by tackling its own emissions.

Objectives

The Climate Strategy sets out the following objectives for the Carbon Neutral Council:

- To become carbon neutral as an organisation by 2030
- Provide leadership locally and nationally, sharing learning

The 2030 target covers the council's direct emissions (Scope 1 & 2) however the strategy includes an objective to understand and reduce the council's [Scope 3](#) emissions as well.

The council's Carbon Management Plan has been in place since 2013 and the council has been carrying out work to decarbonise the council's estate. This work is ongoing and has so far achieved 80% reduction of greenhouse gas emission from the baseline year of 2014.

This 'Carbon Neutral Council Plan' replaces the Carbon Management Plan, and focuses efforts on our current carbon neutral goal, building on our foundation of ongoing carbon reduction.

Work was carried out by the council and consultants Anthesis to understand the specific measures needed to achieve carbon neutrality by 2030 for council emissions. The resulting [report](#), published in May 2022, has informed this plan.

Discussions with key service areas have helped to understand the potential for carbon savings but also that there is some groundwork required to make the most of future opportunities. This delivery plan sets out actions that are being undertaken in the year 2022-24 to reduce the council's carbon footprint. We have included information on carbon reduction, as well as cost and co-benefits, where this information is available. Actions cover all the different 'Levers of Influence' that the council has. While some actions are clearly significant in terms of their potential to reduce carbon dioxide emissions, some of the actions have been identified as 'enabling actions' that will help specific carbon-saving projects to be progressed in the future, or 'influencing' actions that help to multiply the effects through awareness raising.

In conjunction with this delivery plan focussing on the Carbon Neutral Council, we have also produced an outward-facing delivery plan for the whole county of Wiltshire "[Climate Strategy Delivery Plan for Wiltshire](#)".

Understanding the council's emissions

The council's 2030 target applies to its Scope 1 & 2 emissions – those greenhouse gas emissions the council controls directly.

Therefore this delivery plan focusses on the measures needed to reduce those emissions in line with our 2030 target. However, our Climate Strategy also commits us to working to understand our Scope 3 emissions in order to reduce them, so actions are included for Scope 3 emissions as well.

Scope 1 (Direct emissions)

Emissions released into the atmosphere from operations owned or controlled by the council. These are direct emissions and relate to **emissions arising from the combustion** of Natural Gas, Oil, Liquid Petroleum Gas (LPG), Solid Fuels and Automotive Fuels.

Wiltshire Council Scope 1 Emissions

- Buildings heating (gas, biomass)
- Fleet owned and operated directly by the council

In 2021/22 our Scope 1 emissions were 5275 t CO₂e, as reporting in our [annual greenhouse gas report](#).

Scope 2 (Energy indirect)

Emissions released into the atmosphere associated with the council's consumption of purchased electricity for operations owned or controlled by the council. These arise from the emissions associated with the generation of electricity purchased by the council. These are indirect emissions that are a consequence of the council's operations but that are released at sources the council does not own or control.

Wiltshire Council Scope 2 Emissions

- Buildings electricity
- Streetlights
- Electric Vehicles

In 2020/21 our Scope 2 emissions were 0 kt CO₂e. This is because the electricity the council purchases comes from a zero carbon source. However, just because the emissions can be recorded as zero, we cannot be complacent and we must still reduce our energy demand,

