

Report Title:	Climate Strategy
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Stimson, Lead Member - Environmental Services, Climate Change, Sustainability, Parks and Countryside
Meeting and Date:	Full Council – 23 June 2020
Responsible Officer(s):	Russell O’Keefe Executive Director Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All

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REPORT SUMMARY

1. The council declared an environmental and climate emergency in June 2019. As part of the motion at Full Council, the Royal Borough made a commitment to form a cross party working group to develop a climate strategy to be approved at full Council by June 2020.
2. The cross-party working group has developed a draft strategy and action plan in partnership with key stakeholders and communities across the borough, setting out the approach to tackling the climate emergency.
3. This report is seeking approval to the draft strategy and action plan to allow the document to be published for public consultation.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Full Council notes the report and:

- i) **Approve the strategy for public consultation at the appropriate time.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
Approve the documents to be taken to public consultation. This is the recommended option	The strategy sets out a framework to tackling the climate emergency to support the UK’s commitment to reaching net zero in 2050 as well as a series of actions in the short term to begin that journey in partnership with businesses, community groups and residents.
Delay consideration of the strategy in light of the current Covid-19 crisis. This is not recommended	The evidence shows that early action is needed to tackle the climate emergency. Any delay in adopting the strategy is likely to have a negative impact on achieving

Option	Comments
	the UK's objective of being net zero by 2050 and complying with the Paris Agreement.
Do not adopt the strategy and pursue an alternative approach to meeting our obligations This is not recommended	The strategy has been developed in partnership with key stakeholders and our community. It is based on best practice and policy guidance at a local and national level.

Background

- 2.1 Climate change is a global and immediate challenge. The consequences of not taking action are increasingly well understood and the climate movement is gaining momentum in communities, national and local levels of Government across the world. The UN 'Paris Agreement' seeks to limit global average temperature rises to 1.5°C above the pre-industrial period. We could see 1.5°C of unnatural heating as early as 2035 unless there is a rapid fall in emissions.
- 2.2 In May 2019, the Committee on Climate Change set out the actions needed to reach net zero carbon by 2050. The recommendations included the need to legislate for the 2050 target, the need for strategies across all sectors of the economy (including international shipping and aviation) as well as the need to meet any targets through domestic effort rather than through international credits.
- 2.3 The Environment Bill 2020 brings into UK law the target of reaching net zero carbon by 2050. It also creates a wider framework for environmental governance, including a new direction for resource and waste management, embeds the principle of biodiversity net gain and improving air quality. It sets into law the principles of the Government's 25-year environment strategy that was published in 2018.
- 2.4 In June 2019, the Royal Borough of Windsor and Maidenhead declared a climate emergency. As part of that commitment it was agreed the Council would:
- Declare an environmental and climate emergency; whilst noting the council's achievements in reducing its environmental impacts including reducing its energy consumption by 21% and the ambitious ongoing targets to further reduce energy consumption by 10% within four years, adopted in the Energy and Water Strategy 2019-2023;
 - Welcome the Government's commitment to net zero carbon emissions by 2050 and call on them to provide additional powers and resources to ensure the Royal Borough of Windsor and Maidenhead can help deliver on national targets; and
 - Establish a Cross-Party Working Group to undertake an in-depth review of the council's current carbon footprint and to formulate, consult and agree on a net Zero Carbon Royal Borough of Windsor and Maidenhead by 2050 Strategy in consultation with local stakeholders and partners with a draft strategy to be brought before Full Council within 12 months.

Developing the strategy

- 2.5 The development of the strategy has been overseen by a Cross-Party Steering Group of members, working with officers from across the council and co-ordinated by the recently formed sustainability team in the Council's Place Directorate.
- 2.6 A series of public meetings between November 2019 and February 2020 were organised to seek the views of key stakeholders and communities. This has played a substantive role in the development of the strategy and the more detailed five-year action plan. The intention is that the strategy has been developed and will be delivered in partnership with our community and residents.
- 2.7 The strategy has been developed in four stages, with each stage of the approach being reviewed and agreed with the Cross-Party Steering Group. This has allowed the strategy to incorporate stakeholder input as well as ensuring it is aligned with policy at a local and national level as well as best practice from other local authorities:

<p>Stage 1: Analysis and review</p> <ul style="list-style-type: none"> • Establish baselines • Review existing policies, actions and activities • Assess resources and capabilities • Bring together wider policy context (national and local) • Identity key stakeholders and contributors • Explore and gather best practice from elsewhere 	August – November 2019
<p>Stage 2: Identify strategic options informed by engagement</p> <ul style="list-style-type: none"> • Assess opportunities and options • Test options • Evaluate and prioritise options 	December 2019 – January 2020
<p>Stage 3: Develop draft local strategy, action plan and monitoring framework</p> <ul style="list-style-type: none"> • Formulate first draft of strategy, action plan and monitoring framework • Test drafts through engagement and refine • Carry out consultation on updated draft 	February – May 2020
<p>Stage 4: Approval, implementation and review</p> <ul style="list-style-type: none"> • Cabinet and Council approval • Embedded within plans and approach of Council and partners • Regular review, monitoring and refinement 	June 2020 and ongoing

- 2.8 To support the final stages of development of the draft strategy to be brought before Full Council, we have sought specific input with key stakeholders in the community. This included representatives from the RBWM CEC (Sarah Bowden), Plastic Free Windsor and Maidenhead (Paul Hinton), the Wild Groups (Fiona Hewer) and the RBWM Cycling Action Group (Susy Shearer).

Key elements of the strategy

- 2.9 Whilst this is the Council’s strategy, to reach net zero will require action from everyone including central Government, Local Authorities, businesses, community groups and private individuals. The strategy is intended to set out the actions we will take as a council to support this effort.
- 2.10 The strategy sets out the carbon emission baselines for the council’s own activity and operation as well as for Borough-wide emissions. This will allow performance of the strategy to be monitored on an ongoing basis and inform changes to our action plans over time.
- 2.11 The council’s carbon emissions inventory has been developed in accordance with the World Resources Institute GHG Protocol, the internationally recognised and established methodology for calculating organisational carbon footprints. Borough wide emissions will be assessed using central Government data provided through the Department for Business, Energy and Industrial Strategy (BEIS).
- 2.12 The strategic framework has been based on focussing our action around four key themes. For each theme there is an overall aim and three objectives. The purpose of this framework is to guide development of the actions we are taking to tackle climate change and reach net zero by 2050 at the latest.

