



Contact Officer:

John Armstrong, Democratic Services &
Elections Manager

15 February 2023

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE** to be held in the Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **THURSDAY, 23 FEBRUARY 2023** at 7.00 pm.

Yours faithfully

Tom Horwood
Joint Chief Executive
Guildford & Waverley
Borough Councils

MEMBERS OF THE EXECUTIVE

Chairman:

Councillor Julia McShane (Leader of the Council and Lead Councillor for Community and Housing)

Vice-Chairman:

Councillor Joss Bigmore (Deputy Leader of the Council and Lead Councillor for Finance and Planning Policy)

Councillor Tim Anderson, (Lead Councillor for Assets and Property)

Councillor Tom Hunt, (Lead Councillor for Planning Development, Legal and Democratic Services)

Councillor George Potter, (Lead Councillor for Climate Change and Organisational Development)

Councillor John Redpath, (Lead Councillor for Customer and Commercial Services)

Councillor John Rigg, (Lead Councillor for Regeneration)

Councillor James Steel, (Lead Councillor for Environment and Regulatory Services)

WEBCASTING NOTICE

This meeting will be recorded for live and/or subsequent broadcast on the Council's website in accordance with the Council's capacity in performing a task in the public interest and in line with the Openness of Local Government Bodies Regulations 2014. The whole of the meeting will be recorded, except where there are confidential or exempt items, and the footage will be on the website for six months.

If you have any queries regarding webcasting of meetings, please contact Committee Services.

QUORUM 3



THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

Our Vision:

A green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help.

Our Mission:

A trusted, efficient, innovative, and transparent Council that listens and responds quickly to the needs of our community.

Our Values:

- We will put the interests of our community first.
- We will listen to the views of residents and be open and accountable in our decision-making.
- We will deliver excellent customer service.
- We will spend money carefully and deliver good value for money services.
- We will put the environment at the heart of our actions and decisions to deliver on our commitment to the climate change emergency.
- We will support the most vulnerable members of our community as we believe that every person matters.
- We will support our local economy.
- We will work constructively with other councils, partners, businesses, and communities to achieve the best outcomes for all.
- We will ensure that our councillors and staff uphold the highest standards of conduct.

Our strategic priorities:

Homes and Jobs

- Revive Guildford town centre to unlock its full potential
- Provide and facilitate housing that people can afford
- Create employment opportunities through regeneration
- Support high quality development of strategic sites
- Support our business community and attract new inward investment
- Maximise opportunities for digital infrastructure improvements and smart places technology

Environment

- Provide leadership in our own operations by reducing carbon emissions, energy consumption and waste
- Engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel, and energy choices
- Work with partners to make travel more sustainable and reduce congestion
- Make every effort to protect and enhance our biodiversity and natural environment.

Community

- Tackling inequality in our communities
- Work with communities to support those in need
- Support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills
- Prevent homelessness and rough-sleeping in the borough

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE

2 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTEREST

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any disclosable pecuniary interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must also withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.

Councillors are further invited to disclose any non-pecuniary interest which may be relevant to any matter on this agenda, in the interests of transparency, and to confirm that it will not affect their objectivity in relation to that matter.

3 LEADER'S ANNOUNCEMENTS

4 HERITAGE SERVICES: VICTORIAN SCHOOLROOM EDUCATION PROVISION AND POTENTIAL SALE OF 39½ CASTLE STREET *

(Pages 5 - 16)

5 VEHICLE REPLACEMENT PROGRAMME FOR 2023/24 * (Pages 17 - 22)

6 GUILDFORD CLIMATE CHANGE ACTION PLAN * (Pages 23 - 90)

Key Decisions:

Any item on this agenda that is marked with an asterisk is a key decision. The Council's Constitution defines a key decision as an executive decision which is likely to result in expenditure or savings of at least £200,000 or which is likely to have a significant impact on two or more wards within the Borough.

Under Regulation 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, whenever the Executive intends to take a key decision, a document setting out prescribed information about the key decision including:

- the date on which it is to be made,
- details of the decision makers,
- a list of the documents to be submitted to the Executive in relation to the matter,

- how copies of such documents may be obtained

must be available for inspection by the public at the Council offices and on the Council's website at least 28 clear days before the key decision is to be made. The relevant notice in respect of the key decisions to be taken at this meeting was published as part of the Forward Plan on 26 January 2023.

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Executive Report

Ward(s) affected: All

Report of Director of Transformation and Governance

Author: Amanda Hargreaves, Heritage Lead

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Lead Councillor responsible: John Redpath

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Date: 23 February 2023

Heritage Services: Victorian Schoolroom education provision and potential sale of 39½ Castle Street

Executive Summary

The Victorian Schoolroom and Playroom (VSR) provides a key element of the Heritage Service education provision. It provides outside of the classroom learning experiences for Key Stage 1 and 2 children. Whilst the VSR generates income it does not cover the full costs of operating the provision.

Following the pandemic, the availability of the VSR provision was reduced. Initially, to ensure appropriate cleaning regimes could be undertaken, and then due to a reduction in casual staff to run the sessions. This means there is limited resilience within the casual team to cover staff absence. Currently, sessions are available twice a week during term time.

There are three members of casual staff who would be subject to redundancy if the provision ceases. Dedicated administration resource (to manage bookings, enquiries, invoicing etc.) was removed during the Future Guildford restructure and this function now must be delivered by an Access, Education and Engagement Officer (0.4FTE) which is not cost effective and limits the wider engagement work that can be delivered by this team. Admin tasks can take between 1.5 and 11 hours per week, depending on the time of year.

The Assets and Property team have undertaken an operational asset review which included the property used for the VSR provision (39½ Castle Street). The property has been identified, along with others in the vicinity, as not achieving the Council's investment criteria. The proposal is to include 39½ Castle Street in an auction lot, comprising nearby properties.

Steps need to be taken now to support the Heritage Service in saving money, delivering efficiencies, and providing a longer-term sustainable offer. The

recommendation in this report; to cease the VSR provision and dispose of the property; will enable the service to focus its stretched resources in other key areas and will generate income, from the sale of the property, which can be used to support an alternative location for our museum/ gallery provision (in the longer term) – see Appendix 1.

Alternative locations for the provision could be considered, however they are unlikely to reduce the financial support required for the offer and potentially require additional expenditure e.g., for remedial/ building works.

Recommendation to Executive:

That the Executive approves the following:

1. To cease the Victorian schoolroom/ playroom education offer in its current form.
2. To release the asset (39½ Castle Street) for inclusion in an auction of nearby properties.
3. That the capital receipt from the sale of 39½ Castle Street be ringfenced for future use in finding an alternative location for key Heritage Service activities.

Reason(s) for Recommendation:

To release resources which can be dedicated to other key areas of the Heritage Service and to generate a capital receipt which will contribute to developing a sustainable offer for the service in the future, including a new location for museum/ gallery activities.

Is the report (or part of it) exempt from publication? No

1. Purpose of Report

- 1.1 The Heritage Service is currently under review and a range of desired outcomes have been agreed with Directors and various Councillors (see Appendix 1). These outcomes will help secure a long-term sustainable future for the Heritage Service, as well as deliver financial savings.
- 1.2 One of the first outcomes is to review the future of the Victorian Schoolroom (VSR) provision and property (located at 39½ Castle Street) and decide whether to include it in an auction lot, incorporating several nearby properties.
- 1.3 The Executive are asked to consider this report and to confirm if they agree with the recommendations outlined above.

2. Strategic Priorities

- 2.1 This proposal supports the following key aspects of the Council's strategic framework:

"We will spend money carefully and deliver good value for money services"
by

Developing a longer-term vision for the Heritage Service with a focused, sustainable, and deliverable strategy.

Providing a better value for money service, making the best use of resources available and which maximise the heritage offer.

"Revive Guildford town centre to unlock its full potential" by

Delivering a revived, sustainable, and reimagined heritage offer in the longer-term which will contribute to making Guildford an attractive place for residents and visitors.

3. Background

- 3.1 Introduction

39½ Castle Street is a former confectionary works and has had several different uses over the years, although it was never used as a school. It now houses a recreated Victorian schoolroom and playroom which is the focus of the Heritage Service schools/ education programme. This is delivered through a hands-on learning experience. The offer has been operating from 39½ Castle Street for around twenty years.

The playroom offer is for Key Stage 1 pupils and the schoolroom for Key Stage 2 pupils, with both sessions linking to the National Curriculum. The sessions run for 4.25 hours during term time (Monday and Wednesday) and have been designed by qualified teachers. The sessions include activities such as dressing up, learning Victorian rhymes and games, experiencing a Victorian lesson, follow up teachers packs and visits to other Heritage sites (Museum/ Castle) if requested.

There is an established audience of schools who make repeat visits annually; the majority are from Guildford/ Surrey, with some schools from further afield.

- 3.2 Operational Asset Review

The Operational Asset Review, undertaken by Assets and Property, has considered a group of properties on Castle Street including 39½. These properties do not, currently, meet the Council's investment criteria and have been identified for sale. Including 39½ in the sale would allow the full

potential asset value of the wider group of properties to be realised and would maximise interest in the auction lot.

The cessation of the VSR offer would be aligned with the Assets and Property disposal programme thus ensuring that 39½ is not left vacant/ unused for a prolonged period. Disposal is currently expected in Summer/ Autumn of 2023.

3.3 Staffing

Prior to the Future Guildford transformation, the Heritage Service had dedicated administrative support (1FTE Finance and Admin Officer) who were responsible for administration (bookings, invoicing, enquiries) for the VSR, along with other service wide duties. The Future Guildford restructure transferred this administrative support to cover the whole of the Culture, Heritage and Leisure Service (with 0.5FTE available to Heritage). This post has never been recruited to and remains vacant.

As a result, the administration of the VSR is dealt with by one of the Access, Education and Engagement Officers (0.4FTE). The Access, Education and Engagement team is very small (2FTE with 1FTE currently being held vacant) and its primary role is to deliver outreach and engagement for the whole Heritage Service, including work which complements the programme of exhibitions. The administration of the VSR can be time consuming and, depending on the time of year, requires between 1.5 and 11 hours per week (at an approximate cost of £16 per hour).

Each schoolroom/ playroom session is run by two casual staff; one a qualified teacher and the other a 'maid' (the latter term being appropriate to the Victorian theme of the sessions) who are paid a fixed fee per session of £102.10 and £40.16 respectively, including holiday pay (based on 2022/23 casual rates).

Before 2020, the VSR was available for five sessions per week. When the provision returned following the pandemic, the number of sessions was reduced to two per week to allow for thorough cleaning of the room/s between sessions. At a similar time, the pool of available casual staff reduced from five to three. New suitable casual staff can be very challenging to recruit due to the specialist nature of the role/s. With limited casual staff resources, two sessions per week are continuing and there is inadequate resilience in covering staff absence which can result in cancelled/ rescheduled sessions.

The three remaining members of casual VSR staff would be subject to consultation and at risk of redundancy with the cessation of the VSR provision.

3.4 Bookings and attendance

A minimum booking of 25 pupils per session is required, at a cost per child of £6.70 for the playroom and £7.00 for the schoolroom (based on 2022/23 fees and charges). Teachers attend free. Maximum numbers are 32 for the playroom and 36 for the schoolroom.

The table below shows the total number of bookings and pupils for the VSR over the last six years.

	2016/17	2017/18	2018/19	2019/20*	2020/21**	2021/22**
Total bookings	56	93	87	67	5	23
Total number of pupils	1,529	2,626	2,648	2,110	137	647

* The VSR was closed for approximately three months for repairs and maintenance.

** Periods of enforced Covid closure and available sessions reduced from five per week to two.

There are currently a total of twenty-one bookings for the VSR to the end of the calendar year (December 2023).

3.5 Outreach and learning

The VSR provision supports museum accreditation (from Arts Council England) by delivering ‘stimulating learning and discovery activities’ which are defined in the accreditation guidance as follows:

9.1 To provide stimulating learning and discovery activities, including exhibitions and programmes based on your collections

You should have a variety of ways for people to learn. These should help a broad range of people to access your museum and collections.

The Museum has been invited to reapply for museum accreditation with a deadline of 19 June 2023. Accreditation demonstrates that the museum meets several criteria including those relating to its financial position, operation, promotion, accessibility, and care of objects. It also provides access to loan in/ out objects and applications to funding, which may not be available to non-accredited museums.

Applying for reaccreditation will necessitate revisiting the education offer to deliver key objectives within the guidance (shown above). This will be

developed within the wider 'business plan' for the Museum/ service which is required as part of the reaccreditation process.

The VSR provides the Heritage Service with the opportunity to promote other heritage sites; several schools visit the Castle or Museum as part of their excursion.

With limited resources in the Access, Education and Engagement team, the VSR provision allows the service to reach school audiences and deliver outside the classroom learning and education during term time, in a structured way.

3.6 Fixtures and fittings

A period of transition will be required prior to the sale of the property which will allow for the removal of fixtures/ fittings and potential 'making good' of the property ready for sale. There is a large amount of furniture in the VSR which will need to be removed and relocated.

If repurposing any furniture/ fixtures etc. is not possible within the Heritage Service itself, there would be an effort to transfer items to other relevant organisations nearby. Some of the furniture within the VSR has been donated by external organisations, including Friends of Guildford Museum.

4. Alternative options

- 4.1 Preliminary work has been undertaken to establish the potential viability of moving the VSR offer to the Brew House (located to the rear of Guildford House). This appears to be unfeasible as, amongst several other significant issues (including some building works), it would require a reduction in maximum numbers for each session (as the space is smaller) with a resulting loss in income. Fees would potentially need to be increased which could have a negative impact on bookings.
- 4.2 There could be an option to identify a new location (outside of the current Heritage portfolio) for a VSR provision, however with limited resources (finance and human), this is likely to be difficult to deliver unless it was part of a wider Heritage strategy.
- 4.3 The viability challenges faced by the existing offer are unlikely to be overcome in an alternative venue, however these options could be considered as part of an alternative approach to the schools/ education programme required to ensure compliance with museum accreditation criteria.

5. Consultations

- 5.1 Corporate Management Board and Executive Liaison Group have received and discussed this report and its recommendations. Some Directors and

Councillors have also been involved in workshops to discuss the future of the Heritage Service more widely and identifying ways of delivering savings, efficiencies and increasing the sustainability for the future. Further details are included in Appendix 1.

6. Key Risks

6.1 Ramifications/ risks

In the event of 39½ Castle Street being part of the property disposal in the Summer/ Autumn of 2023, we would expect the following ramifications:

- A capital receipt expected to be in the region of £350,000, less transaction and legal costs.
- Financial saving of £5,421 (income less expenditure) in 2023/24 revenue budget (support service costs are not currently included in budgets for the VSR in 2023/24).
- Three casual members of staff potentially subject to redundancy with a provisional cost of £3,690.
- Possible reputational impact for the Council (including with Friends of Guildford Museum who donated some of the furniture, schools for cancelled bookings and local media).
- Loss of education/ learning provision for the service in its current form and possible impact on museum accreditation (see above).

To mitigate some of the risks identified above, there would be a detailed communications plan.

7. Financial Implications

7.1 The table below shows the financial information for 2018/19 and 2019/20 (years where the VSR was able to operate five sessions per week). The current operation of the provision does not perform, financially, as positively as the years outlined below (this is due to reduced availability of sessions).

	2018/19	2019/20
Casual staff salaries	£11,997	£9,770
Premises (business rates)	£2,909	£2,974
Supplies/ Services	£165	£25
Total expenditure	£15,071	£12,769
Total income	(£15,314)	(£9,253)
Income/ expenditure	£243	-£3,516

NB:

- a. There was a three-month closure in 2019/20 for repairs/ maintenance, however costs for this work are not reflected in the expenditure shown above.
 - b. Internal support services were not recharged to the VSR in the period shown above, nor were salaries for admin support or for the Heritage team cleaning the venue.
 - c. There is no account code for utilities within the VSR budgets.
- 7.2 Factoring in the additional expenditure not directly allocated to the VSR (support services, admin function, cleaning costs), it is clear the provision is consistently operated at a loss and the diminishing availability of sessions further increases this shortfall.
- 7.3 The estimated sale value of 39½ Castle Street is in the region of £350,000.

8. Legal Implications

- 8.1 There are no legal implications arising from this report.

9. Human Resource Implications

- 9.1 Loss of the VSR provision would mean three members of casual staff would no longer have a role and are likely to be made redundant/ redeployed. A minimum thirty-day consultation with these staff will be required and approximate redundancy costs are £3,690.
- 9.2 The 0.4FTE Access, Education and Engagement Officer, who currently manages VSR admin, will be able to focus on the primary duties of their role to develop and plan outreach and engagement activities more widely across the Service.
- 9.3 It would also release Heritage Service staff, currently engaged in cleaning/ maintaining the venue, for other activities.

10. Equality and Diversity Implications

- 10.1 The cessation of the VSR provision will mostly impact school aged children who are the primary users of the offer. Options for alternative learning experiences are available on an ad hoc basis through the Heritage Service, as well as from other organisations in the area. Due to the limited availability of sessions and low numbers, the impact of stopping the provision is low. An EIA has been prepared.

11. Climate Change/Sustainability Implications

- 11.1 Aside from a possible reduction in coaches/ minibuses travelling into the town centre, there are no further climate change/ sustainability implications.

