Tayside contracts

Towards Net Zero
For Tayside Contracts

CLIMATE CHANGE PLAN

NOVEMBER 2021



INDEX

1. Introduction by Convener and Managing Director

Thank you for taking the time to read this – our first ever Climate Change Plan for Tayside Contracts.

Overwhelming scientific evidence has shown the vital need for action on climate change, with local and national governments responding by declaring climate emergencies. This urgency is also being driven by emerging movements globally and locally - raising awareness of the catastrophic consequences of inaction. The United Nations Commission of Partners Conference (COP26) recently held in Glasgow during November 2021, once again brought into focus the stark global challenge, in shifting our reliance from a carbon-based economy to a carbon free and resilient future.

Tayside Contracts can point to many excellent examples of sustainable practice, and reducing our emissions, across many parts of our organisation, and this is reflected in the 'What We are Doing Now' sections of this Plan. This does not mean we are complacent. We recognise that to make the step changes to a zero carbon and climate resilient future, we need to accelerate our progress on climate change. Therefore, for the first time, our climate change actions, and future objectives have been pulled together into one place, to ensure we:

- demonstrate our commitment to the global-climate change movement;
- meet current and future Government targets on climate change;
- support our constituent Councils` climate change ambitions;
- play our part in sustaining a more climate resilient future for Tayside
- delivery efficiencies through lower fuel, energy, and landfill costs
- are sufficiently prepared for the likelihood of more frequent and severe weather emergencies.

We recognise the scale of this challenge. We will need to tap into greater levels of innovation, including new technology, new ways of working, and new ways of engaging with those we need to influence. Most of the harmful emissions come from the way we all produce and consume energy - from heating our buildings, driving our cars, buying consumer goods, and disposing our waste - so we all have a part to play, in the workplace, and in our home lives.

Climate change will have a major impact on everyone in Tayside. We acknowledge the need for urgent action, and this Plan sets out our next steps, outlining our route to a net zero carbon and climate resilient Tayside Contracts.

We appreciate that there are going to be difficult decisions ahead but, by working together, we can share our commitment to tackling climate change and protecting our area. We owe this to our future generations.

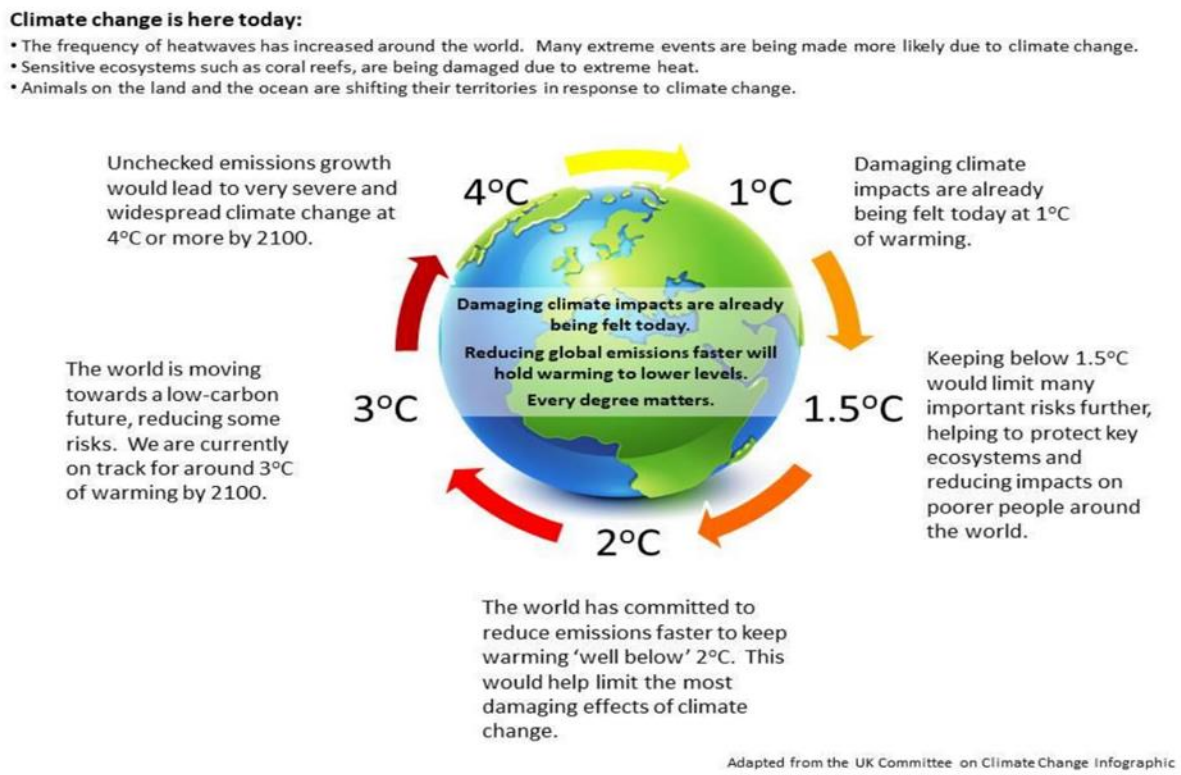
Bailie Christina Roberts
Convener of Tayside Contracts
Joint Committee