THEME 1: CIRCULAR ECONOMY ‘Reduce waste and consumption, increase material re-use and increase recycling rates in the borough’	
Objectives	Reduce residual waste
	Improve recycling rates
	Promote more sustainable food choices
THEME 2: ENERGY ‘Reduce energy consumption and decarbonise supply’	
Objectives	Reduce energy demand
	Decarbonise supply
	Increase renewables generation
THEME 3: NATURAL ENVIRONMENT ‘Cleaner air, higher water quality and increased biodiversity	
Objectives	Protect and enhance our natural environment
	Green our towns and urban areas
	Increase awareness of biodiversity
THEME 4: TRANSPORT ‘Enable sustainable transport choices’	
Objectives	Improve health and wellbeing and reduce environmental impact through active transport (cycling and walking)
	Enable the transition to more sustainable transport use
	Support integration of transport options and support innovative smart mobility solutions

- 2.13 The strategy is supported by a series of practical actions that the council will take in the next five years to support the delivery of our strategic objectives. Each action has a target against which we can measure our success, which can then be tracked. In each of the four themes we have identified a key action, which is likely to require more significant resources. These projects are

likely to require external funding or will form the first step in achieving a larger aim.

- 2.14 An annual monitoring report will be prepared setting out the council's annual carbon emissions and the most recent data for the borough's carbon emissions. The report will also set out progress against our individual objectives and actions. We will seek to review the strategy on a five-yearly basis with a new action plan and targets.
- 2.15 The Climate Change Steering Group will continue to oversee the development and delivery of the strategy and it has been agreed that the group will continue to develop the objectives, scope, and methodology to ensure that the strategy facilitates the highest levels of effectiveness and achievement.

3. KEY IMPLICATIONS

- 3.1 Implementation of the strategy will require delivery from across the different cabinet portfolios and council departments. It will need to be delivered with our communities and partners and therefore will require buy-in from across the organisation.
- 3.2 It is also likely to influence future approach to policy development in a number of service areas. The intention is that the council's sustainability team will be able to support other services in policy development that support our commitments in relation to climate change. It is also likely to impact future prioritisation of capital funding.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The financial and economic impact of not tackling climate change is likely to be far greater than the costs of implementing measures. We have recognised there will be a role for the UK Government in funding larger projects. We will continue to lobby for funding pots to be made available to deliver those projects.
- 4.2 In many areas, such as energy efficiency and reducing energy demand there will be positive financial impacts. The strategy has been designed to make use of existing budgets and to support community led initiatives to deliver change. Where funding for a project is required, it will follow the normal capital funding process to ensure the proposals represent good value for money and based on sound evidence.

5. LEGAL IMPLICATIONS

- 5.1 No significant legal implications have been identified.

6. RISK MANAGEMENT

Table 2: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Stakeholders have a key role in supporting and delivering the strategy without this support the delivery is at risk.	MEDIUM	The strategy has been developed in consultation with stakeholders and the team will continue to engage through delivery	LOW
Elements of the strategy will require external funding from central Government to meet the target of net zero by 2050	HIGH	We have made clear in the strategy and action plan that key elements will require funding from government. We will continue to lobby and apply for relevant funding when available.	MEDIUM

7. POTENTIAL IMPACTS

- 7.1 **Equalities.** the adverse impact of climate change on society is likely to fall unequally and reinforce existing inequalities. The strategy can be used to tackle issues such as fuel poverty and improving accessibility for those without access to a car. A full EQIA is not required at this stage.
- 7.2 **Climate change/sustainability.** The purpose of the strategy is to set out an approach to support the UK Governments net zero target by 2050.
- 7.3 **Data Protection/GDPR.** Adopting the strategy will not have any associated data protection issues.

8. CONSULTATION

- 8.1 The strategy has been developed in consultation with key stakeholders and communities throughout the process. The intention is to hold a formal public consultation following agreement to the draft strategy by Cabinet and full Council.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The intention is to take the strategy to public consultation after approval by full Council. Following consideration of the comments received a final strategy to be approved and then implemented.

10. APPENDICES

10.1 This report is supported by one appendix:

- The Draft Strategy Document

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Duncan Sharkey	Managing Director	30/04/20	02/05/20
Cllr Donna Stimson	Lead Member - Environmental Services, Climate Change, Sustainability, Parks and Countryside and Climate Steering Group Chair	30/04/20	03/05/20
Cllr Gerry Clark	Lead Member Infrastructure and Transport	30/04/20	30/04/20
Cllr Julian Sharpe	Climate Steering Group Member	30/04/20	13/05/20
Cllr Karen Davies	Climate Steering Group Vice Chair	30/04/20	30/04/20
Cllr Wisdom Da Costa	Climate Steering Group Vice Chair	30/04/20	14/05/20
Russell O'Keefe	Executive Director	29/04/20	30/04/20
Adele Taylor	S151 officer	30/04/20	
Elaine Browne	Head of Law	30/04/20	06/05/20
Mary Severin	Monitoring Officer	30/04/20	30/04/20
Nikki Craig	Head of HR, Corporate Projects and ICT	30/04/20	02/05/20
Louisa Dean	Communications	30/04/20	
Kevin McDaniel	Director of Children's Services	30/04/20	
Hilary Hall	Director Adults, Health and Commissioning	30/4/20	30/04/20
Karen Shepherd	Head of Governance	30/4/20	30/04/20

REPORT HISTORY

Decision type: Key decision: Included in the forward plan in March 2020	Urgency item? No	To Follow item? No
Report Author: Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth		

Royal Borough Windsor and Maidenhead
Environment and Climate Strategy
DRAFT FOR FULL COUNCIL

June 2020

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FOREWORD

In June 2019, the Royal Borough of Windsor and Maidenhead Council declared an Environment and Climate Emergency. The issues driving this decision were, and remain, some of the most challenging ever faced by humanity. We recognised the possibility that, within a few decades at most, our planet could warm to an extent that would make life difficult for many and impossible for some and that could drive the life of many species up to and beyond the point of extinction. We are all now aware of this, but we are also confident that, if we take action and use our human ingenuity, we can turn back this tide.

The past 12 months have allowed us to develop the report that follows. It has involved the work of Councillors and Council officers, as well as people across our community. It is not yet a detailed plan and our next step, if we receive the Council's endorsement, is to take it out to our community for their comments and commitment, and to further develop the specific programmes that will turn our plans into actions.

The commitment we made as a Council in June last year was to achieve a target of net zero carbon emissions in the Borough by 2050, in line with the Government policy. We are aware that this is our minimum commitment and that, to be sure of addressing the challenges facing us, we need to try to bring the net carbon date forward when it becomes possible.

The COVID-19 pandemic in 2020 inevitably impacted some of the work on this report, notably the planned public consultation on our strategy. It has also taught us valuable lessons. It showed how a society and individual communities can adapt, surprisingly rapidly, to new pressures; how our energies, enterprise and community spirit can achieve what previously seemed impossible.

In adopting this report the Council in its entirety will be demonstrating that this challenge is of paramount importance to us. We must communicate this commitment to our community across the Borough and show, through our actions and the urgency with which we apply them, that we mean business.

We are proud to present this document. It will drive the decisions, resources and actions we make across all of our activities. If we do this, we can look forward to a Borough that is a healthier, happier, more community-focussed place to live, play and work, and that is showing real leadership in tackling these major challenges. We look forward to delivering each of these promises alongside you.