12.. Summary of Options

- 12.1 The options in relation to the VSR are:

Cease the current VSR provision and dispose of the building to release funds which can be ringfenced to support the Heritage offer going forward.

Continue with the current provision, requiring ongoing financial support and without generating funds to help sustain the future Heritage offer.

Find a new location for the VSR provision which will likely require increased ongoing financial support as well as additional (unplanned) expenditure to set up the new offer.

13. Conclusion

- 13.1 The Heritage Service is under pressure to make financial savings and ensure a sustainable future. By ceasing the education provision delivered via the VSR, funds will be released that can further support the Heritage offer for the future and staffing resources can be focussed on other key aspects of the Service.

14.. Background Papers

None.

15. Appendices

Appendix 1: outcomes from Heritage workshop 03 November 2022.

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Appendix 1: outcomes from Heritage workshop 03 November 2022.

Revised outcomes for workshop attendees in consultation with the Portfolio Holder Cllr John Redpath and the Leader Cllr Julia McShane

Guildford Borough Council looks after some of the borough's most important listed buildings as well as over 100,000 objects in the collection. Add to this the art collection, then the wealth of the council's heritage collection can truly be seen.

For many years it has been a long-term aim of the council to improve how the public can engage with our heritage buildings and the collection of objects and artworks. There are many past plans for doing this, with the most recent culminating in 2019 with an estimated cost of £18.4million that would have relied on Heritage Lottery Funding and a huge investment by the council. This plan was not progressed.

With the change in financial fortunes of all district and borough councils it has become necessary to look at a better and more economical way to present our heritage offer. The Museum has grown over the past 125 years and now incorporates four interconnected buildings. The layout of the Museum makes it difficult to display many items in the collection and both the day to day running and maintenance costs are high.

We therefore seek to relocate the Museum and Gallery into a new space that is fit for purpose for the display of the collection, alongside a dynamic programme of exhibitions, events and activities, a positive visitor experience and associated engagement and outreach plans. This should address our challenges including diminishing resources and current facilities that do not meet the desired criteria and are not accessible to all.

With this in mind, we will develop a 10-year plan which will consider an alternative operating model for the heritage offer, including investigating the opportunities for working with a voluntary third party, to manage and display the collection. We will continue to operate the Castle and Guildhall and look after the collection of objects and artwork during any transition period.

To deliver this 10-year plan, we will investigate the feasibility and implications of taking the following key steps:

- Review the operation of the Victorian Schoolroom and the property it currently occupies.
- End the lease for the Undercroft (due for renewal in February 2023).
- Relocate the museum and art gallery provision, supported by the disposal of three of the Museum buildings (48 Quarry Street, Muniment Room and 1911 Gallery) and the re-purposing of Guildford House, ensuring the ringfencing of the capital receipt to contribute to the

procurement of a new venue. We will investigate the repurposing of the Castle Arch building of the Museum to provide necessary object storage.

- Continue with the documentation project, incorporating steps to rationalise the collection and storage requirements, including those for third parties.
- Ensure continued operation of the Guildhall and Castle with an appropriate staff structure.

Executive Report

Ward(s) affected: All

Report of Joint Strategic Director for Community & Wellbeing

Author: Chris Wheeler, Executive Head of Environmental Services

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Lead Councillor responsible: James Steel

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Date: 23 February 2023

Vehicle Replacement Programme for 2023/24

Executive Summary

This report sets out the anticipated vehicle replacements for 2023/24 and includes a key decision in relation to 4 dustcarts as to whether these vehicles should be purchased with Electric or Diesel drivetrains.

Recommendation to Executive

That the Executive approves

- 1) the programme of replacements for 2023/24 and approves the moving of £2.9m from the provisional capital programme to the approved capital programme and
- 2) for the Executive Head of Environmental Services to carry out appropriate tender exercises and award contracts in line with the Constitution and related delegated authority
- 3) That the Executive authorises the Executive Head of Environmental Services, to select and award a contract to the highest scoring tender for four EV dustcarts, for the Garden Waste service and one 18t food pod diesel vehicle for the general waste and recycling service, in consultation with the lead Member for Environment.
- 4) That the costs associated with provision of an EV fleet for the garden waste service are reflected in the garden waste service charge for the 2024/25 financial year in addition to any other costs increases.

Reason(s) for Recommendation:

To allow for the replacement of the council's garden waste fleet and purchase of other vehicles replacements required in the 2023/24 financial year.

In relation to 4, to follow the producer pays principle in relation to waste management costs.

Is the report (or part of it) exempt from publication? No

1. Purpose of Report

- 1.1 To set out the vehicle replacements for the 2023/24 year, to consider the merits of selecting EV versus diesel for four dustcarts and to bring forward £2.9 million from the provisional capital programme to the approved capital programme to enable the purchase of vehicles in line with the decision of the Executive.

2. Strategic Priorities

- 2.1 The purchase of vehicles is to support core operational delivery of services, including on waste, parking, street cleaning and grounds maintenance. Having a modern, reliable and well-maintained fleet is critical to high quality service delivery. In support of the key strategic priority of Protecting the Environment, our approach to vehicle drive trains is an Electric Vehicle first approach unless the electric approach is not viable either financially or operationally.

3. Background

- 3.1 The following vehicles are scheduled for replacement in 2023/24

Service Unit	Vehicle/Equipment (replacement)	Fuel Type EV/ Diesel
Parks	Forest trailered chipper	Petrol
waste ops	link round vehicles x3	Diesel
waste ops	garden waste 7.5t (rr19)	Diesel
waste ops	18t food pod	Diesel
waste ops	Commercial van (EV200)	EV
Street scene	2 Gluttons sweepers	EV
Street scene	max winds / sweepers x3	EV
Street scene	Scrubber dryer x4	EV
Street scene	Town vehicle (tipper) x2	EV
Street scene	Toilet vehicles x2	EV
Street scene	Water Bowser Trailered	Diesel
Millmead	pool cars Nissan Leaf x2	EV

Borough Housing	Cherry Picker	EV or Diesel
Car Parks	Warden Van to replace V110	EV
Hive	Meals on wheels x3	EV or Diesel

- 3.2 In addition to the above we have gone out to tender on 4 further dustcarts, these are for the garden waste service and we have received tender response for both Electric and Diesel dustcarts and received three bids for each drivetrain.
- 3.3 The strength of bidding demonstrates that EV dustcarts have moved to main build and there is high and growing confidence in their manufacture and operational viability.
- 3.4 We have undertaken an operational trial of EV and are satisfied that they can meet our needs in relation to Garden Waste at this time.
- 3.5 We have also assessed our limited power availability at the depot and are satisfied that sufficient power is available to power four vehicles, and we have been offered grant funding of £75,000 from Surrey County Council towards charging units should we choose to move forward with EV dustcarts at this time.
- 3.6 In total we have £2.9 million in the provisional programme and an estimated carry forward into 2023/24 of £149,000. Of this around £1.4 million had been allocated for these 4 dustcarts. Even though the tender pricing for EV has come in higher, the projected spend on the above replacements (3.1) and the four further dustcarts is expected to be within the planned capital provisional budget and carry over, to a total of £3.05 million.
- 3.7 These vehicles currently use in the region of 12,000 litres of diesel each per year, at a cost of around £60,000. Not using diesel will reduce the amount of emitted carbon by around 2.7 kilos per litre. This equates to an annual carbon reduction of 125,000 kilos. Over an 8-year period this means 384,000 less litres of diesel used, saving £500,000 and 1,000,000 kilos of carbon reduced. The equivalent cost of electricity to fuel the vehicles is approximately £250,000 so a net saving of approximately £30,000 per year.
- 3.8 Based on a 125 tonne per year reduction in carbon, there will be a 13% carbon reduction across the GBC fleet, a 3.7% reduction in GBC's Scope 1 emissions, and a 2% reduction in total council emissions (Please note that these figures may be lower due to use of emissions data 20/21 which is considered a non-standard year due to Covid). The savings in carbon emitted will continue to grow with grid decarbonisation, as electricity sources become more sustainable with the move away from fossil fuels.

- 3.9 In addition, this commences a journey into EV use for heavy vehicles on a non-statutory part of the service which will inform our operational plans as we seek to further decarbonise our fleet over the coming years.

4. Key Risks

- 4.1 The key risks are related to viability of the vehicles in operation. We have carried out an on road trial of an electric dustcart and sought assurances and minimum performance capabilities within the tender process that will provide a recourse. Operationally, we carry a number of spare vehicles to cover maintenance and breakdowns, these are diesel and can provide a backup.
- 4.2 The cost of electricity has increased substantially in the last 18 months, increasing the net cost of a shift to EV vehicles. There continues to be risks around both cost and reliability of electricity supply that are difficult to mitigate without reverting back to diesel use.
- 4.3 Should we seek to recover the costs of higher capital expenditure through higher pricing from April 2024 there is a risk that price rises result in customer loss. Garden waste customers can choose alternatives including home composting and taking garden waste to the tip for free. Should significant numbers respond to a price rise by not renewing, the revenue expected from a price rise might be partly or even fully eroded by customer loss.

5. Financial Implications

- 5.1 The available approved and provisional capital programme sits at £3.05 million. This did allow for the possibility of four EV dustcarts at a cost of around £1.4 million. The planned programme is sufficient to cover the higher cost and the wider programme, set out in 3.1.
- 5.2 The key consideration is the financial difference between the purchase price of Diesel and Electric dustcarts.
- 5.2 The approximate price of a Diesel vehicle is £210,000 whereas depending on the successful bid the premium for an electric vehicle will be in the region of £230,000 more per vehicle, coming in at around £440,000.
- 5.3 The revenue impact of the higher level of capital will be approximately £120,000 per year (8-year MRP and 5% interest). Against this we would expect to make savings as even though electricity prices have increased, we would still expect to save approximately £30,000 per year in diesel, net of electricity costs. We also expect some savings in maintenance, but this is difficult to quantify at this stage and is not expected to be significant.
- 5.4 In summary a decision to move to EV for four dustcarts will result in a capital need of around £900,000 more than if we chose a diesel option. In

other words, our future capital need will be reduced by this amount should diesel be the route that is dictated by financial considerations.

- 5.5 In order to mitigate the net additional costs of EV dustcarts, the council should consider the producer pays principle in relation to garden waste. On the basis that customers could choose other approaches to garden waste, including composting or taking garden waste to tips, where it is a free service, then reflecting the additional cost of EV provision on this service is justifiable and mitigates the additional costs over traditional diesel vehicles.

Financial advice provided by Vicky Worsfold, Lead Specialist Finance.

6. Legal Implications

- 6.1 The proposed procurement process will need to comply with relevant legislation and the Council's Procurement Procedure Rules.

Legal advice provided by Stephen Rix, Joint Monitoring Officer.

7. Human Resource Implications

- 7.1 No HR implications identified.

8. Equality and Diversity Implications

- 8.1 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

9. Climate Change/Sustainability Implications

- 9.1 A choice to move forward with an Electric Vehicle option would result in carbon savings as identified in the report and support the Climate Change objectives of the Council.

10. Summary of Options

- 10.1 Select Electric as replacements for the four garden waste dustcarts.
- 10.2 Select Diesel as a replacement for the four garden waste dustcarts, we would risk forgoing the grant funding for charging infrastructure we have been offered. We would not make carbon savings at an early point and risk reputational harm from this. However, we would make some significant revenue savings over an electric fleet.
- 10.3 Seek alternatives, such as refurbishment, purchase of suitable but newer second-hand diesel vehicles, with a view to extending the life of the current fleet to see if prices for EV dustcarts reduce further and become more affordable in two to three years' time. We would risk forgoing the

grant funding for charging infrastructure we have been offered. There would be increased risk of service failure, especially in the event suitable and reliable newer vehicles were not swiftly obtained.

11. Conclusion

- 11.1 Waste and recycling collection vehicles are large, heavy and high fuel using vehicles. They require large amounts of diesel and deliver around 3.5 miles to the gallon. As such a move to electric drive trains represents a significant opportunity to reduce the amount of carbon we emit as an organisation.
- 11.2 EV dustcarts are now more mainstream, although still low in terms of volume and as such come at a price premium. We have undertaken a trial of these vehicles and have carefully considered them in our operation. We have identified that the garden waste service is well suited to the operating dynamics of electric vehicles and are also lower risk than other aspects of the service, should an interruption occur. We can relatively easily mitigate against operational issues.
- 11.3 The key debate point is, given the wider council financial position, are they affordable at this time and if not do we want to commit to a further seven plus years of pure diesel use, or seek to eke out the fleet for a few more years whilst we wait for improvements in the market leading to a narrowing of the price differential.
- 11.4 Ultimately though the decision is about whether in our financial situation a saving of £90,000 per year from deploying less capital than planned overrides our wider aim of reducing carbon emissions for now. We should also consider if a view that a sum of £90,000 a year for the next 8 years in return for reducing fuel used by nearly 400,000 litres and carbon by around 1000 tonnes represents a position that is good enough.

12. Background Papers

None

13. Appendices

None.

Executive Report

Ward(s) affected: All

Report of Director of Transformation and Governance

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Date: 23 February 2023

Climate Change Action Plan

Executive Summary

On 23 July 2019, at a meeting of Full Council, Guildford Borough Council:

1. Formally declared a Climate Emergency that requires urgent action.
2. Called on the UK government to provide the powers, resources and funding support to make local, as well as national, action against climate change possible.
3. Committed to working with partners across the Borough to evaluate and determine how and when Guildford Borough could become carbon neutral, with a target goal of 2030 for reaching net zero emissions.
4. Committed to working towards making the Council's activities net-zero carbon by 2030.
5. Committed to establishing the necessary governance structures, investment plans and officer resources in order for the Council to build a strong foundation to deliver progressively ambitious carbon reductions across our operations.
6. Committed to establishing a borough-wide Climate Change Partnership consisting of representatives from all stakeholders across all sectors.
7. Committed to developing, within 12 months, a clear action plan and timescale for being net-zero carbon across our Council operations, starting with a review of what has already been achieved and plans already instigated.
8. Committed to delivering a joint Member-Officer training programme to enable a shared understanding of how to deliver the above, starting in September 2019.

Building on the high-level plan that was previously agreed by this report recommends a detailed action plan for adoption.

Recommendation to Executive

That the Executive

1. Notes, as set out in paragraph 6.2, that the indicative forecast of the cost to achieving net zero across Guildford Borough Council for Scope 1 and 2 emissions (as calculated by consultants APSE Energy in July 2022) is £58.6 million and the total annual savings achieved by 2030 would be equivalent of £962,900 per year.
2. Asks officers to explore how these costs can be met in the short (0-2.5 Years), medium (2.5-5 Years) and long term (5-7 years) and to bring forward further proposals in this respect as part of GBC Annual Budget processes (for example through direct funding, match funding, invest-to-save proposals or borrowing).
3. Endorses the Climate Change Action Plan attached as Annexe 1 as the Council's high level strategic plan for responding to the climate emergency.
4. Notes that the delivery of the actions within the plan will be contingent on identifying and securing the requisite funding and resources and on the development of further detailed plans and feasibility studies; and
5. Requests annual updates on the plan in terms of progress and any recommended changes to the structure or content of the plan brought forward by officers or the climate change board.

Reason(s) for Recommendation:

The action plan enables the Council to progress the climate change programme in accordance with Council strategic priorities and the declared climate emergency of 2019.

Is the report (or part of it) exempt from publication? No

1. Purpose of Report

- 1.1 When it formally declared a climate emergency on 23 July 2019, Guildford Borough Council made a number of commitments as listed above. One of those was to develop a clear action plan for achieving net-zero carbon across Council operations. The purpose of the report is to propose a programme of actions to enable GBC to achieve net zero by 2030 in accordance with the Climate Emergency Declaration. The Action Plan includes the development of programmes to encourage and facilitate a reduction of borough-wide carbon emissions, aiming to achieve net-zero by

2050, in accordance with the Climate Change Act 2019. The Action Plan includes actions to develop programmes in response to current environmental changes caused by climate change and improve environmental resilience across the Borough of Guildford. The Executive are asked to approve the recommended actions as laid out in appendix 1.

2. Strategic Priorities

- 2.1 The action plan detailed in Appendix 1 supports many of GBC's strategic priorities including:

Homes and Jobs

- Provide and facilitate housing that people can afford – through implementing and accessing funding streams to enable homeowners and residents to reduce fuel costs by creating more sustainable, well insulated, and energy efficient homes.
- Create employment opportunities through regeneration – through actions that develop the emerging 'green' economy and encouraging climate change innovation within the commercial and industrial sector.
- Support high quality development of strategic sites – by providing clear guidance and access to funding to foster sustainable and energy efficient developments.
- Support our business community and attract new inward investment – enabling access to national funding to develop sustainable solutions to climate change challenges.
- Maximise opportunities for digital infrastructure improvements and smart places technology – by supporting the private sector to develop the digital infrastructure across Guildford and the wider area.

Environment

- Provide leadership in our own operations by reducing carbon emissions, energy consumption and waste
- Engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel, and energy choices
- Work with partners to make travel more sustainable and reduce congestion
- Make every effort to protect and enhance our biodiversity and natural environment.