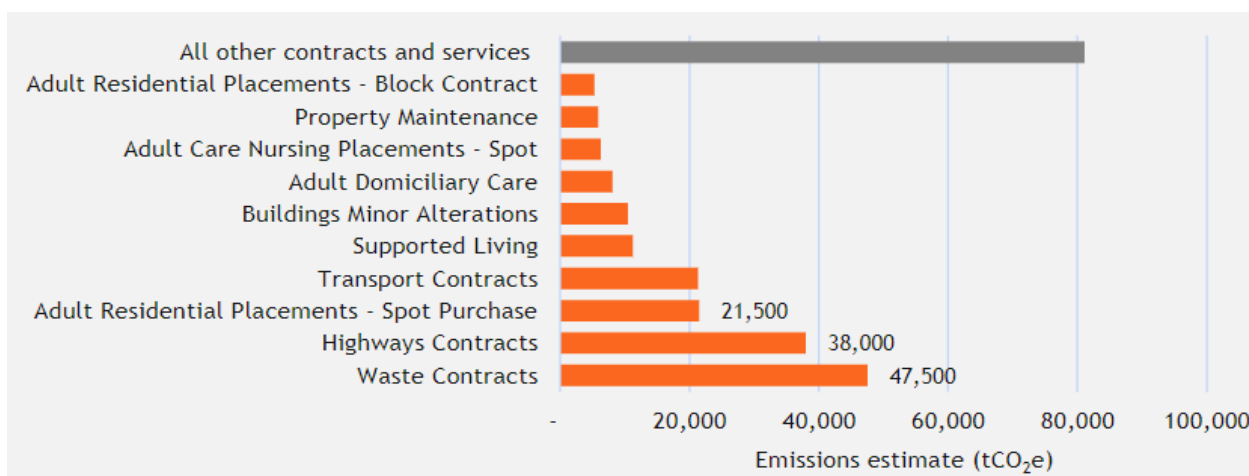
particularly as energy costs are significant and increasing. Before application of the green electricity tariff our Scope 2 emissions would have been 4077 t CO₂e

Indirect emissions - Scope 3

These are greenhouse gases which are not emitted by Wiltshire Council, but as an indirect result of council operations or products that we buy, or buildings/fleet that we own but are operated by a third party. Emissions from these sources are estimated to be about 30 times those from council directly controlled emissions, which is why they are also an important part of our Climate Strategy and delivery plans.

These Scope 3 emissions are not in the council's direct control and they are more difficult to measure, but we can influence them. The council's influence can give a strong message to our providers and supply chains that we want them to monitor and improve their climate impacts. This can help to improve environmental performance as well as increase the availability of green products, services and skills.

As a starting point for understanding the council's Scope 3 emissions, consultants Anthesis used standard industry figures and the size of council contracts to arrive at a likely ballpark figure for our Scope 3 emissions. Their [study](#) conjectured that the council's most significant sectors for carbon emissions are likely to be in Health and Social Work, Road Transport, Sewage and Refuse Services and Construction.



Procurement emissions estimates by contract. (Anthesis, Wiltshire Council Carbon Emissions and Reduction Pathways [Report](#), 2022)

The study projects that in terms of individual contracts and services, the council's waste and highways procurement are probably the most significant emissions hotspots. Together these are likely to constitute 45% of total emissions (25% and 20% respectively). Other significant contributions to emissions are likely to come from adult residential placements and other transport contracts (both 11%). The top ten contracts (by carbon emissions), shown in the graph, together constitute 70% of estimated emissions, but only around 50% of expenditure.

It is important to note that none of these figures are based on actual data from Wiltshire Council contracts and that a more accurate picture will need to be developed to establish an actual baseline.

Current baseline and business as usual

The Anthesis [study](#) on the council’s pathways to carbon neutral by 2030 showed that based on projects that we have in the pipeline, we would be able to reduce the council’s emissions by 47% by 2030. The study recommends that we initiate additional measures (‘stretch’ interventions) to get closer to carbon neutral as shown by the green line on the graph, taking us to a 95% reduction on 2020 levels. To achieve our 2030 target, the council will need to continue to reduce energy demand, as well as using alternatives to fossil fuels.

Graph taken from “Wiltshire Council Carbon Baseline and Reduction Pathways”, Anthesis, 2022.

