SSN has compiled these example answers using content from the 2015-16 submitted reports. A range of public bodies' reports have been used and content has been anonymised as far as possible.

PART 2: GOVERNANCE, MANAGEMENT AND STRATEGY

2(a) How is climate change governed in the body?

Example 1

Public Body X's arrangements for ensuring effective leadership, oversight and accountability and in environmental performance is through a corporate Carbon Scrutiny Board which reports annually to the public body's Management Team and Board. The main groups that are involved in leading, managing and holding us to account for our carbon management performance are: the Board; Management Team, Carbon Scrutiny Board, and business groups. The roles of the various groups are outlined below.

Board
Responsible for the exercise of all functions of X. It exercises its powers and authorities through a Scheme of Delegation, which it determines and approves.
One of the actions that remains reserved to the Board under the Scheme of Delegation is approval of strategic policies relating to the governance of the organisation. Public Body X's Climate Change Plan is one of these documents. The Board therefore formally approves X's Climate Change Plan (CCP). It also receives annual updates on performance against the targets and objectives set out in the plan, thereby holding staff to account for their performance in relation to this important strategic area.

Management team
Membership: The chair of the Management Team is also the project sponsor for the organisation's Climate Change Plan and is a member of the Public Sector Climate Leaders Forum (PSCLF),an important strategic leadership group with responsibility for supporting climate change adaptation and improvements in environmental performance across the public sector. This has helped X engage strategically with key public sector partners on this issue and has helped embed climate change leadership as an important element of the way in which X manages its business. The Management Team is responsible for strategic direction setting for Carbon Management (including project sponsorship), resource allocation and oversight and scrutiny of implementation of the organisation's CCP.

Carbon scrutiny board
This group is chaired by an Assistant Director with corporate responsibility for leading and driving improved carbon management in X, and is made up of nine representatives, covering each of X's business groups. This group is the key forum for the operational planning and delivery of climate change activity and improving environmental performance within X. Its role includes oversight of delivery of carbon management projects, data collection and management (including benchmarking and the identification of best practice); communication and training. It acts as a bridge between Management Team and individual business groups and has a key leadership role through its cross-departmental membership.

Robust structure in place, good detail

Example 2

The Hierarchy of Climate Change governance within Public Body X is as follows: Chief Executive --> Senior Management Team (SMT) --> Director of Conservation --> Head of Sustainability, Research & technical Education --> Climate Change Manager --> Climate Change Team

- Chief Executive (CE): ultimately responsible for the KPIs and deliverables relating to Climate Change across X in accordance with our Corporate Plan. Responsibility for decisions relating to X as a whole lies with the CE.

- Senior Management Team (SMT): Significant decisions, projects, strategies and policies are submitted to, and consequently discussed with the SMT. If actions relating to these Climate Change decisions/polices have an influence across other departments, or even have influence across the estate, then it must be presented, discussed and accepted by the SMT. The SMT consists of the Chief Executive; Director of Commercial and Tourism; Director of Conservation; Director of Heritage Management; Director of HR & Health & Safety; Head of Communications; and the Head of Finance.

- Director of Conservation: Makes high level decisions on Conservation and Climate Change for the estate and Conservation Department.

- Head of Sustainability, Research & Technical Education: Manages overall Climate Change team activities and actions, works directly with Climate Change Manager and works alongside Sustainability Officer, Carbon Manager and Climate Change Intern. Acts as a main point of contact for Climate Change with other department heads and SMT.

- Climate Change Manager: Manages the Climate Change Team which consists of the Sustainability Officer, Carbon Manager and Climate Change Intern. Manages the Climate Change budget and is a main point of contact with Head of Sustainability, Research & Technical Education. Signs-off a majority of work, decisions and documents that may require a senior influence before it is submitted to a stakeholder above or to X as a whole; providing that such activities do not require SMT consent. If so then the Climate Change manager ensures it is checked and signed off by Head of Sustainability, Research and Technical Education before moving up the hierarchy.