Cllr Donna Stimson, Cabinet Member for Environmental Services, Climate Change, Sustainability, Parks and Countryside and Chair of the Steering Group

Cllr Karen Davies Councillor for Clewer East and Vice Chair of the Steering Group

Cllr Wisdom Da Costa Councillor for Clewer and Dedworth West and Vice Chair of the Steering Group

Cllr Gerry Clark Cabinet Member for Transport and Infrastructure and Steering Group Member

Cllr Julian Sharpe Councillor for Ascot and Sunninghill and Steering Group Member

Executive summary

This is a true emergency with our climate changing on a scale and pace that threatens our way of life and that of future generations. As a Borough we need to take urgent and real action and our strategy sets out our five-year approach to working in partnership with local communities to tackle this challenge.

Our vision is to be a Borough where the community collectively works together to achieve a sustainable future, protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050.

Our approach

Climate change and the threats to our environment (e.g. loss of biodiversity, air and water quality) are global challenges in which everyone has a part to play. As a local authority we are in a position to take leadership at a local level. In June 2019, we made it our ambition to take the Royal Borough to net zero emissions by 2050 and take action to protect and enhance our local natural environment.

This strategy sets out our vision and five-year action plan for embarking on this challenge. Whilst this is the Council's strategy and we take responsibility for leading on its delivery, it will only be successful through collaboration. It will take the combined efforts of business, industry, residents and community groups to deliver the action that is necessary to make this a reality.

The impacts of climate change have already begun to be felt and it will be necessary to continue to adapt to these. However, it is of utmost importance that we take action at a local level to mitigate the effects of climate change as far as possible. This strategy is focused on mitigation, our approach to adaptation will be developed separately in consultation with the relevant bodies.

We have structured our strategy around four key themes to focus action on areas we have control over at a local level:

The first is ***Circular Economy*** which refers to more sustainable resource use. Attention will be focused on reducing waste, encouraging material re-use, increasing recycling and supporting less resource intensive lifestyles.

The second is ***Energy***. 66% of the Borough's emissions are a result of energy consumption in buildings. Reducing our energy consumption and decarbonising our supply of energy is therefore absolutely key to realising the Borough's net zero emission ambitions.

The third is ***Natural Environment***. Quality of life and the role of the natural environment in creating great places is a critical part of the success of the Thames

Valley economy, and to our residents' health and wellbeing. We will take action to deliver biodiversity net gain and in doing so this will help protect the ecosystem service benefits we receive (e.g. clean air and water). Conserving and sustainably managing biodiversity is also critical to addressing climate change.

The fourth and final theme is **Transport**. As a local authorities, we will reduce the need for carbon intensive travel by encouraging walking and cycling as well as investing in digital infrastructure. We will create conditions for sustainable travel through the provision of infrastructure such as cycle routes and electric vehicle charging points and minimise the impacts of road traffic by encouraging cleaner vehicles.

Our strategy can only be delivered in partnership with all stakeholders to make net zero by 2050 a reality. It will take the combined efforts of business, industry, residents and community groups to make this a reality and drive forward real change at the pace and scale that is required.

We have set out the way in which we as a local authority can influence and impact on emissions in the Royal Borough. However, we call upon residents and businesses who live and work here to harness control over their emissions and make the net zero carbon emission ambition a reality. The governance and engagement approach we take to enable and ensure partnership working will be developed over the coming months.

This strategy will be delivered through services across the council, co-ordinated through our sustainability team working with groups and organisations in different sectors. An annual monitoring report will be prepared. We will use this to track progress towards our net zero target as a Borough and to inform the actions we need to collectively take to make progress. We will publish progress on an annual basis and in doing so coordinate Borough-wide efforts on carbon reduction. Publishing progress will also demonstrate transparency so that residents can ensure we are delivering against our commitments.

The council will utilise a range of internal funding sources to develop and deliver its programme of activity. A challenge of this urgency and scale will require funding from central Government. We will also continue to lobby Government to make available specific funding for local authorities to tackle the climate crisis.

1. Context

- 1.1. Climate change is a global and immediate challenge. The consequences of not taking action are increasingly well understood and the climate movement is gaining momentum in communities, national and local levels of Government across the world. The UN 'Paris Agreement' seeks to limit global average temperature rises to 1.5°C above the pre-industrial period. We could see 1.5°C of unnatural heating as early as 2035 unless there is a rapid fall in emissions.
- 1.2. In response to this global challenge, the Royal Borough of Windsor and Maidenhead in June 2019 declared an environmental and climate emergency. As part of that commitment it was agreed the Council would:
 - Undertake an in-depth review of the Council's carbon footprint;
 - Consult and agree on a net zero carbon by 2050 strategy for the Royal Borough;
 - Call upon the Government to provide the additional powers and resources required.
- 1.3. The Council to date has passed other motions related to the environment and actions to enact those motions are detailed in this strategy. These include the December 2018 motion to support the principles campaign group 'Plastic Free Windsor and Plastic Free Maidenhead' put forward with regard to single use plastic reduction; and the July 2019 motion to support biodiversity in the borough by making amendments to its roadside verge maintenance and planting approach.
- 1.4. We all have a role to play in achieving this aim and this strategy seeks to set out the actions we will take as the Council. It also sets out how we will work with our partners and communities to deliver our commitment to be net zero by 2050, at the latest. Clearly, given the pressing need to address this global challenge we see this very much as backstop date and will work with our partners as fast as resources, opportunities and national policy and legislation allow us to reach net zero.

Policy context

- 1.5. In 2015, an historic international agreement on climate change was reached. Known as the 'Paris Agreement' countries committed to:
 - Keep a global temperature rise this century well below 2°C above pre-industrial levels
 - Pursue efforts to limit the temperature increase even further to 1.5°C.
 - All countries work together to bring greenhouse gas emissions to net zero within the second half of the 21st century

- 1.6. In May 2019, the Committee on Climate Change (the independent body tasked with advising the UK government on climate change) set out the actions needed to reach net zero carbon by 2050.
- 1.7. The recommendations included the need to legislate for the 2050 target, the need for strategies across all sectors of the economy (including international shipping and aviation) as well as the need to meet any targets through domestic effort rather than through carbon offsetting schemes. The accompanying technical report set out the key actions the UK needs to take to deliver on its target, which include actions local authorities can take to play their part and actions businesses and residents at a Borough level can take to deliver change locally.
- 1.8. The report specifies accelerated action in the 2020's. This includes: to largely decarbonise the electricity grid and phase out coal for renewables; action to ramp up the electric vehicle market; decision taking in relation to HGVs transition to zero carbon technology; development of decentralised energy networks; energy efficiency programmes for buildings; and the need to reduce waste and ban waste-to-landfill. This context has informed the development of this strategy and actions to tackle these areas are specified under the Action Plan section.
- 1.9. The Environment Bill 2020 is also important; it brings into UK law the target of reaching net zero carbon by 2050. It also creates a wider framework for environmental governance, including a new direction for resource and waste management. It embeds the principle of biodiversity net gain and air quality improvement by requiring the government to set new more ambitious targets. It sets into law the principles of the Government's 25-year environment strategy that was published in 2018. This has guided the development of this strategy and the actions it contains.
- 1.10. The Government's 2017 Industrial Strategy White Paper embeds the principle of a low carbon economy and says it is essential for maintaining our quality of life and ensuring our continued prosperity. Many of the actions required to support the five foundations of productivity (ideas, people, infrastructure, business environment and places), will also support action on climate change. Clean growth and the future of mobility it says are also critical to a low carbon future.
- 1.11. The locally approved 'Local Industrial Strategy', developed by the Thames Valley Berkshire Local Enterprise Partnership sets out the region's commitment to responsible economic growth. It embeds the importance of the climate emergency as well as the value of place to the ongoing success of the local economy. This means that valuing our natural environment and quality of life of residents will be central to plans to continue to grow the economy. This has guided the development of this strategy and the actions it contains.