Keith McNamara
Managing Director

2. Setting out The Challenge – Executive Summary

Whilst for some time, there has been almost universal recognition that climate change is one of the biggest risks facing our planet, the urgency of action was brought sharply into focus in 2018 by the United Nations Intergovernmental Panel on Climate Change (IPCC), which stated that we must limit global warming to 1.5°C by 2050. Even with a rise of 1.5°C, the IPCC reported that there would be risks to health, livelihoods, food security, water supply, human security, and economic growth. A rise of 2°C would be even more catastrophic (see Figure 1).

Figure 1 Impacts of Different Climate Change Scenarios



The IPCC warns that we only have a limited period left (2030) to take the decisive and serious action required to avert this crisis and avoid the worst impacts.

A changing climate creates significant public health risks including death and injury from extreme weather, heat, and flooding; increased effects from air pollution; concerns over food security; the spread of disease; the displacement of populations; and increased levels of mental ill health.

Conversely, climate change adaptation and mitigation measures have the potential to deliver benefits to health and wellbeing - for example, well insulated and ventilated homes, increased active travel, strong social cohesion, sustainable food systems, and a reduction in air pollution. Some parts of Scotland's population are particularly vulnerable to the health impacts of climate change - including those with existing health conditions and our ageing population - with the greatest effects being felt by people in areas of higher deprivation.

In May 2019 the UK Parliament declared a climate change emergency. This was followed by the Scottish Climate Change Secretary's statement to the Scottish Parliament on 14 May 2019:

"There is a global climate emergency. The evidence is irrefutable. The science is clear. And people have been clear: they expect action. The Intergovernmental Panel on Climate Change issued a stark warning: the world must act now."

To achieve the changes necessary to tackle climate change, the Scottish Government has set a series of challenging targets, which will have an impact on Tayside Contracts` operations in future years. In summary, these are:

Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 – set new targets for Scotland:

- Net-zero greenhouse gas emissions by 2045
- New interim targets are to reduce greenhouse gas emissions by 75% by 2030, and 90% by 2040

Scottish Government's Programme for Government - confirms the net zero target for greenhouse gas emissions by 2045, and sets the following transport targets:

- Phasing out new petrol and diesel cars by 2032
- Creating the conditions to phase out the need for all new petrol and diesel vehicles in Scotland's public sector fleet by 2030
- Phasing out the need for all petrol and diesel cars from the public sector fleet by 2025

In relation to the energy sector:

- Developing regulations so that all new homes from 2024 must use renewable or low carbon heat
- Phase in renewable and low carbon heating systems for new non-domestic buildings consented from 2024
- Reaching Energy Performance Certificate (EPC) Band C by 2040 for all Scottish homes
- Increasingly tighter standards for social housing (Energy Efficiency Standard for Social Housing)

The majority of Councils in the UK have declared a Climate Emergency. At Tayside level, all three Councils have set out ambitious plans and actions to tackle the climate emergency:

- Angus Council - https://www.angus.gov.uk/sites/default/files/2020-10/271_App_2.pdf
- Dundee City Council - https://data.climateemergency.uk/media/data/plans/dundee-city-council-5aef502.pdf
- Perth & Kinross Council - https://data.climateemergency.uk/media/data/plans/perth-and-kinross-council-03b448d.pdf