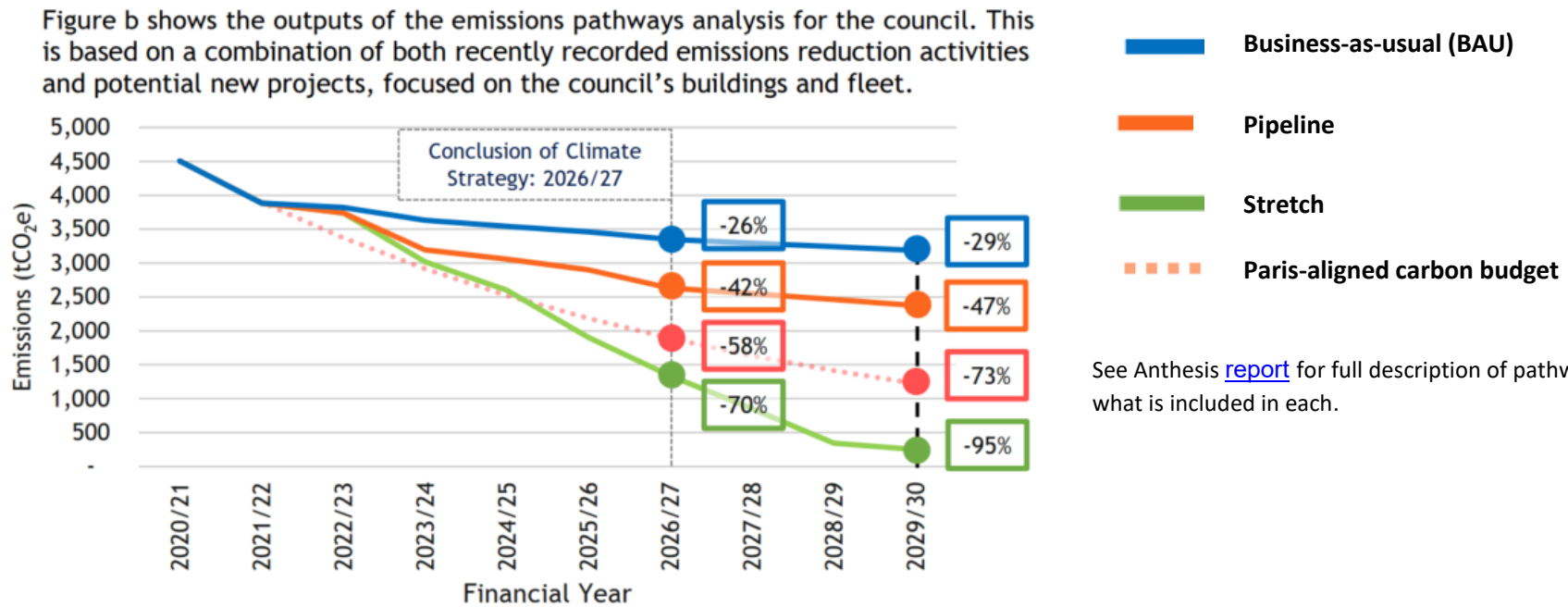


Figure b: Emissions reduction pathways for Wiltshire council

See Anthesis [report](#) for full description of pathways and what is included in each.

Outline costs

The council's Climate Strategy sets out the objectives and 'areas of focus' that are needed to help the council achieve carbon neutrality. The [report](#) on the council's pathway to carbon neutral provides additional recommendations that will enable the council to achieve its carbon neutral goal by 2030.

Included within the council's approved Capital Programme for 2022/23 is a budget for Property Carbon Reduction Programme projects for £8.976m, in addition £1.424m has already been spent in previous financial years. The council also secured funding through Salix grant for Public Sector Decarbonisation Schemes: £4.565m has already been spent in previous financial years and £0.072m is allocated to projects in 2022/23. The council is developing strategies for Depots and Fleet operations which will aim to help the council achieve its carbon neutral goal by 2030 and clarify and seek approval for the costs of infrastructure and electric vehicles. Resources across the council are contributing to the delivery of the Climate Strategy in addition to the dedicated Climate Team, which has an annual revenue budget of £0.333m.

