Sustainable Scotland Network

Net Zero Ready

Summary Report

SSN Public Bodies Workshop

Contents

Executive Summary

This report summarises findings from a workshop held as part of the SSN national event on 1 October 2019, 'Net Zero Ready: Scotland ups the pace'. The workshop explored issues around how the public sector in Scotland will help deliver the transformation to net zero by 2045.

Delegates in the workshop explored their impressions of what public bodies will look like when they have delivered net zero by 2045. Participants viewed net zero as being about much more than carbon: Biodiversity, sustainability (social, environmental, economic), adaptation and mitigation were all discussed throughout the day interchangeably with 'net zero'.

In terms of current practice, the following examples were given as activities that the public sector is currently doing well and should be retained and built upon:

- Measurement and reporting (although there were concerns over the level of action arising from this work and inconsistencies in approaches)
- Increasing awareness and will to act on climate change
- Knowledge sharing and willingness to collaborate (although needs be grown)
- Starting to operate in new ways and being proactive on tackling climate change (although these were described as often being isolated practice)
- Making good progress on energy efficiency and the switch to renewables

A public sector that has delivered net zero by 2045 was felt to require the following characteristics:

- Collaboration, partnership working and integration within and between organisations
- An emphasis on place, and place-based or asset-based approaches
- To have a health and wellbeing focus and have moved away from economic growth, productivity and GDP. This would be expressed in particular through new procurement approaches
- All within the public sector will have sustainability as their responsibility, will consider sustainability in all decisions and sustainability will be embedded in policy

The opportunities to get to this destination included:

- Taking advantage of current high profile and public pressure to engage with decision makers
- Communicating the vision and progress that will enable this action to take place to empower and inspire public and staff
- Sharing information, providing peer to peer support and relationships and elevating the platform of positive examples to enable action; to be achieved through collaboration and effective networks
- Have a focus on procurement and investment opportunities to push forward this vision
- To have greater scrutiny from Government to ensure climate energy declarations are operationalised and delivered upon.

The workshop discussions highlighted that SSN members have a strong vision of what the public sector needs to look like by 2045. This is of a public sector that collaborates, works in partnership, and has moved away from a narrow focus on economic growth and towards a society that focuses on wellbeing.

There is a need to champion, promote, scrutinise and normalise sustainability across all staff and at all levels in the public sector and to transform the ways our public services operate. For this to happen, the public sector will need to be better resourced and supported. It will also require ongoing awareness raising, networking and collaboration, knowledge sharing, discussion and the promotion of progress. The role of the SSN was recognised in enabling this.

Introduction

This report summarises findings from a workshop held as part of the SSN national event on 1 October 2019, 'Net Zero Ready: Scotland ups the pace'. The aim of the workshop was to explore issues around how the public sector in Scotland will respond to the global climate emergency and help deliver the transformation to net zero by 2045.

Hilliam Research and Analysis was commissioned by SSN to facilitate the session and to collate and provide this independent report on findings.

Overview of the event

The morning panel discussion set the scene for the workshop through exploring experiences on what has worked, what has been challenging and when partnership and collaboration has played a key role. The afternoon session was an interactive workshop where delegates used the three-horizons framework[1] to understand where the public sector needs to be to reach net zero by 2045 and what is needed in order to get there. Feedback from the afternoon session is the focus of this paper.

Delegates in the afternoon session were split across 8 tables. Each table spent time working through the following three themes (based on the three horizons approach):

- the characteristics of what public bodies do now and what is, or is not, working well in relation to net zero or climate change mitigation
- what public bodies will look like when they have delivered net zero by 2045
- the factors and disruptions that may help them to get to this end point.

A full list of notes from each table on these topics is presented as an appendix.

Ultimately this enabled the delegates to provide answers to the following questions:

- What are we (as the public sector) doing well now?
- What will be the key characteristics of a public sector that has delivered net zero by 2045?
- What are the opportunities to get there?

This report provides a summary of feedback and is structured around these questions.

It is important to note that, although the event was framed around reaching net zero, participants at the workshop expressed their vision of the future as being much more than purely about net zero carbon emissions. Biodiversity, sustainability (social, environmental, economic), climate change adaptation and climate change mitigation were all discussed throughout the day alongside 'net zero'. As a result, this should be considered when reviewing this document and the key issues arising.

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[1] https://www.iffpraxis.com/three-horizons

Workshop Feedback

This brief note collates the feedback from the 8 workshop tables at the event. This has been undertaken by collating feedback around a series of key themes that have arisen through the analysis. It seeks to provide a flavour of the feedback at the event but cannot be viewed as exhaustive or comprehensive. A select number of direct comments from transcriptions or notes are included for emphasis (presented in italics).

What are public bodies doing well now?

A wide range of factors and examples were given around the activities that public bodies are currently doing well now, in terms of climate change mitigation, reducing emissions or sustainability more broadly.

Measurement and reporting was felt to provide an important foundation of the move to net zero in that it provides the evidence to enable organisations to make informed decisions and stimulate action. The current mandatory public bodies reporting was strongly supported: "[we are] *good at the evidence base, the need for data and evidence to inform decisions".* The following concerns were highlighted:

- The, at times, low level of action and interest (from all stakeholders, including public bodies themselves and national government) arising from the reporting: "*it just goes into a black hole and nothing happens to it, nothing comes out*"
- The (limited) skills, resources and ability for the public sector to interrogate the data to make decisions
- Inconsistencies in reporting across bodies, making comparisons difficult
- Current reporting approaches not seen as measuring enough, the right things, or not being 'holistic' enough across all areas of sustainability

The increasing awareness of the importance of climate change and the need to act. Participants felt that this agenda is becoming more visible and high profile and that there have been big steps forward in recent months and years. Participants reported that increasingly within the public sector, people are aware of the next steps, acknowledge what need to be done and there is a rise in "*collaborative will*". Others reported an increase in public commitments to change (across government and the public sector), along with greater ambition and recognition of both the size and the opportunity that tackling net zero will bring. However, it was also commented that this increasing awareness needs time, money, resources, leadership and new ways of working to deliver on these commitments.

Knowledge sharing and collaboration was also felt to be a key current activity that needs to continue and expand to support actions that could build on this awareness and commitment. Participants felt that there are "*good examples of collaboration and partnerships maturing and achieving benefits*" and that there is an increasing understanding and willingness to collaborate. This was felt to arise from a recognition of the scale of the opportunities and interconnectedness of the challenge. The role of SSN in enabling this was acknowledged through offering '*outstanding support*' and facilitating "*officer events like this as positive* [opportunities to enable] *information sharing and collaborative working."*

Participants highlighted that they are **starting to operate in new ways** and that they are 'getting better' at change, becoming more proactive in addressing sustainability challenges

and taking advantage of opportunities. However, knowledge on how to take up these opportunities is perceived as low or inconsistent (highlighting the need to build and expand the collaboration and networking described above). As a result, although there is success, participants felt that often the projects that were being delivered were isolated, rather than joined up.

In terms of specific areas of low carbon changes, many mentioned the **good progress that has been made around energy,** including the switch to renewable energy, closing down fossil fuel power stations, energy efficiency in buildings, changing building standards etc. However, it was acknowledged that there is still significant room for improvement in this area.

It is important to acknowledge, that many participants also strongly indicated that it is important that the public sector recognise current weaknesses and stops '*doing the wrong things'*. For example, the continued focus on economic growth, current short-term or annual budgetary thinking and limited resources available for step changes mean that the radical change required to hit net zero is viewed as challenging within current approaches.

Participants' vision of Net Zero by 2045?

