Policy and Sustainability Committee

10.00am, Thursday, 1 November 2022

Council Emissions Reduction Plan – Annual Progress Report

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 It is recommended that the Policy and Sustainability Committee:

1.1.1 Note progress in delivering actions set out in the Council Emission Reduction Plan, and new actions identified by service areas to further reduce emissions;

1.1.2 Note that in 2021/22, the Council emitted 65,527 tCO_{2e} (-0.2% compared to 2020/21), representing 69% (over two third) of the three-years' cumulated carbon budget for the period 2020/21 to 2022/23;

1.1.3 Note that the Council's organisational emissions are updated annually and reported to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD); and

1.1.4 Note that the Leader of the Council has been selected through a highly competitive process to attend UK100's Climate Leadership Academy in Autumn 2022. It will provide a unique coaching opportunity for councillors to develop their policy skills, knowledge and confidence.

1.1.5 Note that the CERP underwent an internal agile audit, which has been reported and rated as 'effective' (green).

1.1.6 Note the revision of the Business travel guidance for employees and invite all Council members to also adhere to it (Appendix 3).

Richard Carr

Interim Executive Director of Corporate Services

Contact: Claire Marion, Lead Change and Delivery Officer (carbon management)
E-mail: Claire.marion@edinburgh.gov.uk

Report

Council Emissions Reduction Plan – Annual Progress Report

2.   Executive Summary

2.1   The Council Emission Reduction Plan (CERP) was approved by the Policy and Sustainability Committee on 30 November 2021.

2.2   This report is the first annual progress report for the CERP. It provides an update on progress made in the first year of implementing the plan, with a focus on latest emissions data, updates against key performance indicators and actions.

3.   Background

3.1   The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a target of net zero emissions by 2030 for both city and corporate emissions.

3.2   Since 2010/11, the Council has publicly reported its organisational emissions annually to the Scottish Government through Public Bodies Climate Change Duty Reporting (PBCCD). The annual PBCCD report is the subject of a separate on the Committee agenda.

3.3   In December 2020, the Council signed the Edinburgh Climate Compact launched by the Edinburgh Climate Commission, along with five other signatories across the health, finance, construction, education, arts and culture sectors. The Climate Compact currently has twenty-four signatories across a wide range of sectors and industries.

3.4   The Council Emissions Reduction Plan (CERP) sets out the strategic approach and key actions the organisation will take to ensure that, subject to the appropriate funding being secured, it will be a net zero organisation by 2030. In doing this, the plan also sets out how the Council is delivering against its Climate Compact commitments.

4.   Main report

4.1   Total Council emissions have remained stable compared to last year (-0.2%), despite most activities slowly returning to normal.

4.2 The majority of Council emissions comes from powering and heating buildings (67% of the total in 2021/22), with natural gas use being the main contributor (69% of buildings' emissions, compared to 29% for electricity, and 2% for other fuels). Electricity-related emissions are expected to decline over time as the grid becomes greener, but it is necessary to reduce thermal demand in buildings through energy efficiency improvements and replace gas boilers with air source heat pumps or other low or zero carbon alternatives to reduce emissions from natural gas use.

4.3 In 2021/22, the Council emitted 65,527 tCO_{2e}, representing 69% (over two third) of the three-years' cumulated carbon budget for the period 2020/21 to 2022/23. This means that, rather than rebound, emissions would need to decrease by 11% by 2022/23 to ensure the Council does not exceed its carbon budget for this period. This corresponds to the same level of reduction which were achieved between 2019/20 and 2020/21.

4.4 The CERP focusses on Council emissions and therefore the annual progress report only includes progress on actions that have an impact on corporate emissions. As such, there are no reference to projects underway which have an impact on city wide emissions, such as the city mobility plan, the active travel investment programme, domestic housing and EESH2 as well as the net zero communities' pilot.

New governance

4.5 To ensure a robust governance for this key strategic action plan, a dedicated CERP Programme Board has been set up. The Service Director for Sustainable Development is senior responsible officer for the plan and chair of the board. The Boards is attended by all service area leads covering the different areas of the CERP, which ensures ownership and oversight of the actions.

4.6 The board meets quarterly and ensures that all significant potential risks associated with delivery of the CERP have been identified, assessed, and compared with risk appetite, and that all potential actions to mitigate risk have been identified. Risks identified include workforce planning risk (lack of capacity to deliver the CERP actions), suppliers and supply chain risks (e.g. increase in costs to retrofit buildings, lack of viable alternatives for heavy vehicles), risks of not achieving the net zero target due to a lack of new projects identified.

CERP agile audit

4.7 The CERP underwent an agile audit which concluded in August 2022. The outcome of this audit is 'effective', with two findings raised:

4.7.1 one in relation to key dependency and capacity issues, and

4.7.2 one in relation to governance arrangements.

4.8 These areas for review will be taken on board but do not affect the content of this report.

2021/22 Progress

4.9 The initial CERP included a total of 63 actions. Continued engagement with service areas has taken place which led to the identification of 9 additional actions included in this new version. A summary of all actions can be found in Appendix 1.

4.10 Of this total of 72 actions:

- 11 are complete;

- 36 are progressing on time;

- 16 are progressing with some delay;

- 1 is significantly delayed and is facing resourcing or deliverability issues; and

- 8 are not started (this includes actions that had been identified for the long-term, as well as new actions).

Key highlights from the past year

4.11 The Council is taking a leading role in Scotland on EnerPHit - informed retrofits. The EnerPHit programme is progressing with the delivery of the retrofitting works for two first buildings planned for 2022/23 (Brunstane and Lorne Primary Schools). A successful bid has been made to the Scottish Government's Green Growth Accelerator which will provide up to £10 million to retrofit Council buildings. The GGA grant agreement was signed in April 2022.

4.12 Approval to proceed with the EnerPHit Tranche 1 programme for the next 5 years was granted by the Policy & Sustainability Committee on 30 August 2022 and feasibility works for the EnerPHit Tranche 2 programme started in Summer 2022.

4.13 Work is progressing to deliver the Council's first Passivhaus new build schools (Currie HS and Maybury PS) with completion expected in 2024.

4.14 The number of EV chargers installed has more than doubled in the last year with the support of Transport Scotland's Switched on Towns and Cities Challenge funding (£2.2 million) and Edinburgh Council £250k budget allocation in 2021/22.

4.15 Five new electric bin lorries will be procured in November 2022, funded by Zero Waste Scotland.

4.16 The Communal bin review (CBR) project is underway, with Phase 1 in the final stages of completion (Road works for installation of metal fences and roll out of new/refurbished bins in the first geographical area – around Leith). Bin sensors installation across the city started in Summer 2022.

4.17 Several awareness raising campaigns encouraging to reduce/ reuse/ recycle have been delivered with a focus on food waste (March) and festive waste (December). Recycling videos have also been developed and promoted.

4.18 A heat offtake agreement has been signed in October 2022 to allow the construction of the Millerhill Energy from Waste plant heat offtake unit to start before the end of 2022. This will provide heat to the Midlothian Energy Heat Network.

4.19 In September 2022, the Council approved a revised business travel and accommodation guidance for employees which reflects the Council's net zero ambition (see Appendix 3). The new guidance:

- Does not allow air travel when a direct rail connection is available

- Increases the bike mileage rate from 25p to 45 p/mile to incentivise low-carbon business travel.

- Provides more information on carbon impact of different transport modes.

4.20 The Council has started the roll out of the Carbon Literacy training across the organisation, with 156 colleagues having received the accreditation as of October 2022. The Head of Human Resources also attended the Climate Solutions training from the Royal Scottish Geographical Society and the Council leader Cammy Day was also successfully selected to participate in the UK100's Climate Leadership Academy in Autumn 2022.

4.21 A new Behavioural Framework is being developed by the Human Resources, which includes 'green behaviours' and will underpin the recruitment process as well as annual performance conversations. The behaviours replace our current organisational values in the performance framework. Work to deliver this will commence in 2023 and the revised performance framework will be launched in late 2023.

5.   Next Steps

5.1 Council's emissions will continue to be reported annually through PBCCD statutory report, with the latest data brought to Committee each November.

5.2 An annual CERP progress report will be brought to the Policy and Sustainability Committee in November each year and will provide regular updates against actions and progress against KPIs.

5.3 The Council will continue to report annually through the Carbon Disclosure Project (CDP) in July/August. This sustainability questionnaire includes both Council and city-wide climate action.

6.   Financial impact

6.1 Becoming a net zero organisation will have significant capital and revenue implications for the Council.

6.2 While many of the short-term actions outlined in the plan have resources assigned, or are supported by external funding, additional investment will be required to secure change at the pace needed to remain within the Council's carbon budget. The Council will continue to seek other sources of external funding opportunities, and will consider the allocation of additional resources on a case-by-case basis as part of the Council's capital and revenue budget setting processes.

6.3 Against this backdrop, the Council is facing a challenging financial outlook at the same time as significantly reduced capacity within key teams across the corporate and service areas with staff rendition becoming a particular concern. Going forward,

activities will need to be prioritised to ensure that available resources are focused on the areas which can have the greatest impact in terms of the Council's key priorities.

6.4 The Council will also re-visit the financial implications of actions required to reduce its emissions, as further emissions and cost analysis of proposed projects and programmes is undertaken.

7.   Stakeholder/Community Impact

7.1 A pre-screening Strategic Environmental Assessment (SEA) has been submitted to consultation authorities on 23 August 2022, stating the reasons why the Council believes a full SEA is not required for this Plan. No concerns have been raised by Consultation Authorities following the submission. The Council applied the criteria specified in Schedule 2 of the Environmental Assessment (Scotland) Act 2005 when considering its opinion.

7.2 The relative scale of actions under the CERP are likely to have minimum environmental impact (3% of the city target) or a positive impact through measures to reduce carbon emissions, reduce energy demand, improve air quality and increase waste recycling. The CERP is limited to City of Edinburgh Council operations and the emissions associated with those operations, as defined by statutory guidance on Public Bodies Climate Change Duties. It includes a chapter focussing on energy use in buildings with several actions. Any work to a building will be carried out in line with requirements set by planning and building standards. Measures contained within the CERP in relation to energy, transport and waste will be taken forward through a range of plans, policies and projects which will be subject to the SEA process where required.

8.   Background reading/external references

8.1 [Council Emissions Reduction Plan – Report to Policy and Sustainability Committee, November 2021](#)

8.2 [EnerPhit Tranche 1 Programme – Report to Policy and Sustainability Committee, August 2022](#)

8.3 [SEA Pre-screening](#)

8.4 [Edinburgh CDP return – 2021](#)

9.   Appendices

9.1 Summary of CERP actions and RAG

9.2 Council Emissions Reduction Plan – Progress Report – November 2022.

9.3 Revised Business travel guidance

Appendix 1 - Summary of CERP actions and RAG

Note: Full actions wording can be found in the actions tables in each of the chapters of the CERP progress report (Appendix 2)

Area	Action	RAG	New
Fleet	F1. Electrification of car fleet	R	
Buildings	B5. Full detailed design of 2 pilot buildings	A	
Buildings	B8. Delivery of Currie HS and Mayberry PS	A	
Fleet	F2. Strategy for the charging of vans for mobile workers	A	
Fleet	F4. Fuel efficiency driver's training	A	
Fleet	F7. Roll out of alternatively powered vans	A	
Fleet	F13. Flexiroute Programme implementation	A	x
Fleet	F10. Funding to transition the remaining fleet	A	
Waste	W1. Communal Bin Review	A	
Waste	W10. Joint authority Materials Recovery Facility	A	
Business travel	T3. Sustainable Staff travel Plan	A	
Business travel	T7. MyTravel booking system redesign	A	
Business travel	T10. E-cargo bike roll out	A	
Colleague Engagement	E1. Climate literacy training	A	
Colleague Engagement	E6. Sustainability e-learning	A	
Colleague Engagement	E8. Employee benefits platform	A	
Colleague Engagement	E10. Staff modal shift through 20min neighbourhood hubs	A	
Buildings	B1. 2 properties to feasibility stage	C	
Buildings	B2. Pilot study - overall retrofit costs	C	
Buildings	B4. Feasibility studies (EiRP stage) for 12 buildings	C	
Other energy	Street Lighting LED replacement	C	
Waste	W2. Food waste collection route optimisation	C	
Waste	W4. Recycling infrastructure in schools	C	
Business travel	T1. Business travel guidance review	C	
Business travel	T2. Transport Allocation Panels	C	
Business travel	T6. Bike mileage rate change	C	
Business travel	T8. Use of Council parking spaces	C	
Colleague Engagement	E9. Orb review – new sustainability & travel pages	C	
Buildings	B3. Passivhaus knowledge transfer	G	
Buildings	B6. Seek budget for Enerphit pilot works	G	
Buildings	B7. Enhanced AMW programme based on Enerphit methodology	G	
Buildings	B10. Stakeholder engagement for a step change in approach to asset management works	G	
Buildings	B11. Solar PV capacity increase	G	
Buildings	B12. Report on outcomes from Enerphit pilot	G	
Other energy	Traffic light replacement	G	

Fleet	F3. Alternative fuels for heavy fleet research & pilots	G	
Fleet	F5. Citywide network of EV charging points	G	
Fleet	F12. review of charging requirements for depots	G	x
Fleet	F6. Fleet optimisation strategy development	G	
Fleet	F8. Begin roll out of alternatively powered heavy fleet	G	
Fleet	F9. Small equipment replacement (lawnmowers etc.)	G	
Waste	W12. Route optimisation	G	x
Waste	W3. Waste campaigns	G	
Waste	W5. Reuse & recycling of bulk items	G	
Waste	W6. Smart waste technology	G	
Waste	W7. City Operations Centre	G	
Waste	W8. Dry mixed recycling contract specifications	G	
Waste	W9. Braehaed HWRC	G	
Waste	W14. Millerhill heat offtake	G	x
Business travel	T4. Staff travel engagement activities and benefit schemes	G	
Business travel	T5. Staff travel embedded within OFW programme	G	
Business travel	T13. Parking principles implementation	G	x
Business travel	T9. Phase out air travel for business	G	
Business travel	T11. ATINP and link with sustainable business travel	G	
Colleague Engagement	E2. Sustainability network	G	
Colleague Engagement	E3. Climate lunch and learn	G	
Colleague Engagement	E4. Sustainability campaigns	G	
Colleague Engagement	E5. Engagement around procurement strategy	G	
Colleague Engagement	E7. The role of our leaders	G	
Colleague Engagement	E12. behaviour based recruitment	G	x
Procurement	P1. Representation and influence	G	*updated*
Procurement	P2. Suppliers engagement	G	*updated*
Procurement	P4. Reuse repair recycling considerations	G	*updated*
Procurement	P5. Industry standards	G	x
Buildings	B9. Start Enerphit works	NS	
Buildings	B13. Enerphit scale up	NS	
Fleet	F11. Investigate opportunities for MaaS	NS	
Waste	W13. Waste composition analysis	NS	x
Waste	W11. Redesign proposals following impacts of DRS and EPR	NS	
Business travel	T12. EV only for business travel by taxi	NS	
Colleague Engagement	E11. Volunteer policy	NS	x
Procurement	P3. Suppliers carbon reduction plans	NS	*updated*

EDINBURGH
NET-ZERO
2030

CITY OF EDINBURGH COUNCIL EMISSIONS REDUCTION PLAN

ANNUAL PROGRESS REPORT NOVEMBER 2022

·EDINBVRGH·
THE CITY OF EDINBURGH COUNCIL

Contents

Introduction

The Council Emissions Reduction Plan (CERP) was approved in November 2021 and sets out an initial pathway to reducing corporate emissions to net zero by 2030.

It covers the period from 2021 to 2030. It focusses on the Council's key corporate emissions sources (energy consumption, waste, fleet and travel) and identifies key actions to implement.