- Climate Change Team: Manages Climate Change activities for X in general, whilst working closely with District Architects and other departments to ensure Climate Change is implemented across the X workforce and estate.

Clear explanation of various roles within governance structure

Example 3

The Board has overall responsibility for approving our strategies and plans including those that impact climate change. Our five year strategic plan is a Ministerially approved Partnership Plan and the connected, Board approved, Corporate Plan. The Executive Team takes responsibility for delivery of strategic objectives and has established internal organisational groups that target key outcomes in areas such as Equalities, Health & Safety and Climate Change, with each group led by an Executive team member. The groups draw expertise and engagement from representatives from teams throughout the organisation.

The organisation's land use related work involves contributing towards woodland creation, deer management, peatland restoration, flood risk management and active travel, and this work sits within our current governance structure. Overall national responsibility for these areas and the climate change reporting associated with them, sits with various bodies across Scotland.

2(b) How is climate change action managed and embedded by the body?
Example 1 As an organisation Public Body X has appropriate management oversight to ensure that we always take appropriate action to reduce our carbon emissions. These include: Office and Operational Emissions Carbon emissions occurring from our offices and operational activities are reviewed by the Climate Change Team who approve carbon reduction projects within budget limitations to reduce our office related emissions as detailed in the chart in 2a. Our Carbon emissions data is collated by the Facilities Management (FM) Team and is entered into the Carbon Footprint & Project Register Tool to calculate the carbon footprint. As far as possible, data is reviewed quarterly. All projects in relation to our operational offices in reducing our carbon footprint are discussed by the Facilities Management Team at their monthly meetings and the Climate Change Team at their quarterly Climate Change Team meetings. Commercial Property Portfolio Our Business Infrastructure (BI) senior management team review and approve commercial property portfolio projects. Business Infrastructure have recently implemented a project register which records infrastructure funded projects that are designed to improve energy efficiency across their portfolio. All property projects which contribute to reducing our carbon footprint are discussed at the quarterly Climate Change Team meetings. Carbon Management Reporting We provide an annual Public Climate Change report to Scottish Government with input and assistance from Business Infrastructure, our Strategy Team, Internal Audit and others. In addition to the Public Climate Change report, the Facilities Management Team produce an Annual Climate Change Report. This report covers all Public Body X environmental activities including the commercial property portfolio. Details of our emissions, targets and projects are also included within our Carbon Management Plan which is currently being updated. This report is reviewed and approved by ELT and shared with all colleagues through our internal communication channels and external publication on our website. ISO 14001 Environmental Management (EMS) Public Body X is working towards achieving ISO 14001 accreditation by the 31st March 2017. This promotes the monitoring, development and embedding of environmental procedures including engagement with colleagues across the organisation in their development. Embedding Climate Change within the business Staff training is offered via a Low Carbon training module on X's Learning and Development site I-learn. All our approved climate change reports are available to staff through the intranet and are promoted through additional staff communications. In addition, Climate Change reports and strategy documents are made available for public access through our website. Various internal guidance documents, such as our Travel Policy and heating guidance are available to all staff and are accessible on the Intranet. Staff are actively encouraged to report concerns and to bring forward ideas which will help in reducing our carbon emissions. As an organisation X actively promotes carbon reduction among its staff and for this reporting year we have encouraged colleagues to take part in promotional activities such as Climate Change Week, Earth Hour and Healthy Working Lives activities. Low Carbon Assessment A Carbon Assessment is completed as part of the project lifecycle and is a mandatory part of the approval process for all projects. The carbon assessment is one of the key documents which is considered at the appropriate delegated approval level (i.e. sector director, Single Approvals Group or Board) before a project is approved. The assessment contains the following sections and questions: a. Strategic case: • Will the project contribute to a low carbon green growth market opportunity (including renewables)? • Will the project contribute to resource efficiency, productivity or circular economy? • Will the project contribute to X's low carbon performance measures? b. Project delivery • Does the project involve the construction of buildings or infrastructure? • Does the project involve significant procurement of equipment or services? • Does the project involve holding events or significant travel and what is the long term impact on travel? • What is the wider impact of the project on the demand or supply of energy? • What is the impact of the project on the demand for resources and waste? c. Other environmental impacts and adaptation to climate change • Please assess any other environmental impacts arising as a result of this project. • Please assess any risks or opportunities for this project as a result of adapting to our changing climate. Project managers complete a carbon/climate change assessment as they develop new projects. X has a Sustainable Procurement Policy which includes climate change considerations as part of our tender strategies.