Community

- Tackling inequality in our communities – through actions that help residents improve the efficiency of their properties and focusing on reducing fuel poverty.
- Work with communities to support those in need – by developing a holistic approach to increasing resilience within the community through schemes that focus on reducing food poverty, fuel poverty and encouraging inclusion within communities through support of existing organisations.
- Support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills – supporting the development of ‘green’ skills and encouraging the development of the green economy.

3. Background

- 3.1 In 2019, Guildford Borough Council declared a climate emergency. In response to this declaration, GBC committed to reducing carbon emission across its activities with an aim to achieve net zero by 2030. Surrey County Council (SCC) and many neighbouring districts and boroughs have also committed to reduce carbon emissions from their organisations with the aim of achieving net zero by 2050.
- 3.2 The Department for Business, Energy, and Industrial Strategy (BEIS) publishes an annual report of greenhouse gas (GHG) emissions. The data is a subset of the UK GHG Inventory. Data from 2019 show that the total emissions for the Guildford area were in excess of 766.8 ktCO₂e. Transportation contributes to 51% of GHG emissions across the borough. It is important to note that Transport is outside of direct control of Guildford Borough Council. Domestic emissions contribute to a further 27%. Industry and Commercial combined make up a further 13%. Public Sector emissions contribute to 5% of the boroughs emissions, with GBC directly responsible for approximately one percent of borough wide emissions. (For further details of borough emissions please see Appendix 1).
- 3.3 GBC had developed a high-level Action Plan which was adopted in 2021.
- 3.4 An Action Plan is required to identify and prioritise those areas where programmes can be introduced to reduce carbon emissions and to allow for forward planning for the allocation of resources and funding.
- 3.5 The ‘Greener Futures’ Programme is a county wide strategy developed by Surrey County Council. The programme sets out a wide range of priorities tailored to reducing carbon emissions across the county. Guildford Borough Council have identified the need for a targeted climate change action plan to address specific challenges within the Guildford area.

4. Consultations

- 4.1 The Climate Change Board (CCB) have been consulted on the actions and principles contained in Appendix 1. The CCB is made up of Councillors, Officers, and leading members of the community with a view to informing the direction that the Council will take in regard to climate change. Comments from the CCB have been collated and integrated into Appendix 1.
- 4.2 Climate Change Officers have discussed the principles of the Action Plan with the Portfolio Holder for climate change to determine the principles and scope of the actions contained within Appendix 1.
- 4.3 A review of the Surrey Greener Futures Delivery Plan and its impact on existing GBC service plans was discussed with Council Officers and presented to the Corporate Management Board.

5. Key Risks

- 5.1 The key risks are high costs and uncertainty over government policy. The Council's existing risk management and programme delivery processes will be used to track and manage associated risks with the delivery of the action plan. Failure to engage with the local community will result in a loss of public support for the required changes necessary for carbon reduction. Similarly, lack of engagement will result in missed opportunities for funding, resource sharing, and creating strong partnerships within the community to reduce carbon emissions across the borough.

6. Financial Implications

- 6.1 Achieving net zero by 2030 is a corporate policy as is ensuring Guildford is financially sound with infrastructure and services fit for the future. Some of the actions contained within the Climate Change Action Plan will require significant financial investment. However, in many cases there will be an associated return of investment from energy savings. Each action will need to be assessed on its own merit and a programme developed to achieve the aim of the action. This is to include the financial implications and identification of funding streams.

6.2 Cost Projection

Based on a trajectory analysis carried out by APSE Energy in July 2022, the indicative forecast of the cost to achieving net zero across Guildford Borough Council for Scope 1 and 2 emissions is £58.6 million and the total annual savings achieved by 2030 would be equivalent of £962,900 per year. While this cost is significant, it is noted the information used to estimate the capital cost is not complete and that a separate exercise should take place to review all existing council owned vehicles and assets

to provide a clear plan of what interventions can be provided, their capital costs, funding opportunities and the cost/carbon savings.

7. Legal Implications

- 7.1 No legal implications apply to the climate change action plan however each action will need to be assessed on its own merits.

8. Human Resource Implications

- 8.1 No HR implications apply to the climate change action plan however each action will need to be assessed on its own merits.

9. Equality and Diversity Implications

- 9.1 The Action Plan sets out a pathway to achieve net zero carbon emissions however it does not stipulate the individual processes for each programme to achieve these actions, where required, individual projects, initiatives and policies will be assessed for their equality impact on a case-by-case basis

10. Climate Change/Sustainability Implications

- 10.1 The Climate Change Action Plan sets out a number of actions that GBC should progress in order to tackle the challenges set by climate change. Agreement of the report itself does not have any implications with regards to climate change, the actions therein will affect the following:

- carbon emissions
- energy use
- waste / recycling
- air quality
- water supply/conservation
- flood / climate resilience
- procurement (economic, social and environmental, community well-being)
- biodiversity
- public health of communities
- collaboration with statutory partners, agencies and/or businesses to tackling climate change

Careful consideration will be needed to assess the impact of each action and identify any conflicts between the above categories.

11. Executive Advisory Board comments

11.1 This report was considered by the Joint Executive Advisory Board on Monday 13 February 2023. The comments arising from that meeting are to follow.

12. Summary of Options

Option 1. Take no action – GBC does not adopt a climate change action plan.

Option 2. Take Action– GBC adopts an action plan which focuses on reducing carbon emissions directly controlled by GBC and seeks to address opportunities for addressing climate change on a wider scale, including incorporating the principles set out in Surrey's Greener Futures Delivery Plan.

13. Conclusion

13.1 The Climate Change Action Plan sets out a pathway to achieve the aims of the Climate Emergency which was declared by Guildford Borough Council on 23rd July 2019. The Action Plan seeks to facilitate forward planning for the allocation of resources and funding by identifying and prioritising those areas where programmes can be introduced to reduce carbon emissions.

13.2 The Action Plan supports several GBC's strategic priorities, including:

- Homes and Jobs
- Environment and,
- Community

13.3 2019 data published by BEIS show that the total emissions for the Guildford area were more than 766.8 ktCO₂e. Guildford Borough Council is directly responsible for 1% of carbon emissions within Guildford Borough.

13.4 There are significant financial implications associated with achieving net zero by 2030, however, the forecast provided by APSE uses incomplete information to produce an estimate of the costs. A review of all existing council owned vehicles and assets is to be undertaken to provide a clear plan of what interventions can be provided, their capital costs, funding opportunities and the true cost/carbon savings.

14. Background Papers

Guildford Borough Council Net Zero Carbon Emissions Trajectory Rev. C, APSE, July 2022

Agenda item number: 6

15. Appendices

Guildford Borough Council Climate Change Action Plan V.1.7

GUILDFORD BOROUGH COUNCIL

Climate Change Action Plan

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Foreword by Councillor George Potter, Portfolio Holder for Climate Change and Organisational Development

Dear residents of Guildford borough,

On 23 July 2019, your borough council declared a climate emergency and committed itself to becoming a carbon neutral council by 2030. This action plan is our response to that declaration of a climate emergency.

Climate change is the biggest, most urgent and most enduring challenge of our time. It is a crisis for humanity and for our world.

We are already experiencing the impacts of the climate crisis. Extreme weather, damage to crops, climate refugees and a global mass extinction of wildlife.

We have a very narrow window of time in which to prevent complete climate breakdown. If we all play our part to tackle the climate emergency then we can help protect ourselves and our communities from its consequences.

It is also vital to recognise that action must go beyond reducing greenhouse gasses. We must also act urgently to improve air quality, and to preserve and restore wildlife habitat.

Guildford Borough Council is determined to play its part. Since declaring a climate emergency we have been working hard as a council to identify and reduce our carbon emissions. This Action Plan sets out the actions we will be taking to achieve our goal of net zero carbon emissions as a council by 2030.

Our council's carbon footprint, while significant, only accounts for a small amount of the emissions from the borough as a whole. We cannot achieve net zero as a borough on our own.

Therefore, this Action Plan also recognises that *all* members of our community can play their part in reducing carbon emissions. Your council will support our community in making the changes that are required. Our plan recognises our role as a community leader. We will work with partner organisations and community groups to educate, encourage and empower everyone in Guildford and our villages to reduce their carbon footprint.

Climate change is already happening, and many of the consequences are here to stay. We acknowledge that this may be frightening. And Guildford alone cannot solve the world's problems. But the Action Plan will help us reduce our emissions as a borough and become more resilient to the changes which are here to stay.

Some of the actions proposed in this document will be easy and cost little to do. Others may be more difficult and expensive. Some will be impossible without support or funding by national government or Surrey County Council.

We know achieving our goal will be difficult and costly, and it will require hard choices. This is why we have declared a climate emergency. An emergency requires us to act urgently and to make an extraordinary effort. That is what meeting this crisis requires, and that is what we are determined to do.

Whatever the challenges we may face along the way, it has never been more important for our council to play its part in the face of climate catastrophe. We owe it to both ourselves and to future generations, and we cannot afford to fail.

George Potter

Portfolio Holder for Climate Change and Organisational Development

February 2023

DRAFT

1.0: Introduction to Climate Change

1.1: What is Climate Change?

The term *Climate Change* refers to the shift in global weather patterns caused by a rise in global atmospheric temperature. Naturally occurring greenhouse gases including carbon dioxide and methane, support life on Earth by trapping solar heat within our atmosphere and creating stable, regional, weather conditions. When measured over time these predictable weather patterns determine a regions climate.

Over the last 150 years, human activity has significantly increased the level of greenhouse gases in our atmosphere, leading to a rise in global temperatures and subsequently causing dramatic changes in regional weather patterns. These changes have serious environmental, social, and economic consequences.

1.1.1: Additional information: Greenhouse gases (GHG)

Greenhouse gas is any gas that is found in the atmosphere which absorbs and reemits infrared energy (heat). This heat contributes to the greenhouse effect which keeps Earth's atmosphere warmer than it would be without GHGs.

1.1.2: Additional information: The importance of carbon

The element Carbon is found everywhere on Earth. It is in the rocks and the soil, in Earth's atmosphere and within the oceans, it can be stored for long periods of time within these "reservoirs". Living organisms create another carbon reservoir as carbon is an essential element for all life. It makes up the framework for organic cells and provides the energy needed to develop and grow. Carbon is not a static element staying in one of the above 'reservoirs' forever, its moves between these regions providing an important role in each of them, this is known as the carbon cycle.

A simplified description of how carbon moves between reservoirs is described below.

Geological processes, such as volcanoes and weathering of rocks, transports carbon from the geological to the atmospheric reservoir, as carbon dioxide gas. Carbon traps heat from the Sun and warms the atmosphere to a temperature which allows for liquid water on Earth's surface.

Plants absorb carbon dioxide from the atmosphere and use it to grow. Once the plant dies, the carbon in its cells may become buried within the soils, or it is released back into the atmosphere as carbon dioxide as the plant decays. Alternatively, organisms eat the plant and use the carbon within their own bodies. The carbon may be released back to the atmosphere through respiration or is buried within soils once the organism dies.

Carbon enters the oceans through water running off the land or by absorption from the atmosphere, where it can be used by marine organisms. Once the organisms die the carbon becomes trapped at the bottom of the ocean as sediment. Over time these sediments are compressed and form rock, where the organic carbon is stored until it is released through further geological processes.

Without human interference, the flow of carbon into, and out of, these reservoirs is roughly stable, creating a balance of carbon within each of these reservoirs.

Through geological processes, organic carbon can form carbon rich sediments such as oil and coal. These sediments are extracted from the ground and used as fuel for industrial and domestic

purposes. The burning of these fuels releases carbon dioxide into the atmosphere at a greater rate than would naturally occur. This raises the amount of carbon dioxide in the atmosphere which increases the warming affect and drives climate change.

1.2: The Impact of Climate Change

On a global scale we are already experiencing the effects of climate change, retreating ice caps at the poles and from glaciers, loss of biodiversity due to changing weather patterns, deadly flooding and droughts from extreme weather events, and the acidification of our oceans from the absorption of excess carbon in our atmosphere, all have a devastating effect on global communities, infrastructure, and wildlife.

Nationally we see these effects as warmer annual temperatures, increased rainfall and flooding, and an increase in extreme weather events such as heat waves and storms. More frequent and severe weather events are predicted for the future, resulting in significant environmental and economic impacts and risks to health and wellbeing:

- Hotter summers and more frequent heatwaves lead to increased risks to vulnerable members of our community and result in an additional strain on our health services.
- Droughts during the summer months increases the wildfire risk to Guildford's rare heathland, damaging important habitats and affecting local biodiversity.
- Increased rainfall results in more severe flooding events, damaging local infrastructure and placing local emergency services under pressure.
- Food production and water supplies are affected resulting in higher food prices and creating a monetary impact on Guildford's residents.

By providing a holistic and comprehensive Climate Change Action Plan, Guildford Borough Council (GBC) seeks to identify the gaps and opportunities to increase climate resilience within the borough and support residents, businesses, and the wider community in the mitigation of, and adaptation to, climate change.

1.2.1: Additional information: Climate adaptation, mitigation, and resilience; what is the difference and why are they important?

Carbon emissions can remain in the atmosphere for hundreds of years, which means that while efforts are being undertaken to reduce our current emissions, the excess carbon in the atmosphere will remain and cause further environmental challenges and atmospheric warming.

Climate adaptation means preparing for the impact of climate change, taking actions to prevent or minimise the damage from the climatic changes already in process, and benefitting from the opportunities that climate change may present. This forward planning reduces the vulnerability of Guildford and the individuals and organisations that make up our community.

Mitigation looks to reduce or prevent carbon emissions from our existing activities to ensure atmospheric warming is kept to a minimum.

Improving resilience enhances the ability of individuals, the community, and organisations to absorb the stresses of climate variability and climate change.

1.3: Why do we all need to act?

In 2015 world leaders recognised the global threat from climate change and signed the Paris Agreement¹ with the aim of keeping global atmospheric temperatures from increasing by 2°C through cutting carbon emissions.

In 2018, the Intergovernmental Panel on Climate Change (IPCC)² warned of catastrophic impacts for life on Earth should increases in global atmospheric temperatures exceed 1.5°C. A report published by the IPCC found that to achieve a 1.5°C limit in increasing global atmospheric temperatures:

“Global net human-caused emissions of CO₂ would need to fall by about 45 percent from 2010 levels by 2030, reaching net zero around 2050”

Due to the scale and urgency of the climate emergency, everybody, not just world leaders, have a responsibility in reducing global carbon emissions.

1.3.1: Additional information: Carbon emissions:

For simplicity we refer to all greenhouse gas emissions within this document as ‘carbon emissions’. However, it is important to note that it is not just carbon dioxide (CO₂) that is being referred to here. Other gases include methane (CH₄), nitrous oxides (N₂O), and any other greenhouse gases that are emitted through human activity, many of these gases have a greater warming effect on our atmosphere than CO₂, however carbon dioxide is the most commonly emitted GHG from human activity.

The term CO₂e refers to ‘carbon dioxide equivalent’, which allows for all greenhouse gases to be described as a standard unit. CO₂e represents the amount of carbon dioxide required to create the same level of atmospheric warming.

1.4: The Co-Benefits of Tackling Climate Change

Tackling carbon emissions through a robust and ambitious climate change action plan can bring many inter-linked local and national co-benefits. Encouraging a ‘multi-solving’ view of issues allows for several positive aims to be met.

For example, improving cycling routes with the primary objective of reducing local vehicle emissions would also benefit the health of the local population through increased physical activity and improved air quality. Expanding and developing our green spaces to accommodate these cycle routes provides additional benefits to local biodiversity which also provides a further benefit to the wellbeing of the local population. A healthier/happier population reduces the strain on local medical facilities and community care organisations.

Including a co-benefits approach in this action plan has many advantages,

- Several positive outcomes can be achieved at once creating a stronger business case for implementing climate change actions.
- By prioritising those actions that have multiple beneficiaries there is more co-operation and support for the action plan.
- Creates opportunities for seeking additional funding and resources from a wider range of stakeholders.

¹ [The Paris Agreement | United Nations](#)

² [Global Warming of 1.5 °C — \(ipcc.ch\)](#)

Co-benefits have been considered as part of this action plan and are listed under the following categories,

Enabling local, open, and participative government – Actions that support GBC’s key values in developing open and transparent governance contribute to improving the reputation of GBC within the community. Promoting greater accountability within GBC through informed and connected citizenship ensures achievements are not overlooked and outcomes are scrutinised. Participative governance improves trust within the local authority, encourages public education and engagement and promotes innovation and resilience within our community.

Supporting a strong, resilient, local economy – Climate change presents an opportunity to develop a strong and resilient green economy. Developing green skills and jobs, supporting locally produced green energy, and improving links between local suppliers, will work towards creating an economy that can respond more easily to changes caused by the impacts of climate change.

Providing good quality housing – Fuel efficient, well insulated, and comfortable housing will help to manage fuel costs, tackle fuel poverty, and promote social equality in the borough. Warmer homes during cold weather and cooler homes during heat waves, work towards protecting vulnerable people and may reduce excess deaths and further demand on health care and the NHS.

Ensuring effective strategic planning and development management - A robust policy on new developments will allow for innovation within the construction industry and mitigate the risk of having to retrofit developments in the future. Effective planning increases the resilience of the community to the effects of climate change by reducing the risk of flooding and diminishing localised heatwaves. Addressing the causes of climate change and planning our response to the effects of these changes provides an opportunity for partnership work amongst key stakeholders, sharing resources and promoting closer ties to the community.