The Tayside Contracts Business Plan 2021/24 recognised the important role that Tayside Contracts has in supporting its constituent Councils` wider ambitions, including creating a more sustainable future, and tackling climate change. Therefore, a key action of the Business Plan was the production of a Climate Change Plan for the organisation. This plan is based on the following themes:

Mitigation*	What Tayside Contracts will do to reduce our greenhouse gas emissions, particularly in the key areas of transport, energy, and waste. **Mitigation- this is what we need to do to reduce our greenhouse gas emissions. This can be achieved by making our homes, businesses and transport more energy efficient, or switching to carbon neutral energy sources. It can also involve positive actions to enhance our ability to absorb or capture Carbon Dioxide (CO2) such as increasing our woodland cover, or the restoration of peatlands*
Adaptation	The impacts of climate change are already evident. Tayside Contracts will work with partners to make adjustments to deal with the impacts of climate change, to increase our resilience, and reduce the risks to our organisation and the communities of Tayside.
Supporting the change in others	How we will use the levers available to us, to encourage positive change amongst other organisations, and individuals, where we are in a position to influence and support them.
Communicating and Engaging	How we will win the 'hearts and minds' of our people, and our communities to support the changes we need to make.
Monitoring and Reporting our Progress	How we will demonstrate our commitment, and be accountable for delivering on our actions, to our Councils, to the Joint Committee and also to our wider communities.

This Climate Change Plan was developed through engagements with Tayside Contracts employees, Joint Committee Elected Members, members of the Governance and Strategy Group, and also subject matter expert colleagues from Angus, Dundee City and Perth & Kinross Councils. Their contributions to the Plan are gratefully acknowledged.

3. Mitigating Our Emissions – Transport, Energy, Waste

This part of the Plan highlights some of our main activities already underway, and what further actions we need to take, to make that further leap towards a net zero carbon Tayside Contracts - across the following key sources of emissions:

- Transport
- Energy and Buildings
- Waste

Transport

Why This is Important?

Transport is the biggest contributor to greenhouse gas emissions in Scotland. The achievement of national emissions targets can only be achieved with significance changes in the transport sector. Climate change and air quality are inextricably linked; air pollution often originates from the same activities that contribute to climate change. The majority of both greenhouse gases and air pollutants are produced by vehicle engines, power generation and domestic heating, and as such multiple measures aimed at reducing air pollutants often also reduce CO_2 emissions.

Tayside Contracts` operations are heavily reliant on transport, delivered by our fleet of 322 vehicles. We also carry our around 330,000 business miles each year, through our staff using their own vehicles for work-related activities. The travel habits of our 2,500 employees can also have an influence on emissions locally.

The Scottish Government aims to phase out petrol and diesel cars from the public sector fleet. The timetable is to phase out the need for any new petrol and diesel light commercial vehicles by 2025, with similar plans for heavy goods vehicles to be phased out by 2030. We therefore need to accelerate the transition to zero carbon, and move our vehicle fleet away from petrol/diesel dependency

We can also influence the travel patterns of our employees and, using a range of positive measures, including improved walking, and cycling opportunities, working with bus operators to make public transport more attractive to users, and expanding the network of Electric Vehicle (EV) Charging Points available to our people.

What are we doing now?

- We are already replacing petrol/diesel vehicles with electric powered alternatives. 6 electric have already been introduced, with 9 and 12 more vehicles scheduled respectively for the next two years. We are developing an alternative fuel strategy, to prepare our fleet for a zero carbon future.

- Working closely with our Councils, we are installing electric vehicle (EV) charging points at several of our main Depots.

- Finding the best alternative for heavy vehicles is a major challenge. We are working with the 3 Councils in Tayside as part of a 'Test of Change' study to jointly decarbonise our fleet. This includes working with national bodies, Tay Cities Deal colleagues, seeking external funding opportunities, and exploring the alternatives for the challenging task of switching from the current diesel -reliance of the heavy vehicle fleet (including hydrogen and `next generation` electric battery technologies)

- We have provided support to our people to encourage active travel, including a discounted cycle to work scheme.