It is recognized that the transition to net zero will not be easy, and as such the CERP is a live document which will be periodically reviewed and refined as more clarity is obtained from our operational projects and in terms of the grid decarbonisation trend, and future low-carbon HGV and building retrofit technologies evolve.

This first progress report already identifies a number of new actions to be implemented by 2030. These are highlighted with stars (★) throughout the document. These were scoped out following thematic workshops with services.

New governance

To ensure a robust governance for this key strategic action plan, a dedicated CERP Programme Board has been set up. The Sustainable Development director is senior responsible officer for the plan and chair of the board. The board is attended by all service area leads covering the different areas of the CERP, which ensures ownership and oversight of the actions.

The board meets quarterly and ensure that all significant potential risks associated with delivery of the CERP have been identified, assessed, and compared with risk appetite, and that all potential actions to mitigate risk have been identified.

Structure of the report

Each chapter includes:

- An analysis of the latest emissions figures (financial year 2021/22) where relevant
- A summary of the key performance indicators
- A table summarizing the actions agreed in November 2021, as well as any new action identified in 2022
- Progress against each action using a RAG rating

A summary of the key figures is presented in a Dashboard (cf. next section, Figure 2)

Summary – Dashboard

Progress on emissions:

Total Council emissions have remained stable compared to last year (-0.2 %), despite most activities slowly returning to normal in the past year. In 2021/22, the Council emitted 65,527 tCO2e, representing **69 % (over two third) of the three-years' cumulated carbon budget** for the period 2020/21 to 2022/23. This means that, rather than rebound, emissions would need to decrease by 11 % by 2022/23 to ensure the Council does not exceed its carbon budget for this period. This corresponds to the same level of reduction as achieved between 2019/20 and 2020/21.

Progress on delivery of the actions:

The initial CERP included a total of 63 actions. 9 additional actions have been included in this new version.

Of this total of 72 actions:

- 11 are completed
- 36 are progressing on time
- 16 are progressing with some delay
- 1 is significantly delayed and is facing resourcing or deliverability issues
- 8 are not started (this includes actions that had been identified for the long-term, as well as new actions)
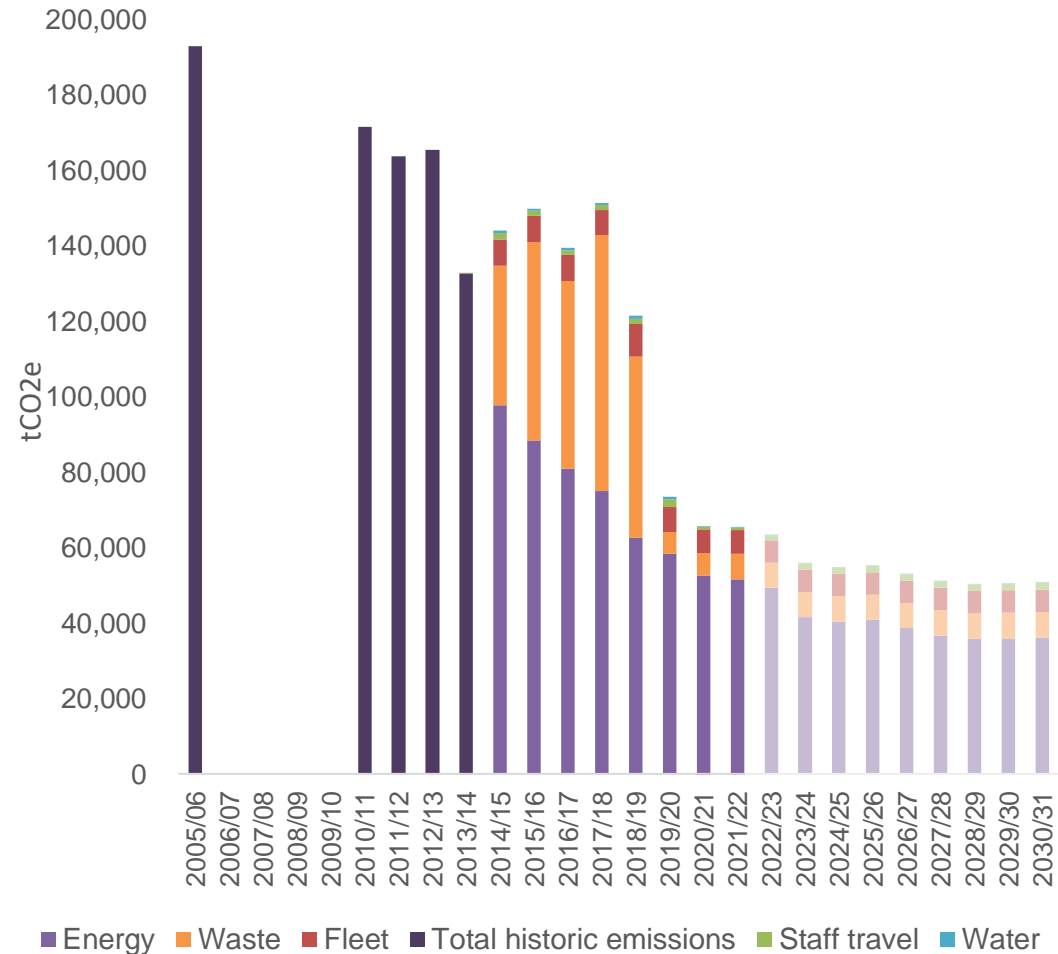
Figure 1: City of Edinburgh Council's carbon footprint: historic emissions and business as usual projections
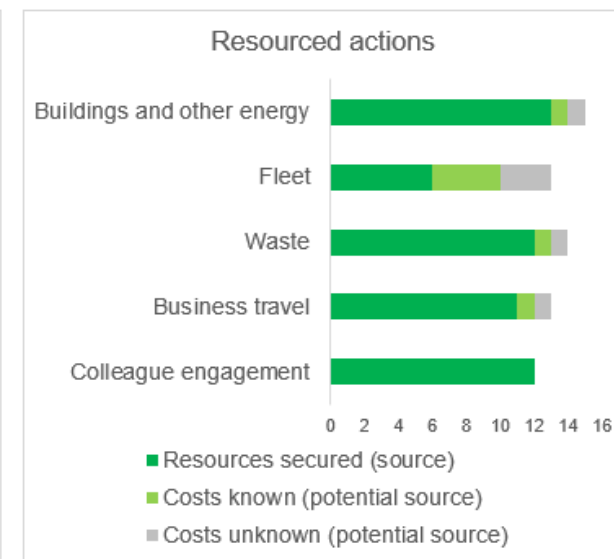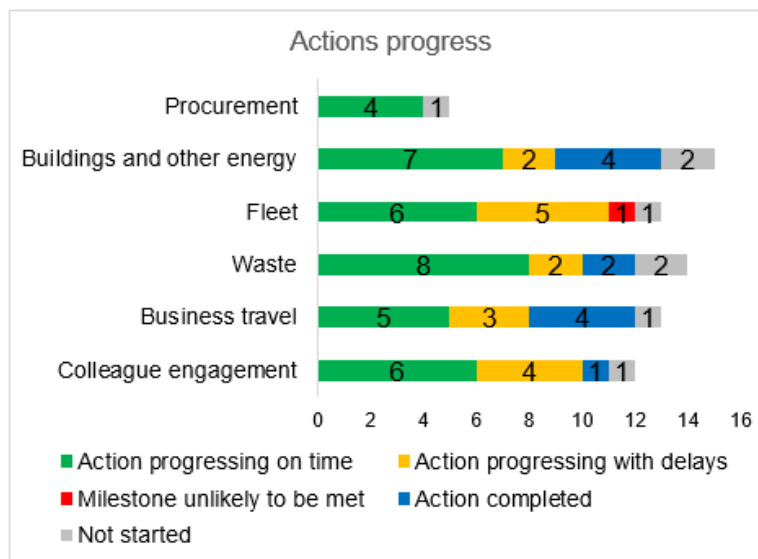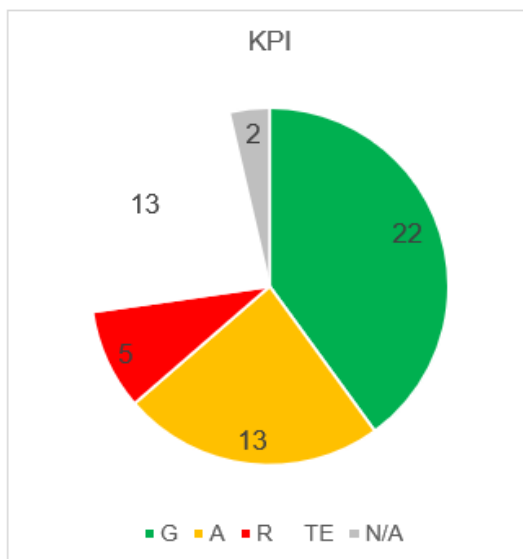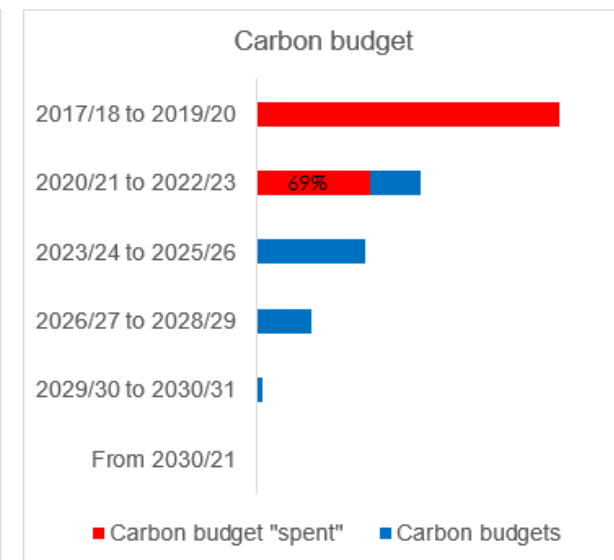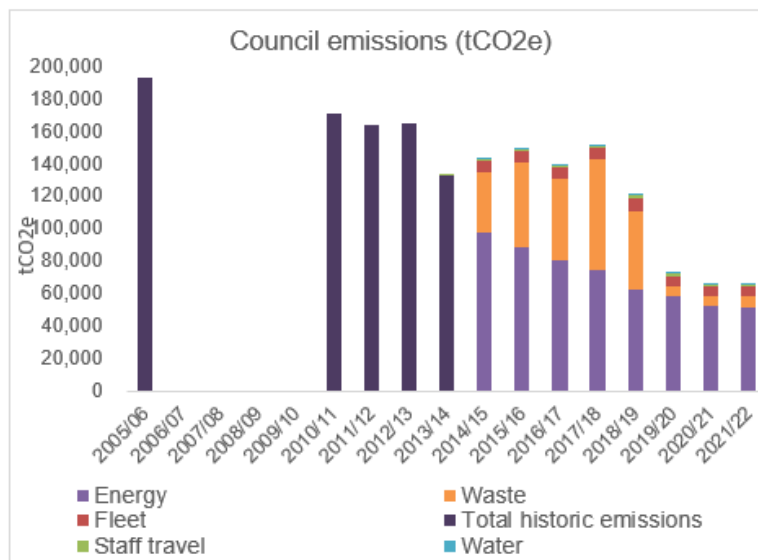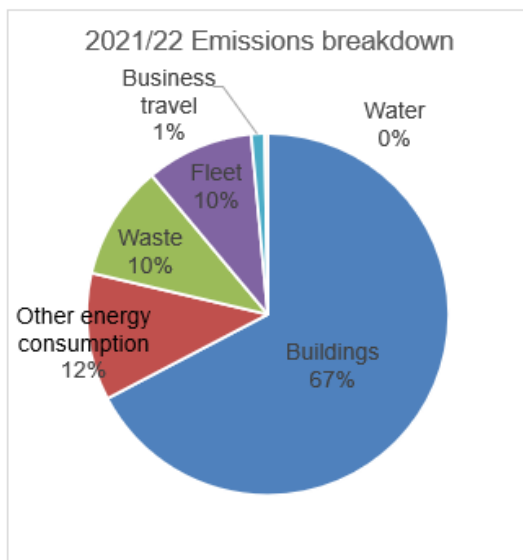
Figure 2: Dashboard of key CERP figures

Buildings Energy Consumption

Evolution of emissions from buildings

Building energy consumption is the central component of the Council's plan to reach net zero by 2030, representing 67 % of the Council's corporate carbon footprint in 2021/22.

Buildings' emissions have reduced by 26 % between 2016/17 and 2021/22, largely due to the decarbonization of the electricity grid. However, emissions have slightly increased between 2020/21 and 2021/22 (+2 %).

This is mostly due to an increase in electricity consumption (+17 %). In particular:

- Annual consumption in schools has now returned to pre-pandemic levels (-4 % compared to 2019/20)
- Annual consumption in leisure buildings has increased by 31 % but is still 23 % below 2019/20 levels

Gas consumption has been stable compared to the previous year (+1 %). It should be noted that the PPP1 estate has been included in the Council's carbon footprint from 2020/21. Without this addition in the scope, 2021/22 gas consumption would be 6 % below 2019/20 levels.

Currently, the most significant programme underway to reduce emissions from Council buildings is the EnerPHit Tranche 1 Programme - a 5-year (2022/23 to 2027/28) buildings retrofitting programme to retrofit 12 Council operational buildings to an EnerPHit informed approach/standard.
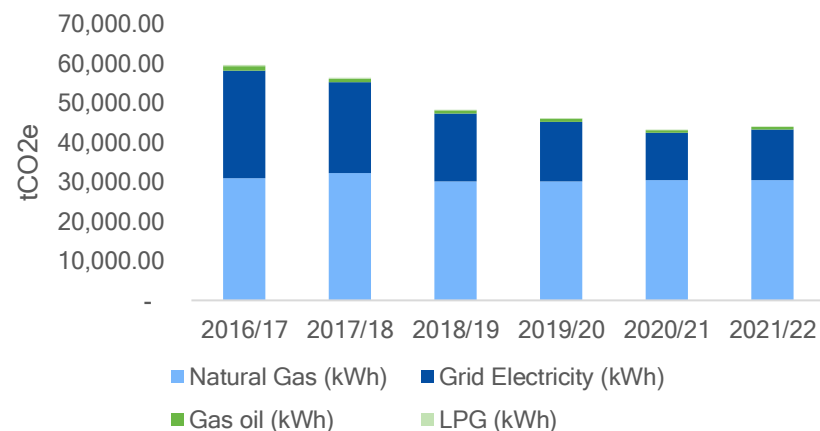

Figure 3: Historic emissions from buildings

A successful bid has been made to the Scottish Government's Green Growth Accelerator which will provide up to £10 million based on a payment in arears funding model and upon the achievement of project outcomes including carbon emissions reductions and green economy opportunities.

A further tranche of sustainable retrofitting works 'Tranche 2' is currently under consideration and is expected to run concurrently with Phase 1 once the proposed buildings have been assessed and funding identified.

Measures will be implemented in the winter of 2022 to deliver immediate energy savings. Key saving measures are the review (and trimming) of time schedules following engagement with sites and service areas and the reduction in heating building temperature set points. Savings will be monitored.

Emissions from Edinburgh Leisure buildings represented 14 % of total buildings emissions in 2021/22. Edinburgh Leisure have started developing a Net zero plan in late 2021 which will include a mapping exercise of all significant existing equipment including their current CO2 emissions, plans for replacement, carbon savings and cost estimates. The initial plan also covers initiatives to reduce emission from waste, fleet and their supply chain.

In 2021/22, three schools have set up an Energy Sparks account (James Gillespie's, St Thomas of Aquin's and Cramond schools). Energy Sparks is a free online energy analysis tool and education programme designed to help schools reduce their energy usage through the analysis of smart meter data.