A range of characteristics of a 'net zero' Scotland were expressed, covering "*many of the things we are struggling to get traction on* [becoming] *accepted and standard*". This included:

- No fossil fuel use
- Nature being protected and restored
- Public transport is free
- Public transport used more than private transport
- Zero carbon fleets, no work car parks
- Less than 25% of people owning a vehicle
- Green, healthy spaces and streets, cleaner air, non-toxic environment
- More leased services, community-based living,
- Less transport requirements / more flexible working / normalisation of virtual meetings
- All buildings zero carbon
- Truly circular economy
- Active travel networks

What will be the key characteristics of a public sector that has delivered Net Zero by 2045?

Participants expressed their vision of what a net zero public sector would look like in a range of diverse ways. A key theme within these discussions was **collaboration, partnership working, co-operation and integration** within and between organisations. It was felt that this would enable the co-benefits of a net zero society to be realised and understood (e.g. public health, fuel poverty).

An **emphasis on place**, and place-based or asset-based approaches to decision making, community engagement and closer links with the private sector were felt to be both the

route to deliver net zero and an outcome of greater collaboration. It was also felt that this could realise both a joined-up approach across organisations and at the same time more decentralised and autonomous services.

This also related to the core drivers of a public sector that will have delivered net zero. Specifically, a **move away from economic growth, productivity and GDP** towards a health and wellbeing focus, with the public sector using public money for public good to shape markets and foster a 'wellbeing economy'. This would mean the public sector expressing the values of cohesion not competition, operating in line with the UN Sustainable Development Goals and changing how public bodies operate and measure success.

Procurement was described as a key example of where this approach would be expressed and where the public sector will need to have changed. Procurement would become collaborative not adversarial and the market will help the public sector to achieve its goals of '*social and planetary good*'. This would include consideration of more than finance and will include carbon, community, social good, health etc in procurement.

How staff within the public sector would view their role would also be key characteristic of a public sector that has reached net zero: **everyone will have sustainability as their responsibility** and will consider sustainability in all decisions. That is, everyone will realise that they have a part to play and can act on this agenda, it will not be the responsibility of select individuals (as is perceived to be the case currently) and behaviours that are now viewed as *"heroic"* (in terms of tackling climate change) will become *"automatic"*. Sustainability will be understood fully and embedded in organisations though policy, leadership and political will, buy-in at all levels, and built into all job descriptions. Public bodies will be centres of excellence for sustainability and climate change.

What are the opportunities to get there?

Multiple opportunities were highlighted within the workshops as to how the public sector could achieve this goal.

The most immediate opportunity is to **take advantage of current high profile and public pressure** around the climate emergency (including demonstrations and public consultations). This was viewed as an opportunity to engage with decision makers, bring wider views into decision making and to change the policies, culture and behaviours of the public sector. The climate emergency declarations were described as an opportunity to build the confidence of those who need to challenge change. It was felt that those in the public sector need to be prepared with actions and ready to take up opportunities and capitalise on the current receptive and dynamic system.

To do this, it was felt that those in the public sector need to **communicate the vision and progress** that will enable this action to take place. It was reported that there are now allies to be found across the system, but it will be important to communicate effectively what is being done in climate change adaptation and mitigation to both empower those driving change and prepare decision makers to make sustainable choices or system change. It was also felt that progress needs to be communicated in a way that enables this new way of working to become a reality.

This includes publicising more of the good work and encouraging collaboration outside of the current 'comfort zones' of practice without the public sector. **Sharing of information,**

peer to peer support and relationships and elevating the platform of positive examples will be a key aspect of this.

A **focus on procurement** and the use investment opportunities was described by many as a key opportunity for the public sector to drive sustainability forward. If the system can be changed to get procurement working for sustainability (or wellbeing), the whole supply chain can be fostered to deliver a wide range of sustainability benefits including: promoting the circular economy; designing out pollution and polluting chemicals; delivering community benefits; enhancing welfare and; promoting health as well as reducing carbon. Work can be done on ensuring that public sector procurement considers and monitors these factors. Engaging procurement teams on climate change will be a key factor in this change.

Wider stakeholder engagement on issues such as, changing the planning system, community empowerment, innovation and finance were also mentioned. This also led to discussions on the need for central **leadership and scrutiny.** The climate emergency declaration was felt to be an opportunity for the government to introduce greater scrutiny and accountability into progress towards sustainability goals and net zero. The proposal to develop a High Ambition Climate Network was identified as a route to achieve this.

Staff and stakeholder empowerment and routes to achieve this were discussed. Participants highlighted the need to keep and celebrate passionate people, to build and create a coalition of the willing and to provide support, networking and learning and development within public bodies *at all levels*. The current and any future role of 'officer level' networks (e.g. SSN, SEON, EAUC) was described as "*really vital for sharing good practice and informing decision-making*" in relation to this and harnessing these networks, perhaps with a wider remit "*taking into account other agendas that go beyond carbon*", was viewed as a key opportunity.

Beyond these issues there were also comments that the public sector needed to be **better resourced and supported, for more strategic alignment of policy** around net zero and sustainability, to overcome competing resources and priorities and to encourage greater regional planning.

Summary

The workshop discussions highlighted that the public sector (as expressed through SSN members present) has a strong vision of what it needs to look like by 2045 to reach net zero and provide a sustainable society.

This vision is of a public sector that collaborates, works in partnership, and has moved away from a focus on growth and productivity and towards a society that focuses on wellbeing.

Opportunities are available: building on the current strong foundations in place around networks and relationships (such as SSN), measurement and reporting approaches and the increasing awareness and profile of the climate emergency. However, it was also clear that there is a need to champion, promote and normalise sustainability across all staff and all levels in the public sector and to transform the ways our public services operate.

The current isolated good practice needs to be promoted and shared across all levels to enable it to become widespread and interconnected. The workshop highlighted the fundamental importance in achieving this of ongoing awareness raising, networking and

collaboration, knowledge sharing, discussion and the promotion of progress towards this vision to enable these opportunities to be realised.

APPENDIX 1: Event Programme

Net Zero Ready: Scotland Ups the Pace
Tuesday 1 October, 10:30am – 4pm
ECCI, Edinburgh

10:30am Arrival and registration with refreshments

11:00am Opening/Welcome

Kate Dapré, SSN Chair, Head of Energy and Sustainability, NHS National Services Scotland

11:10am Keynote speaker

Clare Hamilton, Deputy Director, Head of Climate Change Division, Scottish Government

11:30am – 12:40pm Opening panel:

The panel will be a lively conversation focused on critical questions prompting discussion on the public sector's response to the global climate emergency and how to help deliver the transformation to a zero-carbon society. Panellists are invited to speak from experience and offer real examples of what has worked, what they found challenging and when partnership and collaboration played a key role.

Confirmed panellists:
- Sam Gardner, Head of Climate Change and Sustainability, Scottish Power
- George Gillespie, Executive Director of Neighborhoods and Sustainability, Glasgow City Council
- Daisy Narayanan, Director of Urbanism, Sustrans, City of Edinburgh Council
- Sharon Pfleger, Consultant in Pharmaceutical Public Health, NHS Highland
- David Wilson, Programme Director, Scottish National Investment Bank

Chaired by John Wincott, SSN Vice Chair, Environmental Services Coordinator, Fife College

12:40pm – 1:15pm Lunch and networking

1:15pm – 1:30pm Introduction to the workshops: Three Horizons exercise

Dr Alex Hilliam, Director, Hilliam Research and Analysis

1:30pm – 2:45pm Workshop

The aim of the workshop session is to identify transformational practice for the public sector in delivering new Net Zero targets. The 3 Horizon framework will be used as a backdrop to facilitate discussion. Delegates will work in small groups to share areas of practice and examples across sectors and will come together to map out where they need to be in order to deliver new targets against a climate emergency timeline. The workshop will be energetic and fun, drawing out discussion and give members an opportunity to investigate and share examples of solutions and live projects/actions that work, and what needs to happen to enable them further.

Each group will be supported by a facilitator and note taker.