The opportunities for reducing carbon emissions will require costly investment in the short term, but yield savings over the longer-term. The pathways study (see Table below, adapted from the study) estimated that an additional £29million would be needed over the next 8 years for the measures to make the council carbon neutral by 2030, excluding the cost of purchasing electric refuse collection vehicles and any grid upgrades at our depots. The estimated payback for the £29m investment ranges from less than 5 years to approximately 12 years. These figures are indicative costings.

Measure	Capital cost (£million)	Estimated payback (years)	Included in Approved Capital Programme 2020/21 to 2023/24	Method Notes
Heating systems retrofit	7.35	12		-Additional heating system retrofits costed according to CCC data and the number of projects in the Stretch pathway -£0.75m was assigned in the PCRPs to biomass boilers across six projects; these estimates indicate a similar cost per-project (£0.12m-£0.15m) depending on heat pump or biomass installation
Demand reduction measures	2.64	5-10	2.64	-Relates to capital expenditure of all assessed projects for which costings are listed in the PCRPs
BMS upgrades	0.5	<5		-Estimates derived from BEES study (£ spent/Wh abated) and consumption data

Measure	Capital cost (£million)	Estimated payback (years)	Included in Approved Capital Programme 2020/21 to 2023/24	Method Notes
Behaviour change measures	0.33	<5		-Estimates derived from BEES study (£ spent/Wh abated) and consumption data
Solar PV, hot water and coating	1.3	<5	1.3	-Cost of grid infrastructure not included as part of this figure
Operational Property Energy Efficiency and Generation			6.111	Budget not allocated to specific projects as at July 2022
Buildings subtotal (£m)	12.12	of which PCRPs (£m)	10.051	
RCV replacement*	80.5	-		-RCVs are not included under Scope 1 emissions -Cost is absolute value of replacement (as opposed to marginal cost over a fossil fuel equivalent)
Vehicle replacement*	15.1	-		-Cost is absolute value of replacement (as opposed to marginal cost over a fossil fuel equivalent)
EV charge points	1.91	-		
Switching to biofuels	-	Additional 10-15% fuel costs		- Cost is taken as the additional pump price of HVO fuel over diesel
Transport subtotal	97.5		0	
Grand total (inc. RCV)	109.62		10.051	
Grand total (excl. RCV)	29.11		10.051	

Breakdown of approximate costs to 2030 to deliver the Stretch pathways for buildings and transport, including the cost to replace refuse collection vehicles. RCVs were not included under Scope 1 emissions.

The study also looked at the potential costs of offsetting the council's carbon emissions and these far outweigh the initial costs required for carbon reduction and are likely to rise as demand increases. To get a sense of the scale of offsetting required, the study estimates that 900ha of trees would need to be planted by 2024 in order to offset the council's emissions on our 'Pipeline' pathway. This would require a capital investment of approximately £7.65million and be equivalent to covering an area the size of Bradford on Avon (862ha). Developing an offsetting strategy is a key action during the period of this plan.

Carbon Neutral Council Plan 2022-2024

The following delivery framework sets out the actions that the council will undertake in each of the Climate Strategy ‘areas of focus’, in the time period 2022-2024. These actions have been developed by council officers from the relevant service areas, and informed by:

- Anthesis [study](#) on the “Pathways to Carbon Neutral for Wiltshire Council”
- Climate Emergency Task Group recommendations: The task group developed two reports and recommendations covering energy, transport and air quality (see Environment Select Committee papers for [13 January 2021](#)) and planning (see Environment Select Committee papers for [3 March 2021](#)).
- [Climate Strategy Consultation](#), Autumn 2021
- National and local policy and strategy (see links throughout)

This framework is based on the ‘areas of focus’, as set out in the adopted Wiltshire Council Climate Strategy. These are highlighted across the width of the table.