Using a school's electricity, gas and solar data, Energy Sparks shows pupils and staff how much energy the school is using each day, with suggestions of actions the school community could take to save energy and reduce the school's carbon emissions. Most schools participating with Energy Sparks can expect to achieve energy savings of around 10 % in their first year of engagement, resulting in cost savings of at least £2,400 and 8 tonnes of CO2.

Evolution of Buildings KPIs

- Buildings emissions have remained stable, however they represent the most critical challenge for the Council to achieve net zero emissions. Large emissions cuts are needed year on year to achieve climate targets.
- The installed solar photovoltaic capacity has increased with new panels installed on Waverley Court and Castlebrae High School
- There are currently seven projects being delivered to Passivhaus Standard with LZC Primary Plant, like last year. The percentage increased from 15 % to 18 % because the number of in-flight projects decreased from 40 and 45. This figure will improve as in-flight projects, which predated the requirement, are completed.
- The annual area retrofitted to an EnerPHit informed standard is currently zero but this will increase following approval of the Business Plan at the Policy and Sustainability Committee on 30 August 2022. The planned delivery of the retrofitting works for two first buildings is 2022/23 (Brunstane and Lorne Primary Schools).

Table 1: Buildings KPIs

RAG rating key for the Key Performance Indicators (KPIs):

Target achieved/ exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Monito-ring only	N/A

KPI	2019/20	2020/21	2021/22	Target	RAG
Total Buildings emissions (tCO$_{2e}$)	46,214	43,308	44,103	Net 0 by 2030	A
Installed solar PV capacity (MW)	1.458	2.201	2.436	3.201 MW by 2023/24 6.201 MW by 2030 (+4 MW)	G
Percentage of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent	N/A	15 %	18 %	100 % of conditioned area where Passivhaus is technically appropriate	N/A
Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to low and zero carbon plant (or equivalent)	N/A	0 m^2	0 m^2	By 04/25: 4,396m2 By 04/26: 8,874m2 By 04/27: 17,097m2 By 04/28: 22,665m2 targeted to be retrofitted to EnerPHit informed standard	TE

Buildings actions

Table 2: Buildings phased emissions reduction plan (Note: all targets and deliverables are subject to approval and funding).

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Phase 1: 2021/22 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
B1. Enerphit pilots: Identification of 2 key properties of differing types taking them to Enerphit Retrofit Plan stage with associated mechanical, electrical and plumbing work to deploy LZC primary plant. Feasibility will be costed allowing decision to commence full design and delivery subject to funding. The Pilot will develop Enerphit based methodology for building refurbishment and develop knowledge on best value balance between demand reduction & adoption of low carbon heat.	£100K (Former CEEF funds) ***	Completion to feasibility stage by mid-October 2021 for investment decision	10/21	C	N/A	N/A	N/A	N/A	Patrick Brown (Sustainable Development)

Phase 1: 2021/22 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
B2. Pilot study to include a high-level desk exercise to give an indication of cost across the whole building estate.	Same as B1	Early 2022 report on Tranche 1 feasibilities.	Q1 22	C	N/A	N/A	N/A	N/A	Patrick Brown (Sustainable Development)
B3. In-house staff Passivhaus House Design training and knowledge transfer (included as part of Pilot exercise).	Same as B1	4 colleagues attending Passivhaus Designer training in Nov. 2021 Recruit at least 2 new trainees or apprentices linked to the project	on-going	G	No. of colleagues trained	4	4 by 11/21 10 by 08/23	G	Patrick Brown (Sustainable Development)
B4. Utilise initial funding to initiate first tranche of Enerphit feasibility studies to EnerPHit informed Retrofit Plan stage for 10-12 additional buildings to provide basis for investment decision.	£500K (CEC) ***	Completion to EiRP or Feasibility Study stage equivalent to RIBA Stage 2	03/22	C	No. feasibility studies	12	12	G	Patrick Brown (Sustainable Development)
B5. Commission the full detailed design of 1 or 2 of the initial pilot buildings for selected demand reduction measures (insulation, glazing, air tightness etc). [1]	£500K (CEC) ***	Completion to EnerPHit full detailed design or equivalent to completion of RIBA Stage 4:Technical Design	03/22	A	No. of pilot buildings (full detailed design)	0 *(3 buildings in design: 2 at RIBA Stage 2; 1 at Stage 0; 0 at Stage 4)*	2	A	Patrick Brown (Sustainable Development)

---

[1] Enabling the preparation of detailed designs would mean that if a decision was made to progress, works could be brought forward to start in 2022/23.

Phase 1: 2021/22 Actions	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
B6. Seek budget for commencing pilot works of Enerphit based retrofit	Staff time (CEC) ***	Bid to Green Growth Accelerator Fund for 2 pilots + 10 Tranche 1 buildings Signature of GGA grant agreement – 04/22 Report to P&S Committee (08/22) seeking approval to proceed with the EnerPHit Tranche 1 programme for the next 5 years approved w/ addendum Start of feasibility works for the EnerPHit Tranche 2 programme – Summer 2022	07/22	G	Bid application	Successful GGA bid	Funding awarded	G	Alan Chim (Sustainable Development)

Phase 2: by 2025 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
B7. Develop proposal for enhanced asset management works programme based on Enerphit methodology.	Staff time (CEC) ***	AMW Programme-2020/21 Status Update' report - F&R Committee - 12 August 2021 Further presentation on EnerPHit to CLT, then to Elected Members - Sept/Oct 2021	No strategy completion date can be advised at this time as it is dependent on budget approval	G	N/A	N/A	N/A	N/A	Alan Chim (Sustainable Development)
B8. Delivery of first Passivhaus new build secondary school (Currie HS) and first Passivhaus primary school (Maybury PS)	Both projects are in advanced pre-construction stages. Both CIP funded ***	Currie HS at RIBA Stage 4. Currently at tender stage activity. Maybury PS at RIBA stage 4 pre-tender activity.	Currie HS target completion last quarter 2024 (delayed from 08/24) Mayberry PS target completion August 2024 (subject to site acquisition from housing developer – delayed from 08/23)	A	% of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent[1]	18 %[2]	100 % of conditioned area where Passivhaus is technically appropriate	N/A	Patrick Brown (Sustainable Development)
B9. Start construction works on Enerphit Pilot buildings and the first tranche (budget depending).	£60.85m (CEC) + £10m (GGA) + £tbc (external)	2 buildings by 11/24 +3 buildings by 11/25 +4 buildings by 11/26	11/27	NS	# of building delivered to EnerPHit approach	0	up to 12	TE	Patrick Brown (Sustainable Development)

		+3 buildings by 11/27 (*subject to approval and funding*)							
	***								
B10. Work with stakeholders, funders and supply chain to set the groundwork for a step change in approach to asset management works**.**	Staff time (CEC) ***	N/A	on-going	G	N/A	N/A	N/A	N/A	Sustainable Development
B11. Increase installed Solar Photovoltaic capacity across the Council's operational estate	CEC + SALIX funding available (subject to payback)[3] **	1MW over next 3 years (approx. split year 1 - 250kW, year 2 - 300kW, year 3 – 450kW)	12/30	G	Installed solar PV capacity (MW)	2.436	3.201 MW by 2023/24 6.201 MW by 2030 (+4 MW)	G	Paul Jones (Operational services)

[1] All projects going forward will be delivered to Passivhaus Std with LZC Primary Plant or equivalent as the default position unless there is technical justification to do otherwise (for example, an unheated facility of a vehicle depot shed).

[2] Out of 40 current in-flight projects, 7 are being delivered to Passivhaus Standard with LZC Primary Plant, equating to 15 % of projects. This figure will improve as in-flight projects, which predated the requirement, are completed

[3] PV supported through capital works (new build) with SALIX funding available (subject to payback) to support additional PV on both capital and refurbishment projects

Phase 3 – by 2030 Actions	Resources	Intermediary milestones if relevant	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
B12. Report on outcomes from Enerphit Pilot and set 2030 plan and funding requirements. Test delivery of Enerphit based retrofit approach.	Staff time (CEC) ***	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	G	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	Linked to actions B6, B7, B9, B10.	N/A	(Sustainable Development)
B13. Move to delivery of wide scale Enerphit informed basis for building retrofits and scale up in house resource and supply chain for delivery.	£tbc (potential national funding streams tbc in discussion with Operational Services colleagues) *	•By end 2024/25- approx. 4,396m2 •By end 2025/26- approx. 8,874m2 •By end 2026/27- approx. 17,097m2 •By end 2027/28- approx. 22,665m2 of Council buildings are targeted to be retrofitted to an EnerPHit informed standard		NS	Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to LZC plant (or equivalent)	0 m2	22,665 m2 by 03/28	TE	(Sustainable Development)

.

Other energy consumption

Evolution of emissions

This area of the Council's carbon footprint includes a range of energy uses from street lighting, stair lighting, alarms, park and ride, trams, through to traffic signals, as illustrated in Figure 4. It represented 11 % of the total carbon footprint in 2021/22.
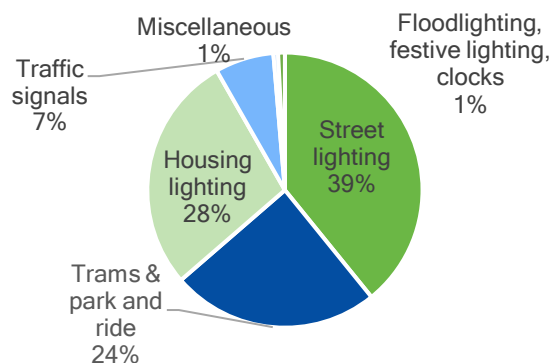

Figure 4: Breakdown of energy consumption, excluding buildings (2021/22)

Emissions have steadily decreased in the past five years (-20 % since 2016/17) thanks to a reduction in consumption (-13 %) coupled with the decarbonisation of the electricity grid. This reduction in consumption is almost entirely due to the reduction in street lighting consumption.

The **city-wide street lighting upgrade project,** completed in December 2021, has reduced street lighting energy consumption by approximately 54 % compared to 2017/18 (more than the anticipated 52 % reduction) and has seen CO_2 emissions reduce by 72 % (thanks to the greening of the grid: the electricity emission factor has decreased by 40 % during the same period). The City of Edinburgh Council has also avoided energy consumption costs of almost £3.8m to the end of March 2022. This project has won the prestigious national "Energy Project of the Year – Public" award at the Energy Awards 2022.

Figure 5: Historic emissions from the "other energy consumption" category

Emissions from **traffic signals** are slowly decreasing too (-18 %). Additional resources have been allocated in the City of Edinburgh Council's budget for financial year 2022/23 for traffic signal infrastructure improvements, over and above the work already planned for this year. A one-off £250k investment will be used to upgrade twelve sites which will provide better pedestrian usability and improved safety. The works will also upgrade the signal optics from tungsten halogen HI optics to LED signals, which will greatly reduce energy consumption and carbon emissions. Works are due to commence in October, with all sites completed by April 2023.

Other energy consumption - actions

Table 3: Other energy consumption – planned interventions & KPIs

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed or unlikely to be met	R	Too early to say	TE	Not applicable	N/A

Actions	Resources	Completion date (MM/YY)	RAG	KPI	2019/20	2020/21	2021/22	Target	RAG	Delivery Lead
Street lighting LED replacement programme	£24.5 m (over 3 years)	12/21	C	Street lighting electricity consumption (MWh)	23.064 MWh	18.556 MWh	12.624 MWh	13.085 MWh by 2022/23[2]	G	Alan Simpson
Replacement of 254 incandescent traffic light installations with LED	£6.5m (estimate)	12/24	G	Number of sites with Tungsten Halogen Lamps	N/A	254 sites	221 sites	243 sites by 03/22 0 site by 03/31	G	Mark Love
				Traffic signal electricity consumption (kWh)	2,250,838 kWh	2,227,693 kWh	2,226,456 kWh	Decrease	G	

---

[2] Based on an estimated 52 % reduction in electricity consumption compared to 2017/18 figures

Fleet

Evolution of Fleet emissions

The evolution of historic fleet emissions is shown on Figure 6. Fleet emissions have remained stable compared to last year (+0.4% increase in overall emissions) and have only decreased by 11% compared to 2014/15.

During 2020/21, there was an 8% drop in diesel and gasoil consumption with most trucks delivering essential service only during lockdowns. Diesel and gasoil consumption has increased in 2021/22 with the service recovering to normal activity but remains 5% below pre-pandemic levels.

Social distancing requirements have led to an increased use of hire cars (mainly petrol cars) in 2020/21. Petrol consumption in 2021/22 is almost three times higher than pre-pandemic levels, but has dropped by 20% compared to 2020/21, and is anticipated to drop again in 2022/23 with additional hire vehicles progressively removed from the fleet.

Note emissions from electric vehicles are currently captured under the Buildings category, with the total electricity consumption of the buildings equipped with chargers covering their use.

Future reductions will come from the continued replacement of vehicles with alternatively powered alternatives. The main barriers to fully decarbonising the Council fleet include:

- The higher upfront cost of purchasing or hiring low carbon vehicles and the additional cost of installing charging infrastructure. Charging infrastructure has been expanded but generally using external funding, the availability of which is generally reducing.

- Market availability: None of the current Council hire vehicles are electric and works need to be done to ensure low-carbon vehicles can be hired where available. Lead times are also increasing due to the impact of the pandemic and the Ukraine war.
- The financial viability depends on the use and the type of vehicles, and some heavy vehicles and specialist equipment do not currently have low-carbon alternatives available. However, this could rapidly evolve, and it is anticipated that projected cost reductions will substantially improve affordability in all market segments over the next 10 years.
- A lack of capacity within Fleet Services to focus on data analysis, funding and budget management, procurement, project management, reporting and asset management of the charger fleet. Additional funding is being sought to address this capacity gap.
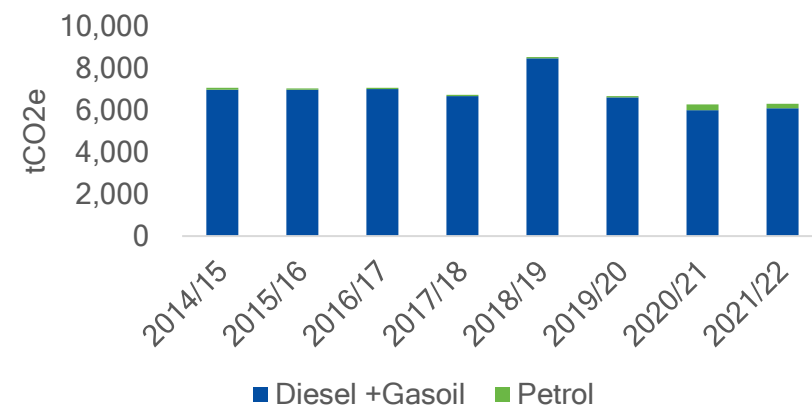

Figure 6: Historic fleet emissions

Evolution of Fleet KPIs

- Fleet emissions have remained stable compared to last year (+0.4 %) as explained above but should decrease going forwards.
- The aim to electrify 100 % of the cars fleet by December 2021 has not been achieved yet and the decarbonisation of the vans fleet is progressing slowly, but work is on-going to accelerate the replacement of those. External support has been procured and is currently scoping the Council's entire fleet to provide clearer indications about the capital required to replace vehicles as well as to upgrade the charging infrastructure. Outcomes of this study are due beginning of December 2022. The Fleet department is now aiming to have fully electrified the car fleet by June 2024 (internal + hire vehicles).
- This external support will also offer procurement assistance and a new procurement framework for vehicles should now offer a more straight-forward route to market.
- The number of EV chargers installed has more than doubled in the last year mainly thanks to Transport Scotland's funding (£2.2 million) and Edinburgh Council £250k budget allocation in 2021/22.
- 5 new electric bin lorries will be procured in November 2022. They are fully funded by Zero Waste Scotland.
- It is currently not possible to accurately monitor the percentage of small equipment (e.g. chainsaws, lawn mowers) that is electric but steps are being taken to register these items on the fleet management system to be able to report on this in the future.