Great examples of how climate change is embedded throughout the organisation

Example 2

Public Body X is a founding member of the Climate Commitment for Scotland and our ambitious Climate Action Plan was reviewed in 2015 and replaced by the Climate Change Strategy 2016-26, launched at in November 2016. The organisation has had a Climate Action Plan since 2010 and the plan set out an institution-wide approach to addressing climate change. The new strategy launches a whole institution approach which aims to embed the living lab approach and focuses on research, learning and teaching, operations and investments. It includes emphasis on organisational alignment on climate strategy priorities across existing strategies and policies in recycling and waste management, transport, procurement and food.

The Strategic Plan 2012-16 included Social Responsibility as a strategic theme. The theme outlined the organisation's aim to harness the expertise of the many academics currently conducting ground-breaking research to benefit the organisation's objective of becoming a more sustainable institution. The new Strategic Plan 2016 contains continued emphasis on sustainability.

The sub-committee 'SRS in Learning and Teaching' continues to ensure that students can access SRS course during their time degree programmes. Students undertake work based placements and volunteering roles to support the organisation's objectives by undertaking environmental audits and research.

Academic colleges and support groups address the Strategic Plan through their own departmental strategies and operations.

The importance of social responsibility as a strategic priority was recognised through the establishment of the Department for Social Responsibility and Sustainability (SRS) in 2013. SRS has led coordination and development of the new climate strategy and has led on high quality and impactful programmes that continue to catalyse action and collaboration across campus and support the University in its Social Responsibility and Sustainability Strategy. Priority programme areas include: energy engagement and communications; resource efficiency; sustainable laboratories; as well as fair trade and sustainable procurement. Throughout our programmes we develop the living lab approach across campus to link research and learning opportunities to practical operational issues.

The efforts of staff and students in making a positive contribution towards society and the environment continued to be recognised through the Sustainability Awards.

In January 2013 the organisation took a significant step forward in linking its sustainability and investment strategies, and exercised leadership amongst Higher Education Institutions through its adoption of United Nations Principles of Responsible Investment (UNPRI). In February 2016 the University adopted a new Responsible Investment Policy Statement. This statement summarises the approach the organisation takes to responsible investing, and highlights the progress made along with actions planned in response to policy decisions and strategic objectives relating to environmental, social and governance considerations.

The role of the Investment Committee is to consider the corporate governance and other related implications of the organisation's investments. The Terms of Reference for the Committee along with fund analysis and reports are available on the website. The objective of the 'Endowment and Investment fund' is to grow the value of the fund and maintain the capital in real terms over the long term whilst providing an annual income yield to support the activities of the numerous endowments. The Investment Committee meets quarterly to review the performance of the appointed fund managers and to consider and implement policy developments and proposals from the organisation.

Example 3

Overall management is through Heads of Service throughout the organisation, with day-to-day responsibility for co-ordinating overall climate change work being the role of the Sustainability and Climate Change Co-ordinator based within Infrastructure Services. However, key actions are co-ordinated by officers in all Services, for example, in property, waste, education, housing, economic development and transport. Heads of Service Group is chaired by Director of Infrastructure Service.

A cross-service Sustainability Officers' Group includes representatives from all Services. It is chaired by Heads of Service for Economic Development and Protective Services within Infrastructure Services. On 10 March 2016, the organisation approved the development of a Carbon Budget for the 2017/18 financial year. This will further embed Climate Change Action throughout all services by placing responsibility for reductions to all service directors.