- We have invested in GPS technology for our vehicles, this provides benefits in a variety of areas, one of which relates to driver behaviour that if changed would have a positive impact on the environment (such as breaking and accelerating habits, or excessive idling of engines). It has also allowed us to review routes, to rationalise no essential activities, and reduce unnecessary mileage.

- Our winter maintenance service has adopted many innovative new processes and techniques, including route optimisation and automated spreading, which has reduced costs and improved winter maintenance coverage; 60% of the frontline winter maintenance fleet is now dual-purpose which reduces costs through these vehicles being able to be utilised all year round.

- We have been part of a working group in partnership with NFU Scotland, local food producers, and elected members, to support more local food producers to supply to Tayside Contracts, to reduce the `food miles` associated with suppliers to our school meals service.

- The move to working from home for many of our employees (due to COVID restrictions) has resulted in a huge reduction in travel, and therefore carbon emissions. We are developing a new homeworking policy which will make remote working and `hybrid working` a permanent part of our operational arrangements post pandemic.

- A salary sacrifice car lease scheme for electric vehicles for our employees is currently being investigated. This scheme will promote switching from carbon-based vehicles to EVs for our employees who volunteer to participate. This has the dual benefit of reducing emissions both for workplace and domestic travel.

- Our new Tay Cuisine unit provides a reduction in fuel usage and carbon emissions by reducing the number of food runs, and increased use of smaller delivery vehicles

What more will we do?

- We currently produce 4,600 tonnes of CO2 from our diesel engines per annum. So long as we continue to operate a fleet of heavy, diesel engine vehicles this situation is unlikely to change significantly or quickly. Pending a final decision on the most appropriate long term low/zero

carbon option for heavy vehicles, we are prioritising the replacement of 56 HGVs which have high emission Euro 4 and 5 engines, with the much more efficient Euro 6 engines.

- A fleet replacement vehicle strategy for alternative fuels will be competed, to move towards achieving Scottish Government targets for all smaller public service vehicles to be carbon free by 2025. This will include consideration to retrofitting cleaner technology to our vehicles.

- Although Electric Vehicle (EV) chargers have been installed which offer coverage in major urban areas, we will work with our Councils in Tayside, to instal further charger installations, based on funding, identified needs and accessibility/proximity to suitable locations. This will support the change, as our electric fleet expands over the years.

- We will encourage modal shift both in travel to work, and within work, by prioritising the travel hierarchy i.e., active travel, public transport, pool cars/car sharing, private cars. We will develop an Active Travel Strategy to promote walking, cycling, and other activities. We will work with bus operators to explore incentives for our employees to access public transport, following the examples of our Council colleagues.

- Our commitment to promoting active travel even further will extend to ensuring our infrastructure supports our people participating in these activities (e.g., ensuring showers at all our main facilities).

- We will promote the Travel Hierarchy to change the culture of how staff approach the requirement to attend meetings, including tele / videoconferencing options, and working from home when possible.

- We will review our vehicle usage to identify how we can minimise both the number of vehicles we use, and the number of journeys we take

- We will carry out further driver awareness training and communications to reduce fuel consumption, backed up by analysis of driver behaviours through use of technology (e.g., leaving engines idling; excessive acceleration, harsh braking, and similar driver behaviours). Our drivers are ambassadors for the organisation in the community and can be exemplars of good practice.

- We will continue to work with local food producers, to encourage them to supply to Tayside Contracts, either directly, or as part of a wider collective, pooling their produce, to meet the high volumes required by our operations, for the 5 million meals we produce each year. This will support national and regional action under the Glasgow Food & Climate Declaration to develop sustainable food policies, promote mechanisms for joined-up action to put food at the heart of the global response to the climate emergency.

Energy and Buildings

Why is it important?

The way we heat and power our buildings is a major contributor to carbon dioxide emissions. In Scotland, around 23% of greenhouse gas emissions come from our homes and workplaces. These emissions arise predominately from space / water heating, and the equipment we use in our homes and businesses.

The ambitious and challenging Scottish Government targets for both the non-domestic sector include:

- Emissions from all buildings will be net zero by 2045
- 75% reduction in carbon emissions from non-domestic buildings by 2030
- Renewable and low carbon heating systems for new non-domestic buildings from 2024

Our priority must be to minimise the amount of energy we use by ensuring our buildings are energy efficient; that the systems and equipment are efficient; and seeking to ensure that future energy requirements are provided by sustainable sources. This is known as the energy hierarchy of "Lean, Clean, Green" approach.