- 1.12. The Council already has a number of strategies and policies in place to support a reduction in carbon emissions. The Energy and Water Strategy 2019-2023 will deliver a 10% reduction in energy related carbon emissions and 5% reduction in water use by 2023. The Local Transport Plan (2012 – 2026) and Cycling Action Plan (2018-2028) already set out proposals to help reduce emissions from transport and grow the number of cyclists by 50% by 2028. This is significant given the relatively low uptake of cycling in the Borough.
- 1.13. The 'submitted version' of the Borough Local Plan also sets out key objectives and policies on the environment and climate change to guide new development. A Green and Blue Infrastructure Study has documented the Royal Borough's natural infrastructure assets which will inform our approach to protecting biodiversity and our natural capital
- 1.14. This strategy will be a priority across every part of the council. It will require officers and members to work together to review council policies to ensure they are compatible with our commitment to deliver carbon emissions to net zero. Our strategies will need to be reviewed in light of our commitments on climate change to support our overall commitment to net zero by 2050. The actions set out in this strategy will support those changes and set policy direction for any new or emerging strategies.

Developing the strategy

- 1.15. We have prepared the strategy through engagement and with the involvement of the RBWM community. This has involved several public workshops and meetings to seek views and develop ideas and actions for our approach. This included three public workshops and one specific event for school children. We have also sought best practice from other local authorities and other organisations to ensure we learn the lessons.
- 1.16. The strategy has been developed through a cross-party working group of members. The group has been supported by officers from across the council, from various services and with different specialisms.
- 1.17. Delivery of our strategy will be contingent on working in partnership with a wide range of stakeholders throughout our community. It will require support and action from central Government to drive forward changes across the whole country. It will also require local action from individual residents, community groups and partners to enable change. The way we communicate the strategy and keep engaging throughout delivery with the local population to get their buy in, will therefore be a key part of our strategy.

1.18. The strategy focuses on mitigation of climate change and how we as a Borough can significantly reduce our carbon emissions. We recognise that we will also need to adapt to the changing climate. As part of our action plan, we commit to conducting a climate risk assessment and will use the outcome of that work to develop an adaptation plan for the Borough.

2. Baseline

- 2.1. The council has calculated current carbon emissions using the most recent data set 'UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2017' published by the Department for Business, Energy and Industrial Strategy in 2019. This is to understand where emissions come from and what activities they relate to.
- 2.2. This information is key to understanding what actions RBWM can take to reduce emissions, and the part it can play to ensure the Royal Borough can achieve the target of net-zero emissions by 2050 at the latest and ideally faster. Emissions as they currently stand constitute the baseline against which future performance will be measured.
- 2.3. The strategy currently provides a baseline for carbon dioxide emissions. It does not provide baselines for other areas such as biodiversity. The Council commits to explore how these could be included at a later date in line with specialist advice and existing studies, and actions for this are included in the Action Plan section of our strategy.
- 2.4. The council will monitor two sets of emissions; those arising from our own estate and operations, and those arising from activities carried out in the Royal Borough i.e. emissions generated from domestic dwellings and business premises, as well as from travelling within the borough. This methodology follows the guidance provided by BEIS for what should be included in the baseline. This strategy will focus on the wider Borough as it represents a far greater source of carbon emissions than the Council's operations alone.
- 2.5. The Council will produce a separate strategy for its own operations but has already undertaken a review of its own carbon footprint which has been provided as an appendix to this document. This used the internationally recognised World Resources Institute GHG Protocol to ensure residents have confidence in our approach. This is to ensure that as an organisation committed to environmental excellence, we lead by example, encouraging others in the Borough to follow.
- 2.6. We will use the local authority data published by BEIS each year to track progress towards our net zero target as a Borough and to inform the actions we need to collectively take to make progress. We will publish progress on an annual basis and in doing so coordinate Borough-wide efforts on carbon reduction. Publishing progress will also demonstrate transparency so that residents can ensure we are delivering against our commitments.

Borough-wide carbon emissions

- 2.7. Borough-wide carbon emissions comprise of those deemed under Local Authorities' scope of influence by The Department of Business, Energy & Industrial Strategy (BEIS). They have produced carbon dioxide (CO₂) emission estimates for every local authority-controlled area in the UK. These comprise of:
- CO₂ emissions produced in the commercial, industrial and agricultural sectors from the usage of electricity, gas, and other fuels
 - CO₂ emissions produced in the domestic sector from the usage of electricity, gas and other fuels
 - CO₂ emissions produced from road transport
- 2.8. BEIS recommend Local Authorities exclude emission sources which are not controlled at a local level. Emissions from the following are therefore excluded;
- Motorways
 - EU Emissions Trading Systems Sites
 - Diesel Railways
 - Land Use, Land Use Change and Forestry (which encompasses emissions relating to agriculture and de/reforestation)
- 2.9. The most recent figures provided by BEIS state emissions arising from the Borough total 670.8kt CO₂ (Figure 1). This is made up of 190.5kt CO₂ from industry, commercial and agricultural sectors, 257.3kt CO₂ from domestic premises and 223.1kt CO₂ from transport. Domestic emissions make up the largest portion of emissions (38%) closely followed by transport emissions which make up 33%. Industrial, commercial and agricultural emissions make up the final 28%. These emissions will be used as a baseline against which the Royal Borough's future performance will be compared.