Table 4: Fleet KPIs

RAG rating key for the Key Performance Indicators (KPIs):

Target achieved/ exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not appli- cable	N/A

KPI	2019/20	2020/21	2021/22	Latest data*	Target	RAG
Total fleet emissions (tCO2e)	6,671	6,267	6,290	-	Net 0 by 2030	A
% of EV in the cars fleet (internal fleet)	N/A	65 %	71 %	61 %	100 % by 12/2021	R
% of EV in the total cars fleet (internal + hire fleet)	N/A	38 %	41 %	56 %	100 % by 12/2021	R
% of EV in the vans fleet (internal)	N/A	20 %	20 %	20 %	100 % by 12/2023	R
% of EV in the total vans fleet (internal + hire fleet)	N/A	13 %	13 %	9 %	100 % by 12/2023	R
No. of CEC Fleet chargers installed	N/A	86	203	-	136 by 04/2022	G
No. of CEC Fleet chargers which are publicly accessible	N/A	45	109	-	50	G
No. of alternatively powered HGV	0	1	1	-	6 by 04/2023	TE
% of electric small equipment	N/A	N/A	N/A	-	50 %	TE

* Data from 22/09/22. Figures are not directly comparable with previous ones due to new calculation methodology from Sept 22.

Fleet actions

Table 5: Fleet phased emissions reduction plan

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed or unlikely to be met	R	Too early to say	TE	Not applicable	N/A

Phase 1 – 21/22 Action ★ : New action	Resour-ces	Intermediary milestones	Completion date	RAG	KPI / Target	2021/22	Target	RAG	Delivery Lead
F1. Complete 100 % electrification of car fleet.	£0.33m[3] (CEC) + £0.22m (SG funding) + Further resources required[4] **	Follow evolution of Scot. Govt's guidelines to reduce the number of extra vehicles in the fleet to meet social distancing req's – ongoing Work with Procurement to explore options for hire vehicles to ensure low-carbon vehicles can	12/21 – *now aiming for 06/24*	R	% EV (total cars)	71 % - internal fleet/ 41 % - incl. hire fleet[5]	100% by 12/21	R	Scott Millar

---

[3] 32 EV cars – Fleet Renewal Programme – F&R Committee – March 2020

[4] "Investment will be funded from savings made through the Council's fleet review and supplemented by third party grants for EV and infrastructure"– Fleet Renewal Programme – 03/2020. A clearer indication of resources required will be available in the study due by 12/2022 – cf Action F6

[5] Note that social distancing requirements until mid of 2022 have led to an increased use of hire cars (mainly petrol cars) and fossil fuel cars have been retained. Extra fossil fuel cars have been gradually removed from the fleet (from 115 cars in April 2022 to 14 cars in September 2022), which increased the percentage of electric vehicles in the total fleet. On the contrary, the number of hire vans has increased from 162 to 326 vehicles in September 2022, which decreased the overall van KPI.

Phase 1 – 21/22 Action ★ : New action	Resour-ces	Intermediary milestones	Completion date	RAG	KPI / Target	2021/22	Target	RAG	Delivery Lead
		be hired where relevant – by 12/22 Undertake replacement of all remaining petrol or diesel cars – by 06/24		🟥				🟥	
F2. Commit to 100 % electrification of van fleet and implement a strategy for the charging of vans for mobile workers.	Staff time (CEC) **	Working group with HR & trade unions established - 03/22 Approve policy for use of telematics – 03/23 All new vehicles to have telematics as standard. Roll out telematics across remainder of the fleet – 06/23 Review vehicle telemetry and charger data flows to help determine the adequate strategy– 12/23 (subject to capacity)	12/23	A	N/A	N/A	N/A	N/A	Karen Reeves
F3. Work with city partners to explore the potential for alternative fuels and scope the feasibility and cost of a joint approach to electric and/or hydrogen solutions for heavy fleet	Pilot costs met by Lothian Buses & suppliers ***	Work on-going to trial H2 vehicles with Lothian Buses Work with other cities to inform feasibility of alternative fuel use	12/22	G	N/A	N/A	N/A	N/A	Hannah Ross / Gareth Barwell / Daisy Naraya-nan
F4. Work with EST to develop and implement initial route optimisation	TBC *	Establish a training programme with L&D by 11/22	*Timeline to be established*	A	TBC	TBC	TBC	N/A	Scott Millar

Phase 1 – 21/22 Action ★ : New action	Resour-ces	Intermediary milestones	Completion date	RAG	KPI / Target	2021/22	Target	RAG	Delivery Lead
strategies, including fuel efficiency drivers' training				🟧					
F5. Work with public sector partners to develop a city-wide network of EV charge points/depots to service public sector fleet, to be made available on Chargeplace Scotland for members of the public to use out-of-hours, beginning with 50 additional chargers initially, with 20 % being rapid chargers	£250k (CEC) Switched on Towns & Cities (£2.2m) ***	PO for an initial phase of chargers at Bankhead depot 1x150 kW rapid charger, 2x dual 7 kW chargers, 1x50 kW rapid charger – by Nov-21	Installation of 6 new charge points by 04/22	G	# of CEC Fleet chargers installed # publicly accessible	86 45	136 chargers by 04/22	G	Scott Millar
★ **F12.** Review the potential electrical impact on depots required to support the transition to an electric Council fleet.	Staff time (CEC) ***	High level review of feasibility, costs and any time constraints to implementation – by 12/22	12/22	G	N/A	N/A	N/A	N/A	Paul Jones

Phase 2 – by 2025 Action ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI / Target	2021/22	Target	RAG	Delivery Lead
F6. Develop a fleet optimisation strategy	£25k for study + Staff time (CEC) ***	Fleet optimisation report produced by EST – 06/21 Detailed study on capital costs required to replace vehicles + charging infrastructure – 12/22 Committee report – options to transition the fleet & associated costs (F&R)- Q1/23	Q1 2023	G	Fleet optimisa-tion strategy	On-going study	Strategy developed	TE	Scott Millar
F7. Begin the roll out of alternatively powered van fleet	£0.18m (CEC) + £0.27m (SG funding)[6] + Further resources required[7] **	Start of procurement exercise – now started Report to F&R Committee to approve funding – 04/23 Out to tender – 06/23 Consensus meetings – from 07/23 Contract award & order placed – 09/23	12/23 – *now aiming for 06/24*	A	% EV (total vans)	20 % - internal fleet, 13 % - incl. hire fleet	100 %	R	Scott Millar
F8. Begin the roll out of alternatively powered heavy vehicle fleet	£2.5m for 5 e-RCV (ZWS) + further resources required for the rest of the fleet[8] *	Bid for 5 electric RCVs submitted – 07/21 Order placed for 5 e-RCVs – 11/22	On-going	G	# of alternati-vely powered HGV	1	6 by 04/23	G	Gareth Barwell

---

[6] 40 electric vans – Fleet Renewal Programme – F&R Committee – March 2020

[7] Investment will be funded from savings made through the Council's fleet review and supplemented by third party grants for EV and infrastructure – Fleet Renewal Programme – F&R Committee – March 20. A clearer indication of further resources required will be available in the study by Dec. 2022 – cf action F6

[8] This only covers 5 electric Refuse Collection Vehicles. Costs involved to transition the full heavy fleet are currently unknown but current prices indicate that the cost of an electric RCV is currently three times the cost of a diesel counterpart. A clearer indication of further resources required will be available in the study by Dec. 2022 – cf action F6

Phase 2 – by 2025 Action ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI / Target	2021/22	Target	RAG	Delivery Lead
★ **F13.** Implement the Flexiroute Programme which will allow route optimisation, real time management, improved logistics, vehicle management and will enable the Passenger Operations Service to move into Mobility Hubs.	£153k (SG funding) + £875k (CEC) ***	Kick off implementation of new IT system – 07/22 Organisational Review – 09/22 Internal Transport Provision onto new platform – 04/23 Implementation of Internal transport scheduling – 08/23 Roll out Strategic Commissioning Plan – external provision – 12/23 Implementation of External Transport plan – 04/24	04/24	A	N/A	N/A	N/A	N/A	Frank Henderson

Phase 3 – by 2030									
Action ★ : New action	**Resources**	**Intermediary milestones**	**Completion date (MM/YY)**	**RAG**	**KPI / Target**	**2021/22**	**Target**	**RAG**	**Delivery Lead**
F9. Commit to replace equipment such as lawnmowers and chainsaws with non-fossil fuel alternatives when appropriate	50 % increase on standard cost **	Successful trials with Parks teams – Q1 2022 Procurement expected to move forward in 2023. Register small equipment on the fleet management system to monitor progress against KPI – by Summer 2023	03/25	G	% of electric small equipment	N/A	50 % of equipment electric	TE	Scott Millar
F10. Secure external funding to transition the remaining fleet	£TBC *	Working with TS and EST for potential future funding opportunities	on-going	A	N/A	N/A	N/A	TE	Karen Reeves
F11. Investigate opportunities for utilising fleet as part of broader approaches to Mobility as a Service (MaaS) within 20 min neighbourhood approach	Staff time (CEC) ***	Review contract to expand the network of city car club vehicles accessible to colleagues and vehicle locations by 12/24	2030	NS	N/A	N/A	N/A	TE	Karen Reeves

Waste

Evolution of waste emissions

Total tonnages collected by the Council have increased by 3 % in 2021/22 compared to the previous year, or 5 % compared to pre-pandemic levels. This increase can be explained by the impact of Covid lockdowns resulting in people spending more time and eating more meals at home. Schools and other public buildings such as libraries were closed during lockdowns in 2020 which can explain lower levels in 2020/21 compared to 2021/22. The lockdowns were also an opportunity for residents to do a 'clear out' in their homes which generated a lot of waste in the past two years. It is envisioned a peak has been reached in 2021/22 with tonnages likely to decrease next year.

The evolution of historic waste emissions is shown on Figure 7. Landfilled waste tonnages in 2021/22 represented less than 3 % of total waste tonnages but were responsible for around 40 % of total waste emissions.

Non-recyclable waste is normally sent to the Millerhill Energy from Waste (EFW) plant. Under the contract, the plant operator must first attempt to temporarily divert waste to an alternative EFW plant during the annual plant shutdown, and as a last resort (i.e. when other EFW plants do not have the capacity to accept the additional tonnages), to landfill.

While still well below 2018/19 levels, waste emissions increased by 9 % over last year. This is primarily due to the fact that landfill tonnages (although a tiny fraction of total tonnages) have doubled from last year as a result of a longer plant shutdown.

The new Viridor EFW facility opened in Dunbar in 2021, with potentially more opportunities to temporarily divert waste to that site in the future during shutdowns (subject to capacity).
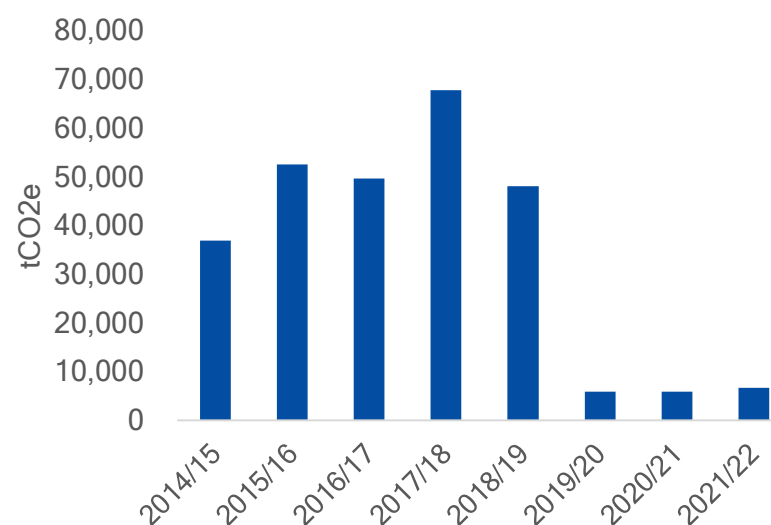

Figure 7: Historic Waste emissions

Evolution of waste KPIs

- Waste emissions have increased compared to last year as explained above but should decrease again going forwards.
- Total waste tonnages have also increased as explained above, and further efforts will need to focus on waste minimisation at source. It is envisioned a peak has been reached in 2021/22 with tonnages likely to decrease next year. Initial figures for the beginning of 2022/23 already indicated that tonnages were lower than the same period last year.
- Recycling rate exceeded the 41 % target set for 2021/22, and is expected to continue to increase thanks to the roll out of the Communal Bin Review project. A new target of 45 % has been set for 2022/23. A modelling work will be undertaken before the end of the financial year 2022/23 by Eunomia on behalf of Zero Waste Scotland. This study will analyse the impact of the future Deposit Return Scheme which will be introduced in Autumn 2023 and how waste services could change to adapt to this. The study with model the impact on kerbside collection first. It is anticipated the Council recycling rate will reduce as drinks containers will be collected separately through the DRS, and outcomes of the modelling work will inform the development of a new longer-term target.
- Total food waste tonnages have slightly decreased compared to last year, but are still higher than 2019/20 figures, and current food waste recycling campaigns should help increasing this figure further.

Table 6: Summary of key KPIs for Waste

Key for the RAG rating of the Key Performance Indicators (KPIs):

Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE

KPI	2019/20	2020/21	2021/22	Target	RAG
Total waste emissions (tCO2e)	5,843	5,949	6,724	Net 0 by 2030	A
Total waste tonnages collected	205,209	209,878	215,725	decrease	R
Percentage of waste recycled	41.10 %	39.60 %	42.70 %	41 % by 2021/22 45 % by 2022/23	G
Total food waste tonnages collected	9,716	10,966	10,489	increase	A

Waste actions

Table 7: Waste - phased emission reduction plan

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Phase 1 – 21/23 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
W1. Provide additional communal recycling bins for high-density properties over the next two years to deliver an increase in communal recycling bins across the city	£7.4M (total cost): £2.5M (CEC) + £4.9M (ZWS) + remaining (CEC) ***	Funding application submitted to ZWS – 07/21 (successful) CBR project updates – T&E Committee – 10/22 Phase 1 – Road works for installation of metal fences finalised 03/22. Roll out of new/refurbished bins on street completed 08/22. Phase 2 – Implementation Autumn 2022. Phase 3 (depending on TRO) – Planned to start Q1 2023	06/23 (delayed to Q3 2023)	A	% of waste recycled	42.7 %	41 % by 2021/22	G	Andy Williams
					Recycling, glass and food waste capacity per resident per week before and after the project is delivered (Liter)	Phase 1: 60 L (before) >150 L (after)	increase	G	
					Non-recyclable waste capacity per resident per week before and	Phase 1: 236 L (before)	Decrease	G	

Phase 1 – 21/23 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
					after the project is delivered (Liter)	>150 L (after)			
		Phase 4 (depending on TRO) – Estimated implementation Q2/Q3 2023 Phase A - On-going implementation throughout 2022/23			Number of locations with fully integrated waste and recycling facilities before and after the project is delivered.	Phase 1: 32 (before) 360 (after)	increase	G	
					Number of locations with only non-recyclable waste bins before and after the project is delivered.	Phase 1: 235 (before) 0 (after)	Decrease	G	
W2. Implement routing changes for kerb-side food waste collection to support reduction of the fleet by two vehicles	Staff time (CEC) ***	Project complete	04/21	C	No. of waste collection vehicles	-5	-2	G	Andy Williams
★ **W12.** On-going route optimisation to ensure routes are efficient and provide extra capacity	Staff time (CEC) ***	Work on kerbside routes – to go live end of 2022	On-going	G	RCVs annual fuel consumption (thousand liters)	860	decrease	G	Andy Williams