What are we doing now?

- Our new Tay Cuisine unit provides energy/environment benefits. For example, the unit uses 75,000 hours less energy for food production, as well as a reduction in fuel usage and carbon emissions by reducing the number of food runs, and increased use of smaller delivery vehicles.

- Our Street Lighting teams have installed over 9,000 LED lights which will save 2.5 million kWh of energy – equivalent to the power consumed from watching TV by the entire population of Tayside for one week.

- Our procurement of street lighting LEDs places high evaluation scoring on the whole life energy usage of the lights, so the purchase decision is not simply based on lowest cost

- We have carried out energy management campaigns for office-based staff and have a programme to replace lights with LEDs in our buildings.

- We procure 'green energy' (i.e. energy that has been sustainably generated from green and renewable sources) through national public sector supply contracts

- We have pioneered the innovative 'Tayset' process. Tayset is a cold mix paving system, developed in partnership with the University of Dundee and Nynas AB. This low energy product uses recycled asphalt and demonstrates significant CO2 reductions when compared to traditional hot mix methods as well as reducing the pressure on virgin aggregates and landfill costs. It provides an environmentally friendly and cost-effective solution for footways, cycleways, car parks and carriageways.

What more will we do?

- Our focus will be on ensuring our buildings are energy efficient, this includes:

  - Improving whole building insulation in our properties, including loft, cavity wall, under floor, and plant room pipework and valve insulation.
  - Replacing inefficient heating and hot water systems with renewable technology and assisted controls
  - Use of renewable technologies (including Photovoltaics, heat pumps, solar thermal and biomass)
  - working in partnership with the three Councils to seek external funding for energy conservation for lighting and heating controls projects
  - Ensuring the equipment, we use within our buildings is energy efficient i.e., energy efficient appliances and light bulbs
  - Changing the way, we use our buildings through an increased understanding of how energy is used i.e., smart meters, turning down thermostats or switching of lights and energy analytics tools
  - Exploring the potential opportunities for rationalisation of our property estate, as part of the post-pandemic `new ways of working`, associated with greater reliance on home working and remote working – which would greatly reduce energy consumption.

- To achieve this, we will review our property and building needs, for the 11 properties that Tayside Contracts are responsible for.

- As part of our energy reduction approach, we will explore the Scottish Government's Non-Domestic Energy Efficiency (NDEE) framework to procure Energy Performance Contracts (EnPC). NDEE projects are designed to guarantee a financial return on investment and make a major contribution to carbon dioxide (CO2) reduction targets. The framework allows for the employment of a contractor to identify, design, install and guarantee Energy Conservation Measures (ECMs), and has been used successfully by Dundee City Council to substantially reduce emissions and costs

- We will also be relying heavily on behavioural change, for example, closing doors and windows and switching off electrical items. Studies show that 50% of energy reductions can be achieved through behavioural change, therefore we will carry out a series of co-ordinated communications programmes of energy reduction measures for all our employees.

- We make a commitment that all our new builds will use renewable/low carbon heating systems

Waste

Why is it important?

Waste minimisation and sustainable waste management are essential in fighting climate change. Around 80% of Scotland's carbon footprint comes from all the goods, materials, and services which we produce, use, and often throw out after just one use.

Some materials have a very high carbon impact. Therefore, to maximise the climate change benefit, these carbon intensive waste materials should be prioritised for action. The three most carbon intensive waste materials have been identified as:

1) Textiles,
2) Animal & mixed food waste, and
3) Plastics waste

(Source: 2018 Household Carbon Metric Brief)

Waste can be managed sustainably through reducing, reusing, repairing, and recycling; improving resource efficiency and helping to work towards a circular economy, where we reuse materials, rather than the traditional approach of making items, using them, and throwing them away.

The 5 main Scottish Government targets to reduce waste generation and increase recycling rates in Scotland are:

- The ban on biodegradable municipal waste to landfill from 2025
- Reducing the weight of waste arisings in Scotland by 15% below 2011 levels by 2025
- Reducing, per capita, food waste arisings in Scotland by 33% below 2013 levels by 2025
- Achieving a 70% recycling rate for all waste by 2025
- Achieving a maximum landfill rate of 5% by 2025

What are we doing now?