Action	Milestone	Status	Co-benefits	Responsible Service
Wiltshire Council will:				
C1. Integrate carbon reduction and climate resilience into decision-making and strategic planning based on implementation of the council’s Business Plan mission that ‘we take responsibility for the environment’ and ‘we are on the path to carbon neutral’				
C1.1. Work with council service areas on their service plans, KPIs and CNC actions to decarbonise their service delivery [in conjunction with Carbon Literacy Project - Action C2.1 ; buildings - C4.1 and C4.3 ; and procurement - Action C7.2]	By Oct 2022 - Agree appropriate process for climate considerations to be incorporated into service planning process. Embed process by Nov 2023. All service plans incorporate climate action, as per agreed process, by end 2024	Underway	Carbon literacy of staff; Maximising potential for co-benefits through working across service areas to deliver shared outcomes (‘One Council’ working)	Climate Team with Executive Office.
C1.2. Explore using an impact assessment tool based on Doughnut Economics to ensure climate and environment impacts are systematically considered in council project planning and decision-making. (including capital bids)	Proposal to Corporate Leadership Team Autumn 2022. Agreement on scope of tool by end 2022.	Underway	Climate, air quality, public protection, waste reduction, natural environment and biodiversity, as well as socio-	Democracy & Governance; Executive Office; with Climate Team

Action	Milestone	Status	Co-benefits	Responsible Service
	Tool rolled out during 2023.		economic benefits maximised where possible.	
C1.3. Update the council's Environment Policy Update Cabinet Report guidance to reflect the council's latest climate and environment aims.	Spring 2023	Explore	Develop joint working and identity of new Environment Directorate.	Assistant Director Environment, with Environment Heads of Services
C1.4. Develop climate KPIs and ensure that climate is embedded in the Business Plan and its associated KPIs	Business Plan and KPIs adopted Feb 2022	Complete	Corporate understanding of climate monitoring	Climate Team, with Executive Office
C2. Embed carbon reduction and climate resilience into council working culture, through staff training, values and reward frameworks				
C2.1. Develop a carbon literacy training programme that enables staff and councillors to apply carbon reduction into their roles	Training for council leadership team March 2023 Aiming for Carbon Literacy Bronze and Silver awards by Dec 2024 (15% of staff accredited)	Underway	Transformational, enabling a common understanding of climate change across the council, so that staff can identify carbon reduction and resilience actions in their own service area and contribute to county-wide climate objectives	Climate Team with Learning and Development
C2.2. Identify further mechanisms for encouraging teams and individual staff to take responsibility for climate objectives, e.g. through WOW staff awards for being green in their role. 'Eco Champ' badge already available for impressions.	Assess options by Spring 2023. New WOW staff award category created 2023	Explore	Transformational, towards embedding climate into working culture	HR & OD
C3. Develop a new Carbon Neutral Council Plan, published in 2022				
C3.1. Develop and Implement Carbon Neutral Council Plan - informed by Anthesis study, Climate Strategy consultation responses, Climate	Carbon Neutral Council Plan published online by October 2022	Complete (this plan)	Shows leadership by the council	Climate Team, in conjunction with all service areas

Action	Milestone	Status	Co-benefits	Responsible Service
Emergency Task Group recommendations & discussions with colleagues				
C3.2. Continue to develop and invest capital in climate change projects that provide a positive financial, environmental and social return to the council. Continue to apply for relevant funding, e.g. Salix Low Carbon Skills Fund to allow feasibility studies and development of plans for decarbonisation of council property and fleet.	Ongoing	Underway	Leadership and enables delivery.	Multiple service areas.
C3.3. Continue to procure a green tariff for the council's electricity and ensure that green electricity is a fundamental part of any reviews.	Ongoing	Underway	Leadership.	FM Energy Team.
C4. Property / Assets: continue to decarbonise heating, improve energy efficiency and expand renewable electricity generation.				
C4.1. Develop Property Carbon Reduction Plan Public Sector Decarbonisation Scheme and the council's own Carbon Reduction budget continue to fund investments in equipment and improvements to buildings resulting in carbon savings. Develop further forward plans for property decarbonisation, in conjunction with senior management and key service areas, with a focus on heat decarbonisation and energy demand reduction (also including water saving measures, and behaviour change).	Produce Carbon Reduction Plan for Property – by Summer 2023 Elimination of oil fuels in council buildings, and no new fossil fuels installed by 2024.	Underway	Cost savings.	Energy Team and Climate Team to lead; with FM, Leisure & Libraries, Campus, Depots, Hubs, Car parks, Property, Schools
C4.2. Focus on leisure centres, as a major area of energy use: Leisure centre managers and Energy Team to work on technical and practical ideas for energy efficiency actions specifically for leisure centres to include behaviour change, energy efficiency improvements, renewable heating upgrades, etc	Quarterly update on leisure centre emissions	Underway	Leadership; Public awareness opportunity; cost savings	Leisure Centre Managers with Energy Team