Workshop facilitation:

- **Lead facilitation:** Dr Alex Hilliam, Director, Hilliam Research and Analysis
- Anna Beswick, Progamme Manager, Adaptation Scotland, Sniffer
- Diane Duncan, Head of Low Carbon, Highlands and Islands Enterprise
- Dave Gorman, Director of the Department for Social Responsibility and Sustainability, University of Edinburgh
- Catriona Patterson, Green Arts Manager, Creative Carbon Scotland
- Catherine Pearce, Capacity Building Manager, SSN
- Clare Wharmby, Innovation Manager, Edinburgh Centre for Carbon Innovation
- Ruth Wolstenholme, Managing Director, Sniffer

2:45pm – 3:00pm Break and refreshments

3:00pm – 3:50pm Workshop regroup and feedback

3:50pm – 4:00pm Closing remarks and next steps

Kate Dapré, SSN Chair

APPENDIX 2: Event Evaluation

Attendees

The event was open to all SSN members and relevant partners. There were 84 registrations for the events from across the public sector. The majority of attendees were within the Other Reporting Bodies category, followed by Local Government. The below table outlines representation from each 'major player' category.

Type of Organisation	Number of attendees
Educational Institution	4
Local Government	24
NHS	6
Other	38
Partner	10
Transport Partnership	2
IJB	0

Evaluation Form Findings

At the end of the event, attendees were asked to complete a short evaluation form to measure the value of the event and help inform future membership engagement. 31 attendees provided written feedback.

All respondents rated the event as either excellent or good in stimulating discussion, informing action and helping participants identify what change is needed to tackle the climate emergency and meet net zero targets. 77% of respondents rated the event as excellent. The results are displayed below:

Rating	Number of respondents
Excellent	24
Good	7
Average	0

Attendees were also asked to assess individual aspects of the event including, workshops, networking opportunities, venue, location and speakers. Attendees scored each component from 1 – 5 with 5 being excellent and 1 being poor. On average all event components scored between 88% and 94%.

Event Components	Scoring
Workshops	88%
Networking Opportunities	87%
Venue	90%
Location	94.%
Speaker	93%

Key Points:

84 event registrations
77% of attendees rated the event excellent
100% of attendees rated the event excellent or good
Overall attendees rated each workshop component between 87% and 94%
The majority of attendees were from 'Other Reporting Bodies'

APPENDIX 3: Full Workshop Notes from Each Table

Table 1

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions
- We have public sector reporting measurement   - Public support   - Targets   - Ambition set out in programme for government/senior leaders   - Legislative framework   - Climate Emergency   - Sustainability fatigue   - Upskilling   - Network support   - Missing big policy change to provide the framework to support behaviour changes for all
Why is this not fit for purpose?
Targets   - Need for clarity and consistency. A lot of different terms on net zero – still confusion among public bodies on what are the words and what do they mean? What are we talking about?   - Numerical discussion. Some worry around this focus and a bigger challenge around behaviour change. Targets can be a distraction.   - Targets and decisions not consistent with CC.   - Not holistic enough indicators (exporting). Numerical has galvanised CC actions but the bigger debate is that we know we can't continue to pursue economic growth based on GDP and jobs. Numerical is holding us back.   - The current vision on the economy and how it's managed is not fit for purpose.   - Incentives pointing in the wrong direction   - We don't have holistic views of carbon currently   - Visit Scotland – closed an estate and have reduced carbon emissions but now have challenges on what are the next steps and how they can do the big stuff.   Reporting   - Mixed views on the value of reporting. Questions around the amount of resources required vs benefits of reporting.   - Reporting could be better – reports are not comparable due to different types of organisations. Local authorities may find reporting more useful to comparable data. No info on commuter travel – open scopes up. Procurement is estimated.   - Reporting does give outputs and has helped in some cases with senior management buy in.

• Implement solutions to make reports more accessible and more easily comparable.

What is valuable about the current approach or what do we do well?

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?
- No fossil fuels (minimum)   - Protected and restored nature (minimum)   - Awareness of it as a global problem. People understand the consequences of their actions.   - Future has to be broader than zero carbon   - Expansion of global empathy   - Positive vision (more than just cutting out fossil fuels)   - Co-benefits – broader benefits - embedding within   - Automatic not heroic - net zero will need to be tackled by the many not the few   - Measurement   - The right thing needs to be the easiest thing

Where is this way of working happening now / starting to appear?
- Different measurements of what we would like the future world to look like – e.g. SDGs   - Place Standard Tool   - How do you get a vision or communication that can get people to understand?   - Growing awareness of climate change issues. Flooding – evacuation   - CHP   - EV

How could these scaled up and spread?
- More vision: Incorporate different visions for the future. How do we incorporate that into the net zero conversation? How do you make sustainability a positive part of the future?   - Demand for testing centres to provide opportunity to grow confidence in new innovative technologies. E.g. Scottish Water provide access for organisations to test.   - Awareness   - Make something wider spread – Scale up – have real people talking to real people at scale.   - Climate change scrutinised by parliament.   - Engaging public/public support   - Communities - Placemaking tool. Take these conversations and make them wider about the big agenda. How net zero threatens and supports that and how you can act/react to go with.

> - o Publicise (e.g. stand up to cancer). Publicity that is fit for a climate emergency.
> - o We don't share our vision – better communicated (E.g. EST – EV demand for electricity to fill cars). Informed answers that don't make you feel stupid. Helps buy-in.

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?
- Strong sector examples are influencing decisions and growing confidence with public sector officers and management.   - Scottish Water   - NHS – policy examples (Used by Lorna Jarvie)   - H&S is part of everyone's jobs – it is embedded within the organisations across roles. The same needs to happen in regards to climate change and sustainability.   - Collaboration with smaller start-ups and private organisations - can provide services (e.g. Scottish water on rural water treatment - can rural communities have their own water supply/own community?) This highlighted the benefits of building trust with external organisations/people.   - Development centres to trial their product and get access to Council.   - Scottish Government disconnect – all levels. Conflicting policy comments.   - Joined up thinking to accelerate action and ensure consistency.   - SSN – outstanding support, information sharing and at the required level – the 'doers' who can take it back with knowledge and passion to their leadership   - Carbon targets that will conflict with current regulations   - Embracing steps in the right direction despite flaws is important for momentum for the journey – i.e. DRS, EVs etc   - High ambition network – problem busters. Scrutinise.
What do you / can you do to ensure your work is harnessed to deliver the future we need?
- Problem buster – Dutch gov.   - Rush to be seen to be zero can lack integrity – e.g. green energy. Private sector interest that lacks the visionary – it is technical problem to solve as supposed to a systemic change.   - Engaging and empowering communities   - Wider range of conversations that are supported. Knowledge across the board that will be shared.

Table 2

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions
- Communication within NHS (staff and visitors) on sustainability and climate change   20% of total energy from renewable energy generated on site   - Good governance in place – already a case study (Ayrshire and Arran NHS Trust)   - A&D Scotland – agreement to travel to Venice by train rather than fly. Value Active Travel - Putting a value on time. (Reinforce behaviour change, need positive leadership in terms of policy shift).   - Audit Scotland: Time Placed Travel Policy. Need to make travel fair for everyone   - Edinburgh Solar Co-op   - Dissemination of support/data on carbon emission, energy use, material consumption, disposal.   - Monitoring Energy, Waste, travel
Why is this not fit for purpose?
What is valuable about the current approach or what do we do well?

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?
- Partnership & Collaboration – e.g. Dept of Rain in Sweden. System thinking – how to look at energy and water   - Participative inclusive democracy   - High level of awareness   - A Just Transition for all has been received   - Collaboration, Connected, Lean, Responsible and accountable.   - Eradicated Scope 1 & 2 emissions and reduced a minimum of 50% Scope 3 emissions.   - Three areas of sustainability considered at start of planning process for all projects (only proceed if they align and all benefit)   - Compete system change so that a zero carbon life is easy and the new business as usual.   - Annual Reports – do we take into account how we impact on each other??   - All public bodies should be linking with and working with business.   - More care in community – sustainable care models   - Partnerships across local authorities, other public bodies and the private sector

- Clear leadership and governance (multi-agency)
- Personal accountability and then act on change
- Top down - change mirrors & exceeds the bottom up drive for change
- Elimination of fossil fuel use in council buildings and the adoption of heat networks
- Capture and reduce emissions from procurement
- Sharing resources
- Function green and blue space
- Promoting individual impact and enabling championing of it.