- 95% of construction materials which we excavate are recycled into various approved aggregates for reuse. This reduces the volume of new aggregates required, delivering financial and environmental benefits, with a reduction to landfill of up to 70,000 tonnes annually.

- Our food waste is not landfilled – it is collected separately for treatment, through anaerobic digestion, to generate energy, and produce nutrient rich compost

- Our development of a Reed Bed System to treat gully waste delivers financial and environments benefits and reduces substantial cost of landfilling this type of waste, saving us £450,000 per year. This initiative won a Vision in Business for the Environment in Scotland (VIBES) award.

- Our Personal Protective Equipment supplier is developing a scheme to take back used PPE for safe recycling,

- Innovations in our winter maintenance has resulted in us reducing salt usage in Dundee by 17-24%

- Our tendering processes includes a requirement for suppliers to take waste away for recycling (for example tyres and batteries)

- Tayside Contracts has British Standard ISO:14001 accreditation for the environmental management of our quarry facility at Collace.

- Our quarry operations have introduced several innovations to reduce waste, including improving efficiency to reduce the coated material product range, through collaboration with the three Councils; re using reclaim dust (which is a by-product of the quarry) back into mixes as a filler; and using whin sand (a by-product of the crushing operation) as a replacement for sand in some bituminous recipes.

What more will we do?

- We will investigate further measures to reduce waste – for example, working with the three Councils over the `in- situ` reuse of materials on site, to avoid the need to transport materials away for further treatment

- We will carry out a study of our waste streams to identify further opportunities to reduce, reuse and recycle, and promote the circular economy. As part of that work, we will set recycling targets for our main waste streams.

- We will renew our focus on existing contract management, of our existing contracts to ensure waste reduction clauses are being comprehensively fulfilled by our contractors

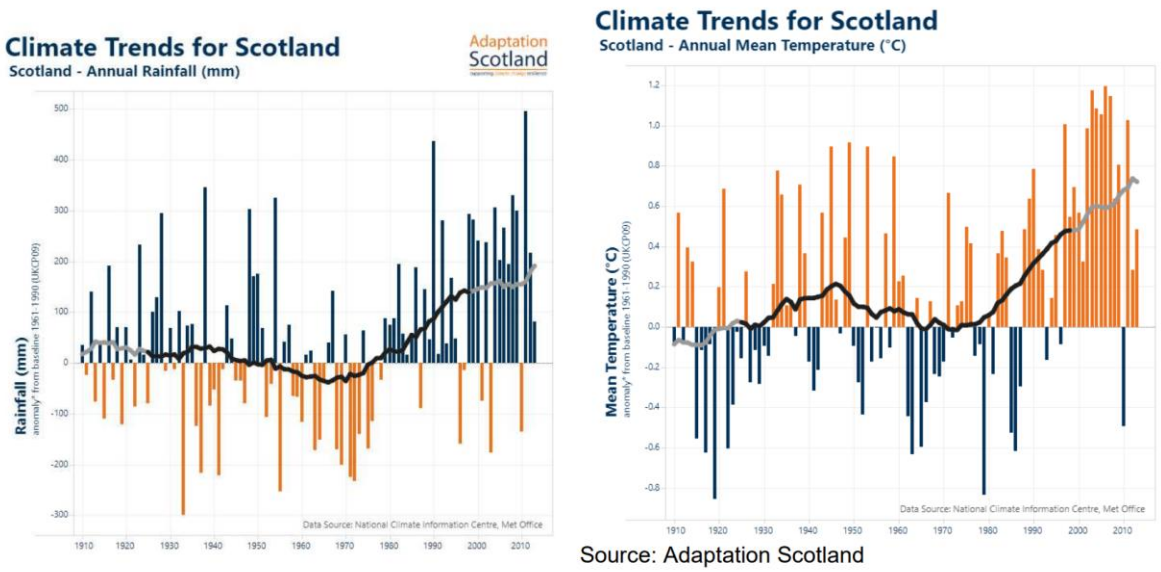
- We will ensure we specify waste minimisation, reuse, and recycling as evaluation criteria in our future procurements.