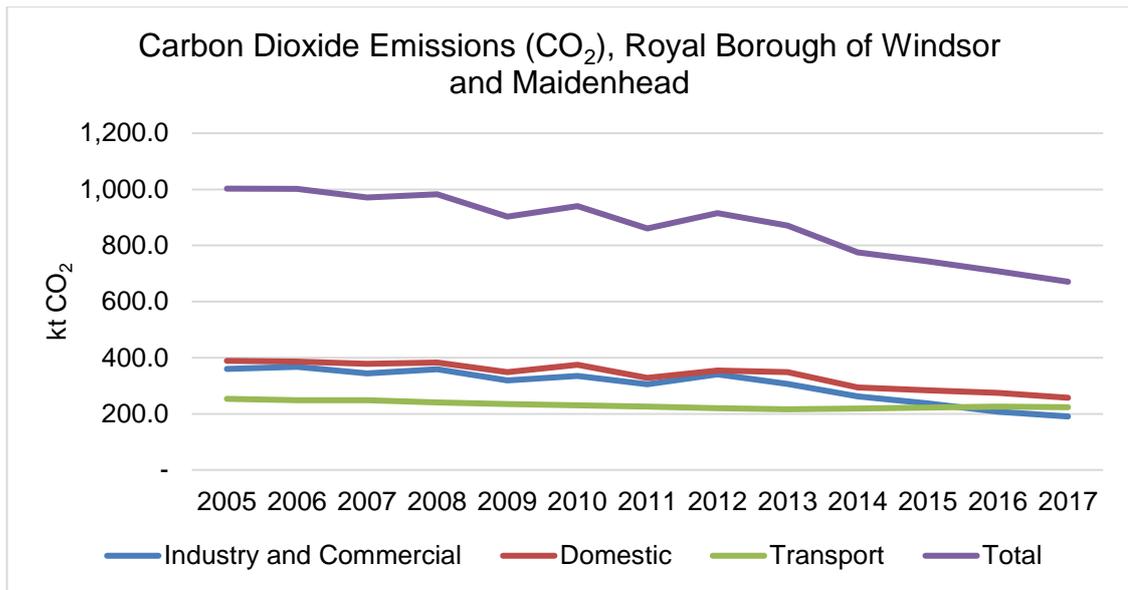
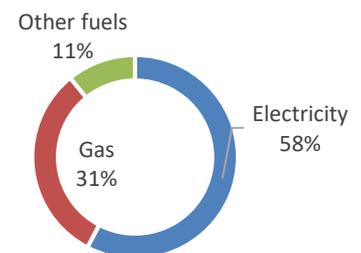


Figure 1

2.10. As Figure 1 demonstrates, significant emission savings have been realised in both the domestic sector and industrial & commercial sector. This is broadly a reflection of UK wide trends driven mainly by reductions in emissions from power stations and the decarbonisation of the electricity grid. It is worth noting the transport sector has seen little change and tackling emissions in this area remains a robust challenge. The steps we are taking to address the transport emission challenge, as well as the challenge of reducing emissions in other areas are outlined in the following chapters.

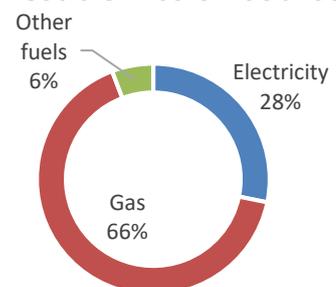
2.11. Industry and commercial sector emissions are made up of energy consumption on industrial sites and commercial sites. These comprise of electricity, gas and other fuels (e.g. oil). More than half of the emissions from this sector come from electricity use (58%).

Industry and commercial sector emission sources



2.12. The domestic sector emissions come from energy consumption in and around the home; electricity, gas and other fuels such as oil. Approximately two thirds of emissions from this sector come from gas usage (66%).

Domestic emission sources

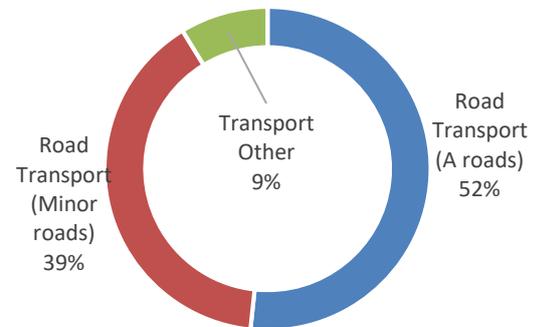


2.13. In both the domestic and industrial + commercial sector, emissions produced are affected by the energy source used, the type and condition of the buildings (including their

insulation), the average ambient temperature (urban areas can be much warmer and therefore easier to heat than rural areas), and the behaviour of occupants.

2.14. Transport emissions are made up of road transport. Emissions estimates are made on the basis of the distribution of traffic, therefore some of the emissions within an authority represent through traffic, or part of trips into or out of the area, whether by residents or non-residents. Emissions come from both freight and passenger transport for both business and private purposes. Approximately half of these emissions are produced on A roads (52%) and 39% of remaining emissions come from minor roads. The last 9% represent emissions from combustion of lubricants and from vehicles which run on LPG.

Transport emission sources



3. Vision, aims and objectives

- 3.1. This is a true emergency with our climate changing on a scale and pace that threatens our way of life and that of future generations. As a Borough we need to take urgent action and our strategy sets out our approach to working in partnership with local communities to tackle this challenge over the next five years.
- 3.2. Our vision is to be ***a Borough where the community collectively works together to achieve a sustainable future, protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050.***
- 3.3. Our strategy has not been prepared to simply protect and enhance our natural environment and deliver carbon emission reductions as quickly as we can. It is important that it supports a better quality of life, better health and well being outcomes as well as a thriving economy for residents across the borough.

Trajectory to net zero

- 3.4. We believe the council has a key role in reducing the Borough-wide emissions. Communicating the progress made in tackling emissions and setting out a trajectory of emission reductions is an example of our commitment to leadership.
- 3.5. There is currently no recommended pathway to net-zero issued from the UK government. We have therefore set interim targets for a trajectory to net zero by 2050 at the latest. Our interim approach for reducing emissions to net zero follows a straight-line trajectory to 2050:

Year	Annual emissions (ktCO ₂)			
	Total	Industry & Commercial	Domestic	Transport
2020	671	191	257	223
2025	559	159	214	186
2030	447	127	172	149
2035	335	95	129	112
2040	224	64	86	74
2045	112	32	43	37
2050	0	0	0	0

- 3.6. We commit to reviewing expert guidance produced by the Committee on Climate Change (CCC, the UK Government independent advisory body on climate change) and other experts to inform our pathway to net zero. At present there is no guidance from the CCC on what residual emissions will be permitted by 2050 therefore we have aimed for zero emissions by 2050 however it is likely that negative emissions technologies will be in operation by 2050 and some residual emissions will be allowable.

- 3.7. We commit to publishing an updated trajectory within 6 months of the environment and climate strategy being approved by Full Council.

Strategic themes

- 3.8. We have structured our strategy around four key themes. The strategic framework provides the basis for our ongoing activity and investment in the environment and climate strategy. The themes comprise of circular economy, energy, natural environment and transport and in doing so reflect the commitments that were made by the council in declaring both an environment and climate emergency.

Theme 1 - Circular Economy

- 3.9. Although BEIS do not deem waste as under the scope of emissions for local authorities, the efficient and sustainable use of resource is critical to establishing a low carbon future. There is a significant opportunity for those living and working in the Borough to have an impact and reduce emissions and environmental impact in this area. It's an area our residents feel passionate about too.
- 3.10. This theme focuses our attention on reducing waste, increasing recycling and supporting less resource intensive lifestyles through greater re-use of material. There are opportunities to support local suppliers, innovation and sustainable approaches to food production.
- 3.11. We need to reduce residual waste consumption, and increase the amount we re-use, recycle or compost as soon as we can. We will build on the achievements we have already made, namely our zero to landfill waste policy. Currently around 44% of household waste is recycled or composted, the remaining 56% is sent to an energy from waste plant. The official England 'waste from households' recycling rate was 44.7% in 2018¹. We will improve recycling rates to ensure we are a leader in recycling and waste management
- 3.12. We aim to improve recycling rates to over 50% by 2025, moving us into the top 100 Council's in the Country. We also aim to improve the proportion that is composted since that generates further carbon emissions savings. To do that, we will first of all have to understand current composting rates. We commit to understanding them and improving them by 10% by 2025.