Phase 1 – 21/23 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
W3. Deliver awareness raising campaigns to encourage citizens to reduce, re-use and recycle	£90k for 2021/22 £86k for 2022/23 (CEC - Change-works contract) + Staff time (CEC) ***	Food waste social media campaign -07/21 to 03/22 (to be renewed in 2022/23) Door-to-door engagement – 08/21 Festive waste awareness raising campaign – 12/21 Recycling videos/film launched – 03/22 Schools Waste education activities – by 03/23 Fly-tipping engagement events – by 03/23 Waste campaigns with focus on waste reduction and reuse – by 03/23	On-going	G	Increase in food waste weight presented for recycling in areas targeted by Changeworks campaign (Carrick Knowe & Gilmerton areas)	+57 %	+10 %	G	Andy Williams
					No. of schools engaged	N/A	Min 10		
					No. of residents engaged during fly-tipping events	N/A	N/A		
W4. Improve the recycling infrastructure in schools and explore options to enhance facilities management capacity to divert further waste towards recycling	£100k ***	Business Case developed – 02/22 Update on approach and progress – P&S Committee – 06/22	12/22	C	% of educational settings with recycling in place	100 % *(as of June 22)*	100 % (circa 150)	G	Mark Stenhouse
★ **W13.** Undertake a waste composition analysis to inform future	£30k TBC (majority funded by ZWS) ***	Start of the analysis – Q4/22	03/23	NS	N/A	N/A	N/A	N/A	Andy Williams

Phase 1 – 21/23 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
waste services priorities									

Phase 2 – by 2024/25 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
W5. Work with the third sector and Scottish Government to explore incentivisation models for increasing re-use and recycling of bulk items.	£tbc (CEC/ external funding) *	Bulky waste refurbishment pilot project at Bankhead depot with Edinburgh Furniture Initiative – Sept. 2022 onwards	03/23	G	N/A	N/A	N/A	N/A	Andy Williams
W6. Improve the city's domestic recycling infrastructure through expanded household waste recycling facilities and capacity, and the use of smart technology such as QR codes, and smart phone apps, subject to successful bids to the Scottish Government Recycling Infrastructure Fund.	£106.5k routesmart devices + £55k for other technology (ZWS funding) ***	Application submitted - 07/21 Roll out of 30 routesmart devices and 11,000 sensors by 31/12/2022	12/25	G	% route completion	N/A	N/A	N/A	Karen Reeves
W7. Begin the implementation of the City Operations Centre by investing in Internet of Things (IoT) bin sensors to monitor communal waste and recycling and litter bins and a new CCTV system to help us to manage the city on a more proactive basis.	1M for 11,000 bin sensors: £305k (ERDF) + CEC + other funding streams - £1.78M for CCTV (£1.068M CEC + £0.712M ERDF) **	Lab testing of bin sensors – 02/22 In-field testing of bin sensors – 07/22 Roll out of bin sensors – TBC (currently delayed) - Transition to Digital Video Management System for the entire CCTV network – Q2 2022	06/23 - 02/23	G	Number of datasets opened for innovation - % of full bin alerts responded to within 24-48 hrs - % of fire alerts responded to within 15 mins. -	N/A - N/A - N/A -	5 by 2023 - increase - increase -	N/A	Karin Hill

Phase 2 – by 2024/25 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
				G	% of vandalism alerts (I.e. bins being tipped over) responded to within 24 hrs	N/A	increase		
W8. Review dry mixed recycling contract specifications at point of expiry to identify opportunities for requiring contractors to extract more value from materials.	£100k Year 1 + £100k Year 2 (CEC) ***	Engagement with contractor leading to additional materials (pots, tubs and plastic trays) now included in the recycling contracts	12/25	G	% of waste recycled	42.7 %	41 % by 2021/22	G	Andy Williams
W9. Finalise proposals for the opening of a fourth HWRC at Braehead to manage increased waste resulting from the significant housing developments in the West of the City.	Staff time (CEC) ***	Re-assessment of estimated capital and on-going operational costs linked with a 4th HWRC- 04/22 Outline business case developed by 03/23	03/23 at the latest	G	No. of recycling centres	3	4	TE	Andy Williams
★ **W14.** Progress with the construction of the Millerhill Energy from Waste plant heat offtake unit to provide heat to the Midlothian Energy Heat Network, in collaboration with Scottish Government, Vattenfall, Midlothian Council, FCC Environment and Shawfair LLP	£5.2m (CEC) – subject to Full Council approval and final design & build costs ***	Sign-off of Heat Offtake Agreement – 10/22 Approval of Contractors Change notice – by 02/23 Start of infrastructure construction – expected by end of 2022 Delivery of heat to homes – by 2024	12/24	G	MWh of electricity and heat generated through the incineration of waste collected by CEC (TBC subject to data availability)	72,419 MWh for electricity	N/A (monitoring only)	N/A	Andy Williams

Phase 3 – by 2030 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
W10. Investigate the potential for a joint authority Materials Recovery Facility to extract more value from materials	Staff time (CEC) ***	Discussions with Midlothian, Borders and West Lothian Councils + engagement with the sector - on-going	Decision to go for procurement – 03/23	A	N/A	N/A	N/A	N/A	Andy Williams
W11. Review the impact of the Extended Producer Responsibility and Deposit Return Scheme on the city's domestic waste service requirements and bring forward service redesign proposals which ensure that at least 50 % of any savings are re-invested in further actions to reduce the Council's emissions	Staff time (CEC) ***	Consultancy support (modelling work) by Eunomia on behalf of ZWS to analyse the impact of the future DRS on waste services– by 03/23. 08/24: Review impact of DRS (after 1 year of DRS implementation – subject to any DRS delays) 12/24: Review impact of EPR Q1-25: Bring forward service design proposals (subject to any EPR delays)	03/25	NS	% of savings reinvested	N/A	50 %	TE	Andy Williams

Business travel

Evolution of business travel emissions

Business travel emissions represented around 1 % of total Council emissions. They do not include emissions from employees commuting from home to work.

Business travel emissions have increased by 28 % compared to last financial year but remain well below pre-pandemic levels (-60 % compared to 2019/20). This is mainly due to a 57 % increase in emissions from taxis, which again are still well below pre-pandemic level.

Grey fleet mileage has increased by 10 % compared to 2020/21 and rail and flights emissions have increased more than fourfold. Emissions from air travel (which are monitored since 2019/20) amounted to 12 tCO2e, down from 123 tCO2e pre-pandemic. Half of the air travel emissions come from domestic flights.

The recruitment of a new Sustainable Travel officer in 2021 as well as the publication of the new Sustainable Colleague Travel Plan will ensure these emissions are kept as low as possible while colleagues progressively return to offices.
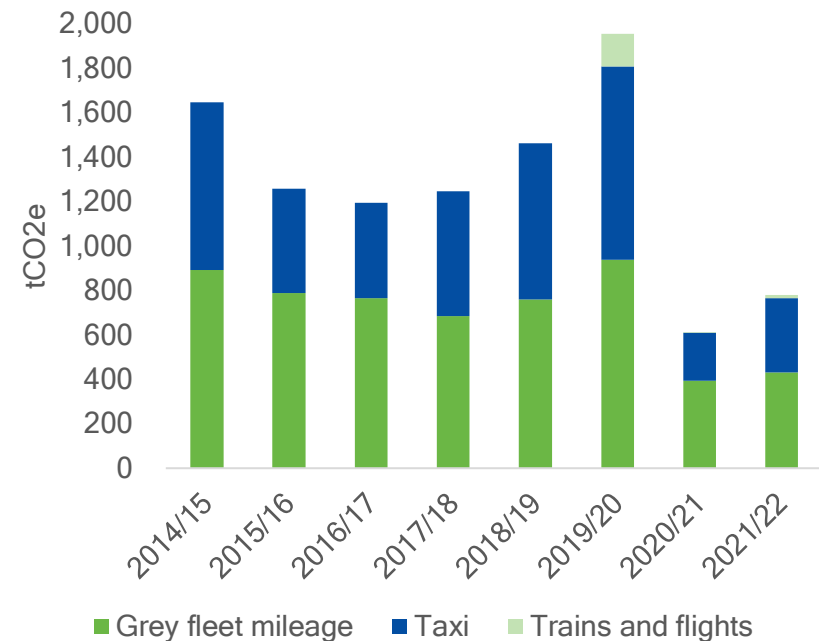
Figure 8: Historic business travel emissions

Evolution of business travel KPIs

- Business travel emissions have increased compared to last year as explained above but are still well below pre-pandemic levels and represent only 1 % of the Council's overall carbon footprint
- Emissions from air travel (which are monitored since 2019/20) amounted to 12 tCO2e, down from 123 tCO2e pre-pandemic. The revised Business Travel & Accommodation Guidance, which does not allow for air travel when a direct rail connection is available, should help keep these emissions as low as possible.
- Emissions from taxis have increased by 57 %, and grey fleet mileage by 10 % compared to 2020/21. They remain well below pre-pandemic levels.
- There has been a 36 % increase in bicycle mileage claimed compared to last year. In 2022, the Council increased the bike mileage rate from 25p to 45 p/mile to match the car mileage rate to incentivize low-carbon business travel.
- The uptake of the cycle to work scheme is increasing, and new electric pool bikes are also now available at Waverley Court.
- An e-cargo bike pilot is progressing with partners identified but faces some delays due to insurance issues. Once these are resolved, eight park rangers in the Pentland Hills will receive a training and pilot the cargo bikes during six to eight weeks (subject to availability of bikes).

Table 8: Summary of key KPIs for Business Travel

RAG rating key for the Key Performance Indicators (KPIs):

Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE

KPI	2019/20	2020/21	2021/22	Target	RAG
Total business travel emissions (tCO2e)	1,956	612	781	Net 0 by 2030	G
Air travel emissions (tCO2e)	123	2	12	decrease	G
Taxi travel emissions (tCO2e)	870	213	335	decrease	A
Grey fleet mileage claims (million km)	4.7	2.3	2.5	decrease	G
Staff bike mileage claimed	21,852	9,984	13,556	increase	G
Uptake of Cycle to Work scheme	N/A	408	410	increase	G
Number of colleagues receiving e-cargo bike trainings	0	0	0	5	A

Business travel actions

Table 9: Business travel - phased emission reduction plan

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Phase 1 – 21/22 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
T1. Review Council business travel policies, procedures & guidance to ensure they are centred around a sustainable travel hierarchy that takes account of employees' operational base location and incentivises to consider the most sustainable mode of transport first.	Staff time (CEC) ***	Review of current content, benchmarking and developed proposals by 03/22 New guidance approved by CLT – 09/22	06/22	C	Revised business travel guidance published	Guidance approved	Guidance published on the Orb	A	Katy Miller
T2. Re-establish Transport Allocation Panels to support citizens' needs and reduce miles travelled by private car and taxi in connection with service delivery	Staff time (CEC) ***	C&F TAP meetings in place	On-going	C	Business travel emissions – taxis	335 tCO2e (870 tCO2e in 2019/20)	decrease	A	Crawford McGhie
T3. Finalise a Sustainable Colleague Travel Plan and create a new	£50K (P4A SCSP) ***	Recruitment of Travel Plan Officer – 09/21 Establishment	03/22	A	Staff bike mileage claimed	13,556 miles	Increase	G	Sustainability team with support from HR

Phase 1 – 21/22 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
corporate Travel Plan and Research/Monitoring Officer post, funded by Paths for All through the Smarter Choices, Smarter Places programme, to oversee its implementation and monitoring and explore additional grants to support improvement of active travel facilities at council sites.		of a cross service travel working group – 10/22 Publication of Sustainable Colleague Travel Plan - delayed to Q1 2023		🟧				🟩	
T4. **Deliver a colleague engagement programme** to raise awareness of new travel plan and policies and encourage uptake of staff benefit schemes supporting sustainable transport modes, to events such as Dr Bike sessions, e-bike pools and sustainable transport subsidies.	Path for All – SCSP funding ***	Step Count Challenge 10-11/21 and 05/22 Walking webinar (Wellbeing Roadshow) – 11/21 Scottish Workplace Journey Challenge – 03/22 Lunch & Learn on sustainable travel – 05/22 Love to Ride campaign – 09 to 03/23	On-going	G	Uptake of Cycle to Work scheme	410 users (2021)	Increase	G	Sustainability team / Communications
T5. Develop and implement the 'Our Future Work' strategy which identifies opportunities to support	Staff time (CEC) (+ resources to be secured	Strategy approved P&S Cttee – 10/21 Phase 1 new ways of working	On-going	G	N/A	N/A	N/A	N/A	Gillie Severin

Phase 1 – 21/22 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
and promote sustainable travel	for further trials) **	trials 10 to 12/21 Feedback survey incl. changes in staff commuting habits – 12/21 Carbon impact of working from home included in Our Future Work FAQ							

Phase 2 – by 2024/25 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
T6. Benchmark mileage claims and rates of payment – explore possibility of changing rates, phasing reductions (e.g. diesel cars) and increasing other e.g. bike	£4K[9] (CEC) *	Analysis of datasets, benchmarking & cost modelling – 03/22 New bike mileage approved by CLT and included in revised Business travel guidance – 09/22	03/22	C	Staff bike mileage claimed	13,556 miles	Increase	G	Katy Miller
T7. **Re-design the myTravel booking system** to support the new Sustainable Colleague Travel Plan and sustainable travel hierarchy	Staff time (CEC) ***	Engagement with supplier (CTM) to implement changes to the travel booking platform – Q2 to Q4 2022	03/22 (delayed to 12/22)	A	TBC	TBC	TBC	N/A	Katy Miller / Sustainability Team
T8. Review the **designation and use of Council parking spaces** to encourage more sustainable transport choices	Staff time (CEC) ***	Develop general principles for designation of parking spaces – 03/22	06/22	C	TBC	Draft principles developed	TBC	N/A	Katy Miller
★T13. Engage with service areas, trade unions and CLT to approve the draft **parking spaces allocation principles**	Staff time (CEC) ***	Engagement with relevant stakeholders Work with Comms to promote and enact this new culture	TBC	NS	N/A	N/A	N/A	N/A	Sustainability Team / Facilities Management

[9] Estimated costs based on 18/19 and 19/20 data, assuming an increase in the bike mileage rate from 25 to 45 p/mile

Phase 2 – by 2024/25 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
and ensure they are **implemented**.									
T9. Commit to **phasing out air travel for business** as part of an integrated approach to digital innovation in public sector strategic and operational delivery	Staff time (CEC) ***	Included within scope to review policy guidance – 03/ 22	06/22	G	Air travel emissions	12 tCO2e (123 tCO2e in 2019/20)	Decrease	G	Katy Miller
T10. Work with third sector partners to pilot the replacement of business journeys by car with **e-cargo bikes** and roll-out e-cargo bike training to target staff groups	Pilot & training delivered by 3rd sector partner ***	Investigate loan of e-cargo bikes from third sector and finalise risk assessment – Q2 2022 Cargo-bike pilot – Q4 2022 *(tbc subject to insurance/training requirements)*	Q1 2023 *(tbc subject to insurance/ training requirements)*	A	Number of staff receiving e-cargo bike trainings	0	8 for 1st pilot Future target TBC following pilot outcomes	A	Sustainability team

Phase 3 – by 2030 Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
T11. Ensure the **Active Travel Action Plan and Investment Programme** delivers an active travel infrastructure which contributes to modal shift for business travel	**£117.6m: £20.5m** (CEC to 2025/26 subject to internal allocations) + **£84.5m** (to 2025/26, Sustrans) + **£12.6m** (to 2025/26, SG CWSR grant) + **£0.1m** (SG Place Based Investment Programme in 2022/23) ***	Ensure CEC work on service redesign and new ways of working Helps to inform future active travel investments Gather data on business travel routes and transport modes to inform future active travel infrastructure investment by 12/23 – *tbc subject to resources*	03/25	G	Car mileage claims	2.5 million km	decrease	G	Sarah Feldman / Phil Noble with support from Sustainability team
T12. Commit to '**EV only**' for business travel by **taxi**	Staff time (CEC) ***	Review the Council contract specifications at point of renewal to ensure only EV taxis can be booked by 2030 – (Revision of Contract for unescorted passenger journeys - 10/22) Embed stricter environmental requirements in the taxi licensing requirements – TBC	By 2030 at the latest	G	TBC	TBC	TBC	N/A	Sustainability team/ Passenger Operations

Colleague engagement

Colleague engagement progress

Colleague engagement and empowerment is key for the Council to meet its ambitious climate targets. In 2022, Human Resources have worked closely with the corporate sustainability team to drive a cultural change within the Council, with regular meetings set up to progress on actions.