4. Adapting to the Impacts of Climate Change

Why is it Important?

The likely long-term climate change trends for Scotland include hotter and drier summers, wetter winters, and increased sea levels. We may also experience extreme weather events such as drought and increased frequency of summer heatwaves, due to rising temperatures. These changes are already impacting on people, places, and biodiversity across Scotland - Figure 2 shows higher average temperature and rainfall levels from 1910 to 2010. Scotland's climate is changing, and we need to adapt.

Figure 2 - Climate Trends



Source: Adaptation Scotland

Adaptation is about responding to the changes that we have seen in our climate include making changes to our buildings, so they keep cool during hotter summers, or are less at risk.

Despite adaptation going hand in hand with work to reduce greenhouse gas emissions, adapting to the changing climate will be necessary, regardless of how much we manage to cut our carbon emissions. This is because historic emissions have already changed our climate and will continue to do so, creating new challenges for us to overcome.

We therefore need to take early action to adapt, increase our resilience and reduce risks.

What are we doing now?

- Tayside Contracts works closely with the three Councils in Tayside, and other public agencies as part of the Tayside Local Resilience Partnership, in planning for, and responding to emergency situations.

- We have a Tayside- wide resource of people, expertise, vehicles, and equipment to support Councils and communities during emergency events

- We have a vital role in the implementation of local flood defences (e.g., activating flood gates during extreme weather events) – and are on standby 24/7 days a year for any eventuality.

What more will we do?

- In view of the increased likelihood and severity of extreme weather events, we will review our civil contingency arrangements, to ensure our preparedness to support the response to server weather and other emergencies (in partnership with the Councils and other partners in Tayside)

- We will review what other adaptation measures we need to take to our buildings and our operations in relation to extreme weather conditions, to ensure the health, safety, and wellbeing of our people in Tayside Contracts, and others affected by our activities. For example, as temperatures rise and weather patterns change, working conditions in some sectors may become harsher. Jobs that require physical labour, especially outdoors, will become more challenging, and the health and safety response must keep pace with the challenge.

5. Supporting the Change for Others

Why is it important?

A truly successful response to climate change requires not only access to the new technological solutions (e.g., electric cars, low energy light bulbs) but to change our whole way of living and of thinking. 62% of emissions reductions have to come from societal/behavioural changes, either directly, or in combination with technology.

Therefore, we need a revolution in way we live; to plan for a sustainable future in which we are responsible consumers and responsible custodians of the planet's future.

Behavioural change requires the involvement of our citizens, communities, and businesses. It also requires public sector agencies such as Tayside Contracts to understand our role and, where possible, remove the barriers to behavioural change, as well as lead by example, and encourage positive action in others that we can influence. It is only therefore, through working together that changing behaviours will be achieved

The changes arising from climate action will transform businesses and workplaces. Although this will threaten some industries, there are also opportunities - and as a commercial organisation, Tayside Contracts needs to be alive to the potential opportunities.

For example, most homes will require to be Energy Performance certificate (EPC) C rated by 2040. Currently in the UK, 19 million homes are below this standard of home insulation. The social housing sector (including Council Housing) has even more strict standards, and earlier implementation timescales under the EESH (Energy Efficiency Standard for Social Housing) standards. To meet these requirements and contribute to the overall net zero Carbon 2045 target (and interim targets), will require a massive investment in energy efficiency measures. Similarly, the transition of the 40 million cars in the UK from petrol/ diesel reliance will require a vast increase in electrical charging solutions. These are potential areas where Tayside Contracts could have a positive role.

This is not simply about generating additional income - it is also how we can support the change, by delivering different and much needed services, as we move to meeting government climate change targets, shifting to different technologies, and increasing our emphasis on conserving energy.

As a large employer and service provider across Tayside, and as a procurer of a wider range of goods and services, and as a commercial organisation, Tayside Contracts is well placed to support the change in others.

What more will we do?

- Procurement processes can influence businesses and stimulate actions in relation to climate change. Working with the Tayside Procurement Consortium, and our constituent Councils, we will review our procurement approach, to ensure we are maximising our influence around climate change, when we tender for goods and services.