Where is this way of working happening now / starting to appear?

- Need to up the motivation to get the social push
- Doing good things - Need to get better at publicising /promotion of good news stories with management;
- Need to influence customers – eg. Galleries impact on visitors e.g. Green Bus, biodiversity at Modern Art gallery – use of social media, better use of signage etc. Could do better and do more!
- Clyde valley councils working together in waste response to landfill. Should have more partnership working across the piece.
- Collaboration – German example Freiburg, sustainability/carbon is part of the planning system; Infrastructure Summit in Glasgow City Region involving SEPA and Scottish Water
- Regionalisation - already have Economic partnerships, City Deals – all statutory and non-statutory bodies are working together with a sustainable/net zero focus.
- People are empowered to be able to 'do' themselves – food, travel e.g. Audit Scotland's travel policy.
- Top down and bottom up mirror each other!!
- Working together on topics rather than silos (released from current budget silo constraints)
- SSN, EAUC and wider public bodies engagement
- Sharing of information, peer to peer support and elevating the platform of positive examples.
- Remote working and video conferencing

How could these scaled up and spread?

- Letter from Scottish Government to each public sector body to explain how, why & indicators
- Development of a regional Adaptation Strategy
- Potential for a regional Mitigation Strategy
- Letter from Scottish Government to public sector Leaders to say that net zero performance is linked to core funding
- SDGs are mainstreamed
- How do you measure success from the beginning?

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?
- Art is disruptive   - Employees challenging current processes and strategic direction   - Commuting to work vs stay at home; people present vs work outcomes – flexible resource.   - New graduates will influence people in the work place. (2050 group)   - No distinct political majority becoming more common in councils and in general elections   - Challenging the need to prescribe a drug to patients   **-ve disrupters**   - Aspirational Business Travel. Change to using the train first class rather than flying. Flight shaming in Sweden, culture shift to feeling shame when fly.   - Consumerism – increases worlds middle classes continue to 'keep up with the Kardashians'   - Public Sector funding on an annual basis
What do you / can you do to ensure your work is harnessed to deliver the future we need
- A willing CEO that's up for change   - EAUC – looking at embedding net zero in IT and HR   - Curriculum for excellence programme in schools will impact on 2045 target   - Staff to challenge what Galleries are doing - build it into strategy   - Introduce LEZs to all Scottish Cities (2030)   - Green Bonds + a shift in investment prioritise   - Expand the capacity and upskilling of ALL areas of business on sustainability and environmental impacts.   - Limit air travel   - Carbon engineering not value engineering   - Changes to planning legislation to enable   - Elected member motion for zero emissions by 2030   - Universities – staff and students to challenge and highlight new and better processes   - Mobile Working/Working from home or nearer home (North Lanarkshire Council is reducing its assets –a mobile working policy needs to communicated well).   - Planning framework changes are positive   - SDG's are supporting a wider audit of sustainable development   - Sustainable leadership training (what is expected by Scottish Government)   - Energy reduction & CMPs   - Eradication of gas as a source of heat and the creation of heating networks.   - Peer learning and knowledge sharing

Table 3

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions
- Uncertainty around funding – how to get, both internal and external   - Env/CC portfolio doesn't have high priority   - Disparate information and advice sources (limited scopes of sources – eg RES). Eligibility for funding not there.   - Can be 'tick box' – should be at heart of decision-making.
Why is this not fit for purpose?
- Procurement – need national approach/review. What it needs to deliver it is not designed for (collaboration v competition).   - Cannot immediately se impacts – hard to demonstrate benefits of action on CC
What is valuable about the current approach or what do we do well?
- Aberdeenshire carbon budgeting approach can be useful   - FM's announcement and political leadership useful.   - Statutory reporting has been a positive and vital driver – PBCCD reporting   - Changing building regulations – national and also local regs/supplementary regs etc   (Some) bodies have environmental/sustainability impact assessments on committee papers or decision-making/policy documents.   - Officer level networks (SSN, SEON, EAUC) – really vital for sharing good practice and informing decision-making

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?
- Public bodies 'lobby group' – act as professional body – possible role for SSN to do more of this. Advocating for more mandatory drivers.   - High Ambition Climate Network – if this goes ahead then how do we make it work for everyone/every public body?   - Ring-fenced or clear/dedicated funding for climate change is needed.   - Local Development Plans (and other statutory/policy drivers) need to have climate change embedded in them   - Executive Directors enabling progress – demonstrating leadership   - Constructive media messages – supporting action on climate change

- Make the 'bad choices' the hard ones; and the 'good choices' the easy ones. Make climate action/low carbon actions easy to do.
- Make it everyone's responsibility – embed in JDs and interviews and HR processes

Where is this way of working happening now / starting to appear?

- COP 26 opportunity
- NPF4
- IndyRef2
- Jobs or Housing or Climate ??? - competing pressures
- CC Plan
- Student calls for action – impacts on unis/colleges
- Big climate conversation
- Reduction in staffing and impacts of years of austerity/cut backs in public bodies

How could these scaled up and spread?

- Well-being Act/focus (and Welsh Future Generations work) useful
- Need for more mandatory direction – clarity of roles and responsibilities of public bodies. More sticks and direction required.
- Need to be retrofitting existing houses, and using brownfield land and existing sites for housing development. Reuse existing buildings and make energy efficient.
- Use 'public mandate' to influence Councillors.
- Bring the public (and young people in particular) to the decision-makers (Councillors).
- Accelerate new staff into public bodies (younger generation).
- Bold policy making
- Public pressure – feeding into guilt/shame as well as positive engagement – leading to public action and public pressure on decision-makers.
- Toilets! – this was a point about what is put into the water system, and the experience of pharma pollution (indicative of public ignorance/mis-information/disregard).

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?
- NHS Asset-based approaches   - Carbon 'insetting' – where public bodies fund climate action within their sector/s based on where carbon action is more efficient/effective. Keeps public money within the public sector.   - Cycle networks   - Regional 'hubs' and networks (and virtual meetings) – to improve networking using lower carbon participation.   - One Health Breakthrough Partnership model

• Using 'smart' meters in a wider sense for health improvement (note – is this about data driven health interventions?)

What do you / can you do to ensure your work is harnessed to deliver the future we need

- Public bodies are centres of excellence for sustainability and climate change – and this is reflected in being 'employers of choice'.
- Unified vision around public health, climate change and biodiversity
- National carbon reserve credits
- Place-making policies incorporate promotion of biodiversity.
- Less than 25% of people own a vehicle
- Public transport is free
- More leased services, community-based living,
- Less transport requirements / more flexible working
- Public bodies are 'net gain' carbon bodies
- Climate and nature statutory functions
- Change from 'economic growth' focus to 'well-being' of the planet and its inhabitants
- Building regulations with strict criteria for energy and water efficiency, renewables and sustainable materials
- Virtual working and learning
- All buildings are zero carbon
- Sustainability is fully integrated across the public body/institution.
- Zero emission fleet (strategy)
- The sustainability question will be asked in all decision-making – not just by specialist climate teams
- Blue/Green health is the first stop instead of NHS/medicine.
- Employees taking responsibility for their actions (ie business travel) and change is embedded into new Business as Usual
- Flexible-working, consolidated assets, low/no carbon assets/fleets, innovative renewables
- Public transport used more than private transport; virtual meetings that actually work.
- Using asset-based approaches (within communities) to design and deliver services
- Working with communities
- Active work lifestyles – employers recognise benefits (ie longer travel to work via walking/cycling)
- Off-grid where possible
- Amazing active travel networks with good health and well-being
- Carry-out drinks only available in bring your own containers