Improvements to health, wellbeing, and biodiversity – Actions tackling carbon emissions have a qualifiable impact regarding health and wellbeing. Poor air quality contributes to an estimated 40,000 deaths per year in the UK. Improving air quality through a reduction in fossil fuel use may ease demand on the NHS and local healthcare services. Improving local biodiversity has additional benefits such as storing and locking in atmospheric carbon and providing resilience to environmental change and flooding.

2.0: Climate Policy Background

2.1: Global

The United Nations Framework Convention on Climate Change (UNFCCC) and the global scientific community have identified that carbon emissions from human activities cause climate change. These global changes have severe environmental, economic, and social consequences. Global action is required to stabilise greenhouse gas concentrations in our atmosphere to:

“... a level that would prevent dangerous anthropogenic interference with the climate system. Such a level should be achieved within a time frame sufficient to allow ecosystems to adapt naturally to climate change, to ensure that food production is not threatened and to enable economic development to proceed in a sustainable manner.” (UNFCCC Article 2).³

³ [conveng.pdf \(unfccc.int\)](#)

To tackle climate change and its negative impacts, 192 countries plus the European Union signed the Paris Agreement at the 2015 UN Climate Change Conference (COP21) in Paris. The Paris agreement is committed to addressing greenhouse gas mitigation, climate change adaptation, and finance. Under the Agreement, each country must determine, plan, and regularly report on the actions that it undertakes to mitigate global warming. In the 2021 UN Climate Change Conference (COP 26) held in Glasgow, 200 countries agreed to policies that aim to prevent global temperatures exceeding a 1.5°C rise.

2.2: National

In 2008, the UK government passed the Climate Change Act⁴. The Act committed the UK to lower net greenhouse gases by 80% or more of the 1990 emission baseline. The Act also established a Climate Change Committee to advise the Government on Carbon emission targets. In 2019 the Climate Change Act was amended to include a carbon neutrality target with a deadline of 2050. In December 2020, the Climate Change Committee (CCC) published its Sixth Carbon Budget⁵ which advised that the UK would need to deliver a 78% reduction by 2035 if it is to meet its long-term net zero commitment.

2.3: Local

In 2019, GBC declared a climate emergency and committed to achieving net zero carbon emissions within the organisation by 2030. Surrey County Council (SCC) and many of the districts and boroughs within Surrey declared their commitment to reduce carbon emissions from their organisations aiming to achieve net zero by 2050.

While more ambitious in its targets, the Guildford Climate Change Action Plan is aligned with national policy including the 78% reduction in national emissions by 2035 which became law in June 2021.

2.3.1: Additional information: What is net zero carbon?

‘Net zero carbon’ also referred to as ‘carbon neutrality’ refers to the balance between the carbon emissions entering the atmosphere being equal to the amount of carbon being removed from the atmosphere. To achieve net zero an individual or organisation needs to reduce their carbon footprint to as close to zero as possible, then balance (offset) the remaining emissions through removing carbon from the atmosphere.

Net zero carbon is different from ‘Zero Carbon’ which requires an activity to produce no carbon emissions.

3.0: Guildford Borough Council - Climate Emergency Declaration

On 23 July 2019, the Council adopted a motion to declare a Climate Emergency and passed a motion committing to actions including:

- Achieving net-zero carbon across all Guildford Borough Council services by 2030
- Establishing borough-wide partnerships to evaluate and determine how and when Guildford Borough could become carbon neutral.
- Developing a clear action plan and timescale for being net-zero carbon across our Council operations.

⁴ [Climate Change Act 2008 \(legislation.gov.uk\)](https://legislation.gov.uk)

⁵ [Sixth Carbon Budget - Climate Change Committee \(theccc.org.uk\)](https://theccc.org.uk)

The climate change declaration is supported by the Council's Corporate Plan 2021 – 2025 to establish:

“A green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help.”

To meaningfully address these commitments, the Council set up the Climate Change and Innovation Board (CCB).

The Climate Change declaration was made by the Council in July 2019, since then there had been a development in understanding of the issues and terminology involved. As the Council moves forward it is important that its ambitions are clear. On the 30th November 2022, the original declaration was reviewed and clarified by the CCB.

The definition of Scopes 1, 2 and 3 emissions were addressed. Scope 1 was defined as the direct emissions created by the actions of the Council itself, such as gas and direct fuel usage such as from vehicles. Scope 2 is the indirect emissions from electricity generation for use within our buildings in the pursuit the activities the Council, and Scope 3 is defined as the indirect emissions arising from the Council's third-party relationships, through the procurement or supply of goods and services. There is not, as yet, a defined methodology for calculating or influencing Scope 3 emissions.

While Scope 3 is to be included in the Council's definition due to the credibility of the intent, it is necessary to understand that Scope 3 emissions might be outside of the ambition for 2030 as it may take additional time to work with partners and providers to achieve that outcome which would be in accordance with the targets as described under the Paris Agreement. GBC's procurement policy will be reviewed to understand current procurement practice, and whether the Council are bound to certain legal or procedural constraints. A review would also look at whether GBC are able to stipulate to businesses acting as providers to the Council that their emissions should be benchmarked with a plan for decarbonising to facilitate measuring and reducing Scope 3 emissions.

It was decided that Scope 1 and 2 emissions are to be set within the 2030 target, but Scope 3 emissions be subject to a separate ambition, once measurements to make accurate calculations are standardised. Adoption of an accurate measurement application would inform the declaration of net zero for Scope 3 and any offsetting implications.

It was also noted that the original declaration made no mention of the biodiversity emergency, air quality or resilience and adaptation to climate change when it had become clear these were important related challenges. The CCB asked that these challenges are incorporated into the GBC's Climate Change Action Plan.

The CCB suggested certain parts of the Council's portfolio might be reassessed and placed outside of the 2030 target if it appeared that could not be met by precisely the cut off year of 2030 but could be achieved more flexibly.

The primary focus of the Climate Emergency Declaration was to reduce the emissions the Council could control within the resources available, but also to act in a wider leadership role with stakeholders, partners, and the community by setting an example and enabling change. The Action Plan is to be reviewed every two years to ensure it remains at the forefront of GBC's ambitions.

4.0: Emission baseline and projections

4.1: Organisational baseline

In 2008 GBC recorded its non-domestic carbon emissions inhouse and again in every year between 2013 to 2016. From 2016 to present, APSE Energy have calculated the carbon emissions over a financial year period (April – March). 2019 is used as the baseline year to measure the progress made since declaring a climate emergency, however data from 2008 has been included to address the long-term carbon emission trends of GBC and to account for the lowered emissions recorded during the Covid years.

Emissions are calculated as carbon dioxide equivalent (CO₂e), which combine the seven most potent greenhouse gases into one measurement. These gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulphur hexafluoride and nitrogen trifluoride.

The Greenhouse Gas Protocol (an international carbon accounting tool) categorises emissions under Scope 1 (direct emissions from fuel combustion such as within gas boilers and fleet vehicles), Scope 2 (indirect emissions from electricity purchased), and Scope 3 (indirect emissions due to Council related activities that occur at sources the Council do not own or control and are not classed as Scope 2 emissions, for example, waste disposal).

Due to covid, emissions data for 2020 – 2021 is considered to have been measured during a ‘non-standard’ year, meaning that comparisons to earlier years would not reflect an accurate trend. For this reason, this report uses 2019 as the comparable year and will be updated once new data has been published.

Since 2008 GBC have reduced their carbon emissions by around 45%, a reduction of approximately 11% per year. **Figure 1** shows that Scope 1 & 2 emissions are the leading source of carbon emissions within the Council.

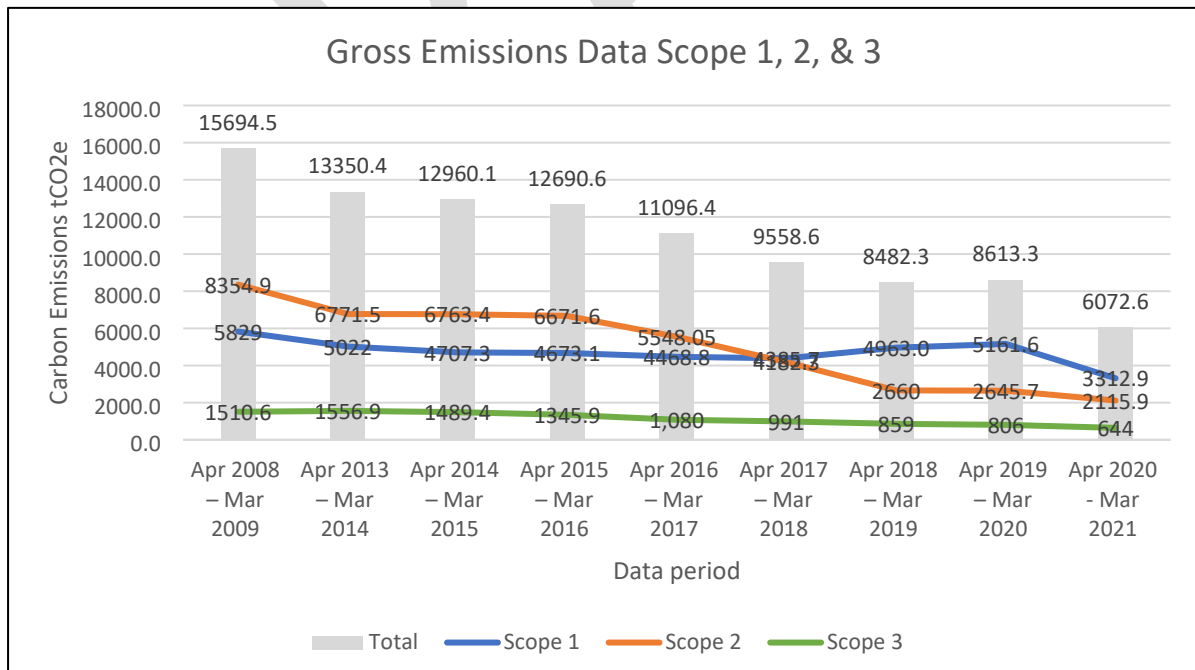


Figure 1: Gross emission data for Guildford Borough Council dating from 2008 covering a period of one financial year. Total gross emissions are broken down into Scope 1, 2, & 3 emissions. (Guildford Borough Council 2019-2020 Scope 1, 2 and 3 Carbon Emissions, APSE, 2021).

4.2: Social Housing Emissions

The Councils Housing Revenue Account (HRA) holds just over 5220 homes for which it has responsibility to manage and maintain the quality of the homes, but while the Council has direct duty for the performance of the building fabric, it has little control over the behaviour of its tenants with regards to energy consumption and sustainability.

In October 2021, the UK Government published the Net Zero Strategy: Build Back Greener⁶ which introduced policies and proposals for the decarbonisation of the UK by 2050. The strategy set out a pathway and potential funding streams for the retrofitting of existing social housing to achieve net-zero within this timescale.

Due to the scale and complexity of ensuring GBC's social housing stock achieves net-zero, and due to the timescales of available funding through various funding opportunities, the HRA Business Plan aligns with the UK Governments Net Zero Strategy: Build Back Greener and works towards achieving net-zero across our social housing stock by the 2050 target.

The UK Governments Net Zero Strategy: Build Back Greener, also reinforced the aims of an earlier publication (Clean Growth Strategy, 2017)⁷ to ensure that rented properties obtained a minimal Energy Performance Certificate Rating of 'C' by 2035, or 2030 for fuel poor households. Ensuring that council housing stock meet the standards set by the national Energy Performance Certificate (EPC), is a high priority for GBC. This will not only contribute to a reduction in carbon emissions, but it will also work towards reducing fuel poverty within the borough. Further savings can be achieved through an engagement programme with residents to inform, educate and encourage more sustainable behaviours.

The National Housing Federation produced guidance on the emissions from social housing and the responsibility of LA's to achieve net-zero by 2050.⁸

4.3: Borough wide emissions

In 2022, GBC commissioned APSE Energy to calculate the total carbon emissions for Guildford Borough.

To provide a calculated estimation of the borough-wide emissions, APSE considered three main models:

- Emissions of carbon dioxide for Local Authority areas published by BEIS⁹;
- SCATTER¹⁰;
- The Tyndall Centre carbon budget¹¹.

While the methodology behind gathering the data of all three models is similar, there are slight differences. The methodology is based on the Accounting and Reporting Standard¹² developed by the Greenhouse Gas Protocol, the Global Protocol for Community-Scale Greenhouse Gas Emission

⁶ [net-zero-strategy-beis.pdf \(publishing.service.gov.uk\)](#)

⁷ [Clean Growth Strategy \(publishing.service.gov.uk\)](#)

⁸ [National Housing Federation - Decarbonisation: a guide for housing associations](#)

⁹ [UK local authority and regional greenhouse gas emissions national statistics - GOV.UK \(www.gov.uk\)](#)

¹⁰ [SCATTER \(scattercities.com\)](#)

¹¹ [Tyndall Carbon Budget Reports \(manchester.ac.uk\)](#)

¹² [The Global GHG Accounting and Reporting Standard for the Financial Industry | Greenhouse Gas Protocol \(ghgprotocol.org\)](#)

Inventories¹³ and the data sources from the same databases such as the Digest of UK Energy Statistics (DUKES) which contains data of actual energy usage for each sector.

This ensures that the data gathering process is robust, established, and enables a comparison with other local authorities.

4.3.1 BEIS Calculation

Since 2005, The Department for Business, Energy, and Industrial Strategy (BEIS) have published an annual report of GHG emissions by region, this is further broken down into Local Authority area. The data is a subset of the UK GHG Inventory, which underpins both the National Statistics publication and the UK's other international and national reporting requirements for greenhouse gases. Between 2005 - 2018, the data published by BEIS only accounted for carbon dioxide emissions. Since 2022 BEIS have included the three most potent greenhouse gases, carbon dioxide, methane, and nitrous oxides and have included these three gases in the 2018 – 2020 reports.

The data from BEIS can be used to track performance annually however, the related years' carbon emissions will not be published by BEIS until two years later due to the data lag (e.g. short term actions in 2020/21 will not be in the released reported emissions until 2022).

Data from 2019 show that the total emissions for the Guildford area were 766.8 ktCO₂e. **Figure 2** reveals that the greatest contributor to GHG emissions is from transportation (51%), 61% of these emissions stem from the use of A-Roads. It is important to note that issues relating to Transport are outside the direct control of GBC.

Domestic emissions contribute to a further 27% of total emissions across the borough. This is comprised of approximately 70% generated from the use of gas fuel.

Industry and Commercial combined make up a further 13% of the total.

The Public Sector contributes to 5% of the boroughs emissions, data supplied by APSE in the GBC annual emissions report suggests that GBC is responsible for a fifth of these emissions and contributes to approximately one percent of the total borough wide emissions.

Land use, land use change and forestry (LULUCF) accounted for an emission offset of 54.8 ktCO₂e with most of the offset being provided by forest land.

¹³ [Global Protocol for Community-Scale Greenhouse Gas Emission Inventories | World Resources Institute \(wri.org\)](https://www.wri.org)

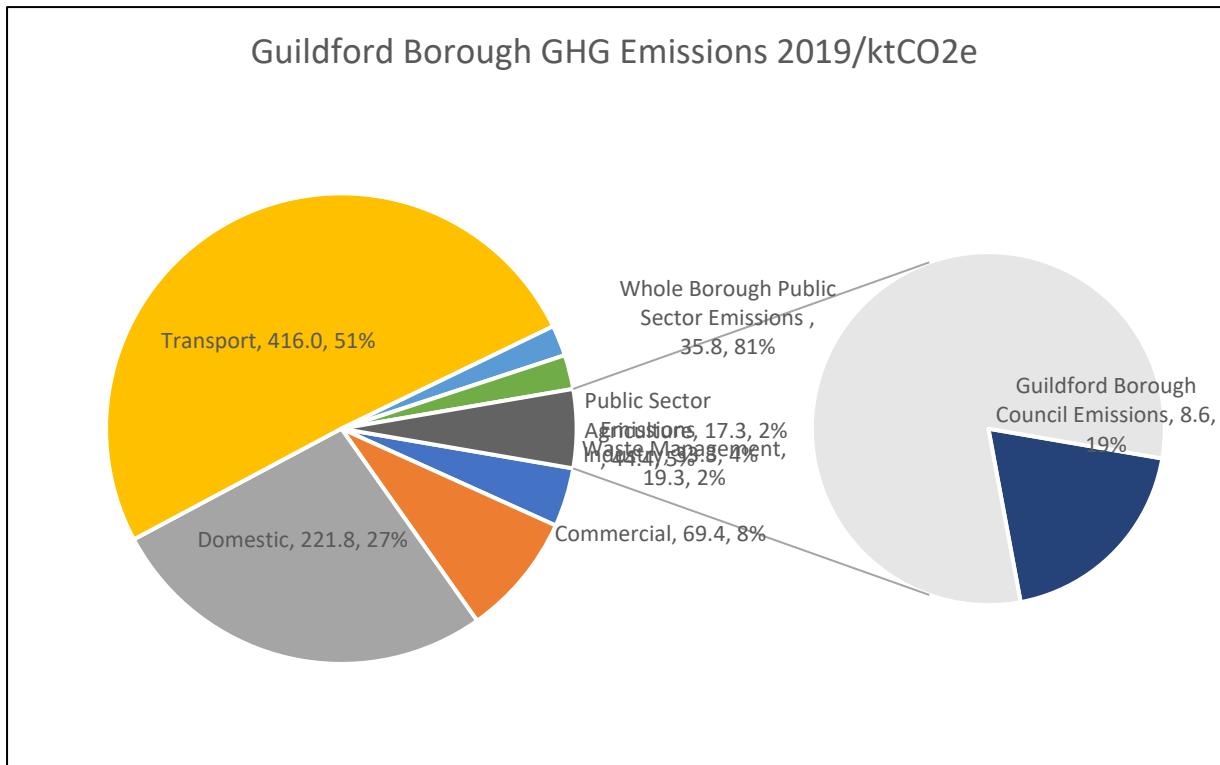


Figure 2: Percentage by source of greenhouse gas emissions across Guildford Borough in kilotonnes of CO2e (GHG measured: carbon dioxide, methane, & nitrous oxides), (UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2020, BEIS, July 2022) Guildford Borough Council emissions provided by APSE (Guildford Borough Council 2019-2020 Scope 1, 2 and 3 Carbon Emissions, APSE, 2021).