Action	Milestone	Status	Co-benefits	Responsible Service
<p>C4.3. Buildings policy Work across council service areas to define net zero policy and develop criteria for new council buildings, retrofit & maintenance. Starting with review of Trowbridge Leisure Provision as a test bed</p>	<p>Policy & protocol drafted by Summer 2023 Fully adopted by Autumn 2023</p>	<p>Depot Review Underway</p>	<p>Cost savings; comfort. Leadership.</p>	<p>FM Energy Team and Climate Team to lead; with all relevant services</p>
<p>C5. Fleet: strategy review, move to electric vehicles and identify alternative solutions for larger vehicles. Emissions from council vehicles will be reduced by 25% by December 2022, and fully carbon neutral by 2030</p>				
<p>C5.1. Adopt Fleet Strategy, to include key carbon / climate objectives:</p> <ul style="list-style-type: none"> • Transition operational fleet to EV and alternative low carbon fuels [see C5.3] • Decrease mileage and fuel consumption through telematics and feedback in vehicles • Pool cars to be reduced in size and increasingly EV • Decrease mileage and emissions from staff business travel in own vehicles (grey fleet) • Explore offsetting, before full carbon neutrality is achievable 	<p>25% of Council-operated Fleet will be replaced by low emission vehicles by December 2022, and fully carbon neutral by 2030</p>	<p>Underway</p>	<p>Staff awareness and culture change. Leading by example. Improved air quality.</p>	<p>Highway Operations; Waste Services; Fleet Services</p>
<p>C5.2. EV charging infrastructure. EV charge points on Wiltshire Council property: Implement EV Charging Infrastructure Plan 2021-2024 (see actions 4.1, 4.2, 4.3, 4.4) & develop Depot Strategy to incorporate needs for EV charging, as well as exploring scope for energy generation. All new buildings, depots and areas will meet the move to more modern fuel provision and will be</p>	<p>Public charge points will be replaced in 2022/ 23. Workplace charge points will be replaced as detail by the emerging Depot Strategy</p>	<p>Underway</p>	<p>Improved air quality.</p>	<p>Fleet services; Waste; Energy Team;</p>

Action	Milestone	Status	Co-benefits	Responsible Service
designed to facilitate fleet provision using non-fossil fuel transport. (Fleet Strategy)				
C5.3. Investigate alternative fuels such as biofuels, hydrogen and other fuel technologies for our fleet and implement where proven to deliver the best outcomes for the Council. -Hydrotreated Vegetable Oil (HVO) trial -Electric Refuse Collection Vehicle trials	Aim to have at least one electric RCV, by 2026/27	Explore	Improved air quality. Leadership	Highway Operations
C6 Continue to monitor and reduce direct emissions, while working to understand and reduce scope 3 emissions (supply chain and outsourced operations) for wider impact.				
C6.1. Continue 6 monthly progress reports to cabinet	Ongoing	Underway	All	Climate Team
C6.2. Continue to report Greenhouse Gas Emissions annually. Expand reporting of scope 3 emissions of our own operations, and through engagement with suppliers. This is a first necessary step to reducing our scope 3 emissions [see C7]	Annual GHG reporting. GHG reporting to include more Scope 3 emissions by July 2023 (a sample of schools and suppliers)	Underway	All	Climate Team, with Energy, Waste, Fleet, Facilities Management
C6.3. Explore signing up to Carbon Disclosure Project - CDP.	Prepare to submit by July 2023 if decision is to proceed	Explore	Leadership	Climate Team
School emissions Explore the potential to decrease carbon emissions from schools. [See Climate Strategy Delivery Plan B9.5]				
C6.4. Develop our monitoring framework and explore and trial available tools to track progress on the council's decarbonisation measures and the resulting impacts.	Jan 2023	Underway	Awareness of emissions, and impacts of measures	Climate Team
C6.5. Develop an 'offsetting strategy' for the council's scope 1 & 2 emissions	Produce strategy by end of 2023	Explore	Leadership; nature-based solutions help improve	Climate Team; Estates & property