Table 4

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions
- Work for a small council 40000 less (Clackmannanshire council) – attending APSE association public sector excellence – other LAs will give presentations on their topics and sometimes we can adapt these for ourselves – being humble enough to learn from others – open to learning   - Within the NHS its seen as 'somebody's job' – everything relating to climate change, sustainability all falls to one person – climate change isn't seen as part of people's jobs   - Lack of corporate ownership   - Single champion advocating for change   - Patchwork of buy in across organisation   - It's not a core value of the organisation   - It's ad-hoc   - Agree on action on climate but only if it saves money   - Most carbon reductions are related to energy – because grid is decarbonised – the organisation is not actually doing anything –   - Funding – how we monetise these projects – always have to make argument that organisation will have cost savings in set time rather this being core of business – don't get the same scrutiny in different initiatives   - Absolute driver is financial – if it has environmental effect that's great but ultimately it always comes to what's cheaper   - Its cost and its quality – especially in Scottish Water – carbon is an afterthought – it's not a GO/NO Go whether a project progresses and it really should be   - Fife College –currently we're fine tuning doing the wrong thing – not learning from mistakes just doing the same thing over and over again   - Things are moving so fast – state of play is evolving – new targets net zero, programme for government, suddenly accelerating, political commitment brings about a lot of change,   - Offsets don't bring any benefits at planetary level – starting to recognise that. Scottish Water have a net zero target of CO2 equivalent   - Government targets are perverse incentives for example health boards constantly drummed on waiting times – takes focus away from climate change – as much as PFG was very CC focused there's other things that detract from it and people don't see the relationship between impact of CC on health and therefore waiting lens   - Challenge of addressing climate change siloed rather than looking holistically across agenda
Why is this not fit for purpose?
We keep getting better at doing the wrong thing

- Failure to learn and develop
- Everybody needs to understand their role and contribution whether its director of finance or chief exec – it's can't rely just on one person thinking about this – it has to be everyone accountable for it
- Organisation can't move forward as one without buy-in across the board – ties into patchwork of responsibility and has to be in DNA and core values of organisation
- Get competing powers – think chief exec are genuinely overwhelmed by delivering core business and then other aspects coming to fore
- Finance and people – there's not lots of extra money or people to deal with these things, there's not enough resources available to match what's required. Organisations are already at capacity.
- People dealing with climate change often have HUGE portfolios – from sustainability to circuses to land management – massive range –CC is just additional responsibility and people are being run ragged – deserves higher priority
- Don't get support from councillors or senior managers
- Leaders don't appreciate the issue or understand the agenda and therefore there putting in place incentives that take us in the wrong direction – priorities are competing
- People think it's relatively easy to just tweak something rather than addressing systems change which is seen as complicated and expensive – it's unrealistic – working on the edges doesn't solve the problem
- Need financing to do whole scale change across the Board – need reasonable and practical actions and in the current financial environment that's only incremental – anything more than tinkering is seen as too expensive – need radical
- Short term view doesn't take future generations or ecosystems into account – it's not good enough to do incremental change any more
- We're already three planet livers – we can't possibly continue on this level – what is the rest of the world got to these levels of consumption and emissions
- Emission reductions aren't happening fast enough

What is valuable about the current approach or what do we do well?

- Good to measure carbon even if its imperfect but need measurement to monitor and evaluate
- Need to continue to be part of a network and learn from others
- There are solutions out there we need to have mature dialogue and collaborate and progress together
- Were at a unique point in time with political and public buy in need to capitalise on this renewed enthusiasm – need to harness interest
- Networking is good, bit of a race or one-up man ship and that is good to motivate organisations and will drag others along on their coat tails
- Technology – new systems, new equipment, whether its renewable energy, heat pumps, EV charging, innovation and technology will only continue were at forefront of technological revolution and must maintain this
- Single champions pushing for change – but in future not alone – need people on cutting edge and always pushing for more to keep momentum going – if it's too BAU people become complacent

- We set ambitions – look at where we want to be and work out how to get there

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?

- Long term thinking – think beyond current horizons
- Long term investment
- Need to work in partnership with other stakeholders – public sector needs joined up thinking – don't get district heating with just one organisation often
- Collaborative
- Mature collaboration – looking for solutions – being prepared to say 'we don't have the answers' but willing to sit down with people who do and agree a common goal – rather than being adversarial – spending needs to be collaborative with markets – openness to explore opportunities for shared ambition
- ** Case Study Example Scottish Water working with energy savings trust to get customers thinking about saving water and energy implications – worked together seamlessly and was inspiring to other organisations – expertise pooled – personnel committed and impressive – getting behaviour change from a starting point of zero – effective
- Need community buy in – communities have to be brought along rather than talked at
- Whole life value – valuing the things we should be valuing rather than the things we do value - need long term thinking to get concept of whole life value
- Changing the business model and moving to different ways of procuring and measuring value – used to one to one contacts – procurement model needs to change to make it easier to engage with financial issues – tender not just for the cheapest provider
- To value staff well-being and health as much as they currently value productivity
- Flexible for workers – four day work weeks
- Working from home should be default and you go to office when you need – allowing flexible working although point made about energy use of home working
- Equitable the public body of future has to show equity across staff – when we live in world where Jeff Bezos is billionaire and people are struggling to heat their own homes that's not right
- Sustainability throughout organisation and considered within budget
- Holistic, joined up thinking

Where is this way of working happening now / starting to appear?

- Scottish water and EST example
- Talk of a different measure of productivity – wellbeing agenda like NZ and Iceland – Nicola Sturgeon thinking – seed of thinking about moving to wellbeing rather than annual turnover – willingness and different way of thinking emerging

- NHS reaction against just prescribing things – talking therapies or garden prescriptions and social prescribing like exercise, emerging
- Technologies – Scottish Prison service – taxation and incentivisation needs to change to promote renewable technologies, solar PV rate of value needs to be reassessed, disincentive through current taxation, governments need to incentivise
- Public body climate change duties as imperfect as it is has been a catalyst for measurement and improvement – at least it's starting to consider these things
- Scottish parliament – flexible working environment
- Public well-being is driving collaborative working – examples drainage and surface water management in Glasgow and Edinburgh where you need local authorities, SEPA, SG and communities working together to deal with flooding. Water bottle top up taps – Scottish water and local authority collaboration – driven by public health and wellbeing – good catalyst for collaboration
- Universities are showing good leadership – Dave Gorman Uof E and St Andrews showing good practices (apart from still flying a lot)
- SSN support – shouldn't be being diluted it should be expanded – we wouldn't be here exploring these solutions if it wasn't for these knowledge brokers and groups – Scottish prison service – we need these resources and expertise – this needs to be developed further

How could these scaled up and spread?