The population of Guildford Borough is continually growing. The “*Guildford Borough Local Plan: Strategy and sites 2015 – 2034*”, shows that the population is predicted to grow from 145,473 in 2015 to 167,126 by 2034. The document also sets out the housing requirement for Guildford. During the plan period, provision has been made for at least 10,678 new homes with 562 dwellings being built per annum over the plan period (2015 – 2034). Inevitably, due to the increase in population, the direct carbon emissions for the borough are also expected to rise.

To demonstrate carbon emissions within the context of a growing population, an alternative measurement of the boroughs carbon footprint based on emissions per capita provides an overview of changes within carbon emissions. **Figure 3** describes the population growth within the Guildford borough area and the emissions per capita per year. It shows that there has been a reduction in carbon emissions of approximately 53% per capita in the 14-year period to 2019.

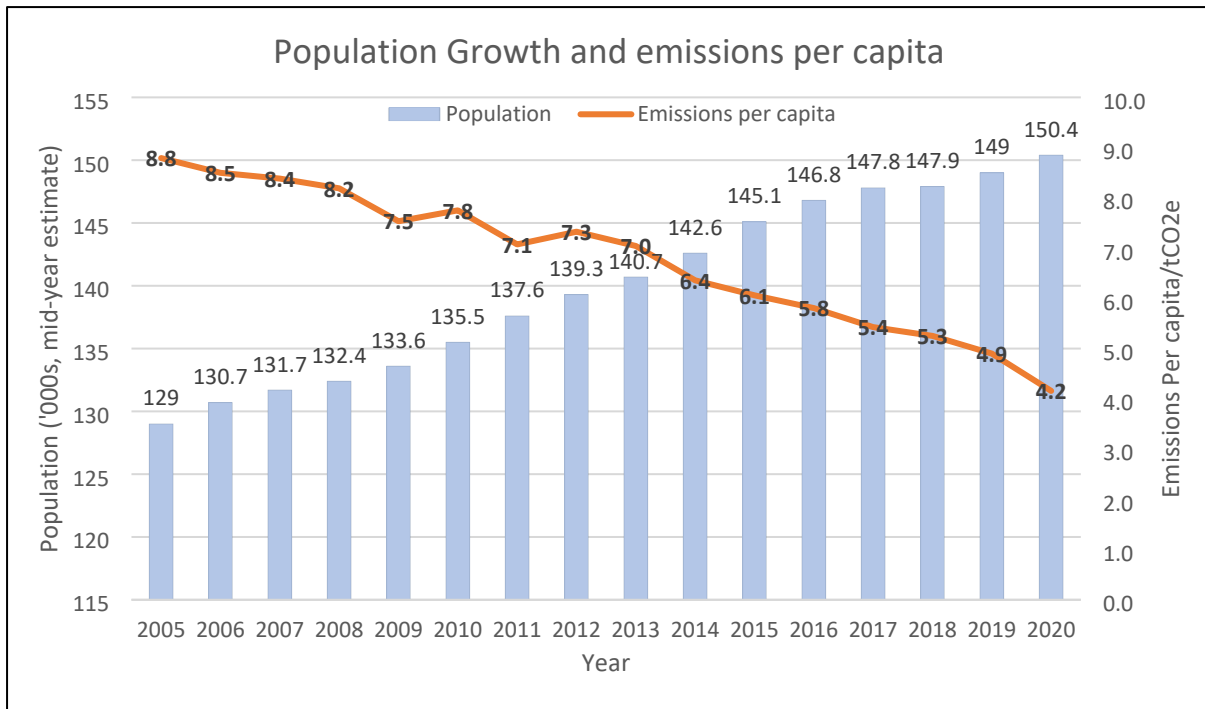


Figure 3: Guildford Borough population growth ('000's) compared with GHG emissions per capita (tCO2e). (UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2020, BEIS, July 2022) (Please note, the 2018 – 2020 per capita figures appear slightly lower (-0.2) than the published BEIS data as agriculture and waste totals have been omitted to ensure consistent comparisons with earlier years.

Analysis of the data provided by BEIS and carbon emissions estimations provided by APSE have shown that the contribution of carbon emissions to the borough by GBC are approximately 1.1%.

4.3.2: Additional information: What is a carbon footprint?

A carbon footprint is the amount of CO₂e released into the atmosphere by an individual, organisation, or community through their activities. Per Capita Footprint refers to the amount per person in a given area. The per capita footprint for Guildford in 2019 was 4.9 tCO₂e (tonnes of CO₂ equivalent)

4.3.3 SCATTERCITIES and The Tyndall Centre carbon budget calculation

SCATTER (Setting City Area Targets and Trajectories for Emissions Reduction) is a tool dedicated to calculating the GHG emissions of local authorities and follows the Global Protocol for City-wide Greenhouse Gas emissions.

SCATTER and BEIS use the same data sources, but the methodology for calculating emissions differ. SCATTER includes additional GHG emissions such as methane and nitrous oxide, it uses different starting data, and includes categories not covered by the BEIS dataset. Therefore, the total emissions calculated by SCATTER differ from those reported by BEIS. The 2019 estimated carbon emissions as calculated by SCATTER is 1052.9 ktCO₂e this is an additional 286.1 ktCO₂e of carbon emissions as compared to the BEIS calculation.

4.3.4 The Tyndall Centre carbon budget

The term 'carbon budget' is used to indicate the maximum amount of carbon a Council can produce in a particular period to stay within the goals of the Paris Agreement. A carbon budget should not be confused with a monetary budget to reduce carbon emissions.

The Tyndall Centre analyses the carbon emissions of local authorities and sets a carbon budget for each authority as an indicator on how emissions need to be reduced between 2020 to 2100. This allows the local authority to comply with the commitments of the Paris Agreement to keep global temperature increases well below 2°C.

The methodology and data sources are based on the same principles of SCATTER and the BEIS local authority emissions data; however, it differs from the above methods as it only accounts for CO₂ and not CO₂e and excludes LULUCF. The carbon budget is calculated on a global and national level and then allocated to each LA area proportionally based on their regional emissions.

Guildford has a maximum cumulative emissions budget of 5.2 million tonnes (MtCO₂) for the period of 2020 to 2100. Should Guildford continue emitting carbon at the levels recorded in 2017, Guildford would use this entire budget by 2027.

4.4: Trajectory

4.4.1: Borough wide targets

To deliver a carbon budget that is aligned with the Paris Agreement as recommended by the Tyndall Centre, Guildford will need to reduce its carbon emissions by a minimum average of -13.3% per year. By 2040, 95% of the recommended carbon budget will have been emitted and low-level CO₂ emissions will continue at a diminishing level to 2100. It should be noted that since 2005, the average reduction in carbon emissions in Guildford has been 2.7%, which is largely attributed to grid decarbonisation.

The data from the BEIS calculator has shown that between 2005 – 2019, transportation emissions were reduced by approximately 17%. Domestic emissions have similarly fallen by 48%, largely thanks to grid decarbonisation. However, if the carbon reduction trend continues at its current pace, borough emissions will not achieve the National Government’s target to reach net zero by 2050.

4.4.2: Additional information: Grid decarbonisation

The National Grid is the infrastructure used to transport electricity generated from power stations and plants across the UK to consumers. Decarbonisation of the grid is the actions taken to reduce the amount of CO₂e emissions associated with the production of electricity. This has been achieved through the increase in renewable energy generation such as wind farms and solar power, and the reduction in the use of fossil fuels such as coal and gas.

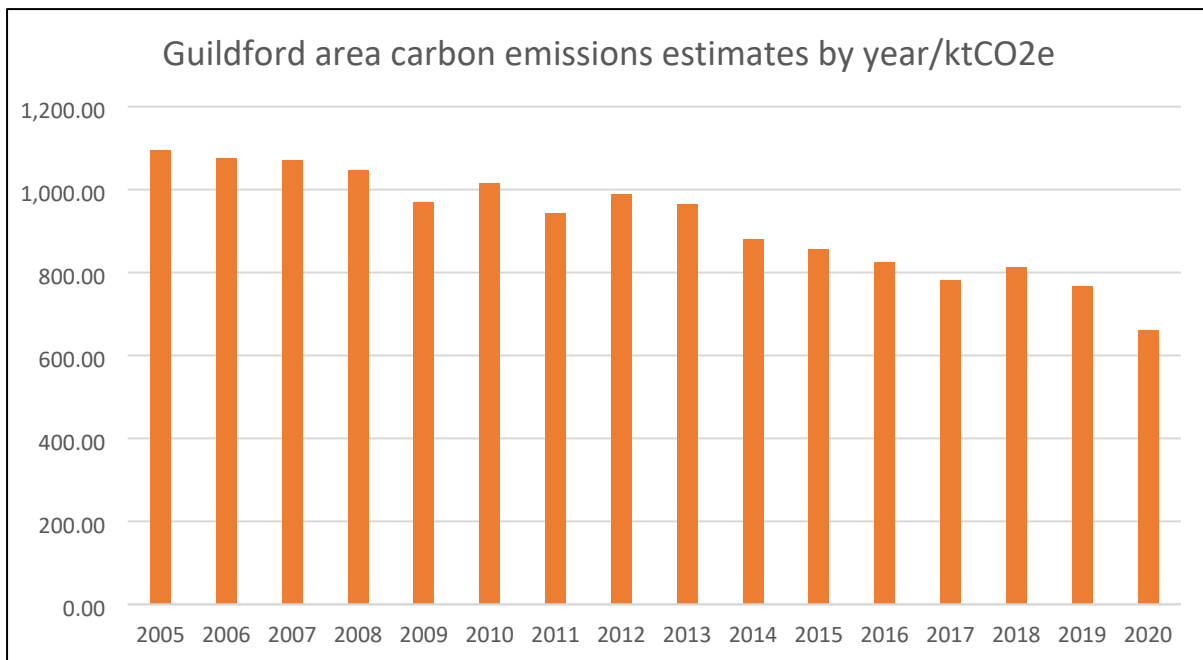


Figure 4: estimated total emissions from the Guildford area from 2005 to 2020. (UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2020, BEIS)

4.4.3: Organisational targets

Since 2008 GBC have reduced their carbon emissions by approximately 45%, a reduction of approximately 4% per year, grid decarbonisation has contributed to this reduction. At this current rate, GBC will not achieve net zero by 2030.

APSE have calculated that to achieve GBC's target of net zero by 2030, air source heat pumps (ASHP) are to be installed within the entire building estate, the council is to become more energy efficient, GBC is to invest in their own renewable energy generation and are to develop a tree planting scheme. All fleet owned by GBC is to be upgraded to electric vehicles. APSE have identified that 733 tCO₂e will be unavoidable and will need to be offset through the development of 5 MW of solar farm generation capacity and an additional tree planting scheme. (APSE Energy, *Guildford Borough Council – Net Zero Carbon Emissions Trajectory*, July 2022)

4.5: Carbon offsetting and sequestration

In the "*Climate Change, Sustainable Design, Construction and Energy SPD*"¹⁴ (adopted by GBC September 2020), an energy hierarchy was developed which set out the steps to be followed to reduce carbon emissions. This Climate Change Action Plan uses the same key principles as detailed within the SPD; consumption/demand should first be eliminated wherever possible, and then reduced, before sustainable sources are used to meet any remaining need.

Energy Hierarchy:

Step 1: Eliminate energy need – Energy use is to be identified and measures to be taken to reduce the amount of energy used.

Step 2: Use energy efficiently – Where energy use is unavoidable, efficient practices should be used.

¹⁴ [Climate Change, Sustainable Design, Construction and Energy SPD - Guildford Borough Council](#)

Step 3: Supply energy from renewables and low carbon sources – the energy that is required should be sourced from renewable and sustainable low carbon sources.

Step 4: Offset carbon emissions – Any unavoidable carbon emissions should be offset through measures that reduce carbon emissions to, or remove carbon from, the atmosphere.

Carbon offsetting is a compensation method of balancing carbon emissions. This can be achieved by developing or participating in schemes that remove, or prevent the generation of, the equivalent amount of carbon from those unavoidable GHG emissions.

Carbon sequestration is the act of securely storing the carbon once removed from the atmosphere.

It is estimated that by 2030 GBC will continue to produce approximately 733 tCO₂e emissions from hard to reduce sources and a scheme to offset these emissions will be required.

5.0: The Path to becoming carbon neutral council

5.1: Vision

This action plan reflects the values held by GBC as detailed within the Corporate Plan¹⁵:

- we will put the interests of our community first
- we will listen to the views of residents and be open and accountable in our decision-making
- we will deliver excellent customer service
- we will spend money carefully and deliver good value for money services
- we will put the environment at the heart of our actions and decisions to deliver on our commitment to the climate change emergency
- we will support the most vulnerable members of our community as we believe that every person matters
- we will support our local economy
- we will work constructively with other councils, partners, businesses, and communities to achieve the best outcomes for all
- we will ensure that our councillors and staff uphold the highest standards of conduct

5.2: The Council's Role

Guildford has a crucial role in tackling climate change. We have a role as a community leader, setting an example by adopting our own policies and publishing our achievements and plans to effect change, with a view to encourage and influence others. GBC recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources, and finances. The council is committed to reducing its own carbon footprint to net zero, to champion businesses who are actively working to reduce their carbon footprint, and to create both the infrastructure and provide the information to aid our residents to reduce their individual/household carbon footprint.

Many of the changes that will be required to achieve net zero will be in the control of those outside of the council's sphere of responsibility, including members of the public, private and third sector parties, and individuals. The council will work closely with stakeholders in implementing this action plan by:

- **Delivering** – Ensuring that GBC takes those actions that are directly within our control to deliver a defined outcome.

¹⁵ [Corporate Plan 2021-2025 - Guildford Borough Council](#)

Agenda item number: 6
Appendix 1

- **Enabling and facilitating** - Actions where the role of GBC is to facilitate delivery of climate change programmes by empowering organisations and communities to deliver beneficial outcomes.
- **Supporting and encouraging** - Actions where the council can encourage or contribute to the delivery of a quantifiable outcome.
- **Lobbying** - Actions where the primary role of GBC is to push for change within our community.

These categories will be defined throughout each individual action within the action plan.

5.2.1: Additional Information: The Community Wellbeing Team

GBC recognise their role as a leader within the borough to support and develop community efforts to reduce carbon emissions and in tackling the challenges set by climate change. The climate change action plan seeks to involve all members of Guildfords community especially those that that may not be able to access our services through regular means.

Within the council's Community Services, the Community Wellbeing Team aim to improve the lives of residents in the borough's least advantaged areas by working with partners, businesses, and communities in delivering the changes local people wish to see. The Community Wellbeing Team aims to enable people feel empowered, care about themselves and their neighbours so that they can live well for longer, with independence and a sense of belonging within a resilient self-sustaining community. The team looks to engage and assist communities that might otherwise be missed and providing outreach and support to those who are more vulnerable.

5.3: Key Priorities and Targets

To identify the key priority areas for this action plan, GBC have considered the recommendations as set out within the APSE Trajectory report (July 2022) and previous emission reports also provided by APSE. We have reviewed Surrey County Council's Climate Change Strategy and subsequent Greener Futures Delivery Plan. GBC have also reviewed the information provided by BEIS for an overview of the total carbon emissions from the Borough. Guildford Councillors have set the strategic direction and Officers have had an input on service specific capabilities. The nine key areas of focus are set out below.

5.3.1: Focus on Climate Emergency Funding

Achieving carbon neutrality by 2030 will be a huge challenge for GBC due to the scale of financial investment required. While some measures will provide a direct financial investment, many may not. Where projects do not meet the requirements to be included within the Council's budget setting process, grant funding opportunities will be explored.

5.3.2: Focus on Organisational Governance Emissions Reduction

As a community leader the Council will set an example and set high standards in reducing carbon emissions to net zero by 2030. Not only exclusively on its own estate but also across its policies, service delivery and investment decisions.