2(c) Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?		
Objective	**Doc Name**	**Doc Link**
Example 1 By 2020 we aim to reduce our carbon emissions to 292 (tCO2e), against the 2014/15 baseline of 343 (tCO2e). Whilst this is only a 15 per cent reduction it is in the context of our original baseline year of 2008/09 when the total emissions were 533 (tCO2e). Therefore over the period 2008-2020 we will have reduced our emissions by an estimated 45 per cent. Target reduction for the period 2015-2020 based on the baseline year of 2014/15: - Energy 12 (tCO2e) 3.5% - Transport 31 (tCO2e) 9% - Waste 8 (tCO2e) 2.3% In addition to the areas detailed above, during 2015/16, we incorporated a requirement that firms who Public Body X contract to provide services supply data on their carbon management performance every year. This will allow us to gather more comprehensive data on the overall carbon footprint of our services in Scotland. During the course of the lifespan of our Climate Change Plan, we will review the organisation's terms and conditions for contracts to identify any	Climate Change Plan 2015-2020	Insert link

opportunities for further embedding sustainability in our procurement practices.		
Example 2 Priority 6 We will protect and sustain our environment Ambitions 6.1 We will be a carbon reducing region 6.2 We will improve the accessibility of transport 6.3 We will be a resource efficient region 6.4 Our landscape, natural and built environment will be sustainably managed	Single Outcome Agreement 2013-16	Insert link
Example 3 - Promote sustainable manufacture, distribution and the use of local products. - Encourage sustainable tourism - Disseminate the results of our research - Reduce carbon emissions - Improve the energy efficiency of traditionally-built buildings - Encourage use or reintroduction of indigenous Scottish materials	Scotland's Past, Scotland's Future: Corporate Plan 2012-15	Insert link

2(d) Does the body have a climate change plan or strategy?
Example 1 Low Carbon Implementation Plan (outward facing climate change strategy). This statement is published on our website and is available publicly. The statement outlines the objectives and activities within the main markets in low carbon and sustainability which Public Body X have identified. These include offshore wind, wave and tidal and circular economy. Our Carbon Management Plan (inward facing climate change strategy) is currently in draft format and will be approved by December 2016.
Example 2 Public Body X have in place an Environmental Strategy and action plan and have also a developed a draft Carbon Management Plan which is subject to the consideration of the Board prior to Target setting and subsequent approval.

2(e) Does the body have any plans or strategies covering the following areas that include climate change?

Topic area	Name of document	Link	Time period covered	Comments
Adaptation	Adaptation Guidance	Published on intranet site	2014/15 (on-going guidance)	This is designed to help colleagues understand which is meant by climate change adaptation, detailing business risks, market opportunities and how we can help companies in this area. This document is available on the intranet and is not published on our website.
Business travel	Travel and Expense Policy	N/A	2015/16 (reviewed annually)	Internal document only
Staff Travel	Travel and Expense Policy	N/A	2015/16 (reviewed annually)	Internal document only
Energy efficiency	Carbon Management Plan	N/A	2015/16 - 2019/20	Document in draft
Fleet transport	N/A	N/A	N/A	No owned or leased fleet vehicles
Information and communication technology	Information Services Strategy	N/A	2015/16	Provision of energy efficient hardware and software. Internal document only
Renewable energy	Sector Plan for Renewable Energy	Published on intranet site	2015/16 (reviewed annually)	Internal document only
Sustainable/renewable heat	Sector Plan for Renewable Energy	Published on intranet site	2015/16 (reviewed annually)	Internal document only
Waste management	Sustainable Procurement Policy	N/A	2015/16 (reviewed annually)	Ensuring that contractors remove and dispose of waste responsibly.