- The CC Bill with ambitious targets is move in right direction gives push
- Building up SSN and bringing together public bodies for collaboration – it's unique
- Cross political party – finding common ground across parties and chamber – time to harness that
- Putting money where your mouth is – wellbeing better measure but there's still drive for inclusive growth even putting inclusive in it doesn't take away from the fact that it's the SAME economic model which is in direct conflict with wellbeing and environmental protection – DOUGNUT ECONOMY – Circular economy needs to be the way we set our economy up – not just a tag on but a fundamental change to our economy
- Business model changes – changing the way we do business and valuing different things like wellbeing over productivity
- Connecting networks chance for SSN to be reinvented with wider remit taking into account economy and other agendas that go beyond just carbon
- Data sharing and tech and 'know-how' sharing to make collaborative working happen – be less precious about what is shared
- Important to do things early rather than late – can innovative and take incentives – if you wait you'll be frozen out of supply chain and opportunities
- Share mistakes as well as success – mature reflective learning

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?
- Brexit is imminent disruption   - Might Brexit force us to think about local food growing – maybe look at the positives   - Huge demand for allotments at the moment – queues   - Distance learning – it's not new but becoming more readily available – enhancing knowledge – its saving people having to travel to university – Fife College exploring it – brings matter of equity into learning if you can't afford to give up your job or travel or pay college fees you do it over a longer period time as you work and brings level of learning over time   - NHS Sustainability strategy will be BIG disruptor   - Climate Change Act and Plan   - Programme for government   - Political will – changing   - Social media – networks   - Public demand – much bigger awareness – they want public sector to do more and may support further changes   - Climate strikes   - Great Thunberg   - Extinction Rebellion   - Social inequality - Underlying social tensions that have come to light particularly after Brexit vote – catalyst for change – those who feel globalisation left them behind felt like they had nothing to lose   - Divergence between UK Govt and Scottish govt – twin track approach – Scot Govt is more ambitious but could be scuppered by UK govt levers – even how we measure carbon is done at UK level but we need to do it at Scottish level at some point
What do you / can you do to ensure your work is harnessed to deliver the future we need?
- Supporting opportunities   - Scottish Water Yammer groups – Miranda quite often posting Greta quotes or videos photos from climate strikes – started debate – people are talking about it   - Give something people to aim for rather than run away from – challenge that we present it negatively rather than presenting positives –   - Be ready with plans – you may be the person who's always saying it's coming but then when it happens and your chief exec comes to ask then you can be the person who is ready to act   - PFG mentions climate solutions – training for senior leaders – RSGS – if that hits home and chief execs and public and private sector get it – that starts to mobilise spend and resource – identifying links and enablers and making the most of them

- Training for future skills – moving from old technology to new technology and making sure people can do it right
- Events that make people think afresh like Commonwealth getting more folk into cycling – aiding active travel – using key people to inspire people – champions
- COP26 happening in Glasgow –
- Sharing your own experiences – whether that's how you get to between offices on bike or low carbon holidays growing your own veg, discussing your footprint, show people that its possible
- There's not guidance on how to get to net zero, what should be measured, how, it's a mixture between some guidance and creating plans for your organisation now so you're ready
- Knowing your hotspots – e.g. NHS pharmaceuticals and transport huge one but people often start with small things, need to be able to look at footprint of organisation and looking at how to make biggest impact
- Working at supply chain to understand carbon footprint of individual items like medications in NHS –
- Recognising embedded emissions in new building development
- GO PUBLIC – commit and make carbon a priority – starting to be considered by Scottish Water by making public commitment,
- Maintaining momentum in publicity – e.g. Glasgow and Edinburgh declaring climate emergency, but then further ones not followed up
- Public scrutiny – accountability – people looking at and following up on Public Body Climate Change reporting duties

Table 5

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions

What we are already doing:
- Setting targets!
- Monitoring and accounting
- Energy efficiency projects and upgrades – LED, tech and management kit,
- Renewables projects, renewables generation
- Waste management and recycling programmes
- Disclosure and monitoring carbon footprint at different level
- Food waste programmes/initiatives
- Transport projects – improved bus routes, cycle schemes, pool bikes
- Active travel in schools
- EV fleets, ULEVs, charging infrastructure (but not always joined up!), EV car hire
- Some behaviour change initiatives
- Working with partners on city deals to drive climate agenda
- Information and evidence gathering
- Low carbon buildings, promoting green space

- Reuse initiatives, reuse of materials
- Using an evidence base, using evidence on cross/co-benefits (NHS especially)
- Linking investment to biodiversity – sensitive to climate/biodiversity with planning driven decisions
- Building rationalisation, reducing energy demand in buildings
- Trying to link targets to planning outcomes
- Supply chain efficiency (esp in islands and highlands)
- Collaborating with partners (well advanced in highlands and islands out of necessity)
- Recognising multiple benefits of green infrastructure

Key characteristics:
- Easy and cost effective, 'quick wins'
- Provable return on investment
- Low risk
- Not culturally disruptive
- Still allows choice
- More carrots than sticks
- Incentivised
- Palatable
- Sound business cases, essentially sound commercial decisions not driven by climate considerations
- No change to status quo, non-disruptive, accommodated by business as usual (though hard fought at times!)

Why is this not fit for purpose?

- Too slow, not ever enough to make a real dent!
- Disconnect between decision making and spend means impact is always reduced
- The action is not ambitious enough to match the targets.
- A lot of our activity is reactionary not strategic or long term
- Stuck on voluntary and individual drivers/actions
- Still secondary to other priorities
- Still lacking senior management/'sticky middle' buy in
- Not much left in the quick-wins category
- Need really big investment to match vision/ambition
- Self-interest, politics still dominate decisions, not transparent enough
- Self interest in organisations mean the right things are not measured
- Much of our activity still doesn't address root causes of climate change/damage
- Need much more sweeping transformational change with public buy in

What is valuable about the current approach or what do we do well?

- Good individual commitment and better capacity, better skill sets (thank you SSN!)
- Some really excellent collaboration – we're getting better at this
- Use of evidence base – much more awareness of using evidence and data to inform decisions and build business case (but sometimes feels like we have to work 2x as hard!)

- Good understanding of the problems and frameworks for addressing some of them are available.
- Good at setting targets and ambitions

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?

What will it look like/key characteristics:
- Climate/sustainability fully embedded in everything public bodies do
- Different skill set for the work force, trained to do different things
- Data sharing will work, while robust regarding privacy – we will have sorted this!
- Financial collaboration will be the norm – as will longer term financial planning and picture
- Growth decoupled from energy and growth separated from economy
- Less focus on GDP, better at measuring the important stuff
- We will have removed/resolved all the conflicting legislation and policies
- Standards and policies that are in sync with modern carbon requirements
- Policy landscape is in sync and climate is at the heart of decisions
- A planning system that is decarbonised at its heart
- Cars will not be prioritised
- Working week will be shorter, less hours and much more flexible
- Buildings heat/power needs completely met by zero carbon means
- Public bodies will have more efficient and automated services
- Skilled data worker and human centred data as standard
- AI, tech – make services highly personalised (but less personal!)
- Transport and travel priorities flipped – zero carbon first choice (none or zero)
- Public bodies able to take unpopular decisions for the common good
- Projects cannot be implemented if they are not aligned to net zero targets

What would it look like and feel like to be there?
- Green, healthy spaces and streets, cleaner air, non-toxic environment – waste designed out!
- More reliance on technology, tech solutions, more monitoring and more automated.
- Truly circular economy
- Radical change in consumption culture and psychology
- Strong communities, empowered to be self-sufficient & resilient
- Much better transport opportunities (we know the data we need to make this happen now)
- Zero carbon public transport is first choice
- Population wide understanding of climate change and how it affects decision making

Where is this way of working happening now / starting to appear?
- Scandinavia!   - Glasgow building standards in planning have changed and are changing, now carbon written in as a primary requirement   - Sustainable procurement guidelines are good (but not enough awareness on the ground/in practice)   - Biodiversity much more awareness as a driver, issue   - Circular procurement and economy more mainstream   - Flexible working and remote working   - NHS Centre of Excellence on buildings work has sustainability included   - Data quality improving, and what is measured expanding in some cases   - Building standards trying to keep pace, environmental standards/regs trying to stay ahead   - PBCCD reporting – lots of work/understanding on the ground, good awareness for reporters
How could these scaled up and spread?
- Leadership on syncing policies with decarbonisation and budgets   - More collaborative working and sharing of practice – esp between sectors within public sector. Lots of pockets of good practice that need to be shared.   - Collaborative skill and mind-sets encouraged and trained   - SSN to share what works across the network, more visibility   - Change legislation for gas infrastructure   - Fix building standards!   - Localised hubs to tackle specific issues but learning from practice elsewhere   - Collaboration – not a nice to have but a requirement, frameworks for making this happen, opportunities for exploring it at different levels   - Shared pace – not leaving organisations/people behind   - Scottish National Investment Bank is key! Will help provide overarching organisation to finance.   - Funding – especially for collaboration. Which takes time and often has knock on issues for some partners, extra costs, need to recognise this and mitigate   - Many PBs and Local Authorities have right plans and strategies in place, need leadership, people resource and commitment of budgets to see action   - Area based commitments and measurement – to drive collaboration and partnership delivery.