5.3.3: Focus on Transport, Active Travel, and Air Quality

Active travel offers the opportunity to minimise carbon emissions however it also presents several co-benefits such as reduced congestion, improved local air quality and promotes health and wellbeing within Guildford's communities. However, as GBC is not the responsible transport authority within our Borough, GBC is restricted as to how much we are able to deliver, therefore it is

important that GBC continues to influence and lobby SCC who are the responsible transport authority.

5.3.4: Focus on Renewable Energy Generation

Renewable energy generation is an essential element of achieving net zero. To reduce carbon emissions, decreasing the reliance on fossil fuels is vital. Renewable energy generation through domestic installations and community energy schemes will provide the opportunity to create a clean, sustainable, and resilient local energy supply. Identifying opportunities for large-scale schemes within the borough or wider community will be key.

5.3.5: Focus on the Built Environment

Guildford has a growing population of approximately 150,400 (BEIS, 2020), and is predicted to grow to 167,126 by 2034. (Local Plan, 2015 – 2034) The housing requirement for Guildford is for at least 10,678 new homes with 562 dwellings being built per annum over the local plan period (2015 – 2034).

We are the second largest borough in the county in terms of area, covering approximately 270 square kilometres (*Local Plan, 2015 – 2034*)

Our borough has a particularly rich and varied architectural heritage with 1,200 listed buildings and 38 conservation areas. It contains 151 designated Areas of High Archaeological Potential, 37 County Sites of Archaeological Importance, 35 scheduled monuments and 10 registered parks/gardens. The borough is also home to a series of great historic country houses set within designed landscape and parklands. (*Local Plan, 2015 – 2034*)

Pressure on existing infrastructure and additional stress caused by planned growth must be addressed if we are to maintain and enhance the borough's prosperity and quality of life. Many people are attracted to Guildford by the quality of life and environment. This places a high demand on school places and access to amenities such as open spaces. The local and strategic road networks, rail network and local facilities in village settlements are also facing increasing pressure. (*Local Plan, 2015 – 2034*)

5.3.6: Focus on Waste and Resources

Guildford is one of 11 Districts and Boroughs who are part of the Surrey Environmental Partnership (SEP) with Surrey County Council. GBC is a waste collection authority and Surrey are responsible for the waste disposal. Targets for recycling and waste to landfill are set by the SEP and the Surrey Waste Local Plan (2019-2033) sets out how and where different types of waste will be managed in the future.

This action plan promotes the key principles of the waste hierarchy in reducing the amount of waste being sent to landfill. Like the steps set out within the energy hierarchy, the waste hierarchy seeks to:

- **Step one:** Eliminate waste by reducing single use plastic use, excess packaging, and careful planning in the use of materials and products. Reducing consumerism through repairing goods and promoting the use of second-hand items.
- **Step two:** Reusing waste materials by finding alternative uses for products or items that would usually be thrown away.
- **Step 3:** Recycling/composting waste materials.
- **Step four:** Recover energy from waste, using waste instead of fossil fuels for energy generation to recover the energy embedding within it.

- **Step five:** As a last resort, disposal of waste at landfill sites.

5.3.7: Focus on Land Use and Adaptation/Green and Blue infrastructure

Offsetting by sequestering carbon (removing and storing carbon from the atmosphere) be essential to achieving net zero by 2030. Many additional benefits can be gained through the application of a comprehensive land management policy, including a reduction in food miles through the promotion of locally grown food, increasing biodiversity through improving land and woodland management, and reducing damage to infrastructure through improving natural flood defences.

5.3.8: Focus on Improving Communications and Digital Connectivity

While GBC has the opportunity and ambition to reduce carbon emissions to net zero within our organisation, the Council is not responsible for most carbon emissions across the borough. For the borough to achieve net zero and to make real progress towards positive change, GBC will need to increase awareness of climate change issues through engaging those who live, work, and visit Guildford. We need to engage all aspects of the community and foster partnerships within our communities to work together towards a sustainable future.

Digital connectivity has a vital role to play in reducing the need to travel and influencing behaviour change by making more information available. GBC needs to encourage and support ongoing digital transformation, foster innovation, and become an attractive location for the development of sustainable technology.

5.3.9: Focus on Supporting Borough-Wide Initiatives

GBC recognises that while it is only responsible for approximately 1% of the borough's emissions, it has an important leadership role to play to enable, encourage and support climate change initiatives throughout both the borough and wider community.

Signposting to existing environmental groups, and working with Parish Councils and resident groups, will foster effective working partnerships, allow for the sharing of resources, and inform the wider community of funding opportunities.

5.4: Actions

This Action Plan is intended to be a *'living document'* and to evolve as new opportunities and information arise. The actions contained within the plan seek to provide the foundation to the pathway to net-zero, both within GBC activities and within the wider boroughs. Several actions contained within **Appendix 1.0** are to be reviewed, feasibility studies conducted, and further developed into prioritised programmes and implemented where appropriate.

For a list of actions please see Appendix 1.0 attached to this document.

6.0: Embedding Change

GBC is committed to reducing carbon emissions within the wider setting through leading by example. Having recognised that our response to climate change is a key priority for GBC, we have embedded the key priorities of the Climate Emergency within all of GBC's ongoing works.

6.1: Policies and Strategies relevant to the Action Plan

The Climate Change Action Plan is designed to link to and compliment many other existing policies and strategies, both within GBC and the wider County. At the time of writing, these include:

- The Local Plan,

- The Corporate Plan 2021 - 2025
- Planning Policy,
- Climate Change, Sustainable Design, Construction and Energy SPD
- Air Quality Action Plan,
- Shaping Guildford's Future,
- GBC Procurement Plan,
- Economic Development Strategy,
- The Local Nature Recovery Strategy,
- Surrey County Council Greener Futures,
- Guildford Local Cycling and Walking Infrastructure Plan,

7.0: Finance and Resources

Achieving net zero by GBC has been adopted within our corporate policy, as is ensuring Guildford is financially sound with infrastructure and services fit for the future. This plan will require significant financial investment. However, in many cases there will be an associated return of investment from energy savings.

To achieve the objectives of this action plan, the council will:

- Consider identified projects every year to coincide with capital budget setting. While there are financial constraints, the council has developed a prioritisation methodology which covers a number of criteria including any ongoing revenue costs or savings, deliverability, the extent to which the proposed scheme meets the council's priorities and the environmental credentials for the project. Invest to save capital projects are encouraged and supported particularly when achieving a revenue payback of 5 years or less.
- Use of Power Purchase Agreements (PPAs) to fix the councils long-term energy costs whilst supporting community energy that retains wealth in the borough and generates renewable, net zero carbon power generation
- Continue to look for external sources of funding as they become available to supplement the cost of projects. This often requires GBC to ensure that projects are at a stage where funding can be applied (project ready).

7.1: Cost Projection: An indicative cost

An indicative forecast of £58.6 million to achieve net zero by 2030 across council activities has been provided by APSE Energy in July 2022, with an annual saving of £962,900 in current expenditure. Programmes estimated to cost £32 million include the installation of air source heat pumps (ASHP) in all council estate, developing 5 MW (Mega Watt) of solar generation, and implementing a tree planting scheme. It is estimate that a further £26.6 million will be used to upgrade GBC's fleet to electric, with much of that cost being put towards upgrading 46 refuse lorries.

It is noted the information used to estimate the capital cost is not complete and that a separate exercise should take place to review all existing council owned vehicles and assets to provide a clear plan of what interventions can be provided, their capital costs, funding opportunities and the cost/carbon savings.

The estimated cost provided by APSE gives an order of magnitude for the potential costs associated with achieving net-zero within GBC's activities. However, it is only one solution that focuses on a limited programme of works.

This figure does not currently provide an indication as to how the programmes are to be funded, either by GBC directly, or through government grants, or by other available funding streams. The Council is very unlikely to have the available funds to meet this cost in the first instance.

Table 1: Forecast Capital Cost and Financial Savings from Initiatives including ASHP (Guildford Borough Council Net Zero Carbon Emissions Trajectory, APSE, July 2022)

Forecast Capital Cost and Financial Savings from Initiatives including ASHP Intervention	Cost of all interventions (at today's prices)	Accumulative cost saving up to 2030	Total annual saving of all interventions in the year 2030	Accumulative CO2e Savings by 2030	Accumulative £/CO2e Savings by 2030
Transition from Gas Boilers to ASHP	£25,803,900	£2,658,800	£745,490	13,238	£1,949
Transition to EV Vehicles Accumulative Savings	£26,599,500	£96,200	£33,302	5,234	£5,082
Electricity Saving from energy efficiency	£1,185,700	£890,600	£241,574	12,260	£97
Electricity Increase for transition to ASHP	£0	-£1,641,900	-£445,395	-821	N/A
Building PV (500kWp by 2030)	£450,000	£255,500	£69,318	128	£3,524
Land Based PV (5MWp by 2030)	£4,500,000	£1,115,300	£318,613	11,567	£389
Tree Planting	£12,201	N/A	N/A	1,791	£7
Total	£58,551,301	£3,374,500	£962,900	43,396	£11,048

8.0: Programme Management

To succeed in achieving carbon neutrality it is important to demonstrate leadership at the highest level. Good programme governance is key to achieving net zero in Guildford and therefore GBC have

put in place the following governance structure to maintain a high level of commitment and management of the climate change programme.

8.1: Executive Committee

The Executive will be responsible for the delivery of the action plan, making key decisions to enable progress and to report to Full Council.

8.2: Climate Change Board

A Climate Change Board (CCB) has been established to have scrutinising role, tracking and monitoring progress of the Climate Change Action Plan. The CCB will draw on the expertise of the advisory members to update and review the Action Plan and to make recommendations to the Executive regarding opportunities.

8.3: Climate Change Response Officers Group (CCRO)

A Climate Change Response Officers Group is to be established from the individual project owners that are responsible for the delivery of the projects within the action plan. The CCRO Group will be responsible for collating progress reports, to share opportunities and challenges, and to offer support and shared resources for inter-departmental projects.

8.4: Annual Progress, Monitoring, and Reporting

This action plan is intended to be a live document and will be updated frequently as new information and opportunities become available.

The CCB have suggested that reports are submitted to full council every 6 months for at least 2 years and that climate change should be a standing agenda item for Executive. Action Plan to be revised every two years to allow project completion and development.

9.0: Conclusion

Governments around the world have recognised that global climates are changing. The change is being driven by an increase global average temperature caused by the amount of carbon being released into the atmosphere through human activity. To reduce the severity of climate change, many national governments have agreed to curb carbon emissions to prevent a 2°C average temperature rise.

In 2019 GBC declared a climate emergency and committed to reducing their Scope 1 and 2 emissions to net zero by 2030. GBC also recognised the importance of biodiversity and improving air quality within the declaration.

Studies have shown that GBC are directly responsible for 1% of carbon emissions within the borough, Scope 1 and 2 emissions make up a considerable proportion of the total emissions. GBC look to assume a leadership role within the community to support action in reducing the remaining 99% of emissions in line with national government ambitions of achieving net-zero by 2050.

The actions contained within the plan are wide ranging, ambitious and in some cases aspirational, and are intended to provide a foundation to a net zero pathway, both within GBC activities and within the wider boroughs. The actions are set to be reviewed frequently. Programmes are to be developed based on feasibility studies and the document is to be updated regularly to ensure that the actions remain current and relevant. Several actions contained within Appendix 1.0 are to be reviewed, feasibility studies conducted, and further developed into prioritised programmes and implemented where appropriate.

An indicative figure of £58.6 Million has been estimated as the cost to achieve net-zero by 2030 from GBC emissions. This figure does not provide any context as to how the programmes are to be funded, either by GBC directly, through government grants, or by other available funding streams. The figure of £58.6 million does not account for the development of technology or new policies, focussing on a few potential solutions aimed at achieving a net zero outcome. Therefore, the figure should be used as a broad based, indicative estimate only.

It is intended that our work on climate change will be seeking out affordable solutions, that can achieve the highest impact from this list of ideas and options. Additional actions will be added as new information, funding and technology becomes available.

Management programmes will be applied to oversee the implementation of the action plan and regular reporting will ensure that targets are realised.

10.0: Contact Details

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11.0: Appendix 1.0 - Climate Change Action Plan Actions

Key:									
Timescales		Council's role		Indicative Costs		Carbon Impact		Co-Benefits	
S	Short - < 2.5 years	D	Deliver	£	Low - £0 - £50k	L	Low - <1% reduction in council emissions	G	Local, open, participative government
M	Medium – 2.5 – 5 years	E	Enable and facilitate	££	Medium - £50 - £250k	M	Medium – 2-5% reduction in council emissions	E	Supporting a strong, resilient local economy
L	Long – 5 – 7 years	S	Support and encourage	£££	High - £250k - £1M	H	High – 5-10% reduction in council emissions	H	Good quality housing
O	Ongoing	L	Lobby	££££	Very High - £1M +	NQ	Not yet quantified	P	Effective strategic planning and development management
				NQ	Not yet quantified			W	Improvements to health, wellbeing, and biodiversity

Key focus area	No	Actions	Sub-Action No	Sub- Actions	Timescale	Council's role	Indicative costs	Carbon impact	Co-benefits
Climate Emergency Funding	1.1	Develop budget for Climate Change funding			O	D	££	NQ	P
	1.2	Ensure that projects are identified prior to funding becoming available. Tie in with 4.2			O	D	£	NQ	P

			1.2.1	Develop list of available and planned available funding and list the criteria for a successful bid.	O	D	£	NQ	P
	1.3	Explore Council Fund Bidding officer post			S	D	£	NQ	P
	1.4	Seek funding opportunities which support emissions reduction across Guildford and support delivery of actions within the Climate Change Action Plan			O	S	£	NQ	P
	1.5	Explore opportunities for securing joint funding opportunities with SCC and other boroughs			O	S	£	NQ	P
Organisational Governance Emissions Reduction	2.1	Develop a comprehensive energy monitoring and targeting programme to understand the council's current carbon/energy performance and identify areas for reduction.			S	D	£	L	P
			2.1.1	Develop procedure for gathering and storing data as it is made available using Systemslink to store all the Scope 1 & 2 data.	S	D	£	L	P
			2.1.2	Consider a collaboration with an energy monitoring organisation such as GridEdge.	S	D	£	L	
			2.1.3	Appoint Energy Strategy Officer	S	D	£	L	P
			2.1.4	Investigate feasibility of an officer led "Emissions Reporting working group" to ensure collaboration across the services on reporting emissions data in a timely manner.	S	D	£	L	G, P
			2.1.5	Investigate Utilities Officer Post	S	D	£	L	P

			2.1.6	Continue to report annual emissions to Executive	O	D	£	L	
			2.1.7	Map potential emissions reduction pathways against set budget periods for the Council to achieve net zero carbon emissions by 2030	S	D	£	L	P
	2.2	Undertake an assessment of GBC Scope 3 emissions and use this to inform future procurement decision making processes.			S	D	£	L	P
			2.2.1	Commission a report to investigate GBC's Scope 3 emissions and assess the carbon impact of current contracts	S	D	£	L	
	2.3	Develop an LGA (Local Government Association) guidance document for reporting on supply chain emissions associated with Council operations			S	D	£	L	G, E
			2.3.1	Develop policy and procedure to gather Scope 3 data from third parties and incorporate these policies and procedures within the procurement process and future contracts.	S	D	£	L	P
	2.4	Adopt a low carbon procurement framework			M	D	£	L	
			2.4.1	Modify procurement policies to reflect the promotion of sustainable and ethical practices in accordance with the Scope 3 assessment.	M	D	£	L	G, E
			2.4.2	Undertake targeted engagement with key contractors and market foster collaboration	M	D	£	L	

			2.4.3	Consider the feasibility of applying a scoring mechanism that favours emission reduction	M	D	£	L	
			2.4.4	Develop a carbon reduction statement within tender documents provided to suppliers to ensure they prioritise emissions reduction, sustainability and environmental considerations within their proposals and that suppliers provide a sustainability statement with all tenders	M	D	£	L	G, P
			2.4.5	Ensure tender documents include a section on supplier commitment to reduce single use plastics.	M	D	£	L	G, W
			2.4.6	Introduce a social value policy	M	D	£	L	W
			2.4.7	Adopt joint SCC Procurement policy	O	S	£	L	G
	2.5	Encourage all existing contractors to reduce their carbon emissions from fuel consumption and to make explicit their goals for carbon reduction			S	S	£	L	W
	2.6	Continue to engage with SCC and other Surrey districts on joint carbon reduction opportunities.			S	S	£	L	G
			2.6.1	Continue to support Surrey County Council Greener Futures Climate Change Delivery Plan	S	S	£	L	G, P
			2.6.2	Continue to collaborate with Waverley Borough Council on Climate Change Matters	O	D	£	L	G, P
			2.6.3	Explore shared resources potential with Waverley and Surrey Councils	S	D	£	L	G, P
	2.7	Review organisational paper use			S	D	£	L	G