				Internal document only
Water and sewerage	Sector Plan for Renewable Energy	Published on intranet site	2015/16 (reviewed annually)	Internal document only
Land Use	N/A	N/A	N/A	N/A
Other (state topic area covered in comments)	N/A	N/A	N/A	N/A

2(f) What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?

Example 1

Work towards EcoCampus Silver accreditation by 2018 (Corporate Plan 2015-2018). And within the SiAG Sustainability Strategy (link) to:

- have full awareness of sustainability values and issues across the curriculum (by 2018)
- increase well-being and our community's personal, inter-personal connections, and their emotional connections to the living planet
- efficient estate refurbishment and redevelopment
- better procurement, minimising environmental impacts by reducing, recycling and reusing more.

Example 2

1 Estate rationalisation
2016/17 will be the first full year after completion of our estate rationalisation programme. During 2015/16 we moved from two Edinburgh offices to one. Consequently for nine months of 2015/16 we had three offices open. This in part accounts for the spike in carbon emissions and for the anticipated reduction in 2016/17.

2 Energy
We completed our programme of estate rationalisation during 2015/16 with the move from the two old Edinburgh offices to a single modern office. This reduced our office footprint in Edinburgh from 1,868 m2 to 1,412 m2 (24 per cent). Combined with a more energy efficient building and improvements in our ICT systems, it is estimated to yield an annual reduction of 12 (tCO2e) (3.5 per cent) in our energy-related carbon emissions relative to our 2014/15 baseline.

3 Transport
We aim to reduce the number of domestic flights taken by five per cent every year throughout the lifespan of our Climate Change Plan. This equates to three (tCO2e) fewer emissions each year.

4 Waste
We have made progress in improving levels of recycling across the organisation but we continue to send the equivalent of nearly 7 (tCO2e) each year to landfill. Our target is an annual carbon reduction of 1.6 (tCO2e) or 8 (tCO2e) over the life of the plan.

In 2014/15, the emissions associated with the manufacture of the paper we use equalled 10 (tCO2e). We aim to reduce this by three per cent, equivalent to 64,000 sheets of paper, every year for the duration of this plan. This will generate an annual carbon reduction of 0.3 (tCO2e) or 1.5 (tCO2e) over the life of the plan.

5 Procurement
We incorporated a requirement that firms who Public Body X contract to provide services supply data on their carbon management performance every year. This will allow us to gather more comprehensive data on the overall carbon footprint of our services in Scotland.

2(g) Has the body used the Climate Change Assessment Tool(a) or equivalent tool to self-assess its capability / performance?

Example 1

Public Body X completed its first assessment (CCAT) prior to the completion and submission of the Climate Change Duties Report 2015-16. The assessment results show that the organisation has achieved some progress in meeting targets in the three elements of public bodies climate change duties (Mitigation, Adaptation and Acting Sustainably), and there are areas where a more focused approach and more defined systems are to be introduced and implemented, to achieve higher marks and better outcomes.

In the three areas of Governance, Adaptation and Procurement percentage ratings fall below 20% readiness, whilst scoring is somewhat better in Emissions and Behaviour, scoring 50% and 20% respectively. As for the overall score, the organisation achieved 30 points out of the available 122, resulting in the overall readiness for target delivery of 25%.

The organisation is determined to evaluate, amend and prioritise the generated action plan from CCAT, as next steps, as participants of the workshop all agreed about the usefulness of this tool and exercise.

Example 2

In September 2014 Public Body X's Carbon Scrutiny Board undertook a self-assessment exercise facilitated by a representative from Resource Efficient Scotland (RES) and using the Climate Change Assessment Tool (CCAT). The results of the assessment were CCAT Scores; Governance 55%, Mitigation 60%, Adaptation 5% and Behaviour Change 10%. The scores reflect the focus of our carbon management activities over the past five years. The assessment identified and number of strengths and areas for improvement and an action plan with 11 improvement actions. The strengths, improvements and actions are included below.