- We will explore economic opportunities arising from clean growth and how our businesses can grow by meeting the net carbon challenge. There are many businesses and job creation

opportunities derived for the development of new products or services to address climate change, and we will focus our investigations on the following potential areas:

- ✓ installation of electric vehicle charging, using our expertise in electrical services (through our Street Lighting service) and civil engineering (via our Construction services)
- ✓ Investigate involvement in home energy adaptation market, to support our constituent Councils, and other commercial customers
- ✓ Using the expertise of our Transport Services team to support other organisations by maintaining their growing fleets of electric vehicle.
- ✓ Increasing the availability of our recycling facilities for businesses to use, for an appropriate fee.

6. Communicating and Engaging

Why is it important?

Globally, household consumption accounts for about 72% of greenhouse gas emissions. The need for major changes in household consumption is even more pressing in high income countries such as the UK. The role that behaviours need to make in significant if we are to be successful in reaching a net zero carbon Tayside. Achieving the necessary radical changes, cannot be introduced, or successfully implemented without citizens` involvement, and lifestyle change on a range of key issues like diet, personal travel, and home heating.

It's not just the big things that make the difference. It's the small steps we can all take to 'do a little, change a lot'. If more of us took these small steps - such as turning off electrical items, recycling our waste, and walking or taking public transport instead of the car - that would add up to huge reduction in carbon usage.

As a major employer we have a role in engaging our people on climate change to influence their thinking and actions on climate change both with the workplace, and in their home lives.

We also need to demonstrate leadership in our commitment to climate change. This Plan is an example of this leadership by setting out our intentions, however these ambitions need to be followed through, and demonstrated through leadership commitment, sharing our priorities throughout the organisation, and ensuring that everyone in Tayside Contracts is aware that contributing to the fight against climate change is everyone`s business.

What are we doing now?

- We have already shared information on this important issue with our people. By teaming up with Perth & Kinross Council, we have offered to all our employees an e-learning module - Climate Change - Overview (pkc.gov.uk) -, to raise their awareness to climate change, and what practical steps we can all take.

What more will we do?

- We will develop a communications plan specifically for climate change, to demonstrate our ongoing leadership and commitment to reducing our emissions and encouraging others to do so.

- We are currently developing a new Volunteering Policy to encourage and support our people to help their local communities. We will emphasise the opportunities to promote environmental and climate action as part of the volunteering opportunities our people can participate in.

- We need to ensure that climate change is given high regard in relation to our plans and policies, therefore we will introduce Climate Impact Assessments in our Policy documents.

- We will create a sustainability/climate change award as part of our annual Excellence Awards, to celebrate excellence and progress in this important area

- We will establish a set of key performance indicators for our climate change performance. We will gather, report, and share our performance, both within the organisation, and with our stakeholders- to celebrate successes and identify further areas for focussed action

- We will use a variety of communications methods to promote positive climate behaviours and share our commitment to tackling emissions. This will be through a variety of sources including social media, communications to our employees, and also via the livery of our vehicles.

- We will investigate the suitability of accreditation schemes, to give independent verification of our climate change credentials and progress

7. Monitoring and Reporting Our Progress

This part of the Plan sets out how we will be organised to deliver, to turn our aims in to action; and, how we will monitor our progress, and report on our performance to demonstrate our accountability to our stakeholders

Organisation

The following arrangements will ensure momentum is maintained in achieving our ambitions:

- In view of the significance of climate change, the lead role for this activity will rest with the Managing Director
- A cross-organisation Climate Change Board will be established, with project-specific groups for key areas of our activity.
- Within the organisation, progress will be reported to, and monitored by the Corporate Leadership Team
- We will look to identify individuals who have an active interest in climate change as `champions` within their work areas, to encourage and support colleagues, and be part of the communications link within the organisation, to share information and good practice

Monitoring and Reporting

The priorities within this Plan will be translated into an Action Plan, with timescales and targets, alongside a set of key performance indicators

This information will be gathered and reported on a six-monthly basis to:

- The Corporate Leadership Team
- The Governance & Strategy Group of senior officers from each of the three Councils

As part of the organisation`s Annual Performance Report, we will report on our climate change progress to the Tayside Contracts Joint Committee and publish this information on our website.