			2.7.1	Identify and resolve any barriers to the use of existing Mod.Gov use by all Councillors and officers to access and use all committee papers electronically.	S	D	£	L	G
			2.7.2	Phase out printed agendas and reports.	M	D	£	L	G
			2.7.3	Investigate paperless alternatives such as tablets.	M	D	£	L	G
			2.7.4	Identify and resolve accessibility issues through an Equality Impact Assessment	S	D	£	L	G
			2.7.5	Review paper purchasing and move to a more sustainable supplier.	S	D	£	L	
			2.7.6	Continue the delivery of digital transformation projects to enable increased access to online services to reduce printing.	M	D	££	L	
			2.7.8	Develop policy for the printing of large documents in the most efficient way possible	S	D	££	L	
			2.7.9	Develop feasibility study in reducing the number of multifunctional Devices (MFD's (printers)) at Millmead Offices to reflect the reduction of office-based staff	S	D	£	L	
	2.8	Continue realisation assessment of Millmead House. Prioritise moving Services to a Carbon Neutral base of operations.			M	D	££££	M	E, P
	2.9	Deliver a Climate Change Communications Plan to improve our approach to climate change communications and community engagement			S	D	£	L	G, P
			2.9.1	CCB to sign off on the Climate Change Communications Plan	S	D	£	L	

			2.9.2	Investigate Climate Change Engagement Post	S	D	£	L	G
	2.10	Collaborate with Surrey County Council to work towards a portfolio of responsible pension investments			M	L	£	L	
	2.11	Adopt a Climate Change Adaptation and resilience Plan			M	D	£	L	E, H, P, W
			2.11.1	Continue to progress 'Shaping Guildford's Future' programme to develop GBC's Climate Adaptation and Resilience measures.	M	D	££££	M	G, E, P, W
			2.11.2	Commission a report into the demographic of the borough to identify stakeholders in high risk of Climate Change harm.		D	£	L	H, W
	2.12	Ensure that Climate Change is incorporated within a future refreshed Council Plan and all other relevant council policies, strategies, plans and contracts			S	D	£	L	G, P
			2.12.1	Climate Change to be considered a Core Council Value and is to be included in internal service plans.	S	D	£	L	G, P
			2.12.2	All council decision reports to include a carbon calculation and subsequent passage on the impact of any change to council emissions. Additional opportunities for carbon reduction or wider environmental opportunities can be explored within the report.	S	D	£	L	G, P
	2.13	Review policies for air quality, transport, waste management and sustainability at events and festivals			S	D	£	L	W

	2.14	Identify training needs for staff, councillors and other stakeholders on the climate emergency and the impact of decisions on carbon emissions			M	D	£	L	
			2.14.1	Provide carbon literacy/climate change training to staff. Consider base level training for all staff and more targeted training for decision makers	M	D	£	L	
			2.14.2	Identify opportunities to include carbon management to existing training courses.	M	D	£	L	
			2.14.3	Review climate change training needs for all new staff, newly appointed decision makers and newly elected Councillors	M	D	£	L	
	2.15	Explore opportunities for work placements and internship opportunities to support the delivery and development of the climate change action plan.			S	D	£	L	E
	2.16	Review the council's staff working at home policy, business travel mileage policy, essential car user policy and staff parking provision			M	D	£	L	
			2.16.1	Continue the delivery of digital transformation projects to enable increased access to online services to reduce the need for travel.	M	D	£	L	W
			2.16.2	Review essential car user policy and assess the compatibility with carbon reduction measures. Reflect the use of EV, stop rewarding larger engine sizes.	S	D	£	L	
			2.16.3	Explore improvements into council ICT (Information and Communication	M	D	£	L	

				Technology) for home working and distance learning					
	2.17	Develop a Heatwave and Cold Weather Plan to be reviewed annually			O	D	£	L	E, H, W
	2.18	Develop an emissions reduction plan for Guildford Borough			O	D	£	L	
			2.18.1	Commission a carbon footprint assessment for Guildford Borough	O	D	£	L	P
			2.18.2	Define emissions trajectory for the borough towards 2030 and beyond	M	D	£	L	P
			2.18.3	Define emissions trajectory scenarios against national 2050 target	M	D	£	L	
Transport, Active Travel, and air quality	3.1	Review GBCs (Guildford Borough Council) grey fleet and improve the provision of ULEV (Ultra Low Emission Vehicles) pool cars for business use.			M	D	£	L	
	3.2	Develop a staff travel plan which compliments the Council Transport Policy. The Plan will consider a variety of travel options for staff including car clubs, ULEV pool cars and active travel incentives.			S	D	£	L	
			3.2.1	Install EV (Electric Vehicle) charging and bike storage to enable staff to switch to active travel and sustainable business travel and commuting	O	D	£	L	W
			3.2.2	Develop 'EasitGUILDFORD' travel scheme	S	D	£	L	E
			3.2.3	Develop annual staff travel survey to establish baseline data to understand	S	D	£	L	

				barriers towards a shift towards more sustainable modes of transport.					
			3.2.4	Explore options to support more sustainable travel incentives including staff cycle hire/purchase schemes.	S	D	£	L	W
	3.3	Develop EV strategy and delivery plan			O	D	£	L	G, P
			3.3.1	In partnership with SCC continue with the installation of on street EV charging points. Promote the chargers once installed	O	D	NQ	NQ	W
			3.3.2	Phase II of the EV charger roll out in Guildford car parks to implement a robust EV charging network and encourage the switch to EV.	O	E	NQ	NQ	W
			3.3.3	Implement the DEFRA funded trial programme for EV taxis as detailed within GBCs Air Quality Action Plan.	M	D	NQ	NQ	E
			3.3.4	Investigate updating taxi Licensing conditions with new emissions standards	M	D	£	L	E
			3.3.5	Mapping project of EV charging potential include grid constraints	M	S	£	L	P
			3.3.6	Feasibility study for dedicated webpage on GBC website to help inform, identify demand, requested locations and other feedback for EV charging.	S	D	£	L	G
			3.3.7	Work with GBC private and public sector partners to identify EV charging point key locations	M	E	£	NQ	G
			3.3.8	Integrate EV charging infrastructure into new developments.	M	L	£	NQ	E, W
	3.4	Develop a cycle strategy in partnership with Surrey County			L	S	£	NQ	W

		Council as set out in the draft SCC Local Transport Plan.							
			3.4.1	Support SCC to develop and implement a Guildford Local Cycling and Walking Infrastructure Plan for a network of walking and cycling routes across Guildford Borough, ensuring a high quality network of routes which accommodate a variety of users	M	S	£	NQ	P, W
			3.4.2	Work with stakeholders and partners to provide secure cycle parking, bike hire and promotion of electric cargo bikes	M	E	££	NQ	W
	3.5	Phase in ULEV into GBC existing fleet			O	D	££££	H	W
			3.5.1	Implement EV charging, fleet replacement and management	O	D	££££	H	W
			3.5.2	Phase in Electric light commercial vehicles	O	D	£££	M	W
			3.5.3	Phase in Electric Heavy Commercial Vehicles	O	D	£££	M	W
			3.5.4	Explore the feasibility and benefits of providing internal eco driving courses for staff.	S	D	£	L	
			3.5.5	Explore the feasibility and benefits of setting up a local fleet recognition scheme.	S	E	£	L	
	3.6	Advocate the development of a mobility service app in collaboration with SCC and other Boroughs.			M	S	NQ	NQ	E, W
	3.7	Support SCC in implementing the adopted Bus Service Improvement Plan			O	S	£	NQ	
	3.8	Investigate options for car demand management such as emission-based charging			S	S	£	NQ	

	3.9	Work with stakeholders and partners to expand and promote the use of ULEV and car clubs			O	S	£	NQ	
	3.10	Investigate engagement opportunities to promote active and sustainable transport			S	D	NQ	NQ	G, W
			3.10.1	Car free day scheduled for September 25 th , 2022. Look to make an annual event	S	D	£	NQ	G, E, W
	3.11	Investigate options for traffic re-routing and delivery hubs to encourage lower freight, including 'last mile' delivery options			M	D	£	NQ	E
	3.12	Investigate feasibility of introducing an 'eco-levy (pay as you drive) and/or a Workplace Parking Levy.			S	S	£	NQ	
	3.13	Support SCC in the implementation of the Rail Strategy			O	S	£	NQ	
	3.14	Investigate travel planning opportunities, covering workplace, schools, and other educational settings, securing developer funding where available.			M	D	£	NQ	
	3.15	Review transport provision policies with private transport sector, including school transport providers, to incentivise the switch to ULEV.			M	D	£	NQ	
	3.16	Promote and facilitate walk and/or cycle to school initiatives, including local and national focus events.			M	D	£	NQ	W
	3.17	Work with local universities and colleges to identify and promote safe walking/cycle routes			M	E	£	NQ	W

	3.18	Undertake gap analysis on river accessibility, look to unlock walking/cycling routes.			L	D	£	NQ	W
	3.19	Continue to deliver the Air Quality Action Plan.			O	D	£££	NQ	G, E, P, W
	3.20	Investigate feasibility of engaging current partners and contractors and encourage reducing fleet emissions			S	S	£	NQ	
			3.20.1	Consider a procurement clause for commitment to reducing fleet emissions. Tie in with 2.4.4.	M	D	£	NQ	
Renewable energy generation	4.1	Develop Renewable Energy Implementation Programme to build on the 2015 renewable energy report.			S	D	£	H	G, E, P
			4.1.1	High level geospatial mapping of building energy performance and sustainable energy potential.	S	D	£	L	
			4.1.2	Mapping of energy network constraints.	S	D	£	L	
			4.1.3	Solar study on feasibility and viability for standalone solar facilities and potential rooftop scheme at Slyfield Industrial Estate	S	D	£	L	
			4.1.4	Map potential for standalone renewable energy with specific GBC owned site recommendations (Hydroelectricity, solar, wind, heat pumps, etc)	S	D	£	L	
			4.1.5	Collaborate with Planning to secure Pre-application advice regarding any identified sites for GBC controlled renewable energy	S	D	££	L	P

			4.1.6	Undertake feasibility study for instillation of solar PV at GBC carparks, include solar canopies and EV charging.	S	D	£	L	
			4.1.7	Feasibility study of installing Solar PV on all GBC owned buildings	S	D	£	L	
			4.1.8	Work through GBC mandate process to develop renewable energy sites.	M	D	£	L	
			4.1.9	Undertake a landfill review to establish the potential for solar PV	M	D	£	L	
	4.2	Promote and provide information on renewable technologies on GBC website (Heat Pumps, Solar, etc.)			S	D	£	NQ	
	4.3	Collaborate with SCC, Waverley, and other boroughs to investigate joint renewable energy projects			O	E	£	NQ	G, P
	4.4	Investigate the available carbon offset from renewable energy projects			M	D	£	L	P
	4.5	River heat source mapping project to build on the 2015 renewable energy report.			M	D	£	L	P
	4.6	Feasibility study for larger scale renewable energy production within Guildford, to build on the 2015 renewable energy report.			M	D	£	L	P
			4.6.1	Investigate potential for larger scale solar PV generation through acquisition from a third party	M	D	£	L	P
			4.6.2	Consider purchasing land for solar and energy production	L	D	£	L	
			4.6.3	Engage with Guildford's largest businesses and organisations to work jointly on renewable energy initiatives.	M	D	£	L	E

			4.6.4	Explore opportunities to consider installing solar panels on commercial buildings and selling power generated from the panels.	M	D	£	NQ	E, P
Built Environment	5.1	Assess GBC assets for additional carbon reduction opportunities			M	D	£	NQ	P
	5.2	Develop a programme for retrofitting GBC estate and procurement arrangements – potential carbon reduction measures to be assessed on a case-by-case basis. Feed into Action 2.1.7			M	D	££££	H	H, P
			5.2.1	Complete an Energy Performance Survey of GBC assets under direct control	S	D	££	L	P
			5.2.2	Complete an Energy Performance Survey of all GBC tenanted assets	M	D	££	L	P
			5.2.3	Build an Energy Performance Baseline	M	D	£	L	P
			5.2.4	Develop programme of works to replace all lighting with LED lights.	M	D	NQ	NQ	
			5.2.5	Building insulation programme of works to be developed for all GBC housing stock	L	D	NQ	NQ	H
			5.2.6	Boiler replacement programme to be developed for all GBC assets	L	D	NQ	NQ	H, P, W
			5.2.7	Develop register of all GBC owned property to include ‘end of life’ assessments for all plant.	S	D	£	L	P
			5.2.8	Identify and develop projects for replacement/retrofit of GBC owned plant to ensure that projects are ‘bid ready’ when funding becomes available.	S	D	£	L	P
			5.2.9	Continue with estate rationalisation	O	D	NQ	NQ	
			5.2.9	Introduce Buildings Management Systems – Heating Controls	S	D	NQ	H	

			5.2.10	Introduce Buildings Management Systems – Control Optimisation – Integrative Controls to monitor energy usage in council buildings and optimisation of spaces.	S	D	NQ	H	
			5.2.11	Introduce Buildings Management Systems – Introduce energy efficient appliances	S	D	NQ	H	
			5.2.12	Introduce Buildings Management Systems - Water usage within buildings to be monitored and reduced.	S	D	NQ	L	
				Identify and deliver priority actions for key buildings in a phased programme	M	D	NQ	H	
	5.3	Provide guidance and information regarding sustainable practices to encourage the reduction of environmental impact to all development site applications			O	D	£	NQ	G, E, H, P
			5.3.1	Provide clear carbon sustainability targets at the design stage	O	D	£	NQ	G, H, P
			5.3.2	Encourage developers to explore innovative construction methods and materials used in building schemes.	O	S	£	NQ	G, H,
	5.4	Encourage development site applications include potential for low carbon energy including heat networks			O	S	£	NQ	P
	5.5	Map viable local energy schemes and potential impact on emissions trajectory across the borough			S	D	£	NQ	P
	5.6	Develop a programme to encourage and facilitate the retrofitting of energy efficiency schemes across the borough			M	D	NQ	NQ	H, P, W

			5.6.1	Continue to support and promote 'Green Jump/Action Surrey' and other funding schemes providing grants for residents for energy efficiency home improvements.	O	S	£	NQ	H, P, W
			5.6.2	Continue to support and promote 'LoCASE' grants to SMEs for the installation of energy efficiency solutions and advice.	S	S	£	NQ	E, P, W
			5.6.3	Develop replacement scheme for LoCASE with SCC	S	S	NQ	NQ	E, P
	5.7	Develop mapping of building energy performance and sustainable energy potential across the borough			M	D	£	NQ	P
	5.8	Develop sustainable energy projects for GBC owned assets			M	D	NQ	NQ	H, P
			5.8.1	Implementation of rooftop solar PV on GBC owned assets. Tie in with 3.1.7	S	D	NQ	M	
			5.8.2	Hydro-electric private wire review	S	D	£	L	
			5.8.3	Mapping and feasibility study to be completed for the installation of heat pumps at GBC owned assets.	M	D	£	NQ	
	5.9	Energy efficiency improvements to the Lido Leisure Pool – Pool cover to be installed to reduce heating costs			S	D	££	NQ	
	5.10	Spectrum Leisure Centre – Decarbonisation options to be explored and programme developed to reduce carbon emissions from GBC asset			S	D	££££	H	P, W
			5.10.1	Explore all options for Spectrum through GBC mandate process	S	D	£	L	
			5.10.2	Develop Energy Performance Contract when procuring new Spectrum management contract	M	D	NQ	NQ	P

	5.11	Continue with streetlamp replacement with LED lamps			O	D	NQ	NQ	
	5.12	Move GBC energy procurement over to Green Tariff/Green Basket solutions			S	D	£33K allocated	H	
	5.13	Explore potential for GBC new builds to attain Passivhaus standards			O	D	£	NQ	E, H, P
	5.14	Collaborate with Housing contractors to modify response times or batching of work in areas within specific days to reduce travel costs.			S	E	£	NQ	
	5.15	Investigate and implement opportunities for community energy projects in conjunction with other stakeholders, including not-for-profit organisations.			M	S	NQ	NQ	G, S, H, P, W
	5.16	Develop plans for alternatives to individual gas boilers in new and existing Council homes			M	D	NQ	H	H, P, W
	5.17	Evaluate stock condition data held to ensure it is robust enough to inform plans for energy efficiency. Take remedial action on identified shortfalls.			S	D	£	L	
	5.18	Undertake a stock condition/energy efficiency survey of all senior living schemes to inform an asset management plan for the schemes			M	D	NQ	NQ	H, P, W
	5.19	Commission desktop modelling scheme on current private stock conditions to identify areas of interest for planned programme of			M	D	£	L	

		works to meet the carbon neutral commitment.							
	5.20	Investigate enforcement of minimum efficiency standards for the private rented sector			S	D	£	NQ	H
	5.21	Continue with 'Shaping Guildford's Future' Programme to develop and implement a pipeline of place-making projects			O	D	NQ	NQ	G, E, H, P, W
	5.22	Continue to implement and update the Local Flood Risk Management Strategy and Action Plan			O	D	£	NQ	P, W
	5.23	Explore installing/improving shower and changing facilities within Council Buildings to promote active travel to work.			S	D	£	NQ	W
Waste and Resources	6.1	Continue to develop Waste and Recycling Initiatives			O	D	NQ	NQ	P
	6.2	Investigate community composting schemes to reduce garden waste volumes			M	S	£	NQ	G
	6.3	Continue to promote the textile and WEEE kerbside collection.			M	D	£	NQ	
	6.4	Develop a programme to work towards becoming a zero-waste borough encouraging waste reduction, repair, reuse, and recycling, for domestic, commercial, and industrial waste.			M	D	NQ	NQ	E
	6.5	Explore GBC controlled waste streams to identify opportunities for			M	D	£	NQ	P

		further waste reduction through the waste hierarchy.							
	6.6	Establish a working group to conduct an audit of avoidable single use plastic across GBC owned buildings and working practices. Develop timeline to achieve becoming a single use plastic free organisation.			S	D	£	L	
	6.7	Continue to support and increase regular community led litter picks across Guildford.			O	S	£	NQ	G, W
	6.8	Work with stakeholders and partners to develop innovative measures to reduce the amount of plastic waste across Guildford.			O	S	NQ	NQ	G, W
	6.9	Continue to work with stakeholders and partners to develop clean-up programmes of riparian and marine plastic pollution.			O	D	NQ	NQ	W
			6.9.1	Lobby water companies to ensure pollution spillages and drainage concerns are kept to a minimum	O	L	NQ	NQ	P, W
	6.10	Investigate sustainability issues associated with food production, food waste and food procurement.			M	D	£	NQ	E, W
	6.11	Review council commercial waste management practices and identify opportunities for improvement			O	D	£	NQ	
			6.11.1	Audit council waste management arrangements	O	D	£	NQ	
			6.11.2	Audit council waste arisings	O	D	£	NQ	
			6.11.3	Develop waste reduction programme for council operations	M	D	NQ	NQ	