Key strengths
CCAT gives a percentage score for each of the four topics. An organisation that is 2020 ready would be scoring the maximum of 100% or close to it for each of the four areas. Public Body X scored much higher for both Governance and Mitigation (Climate Change Plan and process) than for Adaptation or Behaviour Change. This reflects the activities that have taken place over the past five years.

In 2009, X participated in the Public Sector Carbon Management programme. In partnership with the Carbon Trust, a Climate Change Plan was developed, which committed X to reducing CO2 emissions by 20 per cent by 2014, relative to 2008/09. The Climate Change Plan was approved by the Management Team in April 2010 and by the Board in June 2010. The plan was revised in April 2011 to capture changes to the original projects and to incorporate refined benchmark data. Its key areas of focus included: consolidating the Edinburgh property portfolio; reducing the impact of business travel; and capping the emissions of leased cars. Although accurate comparisons with the baseline are difficult due to changes in data recording and guidance, X estimate that between 2008 and 2014 we reduced our carbon emissions by 36 percent almost double the original 20% target. Public Body X has achieved these savings across most of the emissions sources; implementation of the identified carbon reduction projects has clearly been successful across a range of activities but X also recognises that they have benefited from the consolidation of estate during this period. The first Carbon Management Plan is now complete and that a new Climate Change Plan covering the period 2015-2020 is now in place, alongside and aligned with the new corporate plan. This focus of this plan include reducing emissions from buildings and travel but also behaviour change and procurement and it is recognised that while some of the big reductions have already been made, there still remains a number of opportunities to improve data management and for influencing staff behaviours.

Key areas for improvement
So far Adaptation activities have not been a priority, mainly because the activities that X undertakes are relatively lower climate change risk than for many larger public bodies. However, it is recommended that X work through the Adaptation Scotland's programme for the public sector 'Five Steps to managing your climate risk'; this is particularly important as X is in the process of consolidating it's Edinburgh offices and the programme is designed to help identify and reduce risks such as building performance under temperature and weather changes.

Behaviour change is another key area that X is keen to develop especially around key areas that staff can control such as waste and travel.

A key output from the exercise was an Action Plan setting out 11 improvements. During 2015/16 we completed a number of the action points and will consider re-doing the CCAT in 2017/18.

Action 1: Status Complete
Question - Our current CCP has a carbon reduction target based on a realistic Business As Usual forecast and Carbon Reduction Project List, with agreed funding to implement projects
Suggested Action - Run Business As Usual forecast based on best available data. Estimate reductions available from projects with agreed funding. Discuss any target 'gaps' with Carbon Management Board Complete

Action 2: Status Complete
Question -Our current CCP has a clearly stated carbon reduction target e.g. a % reduction of a baseline by a stated date
Suggested Action - Review stated reduction target and clarify wording e.g. date to be achieved

Action 3: Status Complete
Question -Business case for Climate Change adaptation has been put together
Suggested Action - Complete Step 1 of 5 Steps to Managing your Climate Risks

Action 4: Status Complete
Question -Internal governance for adaptation arrangements has been established
Suggested Action - Complete Step 1 of 5 Steps to Managing your Climate Risks

Action 5: Status N/A
Question - External partnerships for developing and delivering adaptation work have been set up
Suggested Action - Complete Step 1 of 5 Steps to Managing your Climate Risks

Action 6: Status Periodic review
Question - Adaptation risk has been defined and embedded within Corporate Risk Register to help gain organisational buy-in
Suggested Action - Complete Step 1 of 5 Steps to Managing your Climate Risks

Action 7: Status Incorporated in Climate change plan
Question - How committed is your organisation to Climate Change Mitigation and Adaptation?
Suggested Action - Widen the remit of carbon emission reduction to include other Climate Change actions including resource efficiency, adaptation and energy efficiency

Action 8: Status In progress
Question - Our organisation has a systematic process for actively monitoring consumption (energy/transport/waste etc.) throughout the year
Suggested Action - Set up a data source and collection plan to help identify who, when and how data is supplied. Aim to keep all data in a single database system for use in multiple reporting rather than running multiple systems.