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?
- National politics/government   - Brexit – EU funding and projects, opportunities to participate and access collaboration & £

- Brexit – uncertainty, politicised environment, stalling progress
- Climate emergency declaration/s
- IPCC reports
- Extinction rebellion, awareness, public engagement
- Budgets and austerity – less, less, less mentality
- Historical buildings!
- Demographics – ageing and millennial populations
- Technology, assumption it will solve all, equitable access, ownership
- Public awareness/plastics and pollution – driving pockets of innovation in some areas
- Sustainable development challenges & scrutiny
- SDGs

What do you / can you do to ensure your work is harnessed to deliver the future we need?

- Central government funding that matches projects not the other way around! Too often projects are shoehorned to match a piece of available cash which stymies innovation
- Decarbonisation of gas network
- Capture change in mindset and attitudes of new generations – school and education
- Empower staff and employees – every is responsible
- Incentives to encourage innovation and change internally
- Co-benefits – widespread understanding, embed in training and decision making
- Put in every board job description!
- Solo or with others – know the difference
- Can we make public transport free – it will unlock other savings/co-benefits,
- Once in a lifetime opportunity to make dramatic infrastructure and policy decisions
- Procurement – more agile, faster, flexible and stickier on the bad stuff – work with internal teams, better training, share with others who are doing well
- Completely reset timeframes – financial year is a deterrent to good planning and decisions need long term financial planning within the public sector, can Audit Scotland support? Can financial directors be trained?
- Supported by audit and accounting – Audit Scotland, ICAS etc
- Funding flipped to match need not vice versa – case studies and project pipelines to inform funding planning and infrastructure
- Behaviour change – requires huge national support/national campaigns and access to training across sectors and levels of employees and public.
- Economic growth policies rationalised against decarbonisation needs and policies
- Good work around strategies, measuring and target setting recognised and given weight, resources and budget access.

Table 6

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions
- Scottish Water – Scope 1 and 2 well, 3 is poor and needs to be done better   - Focus on paybacks, need to incorporate more. Bolted on, value, long term thinking.   - People want payback quickly, not thinking as long term as they should. Needs to be more than, e.g., LED lights. All about investment for the long term.   - Tactran – a lot of money on flood alleviation to protect areas. National Trust did a report to let coastal areas to return to the sea!   - Scottish Water – need to align all policies from the top down. Without focuses on this then results will be weak and inconsistent, with more changes needed to be implemented.   - Renewable sources – solution to renewable heat. Scottish Water has done work in Stirling, Campbelltown. A lot of schemes on this but a long long way from conclusion. Solutions are there but question of economics and will.   - Moving away from gas – more pressure on electric grid. Do we have renewable capacity right now?   - Capacity for change – decision making (those at the top – do they understand??).   - Elected members in councils making decisions – still have individuals who are CC deniers (highland council).   - Sanctions – Workplace parking levy, LEZ are all punishments and payments. Tractan working on reward scheme to motivate.   - All about personalities. Chief Executives and wider senior management need to be motivated and on board.   - Prisons – chief exec perspective to get climate issues and practises incorporated into prisons day roles.
Why is this not fit for purpose?
What is valuable about the current approach or what do we do well?

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?
Partnerships for net zero – heat, land, drainage. Address drainage issues. More opportunities to get involved in heat and sewage. Fund for nature earlier this year (15,000 hectares to offset emissions but we don't have that much land). Need to start identifying what partnerships can be started now.

- Everyone uses the same supply chain, we all need to ask the same things. Find out if anyone else is looking at the same issues and discuss how the supply chain can be alleviated.
- Tractan – city deal funding not sure how carbon is involved

- What needs to happen to get these partnerships going? How can Scottish Water engage with other stakeholders – eg COSLA / SG?
- How do we incentivise the supply chain to go after these low carbon options?
- Spending money is tight but reviewing current projects. Enough project ideas have been designed, it's time for action now.
- All back to policy – need to align to net zero goal, and all a coherent acceptance of goals in all tiers of organisations.
- A lot of good work on council housing. Home efficiency targets. Targets not where they need to be for new builds. How do you change the outcomes for substandard housing that is being lived in today and will continue to be for years?
- What's the route map for technology? Electric vehicles, HGVs? Charging points. Highland Council are doing work on charging infrastructure. They need to be publicly accessible.
- Small steps to make this happen – sharing assets (buildings, fleet vehicles)
- Bureaucracy in any procurement in public sector. Far too rigid, always different and sporadic, hard to link up in different geographic areas.
- Need to be able to change the environment on how to get things done.
- Non-domestic energy efficiency framework – discussions on weakness and its values
- Gas boilers – future home regulations. Top down policy implementation? Tech is there, infrastructure is strong. Can other resources handle demands? Hydrogen (potential dangers…). SG intervention.
- EG – Orkney changing wind etc into hydrogen? Glasgow have hydrogen gritters??? Happening sporadically and quietly.

Where is this way of working happening now / starting to appear?
How could these scaled up and spread?

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?
- Building carbon considerations into decision making.   - Tracking behaviour change. Incorporating climate work into day-to-day role.   - Need to remodel incentives to get organisations to see the rewards for good behaviour.   - NHS making big decisions on centralising services. Often this just passes costs onto other areas like transport (e.g. patients having to travel further).

- Difference in rural/urban areas. Active travel etc never going to work in Highland. Need to recognise unique circumstances and adapt inputs and outcomes.
- Reporting mechanisms – SG , publish reports 6 months later, little interest in it. Leads you to think why bother reporting in the first place. Especially on council reports. Reports are supposed to drive change, but change won't be seen if they aren't challenged on reports. Size of the documents are too large too.
- Oil dependency. If we don't differentiate, we'll be hit by other world events. Does it drive decision making? Absolutely from government. Prisons have solar farms so aren't hit by fluctuations in pricing from world events, can help them plan better?
- Finance – even if the money is there, do we have the tech to do it?
- Council budgets hit so hard, capacity to evolve and adapt current front-line services and at the same time lead climate initiatives is tough.

What do you / can you do to ensure your work is harnessed to deliver the future we need

Table 7

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions

Struggling to keep up with fast changing environment
   • Small team/one person (or less) dedicated to climate change or sustainability in organisations
   • Dedication of minimal resources due to overstretched capacity
   • Funding: timescales are short
   • Funding consumes a lot of time (applying, drawing down, finding match funding)
 	
Lack of joined up thinking
   • In large organisations
   • Tends to be organisation by organisation, sector by sector as opposed to collaborative
 	
Talking as opposed to action
   • Focus on easy to measure emissions (easier to make business case)
   • Organisations getting away with doing the minimum

Why is this not fit for purpose?
• BAU is an anchor and creates inertia, people are not willing to be leaders, trailblazers.

- In part due to people feeling they have no room to fail and increasing public pressure.
- Need policy change as is difficult changing things w/o it.
- There are currently no sanctions for not complying with regulations: they are 'guidance' as opposed to mandatory.
- Difficulty of accounting for Scope 3 and a lack of strict life cycle analysis.

What is valuable about the current approach or what do we do well?
- Measuring emissions – but needs to be more comprehensive   - Networking, networks, collaboration.   - Working between organisations and sectors.   - Must maintain current passion and the passionate individuals.

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?
- Place based and better integration between organisations with a sense of community.   - Cohesion between regional and national policy.   - Better informed staff.   - Every generation is carbon literate and understands SDGs.   - Climate justice: no one left behind, positive effects on developing world.   - Better and greener environments, energy efficient built environment, resilient and engaged communities.   - Carbon sinks, offsets where necessary and with co-benefits.