Action	Milestone	Status	Co-benefits	Responsible Service
			biodiversity, health and wellbeing etc	
Staff commuting [See Climate Strategy Delivery Plan T9.1]				
C7. Work with the council's supply community, to help achieve economic, environmental and social benefits for the public good and the people of Wiltshire (including reduced carbon emissions) when the council buys goods or services				
C7.1. Incorporate climate considerations into the procurement process: Incorporate questions on carbon and climate into the tendering process for key new contracts as they arise, to include carbon assessment, reporting and carbon neutral vehicles, as appropriate.	Ongoing, to align with tender timetables.	Underway		Service areas that procure goods or services; Strategic Procurement; Climate Team
C7.2. Adopt a Socially Responsible Procurement Policy, to include objectives on climate and carbon reduction.	Policy in place by Winter 2022/23 All key procurements above a certain threshold incorporate climate requirements in tender and contract.	Underway		Strategic Procurement; Climate Team
Scope 3 emissions from major suppliers [See Climate Strategy Delivery Plan G2.1]				
C8 Ensure council property and infrastructure is resilient to the impacts of climate change				
See action Natural Environment NE5.2 to update the Wiltshire Council Climate Adaptation Plan. This includes putting measures in place for all council property and infrastructure.				
C9 Ensure all investment considers our climate objectives				
C9.1. Explore how all investment can consider our climate objectives. (See action C1.2)	Develop an approach to embedding climate considerations in investment decisions. Winter 2023-24.	Explore	Future-proofing; Social Value	Finance; Estates and Development; Climate Team

Action	Milestone	Status	Co-benefits	Responsible Service
C10 Support the Wiltshire Pension Fund Committee's responsible investment policy, Climate Strategy and action plan				
<p>C10.1. Incorporate responsible investment issues across the whole investment process.</p> <p>Continue to monitor the fund's exposure to fossil fuel companies and renewable energy, against 2020 baseline, and continue work to expand metrics on carbon assessment.</p> <p>Engage with pension fund managers and use Taskforce on Climate-related Financial Disclosures (TCFD) as part of annual reporting.</p>	<p>Reduced carbon footprint of pension funds investments over time as reported in line with the Task Force on Climate-related Financial Disclosure.</p>	Underway	Awareness and engagement with pension fund members. Leadership.	Wiltshire Pension Fund
C11 Lobby government for increased funding and powers through groups such as UK100/ Countryside Climate Network, ADEPT and the County Councils Network				
<p>C11.1. Continue to attend and be involved at the core of networks lobbying government.</p>	<p>Quarterly Countryside Climate Network meetings</p>	Underway		<p>Head of Climate Programme; Environment Assistant Director; Leader of the Council and Climate Portfolio holder</p>
C12 Work with public sector partners, voluntary and community sector and over 20,000 businesses across Wiltshire to share knowledge and delivery				
<p>C12.1. continue convening and attending working groups to share knowledge and best practice, and explore joint projects:</p> <ul style="list-style-type: none"> Public Sector Climate Working Group (under Wiltshire Public Service Board) B&NES, Swindon and Wiltshire Integrated Care System 	<p>Quarterly meetings</p>	Underway		<p>Climate Team, with NHS, Dorset and Wiltshire Fire and Rescue Service, Police, MOD, Wiltshire College</p>
<p>C12.2. Share knowledge through local authority networks and South West Net Zero Hub. Explore joint procurement e.g. for zero carbon fleet vehicles</p>	<p>Monthly SW Climate officers network meetings; Quarterly LGA Climate Action group meeting</p>	Underway		<p>Climate Team and others as relevant</p>