Theme 2 –Energy

¹ Statistics on waste managed by local authorities in England in 2018/19, Department for Environment Food and Rural Affairs, 2019.

- 3.13. Two-thirds of the Borough's emissions are a result of energy consumption in buildings. Reducing our energy consumption and decarbonising our supply of energy is therefore central to realising the Borough's net zero emission ambitions. The Committee on Climate Change, the Government's independent advisory committee on climate change believe that a shift to a renewable energy based energy supply is an essential step to the UK achieving net zero carbon emissions by 2050.
- 3.14. Our objectives under this theme reflect these three focus areas; reducing energy demand, decarbonising supply and increasing local renewables generation. Actions to reduce energy demand (e.g. improving insulation) will create co-benefits too, for example it will help tackle fuel poverty which helps us protect the vulnerable and provide affordable housing.
- 3.15. Our aim is to reduce emissions from energy by 75 ktCO₂ by 2025, in line with the trajectory we have set out. The majority of buildings in the Borough that will be here in 2050 have already been built. Our focus therefore will be to look at how best to support those buildings to improve their energy efficiency and transition to low carbon heat and power solutions.
- 3.16. This will be complemented by a focus on significantly increasing renewable energy generation capacity in the Borough. Currently the Royal Borough produces 13,142 MWh renewable energy per year². Some well performing boroughs are producing 10 times more than this³. We aim therefore to increase renewable capacity 10 fold by 2025. This would save 33ktCO₂.

Theme 3 – Natural environment

- 3.17. Changes to our climate will have a significant impact on our natural environment therefore it is important we take steps to protect it. Quality of life and the role of the natural environment in creating great places is a critical part of the success of the Thames Valley economy, and to our residents' health and wellbeing. Helping our residents to be able to access green spaces and support their local environment will have a positive impact on mental and general health.

² Renewable electricity by local authority, Department for Business, Energy and Industrial Strategy, 2019

³ Renewable electricity by local authority, Department for Business, Energy and Industrial Strategy, 2019

- 3.18. Taking actions to protect and enhance our natural assets will help protect against the effects of climate change too. Biodiversity, through the ecosystem services it supports, makes an important contribution to both climate-change mitigation and adaptation. Consequently, conserving and sustainably managing biodiversity is critical to addressing climate change.
- 3.19. We will take action to deliver biodiversity net gain and in doing so this will help protect the ecosystem service benefits we receive (e.g. clean air and water). There are opportunities to protect and enhance our green and blue infrastructure (e.g. rivers, woodlands) within the Royal Borough. Currently we have 16,000 hectares of green and blue infrastructure which accounts for 80% of the land within the Borough. We will set a new biodiversity net gain requirement, of 10% for developers through the planning system, in line with the Environment Bill 2020. We will use the concept of Nature Recovery Networks to enhance biodiversity.

Theme 4 – Transport

- 3.20. To date, the transport sector has proved to be the most challenging area for the UK to reduce carbon emissions. Good connectivity is critical to the economy, whether this is physical infrastructure, transport services or digital. We are committed to finding ways to reducing emissions in line with our net-zero commitment whilst delivering good connectivity.
- 3.21. We aim to reduce emissions in transport by 37 ktCO₂ by 2025 in line with the trajectory we have set out. Our objectives are to improve health and wellbeing through transport, enable the transition to more sustainable vehicle use and support innovative smart mobility solutions.
- 3.22. Currently low carbon forms of transport are not predominant in the Royal Borough. Only 12% of people commute by public transport, 3% cycle, and 10% walk. There are opportunities therefore to increase usage of low-carbon transport. There are several other benefits of doing this, which include improved health and wellbeing, better air quality, improvements to the economy and employment rates through industry and innovation and a reduction in inequality for those who are disproportionately impacted by pollution.
- 3.23. We will seek to improve public transport and explore the best approach to delivering 'shared mobility'. This may be through improvements to traditional bus and coach services, working with operators to improve rail services or to investigate and introduce new and innovative forms of transport. Where the only alternative is the car we will support and encourage the transition to low emission vehicle usage through the roll out of electric vehicle charging infrastructure within the borough.

Aims and objectives summary

3.24. For each theme we have identified an over-arching aim and three objectives. These have guided the action plan for the first five years and will provide the strategic framework for the development of future action plans to 2050.

THEME 1: CIRCULAR ECONOMY	
'Reduce waste and consumption, increase material re-use and increase recycling rates in the borough'	
Objectives	Reduce residual waste
	Improve recycling rates
	Promote more sustainable food choices
THEME 2: ENERGY	
'Reduce energy consumption and decarbonise supply'	
Objectives	Reduce energy demand
	Decarbonise supply
	Increase renewables generation
THEME 3: NATURAL ENVIRONMENT	
'Cleaner air, higher water quality and increased biodiversity	
Objectives	Protect and enhance our natural environment
	Green our towns and urban areas
	Increase awareness of biodiversity
THEME 4: TRANSPORT	
'Enable sustainable transport choices'	
Objectives	Improve health and wellbeing and reduce environmental impact through active transport (cycling and walking)
	Enable the transition to more sustainable transport use
	Support integration of transport options and support innovative smart mobility solutions

4. Initial Action plan - 2020-25

- 4.1. In the following section, we set out actions identified to support the realisation of our vision, aims and objectives. The actions were identified by stakeholders during workshops and expert opinion. The community that collectively makes up the Royal Borough has to work together to identify the most cost-effective course of action. The actions in the plan are not an exhaustive list. Throughout the public consultation and the delivery period, the Council will work with stakeholders and partners to identify opportunities to do more where possible and a specific email address will be set up to allow residents to feed in suggestions directly.
- 4.2. We as the council commit to taking the actions below in an effort to support the Borough to decarbonise in the quickest and most effective way possible. Emissions will be monitored on an annual basis and actions will be evaluated against their capacity for decarbonisation versus the resources required to deliver them. Each action has a measure of success which will be subject to regular reporting. Further details are set out in the chapter on monitoring.
- 4.3. To ensure the actions taken best protect the Royal Borough residents, we will carry out a climate risk assessment to map out the likely impacts the Borough will face. We will do this in collaboration with experts such as the Environment Agency, Water and Energy Utilities, Infrastructure Operators and Businesses to leverage work already carried out in this area. We will then prioritise actions that mitigate the risks identified.
- 4.4. Actions have been assigned to each of our four themes. Each of the four themes contains a key action. This is a project which is likely to require external funding or will form the first step in achieving a larger aim.