Key highlights from 2022 include:

- The start of the roll out of the Carbon Literacy training (The Head of Human Resources also attended the Climate Solutions training from the Royal Scottish Geographical Society)
- The development of a new Behavioural Framework for the Council, which includes 'green behaviours' and will underpin the recruitment process as well as the annual performance conversations
- The launch of a new sustainability network and organisation of several behaviour change events and campaigns.
- The review of the web content (intranet and Council website) with extra sustainability pages

New actions have been identified to further advance this program. There are highlighted with a star (★) in the actions table (see Table 11).

Evolution of Colleague engagement KPIs

Table 10: Summary of key KPIs for Waste

RAG rating key for the Key Performance Indicators (KPIs):

Target achieved/ exceeded	G	Target almost achieved	A	Target failed	R	Too early to say		TE

KPI	2019/20	2020/21	2021/22	Latest data	Target	RAG
No. of Climate lunch and learns	N/A Launched 04/21	N/A Launched 04/21	3	5	4 per year	A
No. of staff who have received Carbon Literacy accreditation	2	4	66	150 as of June 2022	15 % of staff by 2025 (~ 2,500)	A
No. of staff who have been trained to deliver Carbon Literacy training	N/A	N/A	6	6	Minimum 20 by 2025	A
No. of different departments with sustainability network members	N/A	8	10	-	17	A
Grey fleet mileage claims (million km)	4.7	2.3	2.5	-	decrease	G
No. of green car leasing scheme users	N/A Launched 03/21	N/A Launched 03/21	38	-	increase	TE

Colleague engagement actions
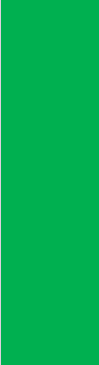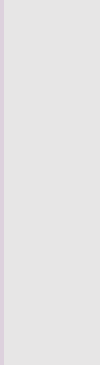
Table 11: Colleague engagement programme

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*			
Actions:	Action progressing on time	G	Action progressing with some delays	A	Milestone behind target	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
E1. Climate Literacy training for elected members and colleagues: Support, decision making and scrutiny and enable to make informed choices and act on issues which help to reduce the council's emissions	£27K (CEC) ***	External provider contracted – 12/21 Training delivery to phase 1 priority groups – from 03/22	12/25 *(subject to future funding)*	A	No. of colleagues who have received CL accreditation No. of colleagues trained to deliver CL training	150 (June 22) 6	15 % of staff by 2025 (~ 2,500) *(Silver accreditation)* Minimum 20 by 2025	A	Sustainability team
E2. Sustainability Network: Collaborative network to harness existing assets and resources for members to enable teams to become more sustainable. Support promotion of best practice across council workstreams.	Staff time (CEC) ***	Network launched & regular meetings set up– 03/21 Review of membership and remit – 04/22	On-going	G	# different departments with sustainability network members	10	16	A	Sustainability team

Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
E3. Climate lunch and learns: Raising awareness and encouraging action on key issues, such as sustainable staff travel and waste reduction	Staff time (CEC) ***	First lunch and learn launched: 04/21 6 dates scheduled for 2022	On-going	G	# of lunch and learns	3	4 per year	A	Sustainability team
E4. Supporting colleagues to reduce emissions from energy and waste in the workplace: Promoting and encouraging re-use, repair and recycling.	Staff time (CEC) ***	Sustainability embedded in Our Future Work pilot workbook Festive waste awareness raising campaign – 12/21 Update of Sustainability Orb pages – Summer 22	On-going	G	TBC	TBC	TBC	N/A	Sustainability team
E5. Awareness and engagement around procurement strategy: Support decision making & scrutiny and enable to make informed choices in line with the net zero ambition	Staff time (CEC) ***	Organise 10 procurement strategy/delivery related training events per year delivered to Council service areas	On-going	G	Number of events organised per year	10+	10	G	Lynette Robertson
E6. On-boarding: Refresh sustainability e-learning	Staff time (CEC) ***	Identification of refreshed content – 12/21 e-learning developed for myLearning Hub – Q3 22	Summer 22	A	Number of users who have completed the e-learning module	N/A	increase	TE	Katy Miller / Sustainabi-lity Team

Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
		New work module launched – Summer 22 (delayed to Q4 2022)			Total e-learning views on myLearning Hub				
E7. The role of our leaders: Ensure sustainability is embedded in decisions about Our Future Work & service/organisational design principles.	Staff time (CEC) ***	Sustainability embedded in Our Future Work pilot workbook ★Explore how sustainability can feature under one of the behaviours in our purpose and behaviours framework – Q3 22 ★Ensure sustainability is included as a measure of the leadership goals – 03/23	03/23	G	N/A	N/A	N/A	N/A	Katy Miller
E8. Employee benefits platform: review current offering to improve alignment benefits with net zero ambition	Staff time (CEC) ***	Green car leasing scheme launched – 03/21 Benchmark and explore further options with benefits providers – delayed	Summer 22	A	Number of green car leasing scheme users	38	Increase	N/A	Katy Miller

Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
E9. Review and develop coherent intranet content (Orb) and policies to ensure alignment with net zero objectives	Staff time (CEC) ***	Review and integrate Orb content by 01/22 New Transport & Travel pages and Sustainability pages launched – Q3 22	06/22	C		N/A	Orb content updated	N/A	Katy Miller / Sustainabi-lity team
E10. Encourage staff modal shift from vehicle use to active travel through the delivery of 20-minute neighbourhood hubs	Staff time (CEC) ***	Publication of 20-minute neighbourhood strategy – 06/21 Publication of Sustainable Colleague travel Plan – 03/22 (delayed to 11/22)	On-going	A		2.5 million kms (5.3m in 2019/20)	decrease	G	Sustainability team
★E11: Explore the possibility to develop an Employee Volunteer Policy which would grant 1 paid day per year for colleagues to volunteer locally	TBC *		12/25	NS	Publication of Volunteer policy	-	-	N/A	Katy Miller
★E12: Behaviour based recruitment: ensure the Council's sustainability commitment is embedded in recruitment process	Staff time (CEC) ***	Council's sustainability embedded commitment in recruitment materials since 2020	12/27	G	N/A	N/A	N/A	N/A	Katy Miller

Actions ★ : New action	Resources	Intermediary milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	RAG	Delivery Lead
		Explore the possibility to review job descriptions to add a responsibility to contribute to the Council's net zero target by 12/27							

Procurement and circular economy

2021/22 updates

Although emissions from purchased goods are not included in the city or Council carbon footprint data, the Council is nonetheless working with city partners to reduce these emissions. The city 2030 Climate strategy seeks to address these emissions and includes the following strategic action for the public sector: "Ensure that all public sector procurement spend actively supports this strategy so that by 2030 all new investment and purchase decisions are net zero". The Council is working to reduce emissions from its procurement activity and engaging with providers to support the reduction of emissions across their supply chains.

The Council's Sustainable Procurement Strategy, approved in 2020, identified "Contributing to the Council's 2030 net zero target" as one of seven key procurement objectives. Progress made towards this objective is detailed in the latest Sustainable Procurement Strategy Annual Report, published in September 2022.

Key highlights from last financial year include:

- Upskilling of staff using tools and guidance provided by Scottish Government and wider stakeholder networks, for example engagement with Zero Waste Scotland and other local authorities. Procurement staff have completed carbon literacy training, through Scottish Government sustainable procurement toolkit.

- The Council is a key contributor to new guidance supporting impact assessments of climate change within key sectors, taking the lead on social care and working with others on other sectors including ICT, Furniture, Food, Travel, Roads and Infrastructure.

- Over the last year we have reviewed our processes and templates to provide early identification and prompts to highlight projects which have a climate impact to ensure there is an opportunity to influence the procurement and outcomes through the supply chain. Whilst work is ongoing to establish the data measurement to be applied in future tenders, we are working to ensure risk and opportunity for carbon reduction is established within key sectors such as fleet, construction and travel.

- One such project awarded during the year was a construction project for the Development of Wester Hailes Education Centre, tenderers were asked to address reductions of emissions, efficient energy use, sustainable supply chains, minimisation of waste, addressing environment nuisance issues such as noise, and the use of materials including reuse and recycling.

- Other climate actions identified through procurement of services and where the market is developing actions include, for example, employability services providers confirming they had environment policies and were upskilling within their organisation to identify saving measures in buildings and transport. In mental health services providers were reducing emissions through limitations on travel, recycling of products used, reduced energy consumption and investing in e-bikes.

- Assessing the potential for reuse, repair and recycling is now embedded in the procurement planning stage with further examples of this included in the new Furniture

Removal Storage, Design and Move Management Framework ethical disposal and reuse for example WarpIT is adopted in the scope.

The use of whole-life costing within the Council's tender approach is continuously monitored, with Best Practice shared and recorded for future reference, making use of the Scottish Government toolkits to prepare suitable tenders and shared information on the knowledge hub

Procurement actions

Table 12: Key procurement actions

Resources:	Resources secured (source)	***	Costs known (potential source)	**	Costs unknown (potential source)	*				
Actions:	Action progressing on time	G	Action progressing with delays	A	Milestone unlikely to be met	R	Action completed	C	Not started	NS
KPI:	Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Not applicable	N/A

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	Delivery Lead
★**P1.** Procurement **representation and influence** across the Council and with public sector colleagues through **knowledge sharing and resources** leading to opportunities for carbon reduction.	Staff time (CEC) ***	- Sharing of resources via the National Climate and Procurement Forum, the Knowledge Hub, Scottish Local Government Procurement Forum, Sustainability Board and Edible Edinburgh with examples of collaborative projects reviewed to identify opportunity - on-going - Production and input to national Primary Impact Area for Climate Change guides shared with the internal team and wider public sector organisations - on-going - Completion of carbon literacy training by Procurement colleagues, through the Scottish	On-going	G	N/A	N/A	N/A	Lynette Robertson

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	Delivery Lead
		Government sustainable procurement toolkit (06/22) - Promotion of e-learning opportunities through the Procurement Learning & Development Team to wider Council including commissioning colleagues - by 06/23						
★P2. Engagement with suppliers and experts to better understand what opportunities for carbon reduction can be delivered through influenceable spend and in particular the Council's key priority sectors such as fleet, waste and construction	Staff time (CEC) ***	- Calls for innovation and low-carbon market solutions – from 01/23 - Building of carbon reduction solutions into tender documents such as specifications and through the evaluation process - on-going - Development of supplier engagement strategy- by 04/23 - Expert support sought from organisations such as Zero Waste Scotland to educate and raise awareness in Council staff involved in tendering and managing contracts and to highlight good practice and opportunities for the circular economy outcomes via procurement activity – on-going	On-going	G	Supplier engagement strategy developed - Number of monthly engagement sessions	N/A - 12+	Supplier engagement strategy developed by 04/23 - 12	Lynette Robertson

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	Delivery Lead
★P3. Promotion of carbon reduction plans leading in future to a requirement for suppliers in all Council key priority areas	Staff time (CEC) ***	- Develop and apply a triage and assessment process for appropriate use of the Scottish Government Sustainable Procurement Toolkit to identify influenceable spend with most significant carbon reduction potential - by 06/23 - Seek to influence the behaviour of the market and suppliers as to what is expected i.e. carbon reduction plans and future continuous improvement to reduce their climate impact including setting and achieving carbon reduction targets - by 06/23	06/23	NS	% of annual influenceable spend covered by a carbon reduction plan	Not measured yet	TBC once baseline available	Lynette Robertson
★P4. Consider potential for reuse, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste	Staff time (CEC) ***	- Use of the Scottish Government Sustainable Procurement Toolkit when considering new procurements – on-going - Assessment of the potential for reuse, repair & recycling now embedded in the procurement planning stage – on-going. - Use and promotion of Warp-It to reduce landfill and increase reuse by the Council, Edinburgh based public bodies and the third sector – on-going	On-going	G	% of annual influenceable spend with reuse, repair recycle requirements in tender documents	Not measured yet	TBC once baseline available	Lynette Robertson

Action ★ : New action	Resources	Milestones	Completion date (MM/YY)	RAG	KPI	2021/22	Target	Delivery Lead
★P5. Adopt industry standards to ensure consistency in approach with the market and clear measurement tools understood by all	Staff time (CEC) ***	- Establishment in Council's procurement procedures that suitable standards and certifications sought in tender exercises – on going - New Schools to be built to Passivhaus standard. - Application of Housing Service's net zero design guide for new home developments (refreshed in November 2020).	On-going	G	N/A	N/A	N/A	Lynette Robertson

Performance monitoring and reporting

The Council will continue to publicly report its organisational emissions annually to the Scottish Government through the Public Bodies Climate Change Duty Reporting (PBCCD).

The Council also participated in the Carbon Disclosure Project (CDP)[10] for the first time in late 2020. CDP is an international non-profit organisation for companies and cities' environmental reporting organisation. It is the largest climate change-focused data collection and assessment programme in the world.

In 2021, Edinburgh was one of 95 global cities on **CDP 2021 A-List**; meaning it has been recognized by CDP as a city that is taking bold leadership on environmental action and transparency.

The reporting arrangements for the monitoring of Council emissions are listed in *Table 13.*

Table 14 summarizes the key performance indicators which will be used to track progress against of the actions identified in each section of this plan. The CERP annual progress reports will provide regular updates against these KPIs.