	6.12	Continue to investigate innovative solutions to reduce the use of pesticides on council owned land.			S	D	£	NQ	W
	6.13	Work with SCC to make soil improver made from composting local food and green waste available to residents.			S	E	NQ	NQ	
	6.14	Support the implementation of the Extended Producer Responsibility (EPR) and promote to Guildford mail order and online businesses.			S	D	£	NQ	E
	6.15	Develop waste communications plan			S	D	£	NQ	G, P, W
			6.15.1	Continue to work with stakeholders and partners to decrease the amount of household waste collected and to reduce levels of contamination in recycling streams.	S	D	NQ	NQ	G
			6.15.2	GBC website to link Waste and Climate Change webpages.	M	D	NQ	L	
			6.15.3	Continue to signpost residents to recycling facilities for products unable to be recycled at the correct methods for recycling batteries and electrical goods.	S	D	£	NQ	
			6.15.4	Household waste reduction and recycling campaign including educating Council tenants on need to reduce waste.	S	D	NQ	NQ	
			6.15.5	Promote season specific actions i.e., Halloween, Christmas etc.	S	D	£	NQ	
			6.15.6	Promotion of waste hierarchy – Refuse, Reduce, Reuse, Repurpose, Recycle.	S	D	£	NQ	

			6.15.7	Develop an education programme for families and communities to show how to reduce the amount of waste produced in daily lives.	S	D	NQ	NQ	
			6.15.8	Develop projects and networks to help facilitate sharing economy initiatives - Sustainable Cafes/Resource Libraries	M	D	£	NQ	
Land Use and Adaptation: the green and blue infrastructure	7.1	Work with Parish and Town councils and relevant not-for-profit organisations to encourage local food production via allotments and community farms			M	E	NQ	NQ	G, W
			7.1.1	Secure new garden/allotment space to promote Grow Your Own initiatives and support community projects and activities	M	D	NQ	NQ	G, W
			7.1.2	Review of current allotment holding process to make better use of existing allotments	M	D	£	NQ	W
			7.1.3	Work with community partners, including housing, to develop more urban growing spaces, including edible trails and green walls	M	S	NQ	NQ	W
			7.1.4	Support education of stakeholders on how to design and cultivate urban growing spaces	M	S	NQ	NQ	W
	7.2	Investigate the opportunity to identify unused land that can be used for local food production.			M	D	£	NQ	E, P, W
	7.3	Collaborate with SCC and other boroughs to establish a badge system to identify food produced locally (less than 30 miles).			M	S	NQ	NQ	G, E

	7.4	Adopt or continue to support policies that enhance the natural environment such as: <ul style="list-style-type: none"> Local Nature Recovery Strategy Tree and woodland management policy 			S	D	£	NQ	G, E, P, W
	7.5	Implement 'No Mow May' initiative and work with SCC to align biodiversity policies.			S	E	NQ	NQ	G, W
			7.5.1	Continue to support the Blue Heart Verge scheme for residents.	O	S	NQ	NQ	E, W
	7.6	Develop a Land Management Framework to ensure that multifunctional benefits are considered including carbon, biodiversity, and flood protection			S	S	NQ	NQ	G, P, W
	7.7	Working with SCC, implement the Environmental Land Management programmes from 2024 utilising funding from the Farming in Protected Landscapes Programme (in Surrey Hills and High Weald AONB (Area of Outstanding National Beauty))			M	S	NQ	NQ	G, P, W
	7.8	Manage GBC owned farms based on the principles set out in the Land Management Framework.			M	D	NQ	NQ	E, W
	7.9	Investigate the viability of producing Woodland Carbon Units (WCU) for others as well as meeting GBCs needs through tree planting and			S	D	£	NQ	P

		question if GBC should purchase WCU from others.							
	7.10	Facilitate and support multiagency bids for flood alleviation schemes. Focus on utilising natural flood risk management lowering flood risk by planting trees and restoring marshland.			O	E	NQ	NQ	G, E, P, W
	7.11	Develop an evidence base on farming, food and drink, rural tourism and consider options to support rural development.			M	D	£	NQ	G, E, P, W
	7.12	Embed natural capital and land use opportunities designed to sequester carbon emissions into all appropriate infrastructure and development schemes, countryside estate management plans and land management policies			M	D	NQ	NQ	G, P, W
			7.12.1	Commission a report to identify opportunities for natural solutions to climate change	S	D	£	L	P, W
			7.12.2	Identify habitat areas across Guildford for protection as carbon sinks and wildlife habitats.	S	D	£	NQ	P, W
	7.13	Continue to improve GBC's current 400ha of woodland and secure funding from the Forestry Commission to produce Forestry Stewardship Management Plans.			O	D	NQ	NQ	P, W
			7.13.1	Engage volunteer to carry out annual tree canopy coverage survey	S	E	£	NQ	P, W

			7.13.2	Develop a Tree Strategy and funded Plan with clear actions and targets	S	D	£	NQ	P, W
			7.13.3	Re-instate coppicing for biodiversity, timber, landscape, and carbon storage	M	D	NQ	NQ	E, W
	7.14	Continue with planned tree planting and hedgerow planting schemes and explore collaboration with SCC.			O	D	NQ	NQ	
	7.15	Develop investment vehicles in collaboration with SCC and other districts to fund carbon sequestration and natural capital schemes.			M	D	NQ	NQ	
	7.16	Commission a borough wide biodiversity assessment			S	D	£	NQ	P, W
	7.17	Collaborate with other organisations to support tree planting or the development of hedgerows on private land.			S	E	NQ	NQ	G, W
	7.18	Explore bee friendly civic planting initiatives.			S	S	NQ	NQ	W
	7.19	Increase number of wildflower verges on Council owned land. Seek collaboration with other stakeholders to develop wildflower meadows.			M	D	NQ	NQ	W
	7.20	Develop a Green and Blue Infrastructure Framework and ensure that developer contribution funds are secured for its delivery.			S	D	NQ	NQ	E, P, W
	7.21	Continue to ensure that regeneration programmes include the creation of green open spaces			M	E	NQ	NQ	P, W

		providing benefits to both local community and wildlife.							
	7.22	Continue to encourage developers to explore opportunities to provide planting and natural screening to mitigate against noise, air pollution, and improve visual impact of developments.			M	S	NQ	NQ	G, P, W
	7.23	Develop a biodiversity action plan			S	D	NQ	NQ	E, P, W
	7.24	Explore Bee Friendly bus stops and pollinator friendly planting schemes in public places.			S	L	NQ	NQ	E, W
Communications	8.1	Develop and adopt a climate change communications plan			S	D	£	NQ	G, P
			8.1.1	Develop a more simplified, accessible version of the climate change action plan	S	D	£	NQ	G, P
			8.1.2	Develop communications campaign plan for upcoming year	S	D	NQ	NQ	G, P
			8.1.3	Explore UNIS behavioural insight programme	S	D	NQ	NQ	
			8.1.4	Tailor communications to ensure the various demographics can access and understand the information provided.	S	D	NQ	NQ	G, W
	8.2	Develop plan to inform stakeholders of funding opportunities for the reduction of carbon emissions or other climate change concerns.			S	D	£	NQ	G
	8.3	Provide information regarding potential partnerships and low carbon incentive schemes			S	D	£	NQ	G

	8.4	Explore partnerships, Citizen Panels, and models for engagement through GBC mandate process			S	D	££	NQ	G
	8.5	Collaboration with SCC to develop County-wide communications plan			O	S	NQ	NQ	G, P
	8.6	Promote opportunities for sustainable transport use and local transport solutions. Including car share and ULEV solutions			M	S	NQ	NQ	G
	8.7	Develop actions to promote climate change action to local schools			M	S	£	NQ	G, W
			8.7.1	Provide support to schools to enable young people to act against climate change	S	S	£	NQ	G, W
			8.7.2	Provide climate change educational resources and help access funding for schools	M	D	£	NQ	G
			8.7.3	Engage with schools on how to improve their buildings/assets	M	S	NQ	NQ	G
	8.8	Reach out to other Public Sector organisations (Police, NHS, Etc.) to collaborate with the development and promotion of decarbonisation and other environmental initiatives			M	S	NQ	NQ	G
	8.9	Approach and secure Climate Champions from each service/department to aid with reporting and initiative promotion throughout GBC and encourage staff to reduce emissions in their workplace and more widely.			M	D	£	NQ	G
	8.10	Ensure that residents and communities are informed regarding			O	E	NQ	NQ	G

		the environmental impacts of developments during the development design process through Planning portal.							
	8.11	Work with SCC to deliver future telecommunications upgrades			L	S	NQ	NQ	E, P
	8.12	Design and deliver the "Small Changes" public information campaign focusing on how individuals can reduce their carbon footprint			S	D	£	NQ	G, W
			8.12.1	Promote national days and inform how the community can support these.	O	D	£	NQ	G, W
			8.12.2	Continue to support Guildford ZERO and promote their waste reduction initiatives and carbon reduction schemes.	O	S	£	NQ	G, E, W
			8.12.3	Promote community initiatives that work towards carbon or waste reduction in Guildford	O	S	NQ	NQ	G, E, W
			8.12.4	Promote campaigns to reduce stakeholder's environmental impact.	O	D	NQ	NQ	G
	8.13	Support the reduction of single use plastics within our communities			S	S	NQ	NQ	W
			8.13.1	Promote Refill schemes to reduce the use of single use plastics. Offer residents and businesses access to water refill stations to help tackle single use packaging.	S	S	£	NQ	W
	8.14	Improve the way the Council communicates about discount and energy grant schemes available to businesses and residents including those who are in fuel poverty, on a low income and are vulnerable to			S	D	£	NQ	G, W

		living in a cold home due to age/health conditions.							
			8.14.1	Encourage the uptake of national funding schemes such as the Home Upgrade Grant (HUG)	O	S	£	NQ	H
			8.14.2	All schemes that are promoted by the council will be reviewed by Trading Standards for legitimacy before proceeding	S	D	£	NQ	
			8.14.1	Encourage the uptake of national funding schemes such as proposed heat pump grants	S	S	£	NQ	H
	8.15	Website refresh to provide information and resources to stakeholders			M	D	£	NQ	G
	8.16	Explore opportunities for volunteer groups to help promote climate change messages/ assist local communities with environmental projects.			S	E	£	NQ	G
	8.17	Regular progress updates will be provided on the Council's web pages, social media platforms, and newsletters			O	D	£	NQ	G
	8.18	Develop/deliver a behavioural change programme to staff and councillors to reduce carbon impact while working at home/the office and in home lives e.g., sustainable transport options, energy efficiency, procurement, and waste.			M	D	NQ	NQ	G, W
	8.19	Develop and deliver energy efficiency, renewable energy			S	D	£	NQ	G, H

		awareness campaign to private homeowners and property owners							
	8.20	Carry out engagement activities that promote active and sustainable travel.			O	D	NQ	NQ	G, W
	8.21	Work with a network of community partners through the Greener Futures Climate Delivery Network and others to encourage participation and provide support for community-led activities.			S	S	NQ	NQ	G
	8.22	Develop and deliver an anti-idling campaign across Guildford			S	D	£	NQ	G, W
	8.23	Promote and support community energy projects by raising awareness of their existence with the wider community			O	S	NQ	NQ	G
	8.24	Develop an informal staff network to become conduits for future campaign information and share best practise.			S	D	£	NQ	G
	8.25	Develop climate change hub on GBC's web pages			S	D	£	NQ	G
	8.26	Promote and inform residents regarding woodburning stoves ensuring that only authorised fuels and approved appliances are used.			S	D	£	NQ	W
	8.27	Provide list of local and national funding schemes on GBC website, with links to relevant pages and aid in form filling if required.			S	D	£	NQ	G

	8.28	Continue to work with private sector to improve the digital connectivity across Guildford.			O	S	NQ	NQ	G, E
Borough-wide emissions reduction initiatives	9.1	Engage and work with local businesses within Guildford to work towards the net zero carbon target.			O	S	£	NQ	G, E
			9.1.1	Engage with local business owners through Guildford for Business network and residential homes/day care to develop awareness of the climate change action plan.	O	S	£	NQ	G
			9.1.2	Work with the Surrey Chamber of Commerce and the Sustainable Business Network to embed net zero carbon understanding in start-up business support, and other business training provided on Guildford's behalf.	O	S	NQ	NQ	G
			9.1.3	Develop and promote initiatives to encourage businesses to recycle commercial waste. Signpost businesses to Low Carbon initiatives such as Upcycle your waste project	S	D	NQ	NQ	G, E
			9.1.4	Facilitate and promote SME Grants for sustainable energy (LoCASE) to install energy efficiency measures and advice	O	E	£	NQ	G, E
			9.1.5	Explore initiatives to incentivise good practice among our businesses such as environmental excellence awards for organisations committed to sustainable ways of working, leading in environmental	S	S	NQ	NQ	G, E

				best practice, and working towards net zero carbon targets					
			9.1.6	Support SCC initiatives and plans to develop Green Skills across the region to bridge the skills gap and foster local job creation.	M	S	NQ	NQ	G, E
	9.2	Support and promote low carbon and circular economy opportunities to businesses in Guildford			M	S	NQ	NQ	G, E
			9.5.1	Evidence and celebrate with regular updates.	O	S	NQ	NQ	G, E
	9.3	Engage and work with housing providers and residents within Guildford to work towards the net zero carbon target.			M	S	NQ	NQ	G, H
			9.3.1	Develop community empowerment programmes and showcase community sustainability champions	M	D	NQ	NQ	G
			9.3.2	Facilitate and promote retrofit programmes funded by the Green Homes Grant Local Authority Delivery Funds	O	E	£	NQ	G, H
			9.3.3	Work with social housing providers to accelerate low carbon measures for social housing.	O	S	NQ	NQ	G, H
			9.3.4	Collaboration with SCC to explore setting up a loan scheme to help property owners improve buildings and reduce emissions for the benefit of tenants.	M	S	NQ	NQ	G, E, H, W
			9.3.5	Continue to facilitate and promote national funding schemes such as the Home Upgrade Grant or similar.	O	E	£	NQ	G, H, W
			9.3.6	Continue to support the Action Surrey fund to provide help for high carbon	O	S	£	NQ	G, H, W

				households pay for low carbon measures and reduce the cost of heating					
			9.3.7	Investigate further collective buying schemes to reduce the cost of solar panels and energy storage, such as 'Solar Together' or similar.	M	S	NQ	NQ	G, H
	9.4	Encourage the provision of key services within 20-minute neighbourhoods			O	E	NQ	NQ	
	9.5	Investigate the Community Energy Pathway with a view to implement and provide support community groups seeking to invest in energy efficiency measures and renewables			S	D	£	NQ	G
	9.6	Engage and work with other stakeholders within Guildford to work towards the net zero carbon target.			S	S	£	NQ	G, E, H, W
			9.6.1	Identify groups in Guildford and Surrey working towards community climate action. Showcase and seek out funding opportunities to support their work	S	S	£	NQ	G, E, H, W
			9.6.2	Explore joint working and academic research opportunities with universities	O	S	NQ	NQ	G
			9.6.3	Support and encourage community sustainability champions and develop community empowerment programmes.	O	S	£	NQ	G
			9.6.4	Ensure that there are real opportunities to encourage community-led initiatives, such as the promotion of decentralised renewable energy use or securing land for local food sourcing.	M	E	£	NQ	G, E, W

			9.6.5	Work with a network of community partners through the Greener Futures Climate Delivery Network and others to encourage participation and provide support for community led activities.	O	S	£	NQ	G
			9.6.6	Encourage carbon reduction bids to 'Your Fund Surrey' which provides funding for capital projects to reform neighbourhoods.	O	S	£	NQ	E, H, P, W
	9.7	Facilitate, support, and encourage industries and academia to explore opportunities to pioneer innovative low-carbon solutions			O	S	£	NQ	E
	9.8	Engage with major businesses to encourage their leadership in tackling climate change, sustainability, ethical solutions, and waste reduction, and showcase good practise.			M	L	£	NQ	E

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