Circular Economy

- 4.5. The key focus of our circular economy workstream will be a programme of activity focussed on reducing residual waste and increasing household recycling rates to 50% by 2025. We will investigate the potential for reducing waste collections as a means of increasing recycling in the borough, supported by a series of campaigns and initiatives to support reductions in residual waste. Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION: To review household waste collection regime to deliver increases in recycling		To prepare a review of the benefits of recent changes to waste collections and make recommendations on future provision with an aim to increase household recycling to 50% by 2025
Reduce residual waste	Hold repair cafes for residents to attend	Implement at least one community trial of 3 events in 2020/21 with the ambition to spread across the Royal Borough
	Open and support plastic free refillable shops	Promotion in resident communications. Pop up space provided in communities
	Work with businesses to encourage reuse throughout their operations	Identify high impact sectors and develop an innovative support package by 2023
	Reduce single use plastic usage	Review, update and adopt a single-use plastics strategy based on the draft being developed by Plastic Free Maidenhead and Plastic Free Windsor.
	Holding clothing swap shops in schools	Support existing initiatives and enable 3 new swap shops to be created
	Investigate the feasibility of a reuse shop associated with the household recycling and waste site.	Prepare a feasibility study and business case.
Improve recycling rates	Calculate emissions produced from household waste	Develop a waste baseline and metrics for the Royal Borough by 2020 targeting a recycling rate of over 50% by 2025 moving us into the top 100 councils.
	Improve education about what can be recycled	Continue to Support WAM Gets Recycling
	Increase availability of specialist recycling facilities	Maidenhead Library to house mini specialist recycling centre as trial by 2022
Promoting more sustainable food choices	Encourage more plant-based food and promote buying local and seasonally	New campaign of promotion and including a food section in resident communications and newsletters.
	Provide opportunities for people to grow their own	Review of existing land and allotments policy to look for opportunities to increase availability
	Help reduce food waste in residual waste	Promote food waste facilities including a target to increase composting by 10% by 2025.
	Partner with local suppliers to promote sustainable food production and education	Identify a partner to work with to develop a programme of education

Energy

- 4.6. Decarbonising the energy supply and reducing energy demand are both required to meet a net zero target. We will review planning policy to ensure new homes being built are energy efficient as well as helping current homeowners to make improvements to their own homes. This will be complemented by a significant increase in renewable energy generation capacity in the Borough. Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION: Work with residents/businesses to enable them to reduce carbon emissions in their buildings and review planning policy to improve the energy efficiency of new builds		Reduce emissions from energy by 75 ktCO₂ by 2025
Reduce energy demand	Improve energy efficiency of domestic private premises	Year on year improvement in uptake of ECO funding achieved to help fuel poor and vulnerable properties improve energy efficiency Enforce minimum energy efficiency standards in the private rented sector through the use of EPCs Increased take-up of Flexible Home Improvement Loans
	Develop a heat and energy efficiency strategy for the Royal Borough	Funding application for strategy development through Local Energy Partnerships (LEPs) and/or Heat Network Delivery Unit produced by end of 2020
	Reduce energy and water demand in new build	Prepare a new SPD based on best practice to support new targets for the Local Plan.
Decarbonising Supply	Encourage renewable energy uptake amongst council staff and Royal Borough residents	Encourage switching of domestic energy tariffs to green supplies. Achieve 100 switches annually.
	Work with housing associations to agree a programme of retrofitting with low carbon heating	Monitoring framework to be included in the Councils annual monitoring report.
	Moving oil heated homes to renewable heat alternatives	Host an outreach workshop with off grid homes to encourage adoption of low carbon heat
	Encourage businesses and industry to decarbonise their energy supply to reduce emissions	Engage with the Chamber of Commerce and set up a forum for collaboration by end of 2022
Increase renewables generation	Scope decentralised energy (eg. Solar, heat networks, heat pumps) potential across the Borough	Increase renewables capacity in the Borough 10 times by 2025.
	Support community led renewable projects	Work with MaidEnergy and others to install 5 new renewable systems a year
	Increase requirement for renewables generation in new build	Prepare new guidance through an SPD based on best practice.

Natural Environment

- 4.7. Our key action is to develop and deliver a Natural Capital Programme to ensure 10% biodiversity net gain through the planning system and protect and enhance our natural environment.
- 4.8. This will require close collaboration with key landowners and others stakeholders such as the National Trust, Crown Estate, farming businesses, Thames Water and others. It will build on the recommendations of the Green and Blue Infrastructure Study and the work of community groups to promote local biodiversity action plans. Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION: Implement a new Natural Capital programme to deliver 10% biodiversity net gain		To have an action plan by June 2021 including borough-wide biodiversity action plans.
Protect and enhance our natural environment	Work with partners to establish a Nature Recovery Network	Prepare a funding bid by December 2020
	Engage community groups to enable a rewilding programme	To have launched the programme and agreed targets by 2022
	Continue and extend the Council's new mowing regime for roadside verges to ensure maximum wild flower success	Extend scheme by 50% by 2024
	To develop a biodiversity baseline and metrics for the borough based on the work already undertaken in the Green and Blue Infrastructure Study and by the local 'Wild Groups'	To have agreed baseline measures and metrics by June 2021 and identified areas of current biodiversity value
Green our towns and urban areas	Work with developers to provide green infrastructure in new town centre developments	Ensure all new town centre development provides some form of green infrastructure in any public realm
	Increase tree cover in the Royal Borough	Plant 15,000 new trees by 2025 whilst looking at best practice from other Council's to maximise benefits
Increase awareness of biodiversity	Provide biodiversity training to planning officers	Ensure planning officers have been provided with biodiversity training by 2022
	Set up biodiversity and climate education sessions at Braywick Nature reserve	Run training sessions for local businesses and education sessions for local schools
	Offer a volunteering programme and awareness training for Council employees and partners	Set up a scheme by December 2022
	Encourage wildlife friendly gardening	Better support existing schemes run by community organisations

Transport

- 4.9. Transport is a key contributor to carbon emissions across the UK and within the borough. Whilst other areas of the economy have seen levels of emissions steadily falling, transport emissions have seen limited reductions. To support delivery of our net zero target by 2050, we will need to produce a new Local Transport Plan with clear carbon reduction targets. This will focus on opportunities to decarbonise, improve levels of active sustainable transport and a transition to integrated, smart mobility solutions. Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION: To prepare a new Local Transport Plan to support carbon reduction targets		To prepare a new Draft Local Transport Plan by 2021 to deliver a reduction of 37ktCO₂ by 2025.
Improve health, wellbeing and reduce environmental impact through active transport	Remove barriers to walking and cycling through delivery of cycle action plan	Delivery of the Cycling Action Plan 2018-28 schemes. Identify a new process to request 20mph zones by August 2020.
	As part of development planning, identify opportunities for people to walking and cycle more in new 'growth areas'	To ensure site promoters have developed additional walking and cycling plans for Ascot, South West Maidenhead and Maidenhead Town Centre.
	Reduce transport emissions at sensitive locations	No idling' zones outside schools investigated by April 2021
Enable a transition to more sustainable transport use	Set new emissions standards for taxis and buses	Considered as part of the new Local Transport Plan
	Increase electric vehicle charging capability and explore cycling charging in RBWM	Identify a partner and funding model to deliver sufficient charging points to meet demand, monitored through the council's annual monitoring report. Parking SPD to be adopted setting out standards for electric vehicle charging in new developments.
	Launch a car sharing scheme for RBWM.	Provide a recommendation for a borough-wide scheme by December 2022 in line with the redevelopment of Maidenhead
Support integration of transport options and innovative smart mobility solutions	Facilitate roll out of digital infrastructure in the borough to enable flexible working.	Identify partners to provide 5G and superfast broadband.
	Trial Smart City concepts in RBWM.	To have implemented a trial by December 2023
	Investigate options for demand responsive transport in the borough and implement a trial through external funding.	To have prepared a funding bid to Government in the next available bus funding opportunity.