Table 13: Reports that include monitoring of Council emissions

Report	Key dates	Schedule
Carbon Disclosure Project	Jul 2022	Annual
City of Edinburgh Council Annual Performance report	Aug 2022	Annual
Public Bodies Climate Change Duties report	Nov 2022	Annual
Council Emissions Reduction Plan Annual Progress Report	Nov 2022	Annual

---

[10] https://www.cdp.net/en/cities

Table 14: Summary of key performance indicators

Key for the RAG rating of the Key Performance Indicators (KPIs):

Target achieved or exceeded	G	Target almost achieved	A	Target failed	R	Too early to say	TE	Monitoring only	N/A

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
All	Total Council emissions (tCO2e)	73,503	65,647	65,527	Net 0 by 2030	A
All	3-years carbon budget spend	N/A	66 ktCO2e (35 % spent)	131 ktCO2e (69 % spent)	190 ktCO2e (cumulated from 2020/21 to 2022/23)	A
Buildings	Total Buildings emissions (tCO2e)	46,214	43,308	44,103	0 by 2030	A
Buildings	Installed solar PV capacity (MW)	1.458	2.201	2.436	3.201 MW by 2023/24 6.201 MW by 2030 (+4 MW) (Note: Baseline and targets have been recalculated in November 2022 due to reporting improvements)	G
Buildings	Percentage of new builds in delivery to PassivHaus standard with associated Low and Zero Carbon (LZC) Primary Plant or equivalent	N/A	15 %	18 %	100 % of conditioned area where Passivhaus is technically appropriate	N/A

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
Buildings	Annual total gross internal floor area agreed to undergo low energy retrofit works and conversion to low and zero carbon plant (or equivalent)	N/A	0 m2	0m2	• By end 2024/25- approx. 4,396m2 • By end 2025/26- approx. 8,874m2 • By end 2026/27- approx. 17,097m2 • By end 2027/28- approx. 22,665m2 of Council buildings are targeted to be retrofitted to an EnerPHit informed standard	TE
Buildings	Number of staff receiving PassivHaus designer training	0	0	4	4 by 11/21 10 by 08/23	G
Buildings	Number of buildings delivered to EnerPHit approach	0	0	0	12 (EnerPHit Tranche 1)	TE
Other energy	Total emissions from other energy consumption (tCO2e)	12,083	9,355	7,449	Net 0 by 2030	G
Other energy	Electricity consumption from street lighting (kWh)	23,063,626	18,556,408	12,624,206	13,0852,393 kWh by 2022/23	G
Other energy	Number of sites with Tungsten Halogen Lamps	N/A	254	221	243 sites by 03/22	G

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
Other energy	Traffic signal electricity consumption (kWh)	2,250,838	2,227,693	2,226,456	decrease	G
Fleet	Total fleet emissions (tCO2e)	6,671	6,267	6,290	Net 0 by 2030	A
Fleet	Percentage of Electric vehicles in the total cars fleet (internal fleet)	N/A	65 %	71 %	100 % by 12/2021	R
Fleet	Percentage of Electric vehicles in the total cars fleet (internal + hire fleet) (as of Nov 2021)	N/A	38 %	41 %	100 % by 12/2021	R
Fleet	Percentage of Electric vehicles in the total vans fleet (internal) (as of Nov 2021)	N/A	20 %	20 %	100 % by 12/2023	R
Fleet	Percentage of Electric vehicles in the total vans fleet (internal + hire fleet) (as of Nov 2021)	N/A	13 %	13 %	100 % by 12/2021	R
Fleet	Number of CEC Fleet chargers installed	N/A	86	203	136 by 04/2022	G
Fleet	Number of CEC Fleet chargers which are publicly accessible	N/A	45	109		G
Fleet	No. of alternatively powered HGV	0	1	1	6 by 04/2023	TE
Fleet	Percentage of electric small equipment	N/A	N/A	N/A	50 % of equipment electric	TE

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
Waste	Total waste emissions (tCO2e)	5,843	5,949	6,725	Net 0 by 2030	A
Waste	Percentage of waste recycled	41.10 %	39.60 %	42.70 %	41 % by 2021/22	G
Waste	Total waste tonnages collected	205,209	209,878	215,725	decrease	R
Waste	Total food waste tonnages collected	9,716	10,966	10,489	increase	A
Waste	Recycling, glass and food waste capacity per resident before and after the project is delivered (Liter)	New indicator	New indicator	Phase 1: 60 L (before) >150 L (after)	increase	G
Waste	Non-recyclable waste capacity per resident before and after the project is delivered (Liter)	New indicator	New indicator	Phase 1: 236 L (before) >150 L (after)	decrease	G
Waste	Number of locations with fully integrated waste and recycling facilities before and after the project is delivered.	New indicator	New indicator	Phase 1: 32 (before) 360 (after)	increase	G
Waste	Number of locations with only non-recyclable waste bins before and after the project is delivered.	New indicator	New indicator	Phase 1: 235 (before) 0 (after)	decrease	G

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
Waste	Annual fuel consumption from Refuse Collection Vehicles (thousand litres)	971	N/A	860	decrease	G
Waste	Number of datasets opened for innovation	New indicator	New indicator	New indicator	5 by 2023	TE
Waste	% of full bin alerts responded to within 24-48 hrs	New indicator	New indicator	New indicator	increase	TE
Waste	% of fire alerts responded to within 15 mins.	New indicator	New indicator	New indicator	increase	TE
Waste	% of vandalism alerts (I.e. bins being tipped over) responded to within 24 hrs	New indicator	New indicator	New indicator	increase	TE
Waste	Number of recycling centres	3	3	3	4	TE
Waste	MWh of electricity and heat generated through the incineration of waste collected by CEC (TBC subject to data availability)		74,370 MWh (electricity)	72,419 MWh (electricity)	N/A (monitoring only)	N/A
Business travel	Total business travel emissions (tCO2e)	1,956	612	781	Net 0 by 2030	G

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
Business travel	Air travel emissions (tCO2e)	123	2	12	decrease	G
Business travel	Business travel emissions from taxis (tCo2e)	870	213	335	decrease	A
Business travel	Staff bike mileage claimed (miles)	21,852	9,984	13,556	increase	G
Business travel	Uptake of Cycle to Work scheme	N/A	408	410	increase	G
Business travel	Number of colleagues receiving e-cargo bike trainings	0	0	0	5 (now aiming for 8 in 2022)	A
Engagement	Number of Climate lunch and learns	N/A Launched April 2021	N/A Launched April 2021	3	4 per year	A
Engagement	Number of colleagues who have received Carbon Literacy accreditation	2	4	66	15% of staff by 2025 (approx 2,500). Note : 150 accredited colleagues as of June 2022	A
Engagement	Number of colleagues who have been trained to deliver Carbon Literacy training	N/A	N/A	6	Minimum 20 by 2025	A

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
Engagement	Number of users who have completed the e-learning module	New indicator	New indicator	New indicator	increase	TE
Engagement	Number of different departments with sustainability network members	N/A	8	10	17	A
Engagement	Grey fleet mileage claims (million km)	4.7	2.3	2.5	decrease	G
Engagement	Number of green car leasing scheme users	N/A Launched end of 03/21	N/A Launched end of 03/21	38	increase	TE
Procurement	Percentage of total core spend with local suppliers		41 %	38 %	39 % for 20/21 40 % for 21/22 41 % for 22/23 42 % for 23/24	A
Procurement	% of annual influenceable spend covered by a carbon reduction plan	New indicator	New indicator	New indicator	TBC once baseline available	G
Procurement	% of annual influenceable spend with reuse, repair recycle requirements in tender documents	New indicator	New indicator	New indicator	TBC once baseline available	G
Procurement	Number of monthly engagement sessions		12+	12+	12 per year	G

Sector	KPI	2019/20	2020/21	2021/22	Target	RAG
Procurement	Number of procurement strategy/delivery related training events per year delivered to Council service areas		10+	10+	10 per year	G

Glossary

Term	Meaning
Carbon Dioxide (CO_2)	A naturally occurring gas and one of the most abundant greenhouse gases in the atmosphere. Carbon dioxide is also a by-product of industrial processes, burning fossil fuels and land use changes.
Business as usual Scenario	A description of what would most likely occur in the absence of a carbon reduction project, also referred to as the 'baseline scenario'.
Carbon Dioxide Equivalent (CO_2e)	Universal unit of measurement used to compare the relative climate impact of the different greenhouse gases. The CO_2e quantity of any greenhouse gas is the amount of carbon dioxide that would produce the equivalent global warming potential.
Carbon footprint	A carbon footprint is the sum of all emissions (in CO_2e), which were produced by an individual or organisation in a given time frame. Usually a carbon footprint is calculated for the time period of a year.
Carbon neutrality	When CO_2 emissions caused by humans are balanced globally by CO_2 removals over a specified period *(Source: IPCC SR15).* This does not apply to other greenhouse gases.
CCC	Committee on Climate Change.
Circular economy	A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. Looking beyond the current take-make-waste extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits. *(Source: Ellen MacArthur Foundation)*
EnerPhit/Passivhaus	EnerPHit is the established standard for refurbishment of existing buildings using the Passive House basic principles and components. The Passivhaus Standard for new construction is not always achievable for works to existing buildings. For this reason PHI (Passive House Institute) developed the 'EnerPHit – Quality Approved Energy Retrofit with PassivHaus Components' certification process for existing buildings. Significant energy savings of between 75 % and 90 % can be achieved even in existing buildings. The basic 5 principles of the Passivhaus Standard are still used to achieve the EnerPHit Standard; • optimising thermal insulation levels • reduction of thermal bridges • high thermal performance windows • considerably improved airtightness

	• good indoor air quality maintained by a ventilation with heat recovery system with highly efficient heat recovery levels
Fabric first	An approach to building design which involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building services systems. *(Source: Carbon Futures)*
Greenhouse gas (GHG)	The collective term for emissions which contribute to the greenhouse effect by trapping heat from the sun. Carbon dioxide is a greenhouse gas, but other gasses such as methane also contribute to the greenhouse effect.
Grid decarbonisation	Decarbonising the grid means decreasing the emissions per unit of electricity generated. The electricity grid will decarbonise over time due to the UK generating more and more energy from renewables and at the same time closing coal power plants.
Heat network	Heat networks (also known as district heating) supply heat from a central source to consumers, via a network of underground pipes carrying hot water. Heat networks can cover a large area (including even an entire city) or be local (supplying a small cluster of buildings). *(Source: Department for Business, Energy and Industrial Strategy)*
IPCC	Intergovernmental Panel on Climate Change, a research group created by the World Meteorological Organization and the United Nations Environment Programme, responsible for surveying and synthesising scientific work on climate change.
Landfill	Disposal of waste material by burying it under layers of earth.
Net-zero emissions	According to the Scottish Government, a situation in which any greenhouse gas emissions put into the atmosphere are balanced out by the greenhouse gases removed from the atmosphere, so that the "net" effect is zero emissions. Edinburgh has committed to 'net zero' emissions by 2030. To achieve this, we must reduce the emissions we produce to a minimum and capture any greenhouse gases we cannot avoid emitting through initiatives like tree planting.
Offsetting	Designs the process of trying to reduce the damage caused by releasing carbon dioxide into the environment by doing other things that remove carbon dioxide, for example, by planting trees". *(Source: Cambridge Dictionary)*
Retrofit	Modifications to existing buildings that improve energy efficiency or decrease energy demand and may include installation of low carbon heating systems.

Appendix 1: Council organisational carbon footprint boundary

Scope 1		Scope 2		Scope 3		
Transport	Controlled fleet	**Electricity consumption**	Bus stations, tram stops, substations, cabinets and Park & Ride	**Electricity T&D losses**		
	Edinburgh Roads services		Care homes	**Water**	Edinburgh Leisure	
			Cemetery		Council estate	
	Edinburgh leisure		Community / Family / day / education centres	**Waste**	Landfill Recycling Incineration Composting (includes households + Council buildings + litter (bins in parks and in the city) + Edinburgh Leisure).	
Gas consumption	Bus stations, tram stops, substations, cabinets and Park & Ride		Energy centre	**Business travel**	Car mileage	
					Air and rail travel	
	Care homes		Offices		(including Edinburgh Leisure)	
	Cemetery		Culture, arts, theatres and sports, libraries	**Taxi**	Black cab	
	Community / Family / day / education centres		Farmhouses		Regular taxi	Health & social care
	Energy centre		Hostels			Communities & families
	Offices		Housing services / Domestic			
	Culture, arts, theatres and sports, libraries		Parks			
	Farmhouses		Schools			
	Hostels		Workshop / Depots			
	Housing services / Domestic		Toilets			
	Parks		Street lighting			
	Schools		Christmas lighting			
	Workshop / Depots		Traffic signals			
Oil consumption	Workshops/depots		Housing stair lighting			
	Buildings (community centres, cemetery…)		Lothian Pension Fund			
LPG	Edinburgh leisure					

Council statement on business travel

We recognise that you may need to travel to carry out Council business. As a public body, we have a duty to contribute to Scotland's net zero emissions target. The City of Edinburgh Council also declared a Climate Emergency in 2019 and committed to achieve net zero by 2030. This includes emissions from business travel. Therefore, we need to demonstrate that all business travel is necessary, that we have tried to minimise the environmental impact of the journeys made and that the type of transport used is cost effective for the Council.

Author	Scope
Employee Relations, Human Resources	This guidance applies to all Council employees, including agency workers engaged to provide services for the organisation
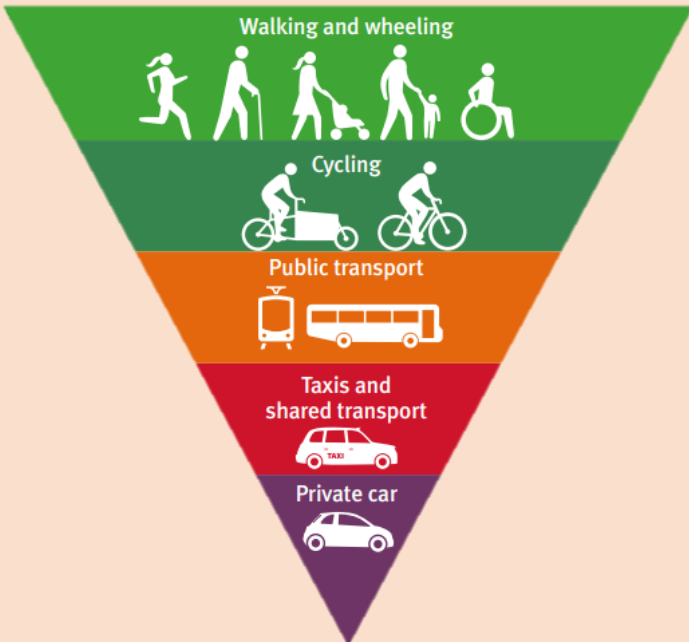
Purpose	Review period
This document sets out our business travel ethos. Human Resources will review this guidance and the rules around travelling on Council business periodically to ensure that it continues to be fit for purpose and supports our commitment to Net Zero by 2030.	Reviewed June 2022.

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

1. Definitions

Term	Description
Business journey	A trip you must make to do your job or to attend or where it has been agreed for you to travel, e.g. to a development course
Mobile worker	Employees and agency workers who do not have a fixed place of work and travel from their home to their first appointment and from their last appointment to their home. Only mobile workers can claim mileage for their journeys from their home to their first appointment of the day and the end of the day, within the Edinburgh City boundary.
Commute	This is the journey you make from your home to your place of work. No employee can claim for their normal commute.

2. Considerations

Points to consider	Description
Necessity	You should only travel if it is necessary to carry out Council business and always seek to find alternatives that avoid the need to travel. In particular you should always consider whether the business need can be met through a digital solution e.g., Microsoft Teams
Transport choices and sustainability	You need to consider sustainability e.g. CO_2 emissions, cost and journey time when choosing your type of transport. The transport options should follow the Sustainable Transport Hierarchy (see following diagram). For more details on greenhouse gas emissions by transport modes, please refer to the following diagram which ranks emissions per passenger kilometre for different modes. (Source: Government conversion factors for company reporting of greenhouse gas emissions, 2021, BEIS).

Emissions by mode of transport
(gCO2e/passenger.km)

Mode of transport	Emissions (gCO2e/passenger.km)
Plane (domestic flight)	~245
SUV (1 passenger)	~205
Average car (1 passenger)	~170
Ferry (car passenger)	~130
Bus	~120
Motorbike	~115
Electric SUV* (1 passenger)	~70
Average car - electric* (1...	~55
Train	~35
Tram	~30
Ferry (foot passenger)	~20
Eurostar	~10
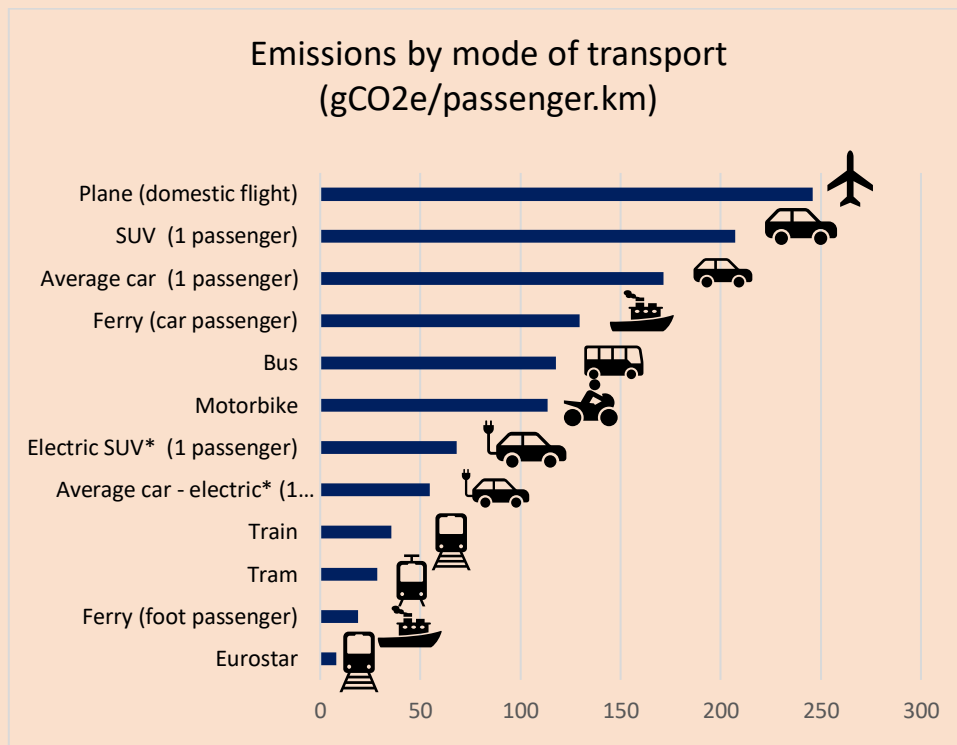
3. Compliance

All employees must follow this guidance and where this is abused, it may result in disciplinary action, up to and including dismissal.