Monitoring and key performance indicators

This delivery framework will enable the council to monitor and report on its actions towards a carbon neutral council. We will [report on progress twice a year](#) to Cabinet and Council, ensuring that key progress is also communicated directly to the public through media releases, social media posts and updates our [climate webpages](#). We will review and modify this plan as necessary to make sure that we are on track to deliver the objectives.

The initial key performance indicators which will enable us to monitor progress against this plan are set out below. This list will be kept under review and developed over time.

- C1 Wiltshire Council's carbon footprint, as reported via our annual [greenhouse gas return](#) (published by September every year for the previous financial year) in tCO₂e
- C2 Carbon intensity of pension fund investments, as reported in line with the Task Force on Climate-related Financial Disclosure (TCFD)
- C3 Amount of external funding bid for and amount secured
- C4 Number of electric vehicle charge points at council sites
- C5 Proportion of fleet and pool cars that are EV
- C6 Renewable energy generated on the council estate in kWh
- C7 Tonnes CO₂ saved through energy efficiency and renewable energy projects on the council estate
- C8 Number of staff completing carbon literacy training
- C9 Energy consumption (kWh) of heat and power used in corporate buildings

Risks to delivery

Key risk	Mitigation
National policy does not facilitate delivery locally/keeps changing	Lobby national government; keep strategy and delivery plans flexible; review regularly; prioritise 'no regrets' measures which will yield benefits in a range of scenarios
Lack of local political support	Ensure cross-party support; regular briefings/updates
Delays to timeline for delivery	Update on progress and any issues with delivery twice a year; senior officer and member support to help mitigate delays
Difficulties embedding climate objectives in all council decisions	Develop new decision-making tools and processes
Market lacks capacity to deliver large scale programmes	Work with employers and training providers to develop capacity and skills; fund programmes to stimulate the market; supply chain engagement on climate change related procurement exercises and council strategy
Lack of resources to deliver programme	Identify adequate officer resources and support; access training / best practice networks; access grants and 0% loans; leverage private sector investment; develop capital invest to save bids and business cases; work with volunteers for delivery on the ground.
Lack of engagement by council staff and resistance to change	Roll out Carbon Literacy training to staff; continue to embed climate actions in service plans and individual objectives; promote green behaviours through staff awards and impressions.

List of Abbreviations and units of measurement

ADEPT – [Association of Directors of Environment, Economy, Planning & Transport](#)

B&NES – Bath and North East Somerset Council

BEES – Building for Energy Efficiency [Survey](#)

BMS – Building Management System

CCC – Climate Change Committee

CDP – [Carbon Disclosure Project](#)

CNC – Carbon Neutral Council

CO₂ – carbon dioxide

CO₂e – carbon dioxide equivalent

EV – electric vehicle

FM – Facilities Management

GHG – Greenhouse Gas

HVO – Hydrotreated Vegetable Oil

KPI – Key Performance Indicators

kt - Kilotonnes

kW – kilowatts

kWh – kilowatt hours

LGA – Local Government Association

LPG – Liquid Petroleum Gas

MOD – Ministry of Defence

MW – megawatts

MWh – megawatt hours

PCRP – Property Carbon Reduction Programme

PV – Solar photovoltaic

RCV – Refuse Collection Vehicle

SW – South West

TCFD – Taskforce on Climate-related Financial Disclosures

tCO₂e – tonnes carbon dioxide equivalent

WOW – Winners of Wiltshire