Where is this way of working happening now / starting to appear?
- Participatory budgeting.   - Community planning councils.   - Having sustainability officers in organisations (there should be one on each team as opposed to one for whole organisation).   - The current upswelling of public consciousness for action on climate change.   - Declarations of climate emergency by governments and councils – changing the conversation.   - Example places: Malmo, Freiberg, Copenhagen.

How could these scaled up and spread?
- Name and shame organisations not doing enough or celebrate people and organisations doing well?   - Taking initiative instead of complaining about barriers – be the change.   - Transferring knowledge – creation of high ambition network .   - Increased visible change (more influential)

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?
• Preoccupation with economic growth instead of planetary well-being e.g. monocultures of Sitka spruce for timber industry. • Climate change effects becoming more evident: floods, heatwaves.
What do you / can you do to ensure your work is harnessed to deliver the future we need
• More solutions that are in harmony with natural environments. • Rethinking the way markets work: public money for public good. • Reframe/rebrand - road maintenance becomes 'climate change adaptation'. • Increased working from home (less emissions from travel) due to tech advances. However, remain conscious of negative effects of tech (data = emissions). • Harness collaboration: more trust, shared purpose, less competition • More money focussed around climate change. • Comprehensive approach: climate change must be considered in every sector. • More legislation to increase accountability – genuine prioritisation of climate change agenda. • Promotion of the 'good life' to displace consumerism and materialism. • Easier access to funding, and fund staff not projects. • Make better food choices easier, introduce government labelling.

Table 8

H1 Current Practice

Key characteristics of what we do now as public bodies in terms of climate change mitigation/ reducing emissions
• We are not funded to do anything new. We've got maintenance budget but we've been asked to convert a lot of fire stations to comply with zero carbon technologies – doesn't fit into current capital/revenue budgets. • We talk about climate emergency but we are still stuck with 'sustainable/green/inclusive economic growth' mantra • Often about improving energy efficiency of what you've got and not doing more radical things

- One of the frustrations – everyone talking about strategies and plans but no actions – so what have you done? – too much time and effort in coming up with things and not enough effort in delivering and implementation
- Austerity drives the capacity to respond to climate and ecological emergency
- Not communicating well – reports stay in spreadsheets

Why is this not fit for purpose?

- Priorities, money going to wrong places
- Political short-term cycles
- Hierarchies (senior managers too far removed; decisions take too long)
- Climate change and mitigation have not become core business. No funding that says here is the funding for you to meet climate targets while delivering your core business – multiple demands.
- Assumption that if you're trying to address climate change, you can't do anything else in the organisation
- Muddling up capital spent and revenue spent – neoliberal framing (we can't afford to invest into the infrastructure). We can't effort it so they're not releasing the money -> needs a political solution, because it is politically imposed (somebody decided) – vicious spiral
- Carbon management strategy has not been politically supported, funded has been cut.
- When renewable electricity data it appears that something is happening is not.
- We've got limited tools to record what's happening
- Decarbonising heat and power – a focus for organisations. We are trying to move to a softer side. What has been done so far has been led by engineers but we've now picked up all low hanging fruit. It is practical solutions we want first – treating it as eco-efficiency matter rather than eco-effectiveness. Instead we need effective mechanisms that support the whole society not tweaking little details.
- Individual, social and material – finger-winding at individuals, but we are not modelling – senior managers are delegating it to the engineers.
- Organisations need to have carbon stripped out of the way they work. We are 7000 people who need to change the way they work

What is valuable about the current approach or what do we do well?

- Work on the baselines, evidence-based information, what we've got is measurable and accountable
- Organisational/Public bodies duties reporting – keep but split organisations – should be an easier way to understand where different people are and where they're going – already happening to an extend

H3 Public Bodies that Have Reached Net Zero

What will Public Bodies need to look like to meet Net Zero? What will be the key characteristics?

- Decarbonised heat to hydroelectric
- Fully immersed into the smart grid systems
- We are working less, travelling less, we are more content, we live a simpler life
- It will come from technology and people developing things – but also sceptical of 'being led by engineers' and recognising we need culture shift
- Organisations are much more acutely aware of their impacts
- Organisations are held much more accountable
- Joined up approach (no more silos thinking!)
- Authenticity – announcing climate emergency and then flying is not consistent
- Different notion of work – home-based work
- Decentralized! – This will only work if there is a degree of social and organisational autonomy that has been cascaded
- Re-inhabiting and redesigning old structures, rethinking the use of materials (no more concrete!), rethinking how we use space
- There are already the concepts of hubs (but aren't quite working yet)

Where is this way of working happening now / starting to appear?

- Orkney – domestic scale smart grid
- Fire stations (and other public organisation with resources) can have multiple purposes – e.g. sharing resources (like space) ▢ already happening to an extent but how to formalise it (we have space!) – blending functions;
- Organisations starting to think about sustainability ▢ getting away from silo management
- Co-benefits of changing land use - using land promoting well-being, re-wilding ▢ Sussex (?) Glen Feshie (re-wooded by Woodland Trust)
- Citizens assemblies as a way to practice that future, a new way of communication, David Martin will be convening the first one; community empowerment act has been realised (transferring assets to communities ▢ sense of ownership by the community);
- Participatory budgeting – gives people a sense of empowerment, a little bit happening (didn't mention where exactly);
- Declaration of climate and ecological emergency (about half of councils in Scotland declared) ▢ get everyone to declare (have a [COSLA]/umbrella declaration/policy – instead of 32 local authorities producing their own
- Place Standard Tool? – an "interesting" tool and not necessarily driving change
- Reintroduce renewable heating schemes, bring back incentivising the public to use renewables;
- Encourage longer term accountability target setting

How could these scaled up and spread?

H2 Opportunities that will influence if/how we get there

What is happening in and around the public sector that is influencing how we work?

- New demands on existing budgets: More for less
- New markets opening up (hydrogen technology, EVs)
- Public sector procurement (Claire Hamilton referencing it)
- Changes in how teams/people are located
- Climate strikes do not have an impact
- Biggest challenge – Brexit
- Quality and diversity (more diverse staff – LGBT, women, etc.) – climate change is not a priority
- Community Empowerment Act do not address inequality – Edinburgh partnership addresses only inequality ??
- Legislative Requirements! And ways that interferes with the core business.
- Budgets! I never talk about sustainability but about resilience ▢ Framing is very important. Need to change narrative (reducing reliance on utilities, more self-reliancy/sufficiency)

What do you / can you do to ensure your work is harnessed to deliver the future we need?

- Sharing outcomes through stakeholder engagement (fire services down South do this a lot already, got shortlisted for an AEMA?? Award) – if you're a firefighter you're hugely competitive, sharing. Compatibility and transparency.
- A lot of jobs can be created to attract more diverse people
- Big procurement scheme in Leith fell apart because it was a monopoly and no one signed up
- NIMBY when it comes to renewables – need to be changes for planning permissions
- Educations for those in decision making roles + empowerment they can make those decisions
- Now there is only planning consent, a lot of liability to take on (why are we using public funds to provide community facility?) – Being tied in within the procurement
- Make sure mechanisms are in place for stakeholder engagement – a role for SSN? (LAs can share pilot studies through it) – ability to share other people's experience
- Allocating resources – we as a country should be able to print money to allocate to the structures we need
- What about private sector? Struggle with engaging big companies (construction under big pressure as big projects have gone ahead); the
- Private companies put technologies into the public sector (profit sharing between public and private sector!)

- LAs used to be able to issue bonds but they're not allowed to do this anymore 1.4 mlns invested into Edinburgh Solar Cooperative (individuals co-funded this) – risky but people wanted this to happen.
- Find senior manager champions (asking for more evidence – in reductions in change in behaviour)