Managers are responsible for ensuring that the guidance is applied correctly and ensuring that all travel they authorise is justified. Travel authorisation and spend may be subject to audit and therefore relevant evidence should be retained.

4. Booking travel and accommodation

All travel tickets and accommodation must be booked through the Council's approved travel service provider. This means we will get the greatest benefit from our travel contract. If you don't use our travel service provider and make your own travel arrangements, then we will not reimburse your costs. In emergency circumstances where travel has been cancelled, e.g. a train, then contact the travel provider who will advise on any refunds and re-bookings. You can only book travel up to a certain price limit.

This table sets out the steps that you must follow when you're considering making a business journey and when you want to book business travel or accommodation.

How to   book travel

Task	Action	Remember
1. Identify the need to travel	✓ Purpose ✓ Dates and times	There are technology options, such as Microsoft Teams, for having virtual meetings.
2. Get approval to travel	✓ Search the portal to see options available ✓ Consider the need for travel with indicative costs ✓ Get approval from your manager before you book travel	Before you book any business travel, discuss your plans with your manager. You need to get their approval before you can proceed. This must be approved by a Service Director.
3. Book travel online	✓ Look for the best value ✓ Book in accordance with the price ranges set out in the appendices ✓ Booking confirmation is received by email; retain this ✓ Ticket received by email or picked up at ticket office	

Booking travel guidance

All travel must be booked using our travel booking system.

Register
If you want to book business travel, you must register on the online portal and adhere to the terms outlined in the guidance.

Booking
The system flags up travel options as red, amber, or green. Those marked green are within your cost limit.

You can only book options that are flagged as amber in exceptional circumstances. If the only options available to you are amber, you will have to discuss that with your manager and get their approval before you book.

You will not be able to book options flagged as red.

Reporting
The travel system is reported on regularly for audit purposes and to monitor levels of activity. Where the verification process has not been followed, this will be reported to the relevant manager and any appropriate action taken in line with our disciplinary policy.

The Council's travel provider will send a weekly invoice along with a report of travel expenditure. This report will be uploaded to our accounting systems and departmental cost centres will be allocated their relevant expenditure.

5. International travel

You're only allowed to travel outside the UK in exceptional circumstances and pre-approval is required from your Executive Director. The Chief Executive is required to authorise international travel for Executive Directors.

All flight tickets must be Economy class or equivalent to ensure it is the most "carbon efficient" and once selected, final approval is required by the relevant Executive Director. It should be noted that to ensure we reduce our carbon footprint as much as possible, "Air travel is permissible when justified in exceptional circumstances although such trips must be authorised by your Service Director and the reasons recorded in email. "(Please refer to section 6.6 for more information).

It's your responsibility to make sure that you meet the entry requirements for any country that you visit on Council business, including any visas needed.

6. Transport options

6.1 Bicycle

Points to note	Details
Council business	If you want to use your bicycle to travel on Council business, you need to get your manager's approval and become an authorised bicycle user. Complete the form on the Orb and send that to your manager for them to approve. Only authorised bicycle users can claim bicycle mileage allowance. Information on how to claim your mileage laid out on the Orb. Details on the bicycle mileage rates are contained in Appendix 1.
Insurance	Personal injury, theft, or damage to bicycles whilst on Council business isn't covered by any Council insurance policy. You must make sure that you have the right cover yourself.

6.2 Bus

Type	Details
Bus	You can ask your manager whether your team has access to a citysmart Card loaded with single journeys that can be passed between colleagues, or a DAYticket scratchcards.
	Otherwise, if you have access to myHR, you can still travel for business by bus and claim your DAYticket online.

6.3 Coach hire

Type	Details
Coach hire	Passenger Operations will arrange coach, bus, or minibus transport on request. Complete the Coach Hire Request form available on the Orb and send to transport.tender@edinburgh.gov.uk. They will obtain quotes from all the companies that are registered with us. Passenger Operations will advise you of the quotes, and if you wish to go ahead will make the booking on your behalf. On completion of the trip, the contractor will submit an invoice to Passenger Operations, and this will be paid against the oracle code given by the requester.

6.4 Rail

Destination	Details
UK	Rail is the preferred travel mode for longer distance UK travel, and it must be the lowest available fare i.e. off-peak; standard class. If you're travelling with colleagues, you can book your travel together, as you can book up to eight rail tickets in one booking. Please try to book rail travel as far in advance as possible to get the best price available. Rail travel by sleeper train is permitted and can be used where it is costs effective. Our preferred travel provider will be able to give you quotes. The below graph is a comparison of greenhouse gas emissions for different travel options from Edinburgh to London and shows that travelling to London by plane is always the worst option from an emissions point of view.
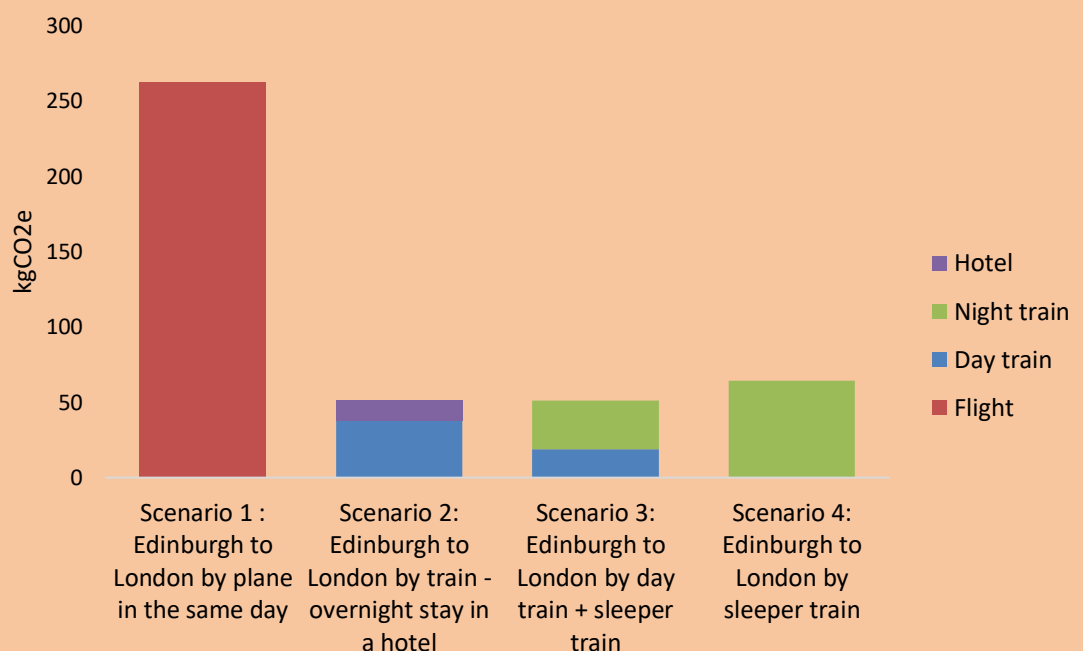
First class rail travel is only permitted if the cost is the same as a standard ticket, which can happen on occasion. Otherwise, first class travel is not permitted and will not be reimbursed by the Council if it is used.

Type	Details
International	An Executive Director must approve all international train travel before you book any tickets, which should be the most cost effective. Rail can also be used for international travel (for example, it is possible to travel to European cities like Paris, Brussels or Amsterdam from London with the Eurostar).

6.5 Car

Type	Details
Pool cars	The Council has a carpool at Waverley Court. Information on costs and how to book a pool car can be found on the Orb. Pool cars can only be used within Edinburgh city boundaries. This is because breakdown/accident recovery is limited to within our boundaries.
City Car Club	The City Car Club is an independent car club operator. The Council has block booked many vehicles for Council use from 8am-6pm, Monday to Friday. If you are a member of the Car Club, you can use these vehicles at a cheaper rate than the public. You can find out more about the City Car Club on the Orb.
Hire cars	There are a small number of cars at Waverley Court that you can hire for a day or a half-day. You can get more information on this from the Orb. If you're travelling to other cities on business and need a car while you are there, you can book that in advance using MyTravel.
Private vehicles	You can only use your car and claim mileage for Council business if you are an authorised car user. There is information on the Orb about how to become an authorised car user. Use of private vehicles may only be considered if public transport is not available or unsuitable (e.g. you must transport equipment) or it's more cost-effective. Authorised users can claim mileage allowance, based on current HMRC mileage rates for business travel. Mobile workers who do not have a fixed place of work can claim mileage for the journey from their home to their first appointment, as well as the rest of their journeys during the day. They can also claim for the journey from their last appointment back to their home at the end of their working day, within the city boundary or from the city boundary if you live out with. If you are travelling outside Edinburgh, you will only be able to claim up to the equivalent standard class rail journey cost. If there is no equivalent public transport available, HMRC mileage rates will apply to the whole journey. If you are an authorised car user, the vehicle you use for Council business must be kept in a roadworthy condition. This includes ensuring valid MOT/Vehicle Excise Licence, insurance which explicitly covers vehicle use for business purposes, and a valid and current, driving licence. Authorised car users must inform their line manager if they get any driving licence endorsements at the time they get them. Failure to do so may result in disciplinary ac

6.6 Taxi

Destination	Details
Edinburgh	Taxi journeys for travel within Edinburgh must be booked through the Passenger Operations during office hours. There is more information about this at Appendix 2. You will not be reimbursed for any taxi journeys that have not been booked through Passenger Operations unless your Service Director has approved this. The following are examples where it might be appropriate to use a taxi: ✓ if there's no other suitable means of public transport; ✓ if you have heavy luggage or equipment with you; ✓ if it's cheaper to take a taxi for either the whole journey or combined with other forms of transport; ✓ if there's no public transport available at the time you need to travel; ✓ if using a taxi is a reasonable adjustment in relation to a disability; ✓ where management agree that using a taxi is necessary for your health and safety.
Outside Edinburgh	If you are on Council business out with the city and a taxi is the only option, then this should be pre-approved and submitted through expenses and approved by your Service Director.

6.7 Aeroplane

Destination	Details
UK	Domestic air travel is only allowed in exceptional circumstances, for example if it's not practical to travel by train. In order to ensure we reduce our carbon footprint as much as possible, flights are restricted for environmental reasons, no air travel is allowed when there is a direct rail connection. If you're travelling with colleagues, you can book your travel together, as you can book up to four air tickets in one booking. You must get pre-approval from your Executive Director before you book any flights, and the reasons recorded in an email. Air travel must be on the lowest cost fare available. The reasons for this decision are that: • air travel gives rise to carbon emissions that are around six times those of rail for the same trip • extra travel time is not great, with a London trip by rail involving less than one hour extra in each • direction (taking into account travelling between city centres and airport) • costs can be equivalent when all elements are considered, including travelling between city • centres and airports • rail offers better potential for the productive use of travel time.
International	As with domestic air travel, an Executive Director must approve all international air travel before you make book any tickets, and you should try to get the best deal possible.

7. Expenses

Claiming	expenses
Type	**Details**
Accommodation	You must book your accommodation through the Council's preferred travel provider and this needs to be pre-approved by your Service Director. You can find the limits on how much you can spend on accommodation at Appendix 3.
Meals and other expenses	The Council will reimburse actual expenses you reasonably incur while travelling on Council business, provided you support your claim with receipts. You can only make a claim if you spend more than you normally would if you were not travelling on business. If you have been authorised to use a Council Payment Card, you should pay for meals and other expenses with that. If not, remember to retain you receipts so you are able to claim this back. In such exceptional circumstances, it is vital that you and your service area are aware of the Council's Anti-Bribery Policy and the Employee Code of Conduct and ensure that the authorisation to purchase alcohol complies with Council policy.

Appendix 1 – Bicycle Mileage Rates

Only authorised bicycle users can claim bicycle mileage allowance. Current rates are listed below.

A form to become an authorised bicycle user can be downloaded on the Orb. Information on how to claim bicycle mileage is laid out on the Orb.

Mileage cannot be claimed if the bike used was acquired through a Cycle To Work scheme (unless the ownership has been transferred to the employee), as the bike is owned by the employer during the loan period and therefore is not personal transport.

In order for payments for mileage to be tax-free up to 20p per mile (in accordance with HMRC rules), records of mileage should be kept, as for car mileage.

Bicycle mileage rate	
First 10,000 miles	**Above 10,000 miles**
45p/mile	45p/mile

Appendix 2 – How to book a taxi

If you're booking a taxi during the normal working hours (08:30 – 17:00 Monday to Thursday, 08:30 – 16:00 on a Friday) you must book through Passenger Operations.

Our taxi service providers will not accept bookings from anyone other than Passenger Operations during normal working hours.

You can telephone, e-mail of fax them.

Bookings

Type	Action
Immediate bookings	1. Call Passenger Operations on 0131 469 2950 2. Quote your Taxi Pin Number / Contract number 3. Name of Passenger 4. Pick up Point (must be address, cannot be "at corner of Princes' Street") 5. Destination (must be address, cannot be "at corner of Princes Street") 6. Details of the journey may be either faxed to 0131 469 2951, or sent by e-mail to taxi.booking@edinburgh.gov.uk
Advance bookings	1. Your Passenger Operations Taxi Pin Number/Contract number 2. The name of passenger 3. Pick-up Point (must be address, cannot be "at corner of Princes Street") 4. Destination (must be address, cannot be "at corner of Princes Street") 5. Details of the journey may be either faxed to 0131 469 2951, or sent by e-mail to taxi.booking@edinburgh.gov.uk
Out of hours	**Out of Hours –** (Monday to Friday, 17:00 to 08:30, from 16:00 on a Friday to 08:30 on a Monday and on Public Holidays) An out of hours booking is for an immediate taxi outside normal office hours. In this case, you will be speaking direct to the Taxi Company. **This sequence is important, and if any step is missed then the taxi may be refused.** 1. Call CENTRAL RADIO TAXIS on 0131 229 1605 2. Quote '**Contract CEC171**' 3. Quote your Taxi Pin Number/ Contract number 4. Name of passenger 5. Pick up point 6. Destination

Appendix 3 - Overnight accommodation limits

If you need to book overnight accommodation as part of your business travel plans, you need to get approval from your manager first. We have limits on the amount you're able to spend.

Accommodation			
Type	**Green limit**	**Amber limit**	**Red limit**
Outside London	£80	£100	£130
Heathrow	£90	£110	£150
London central	£120	£150	£200

 You will be able to book accommodation that appears in the green band. If there is no accommodation suitable in the band, you may book accommodation in the amber band, once you've discussed this with your manager.