Action 9: Status In progress
Question - Our Carbon Management Project Register is updated every quarter with review and approval by the Carbon Management Board (or equivalent)
Suggested Action - Set up a formal process for reviewing projects at different stages of implementation, including refining cost and emissions data, agreeing finance and identifying new opportunities.

Great detail on CCAT actions and progress against each

Action 10: Status In progress
Question - All our Carbon Reduction projects have a designated manager to aid accountability
Suggested Action - Set up a system for designated project managers to provide updates that can be collated into the Project Register prior to quarterly review.

Action 11: Status Incorporated in Climate change plan
Question - Chief Executive has overall accountability for carbon reduction targets and has signed a Climate Change Declaration
Suggested Action - Widen out the remit of carbon reduction to include Climate Change Adaptation.

2(h) Supporting information and best practice

Example 1

Public Body X are represented on Sustainable Scotland Network Steering Group, the Scottish Energy Officers Network, SCOTS Flood Group, SCOTS Roads Group, COSLA Waste Managers Network and Adaptation Scotland's 'Adaptation Learning Exchange'.

Cross organisation working e.g as part of the wide-ranging partnership which has prepared the Galloway and Southern Ayrshire Biosphere vision "Climate Ready Biosphere", and during preparation of the Flood Risk Management Plan which includes joint working with SEPA, Scottish Water, other local authorities and other responsible bodies e.g. FCS.

We are already doing work towards shared services e.g. travel energy efficiency through joint working NHS/Council, and preparing for further e.g. waste services NHS/Council. We are working with Zero Waste Scotland, COSLA and Scot Gov to produce a code of practice for Household recycling collections. There is a desire to use Strategic Environmental Assessments more effectively across the organisation to help inform outcomes, but there is a lack of resources. Scottish Government have established a National Centre for Resilience in Dumfries. A computer based Covalent system is used to monitor progress in delivery of the SOA priorities.

Example 2

In the past six months Public Body X has held detailed discussions with Sustainability and Climate Change staff from 3 public bodies in order to explore opportunities for mutual support, guidance and where possible shared services in order to better deliver climate change and sustainability actions. We will continue to liaise with our sister bodies regarding the climate change and sustainability agenda in the coming months.

Additionally we have recently commissioned a Carbon Audit to be carried out in partnership with University X and the Carbon Trust with MSc. students leading the audit process, assisted by another organisation's Climate Change Group staff members.

Example 3

1. As part of our on-going review of our targets and our progress towards achieving these we have decided to set new reporting boundaries which ensure we only report on the carbon we generate from our business activities. The previous Phase 1 was from 2009/10 to 2015/16 and the carbon footprint was calculated for each year, using a boundary that included all the energy for which the organisation is the counterparty on the contract i.e. our tenanted Commercial Property Portfolio. The boundary also included energy use in offices and all staff travel, including dependants travel, but not waste and water. The footprint in the baseline year of 2009/10 was calculated as 8,704 tCO2e and the carbon footprint in the final year of Phase 1 (2015/16) was 7,497 tCOe. This equates to a reduction of 1,207 tCO2, which is a 13.9% reduction. However, the boundary was re-scoped in 2015/16 to remove the tenant consumption of energy in the Commercial Property Portfolio and staff dependents' travel and to include office waste and water. The new Phase 2 baseline for 2015/16 equates to 5,743 tCO2e.

2. We strive to ensure that all buildings in our Commercial Property Portfolio are constructed or substantially refurbished, directly or through a supported project and will be to a minimum of Building Research Establishment's Environmental Assessment Method (BREEAM) 'excellent' standard (or equivalent) wherever reasonably possible. Environmental issues and the need for buildings to have a good EPC rating are a key consideration when reviewing existing leases or entering into new leases for our operational offices. In addition we sub-lease surplus office space to other agencies to reduce costs and our carbon emissions.