5. Implementation

- 5.1. Our strategy has been developed in partnership with a range of stakeholders and we will continue to work with all stakeholders to make net zero emissions by 2050 a reality.
- 5.2. Whilst this is the Council's strategy and we take responsibility for leading on its delivery, it will only be successful through collaboration. It will take the combined efforts of business, industry, residents and community groups to make this a reality and drive forward real change at the pace and scale that is required. We will look to examples of best practice from across the country to ensure a structure that is effective. There is also a substantive role for central Government and regional organisations such as the Local Enterprise Partnership.
- 5.3. The strategy will be delivered through services across the council, co-ordinated through our sustainability team working with groups and organisations in different sectors. Responsibility for delivery will be split across council members portfolios. A detailed delivery plan will be prepared that sets out the programme for delivery of the action plan, with funding streams and key delivery partners identified.

Our approach to prioritising actions

- 5.4. Actions will be evaluated against 5 criteria to determine their degree of priority and the order in which they will be carried out.
 - **Criteria 1:** Those with the highest potential to meet the aims set out in the strategy (e.g. contribute most to carbon reduction, contribute to biodiversity net gain) will be prioritised.
 - **Criteria 2:** The feasibility of the action (e.g. availability of internal funds),
 - **Criteria 3:** The opportunity for accessing external funds to carry out the action
 - **Criteria 4:** The risks/costs of inaction,
 - **Criteria 5:** The compatibility with council function.

Monitoring

- 5.5. An annual monitoring report will be prepared setting out the council's annual carbon emissions and the most recent BEIS data for the Royal Borough's carbon emissions. The report will also set out progress against our objectives and actions. This tool can be used collectively by the community that makes up the Royal Borough to understand performance against target. As part of our commitment to assess the carbon saving potential of actions (where feasible), we will be able to monitor individual projects for delivery against those set out at project initiation.
- 5.6. Performance will also be assessed against an updated carbon reduction trajectory to 2050, which will be published 6 months after this strategy has been approved by full council. It is expected the trajectory will comprise of emission reduction targets from 2025 to 2050 in 5-year increments.

- 5.7. We will seek to review the strategy on a five-yearly basis with a new action plan and targets. We will also review the scope of emissions included in the target based on latest government guidance.
- 5.8. In addition to the 5 year reviews, we will also conduct interim reviews after year 1 and 3 to ensure the action plans remain relevant. We will also track progress against the trajectory so we can measure success. This is to ensure we make the urgent progress required to tackle the environment and climate emergency.

Governance

- 5.9. The intention is that the Cross-Party Climate Steering Group will continue to oversee the development and delivery of the strategy. Delivery of projects will be integrated into existing governance structures such as our capital funding processes.
- 5.10. The steering group will be supported by a new Stakeholder Advisory Board that will meet on a bi-monthly basis to support monitoring and delivery of the action plans. The board will be made up of a composition of key community stakeholders covering each of the four strategic themes. This will provide the opportunity for knowledgeable and talented individuals from across the Borough to challenge and review the action plans and make recommendations on changes to the action plans.
- 5.11. In addition, we will conduct a review of best practice governance and engagement models (used by other local authorities) and develop our governance structure in response to that, to make it fit for purpose.

Funding

- 5.12. A challenge of this scale will require funding from central Government. The Council will seek to make maximum use of any opportunities to bid for funding, including utilising its contract with Our Community Enterprise CIC. We will also continue to lobby Government to make available specific funding for local authorities to tackle the environmental and climate crisis.
- 5.13. The council will utilise a range of internal funding sources to develop and deliver its programme of activity where appropriate. This will include individual service revenue budgets, our capital programme and developer funding such as S106 funding and the community infrastructure levy.

Engagement and Communications

- 5.14. The strategy will be supported by engagement and communications plans. They will include how we will:
- Communicate the key objectives and actions of the strategy
 - Engage with key groups and organisations on the work that can be undertaken in partnership as we move forward.
 - Engage with residents and organisations on how they can contribute to the delivery of the strategy through the actions they take on a day to day basis.
 - Communicate progress on the delivery of the strategy.

Appendix 1 – Council Carbon Emission

Our carbon emissions inventory has been developed in accordance with the World Resources Institute GHG Protocol, the internationally recognised and established methodology for calculating organisational carbon footprints. RBWM has taken an operational control approach to calculating its emissions.

Emissions represented include: direct emissions from sources controlled by RBWM i.e. fuels consumed at council owned premises and from owned vehicles; emissions from purchased energy produced off site i.e. electricity; and other emissions produced indirectly i.e. mileage undertaken by staff travelling on business.

We commit to expanding the scope of our carbon footprint to include emissions produced indirectly as a consequence of our activities e.g. waste arising from council premises.

Electricity, gas and oil emissions arise from the following operations:

- Street lighting
- Corporate buildings
- Car parks
- Libraries
- Schools
- Parks, cemeteries and pumping station supplies
- Day care and community centres

Transport emissions arise from:

- The council fleet of pool cars;
- Mileage undertaken by staff travelling on business

Due to the fact they fall outside of our operational control, we will not be including the following:

- Leisure centres operated by a third party;
- Investment properties where we have no control over what activities that are undertaken in the buildings;
- Emissions from contractors as they will be responsible for monitoring and managing their own emissions.

Whilst these are considered out of scope for the council's own direct emissions, it should be noted that we recognise the need to do all we can and will work with Procurement to look at ways we can contractually require our contractors/operators to tackle the climate emergency and reduce carbon emissions

Carbon emissions calculated most recently represent the Council's carbon baseline, against which future performance will be compared. They are set out here below.

Source	Emissions
Gas	1,415 tCO ₂ e
Oil	278 tCO ₂ e
Transport	74 tCO ₂ e
Electricity	2,818 tCO ₂ e
Total	4,585 tCO₂e

Data here has been calculated using 2018/19 consumption data provided by suppliers. Emissions factors are produced by the Department for Business, Energy and Industrial Strategy and are available here: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847121/Conversion-Factors-2019-Condensed-set-for-most-users.xls