

# Public Document Pack

## SCOTTISH BORDERS COUNCIL SUSTAINABLE DEVELOPMENT COMMITTEE

MINUTE of Meeting of the SUSTAINABLE DEVELOPMENT COMMITTEE held in Committee Room 2/3, Council Headquarters, Newtown St Boswells on Friday, 31 January 2020 at 10.00 am

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Present:- Councillors S. Aitchison (Chairman), H. Anderson, G. Edgar, J. Greenwell, S. Haslam, H. Laing, D. Paterson, E. Robson and S. Scott.

In Attendance:- Chief Planning & Housing Officer (I. Aikman), Senior Policy Advisor (D. Scott), Corporate Policy Advisor (M. Cook), Senior Communications & Marketing Officer (A. Drummond), Democratic Services Officer (F. Walling).

### 1. **WELCOME**

Chairman, Councillor Aitchison, welcomed Members and officers to the first meeting of the Sustainable Development Committee and gave a special welcome to the members of the public in attendance. In his introduction, he gave a personal insight into the challenges faced with respect to climate change and loss of biodiversity, drawing attention to the way we live and use resources, the choices we make and the impact of actions we take. He noted that every political group was represented on the new Committee and looked forward to starting and leading the process towards embedding sustainable development in the Scottish Borders.

### 2. **BRIEFING: SUSTAINABLE DEVELOPMENT COMMITTEE**

2.1 With reference to paragraph 5 of the Scottish Borders Council Minute of 29 August 2019, there had been circulated copies of a briefing note explaining the background to the Sustainable Development Committee (SDC). Councillor Aitchison explained that the purpose of the paper was to simply set out 'how we got here' and very broadly some of those priority areas the Council needed to work on. The paper referred to the commitment made by Council, on 29 August 2019, to implement the UN Sustainable Development Goals as they related to local government, as follows:

1. An overarching ethos bringing clarity, consistency and coherence to the Council's approach across the full range of its activities.
2. Taking a leadership role in relation to sustainable development enabling the Council to maintain and build value organisationally through the efficient and sustainable use of resources, to develop public value in its relationship to citizens and communities, and to manage reputational risk.

Council agreed to establish the SDC to drive and monitor the implementation of the above goals. As part of this process, the Committee would review recent decisions and actions of the UK and Scottish Governments, UK local authorities and Borders wide voluntary sector initiatives, with a view to making recommendations as to how the Council could exercise leadership in tackling climate change. The Committee would report to Council annually on progress. Council had also agreed that, to support implementation of sustainable development, the previous Sustainable Procurement Policy Group would be renamed the 'Sustainable Development Group' (SDG) and its role extended to ensure that appropriate practice was adopted and followed in how the Council undertook the full range of its activities. Comprising both Executive Directors, the Director for Assets and

Infrastructure, and key officers from across Council services, the SDG had met twice to agree the details of its remit and membership, and to consider priority areas of Council activity and methodologies for assessment of sustainability and carbon appraisal. The SDG had recently co-ordinated Council responses to 3 recent Scottish Government consultations. For information, copies of the responses were included with the agenda papers. Chair of the SDG, Ian Aikman, explained that in representing the operational and Corporate side of the Council, the Group would support the Committee and take forward ideas and provide a practical perspective.

- 2.2 Councillor Aitchison highlighted two interrelated early pieces of work highlighted in the briefing, namely Performance Indicators and Priorities. A presentation later in the Committee agenda considered the urgency of climate action by governments, other public bodies (including the Council) and of society as a whole. Other priority areas identified by officers included – energy, transport and biodiversity. Clearly, there was considerable overlap between these. It was noted that the Council had been investing in energy saving projects for a number of years, and this programme would continue producing carbon savings and cost savings. A key step in ensuring that the Council delivered improved sustainable development performance was ensuring that we could measure progress. Some appropriate indicators already existed but it was clear that there were gaps. A vital task of the SDG would be to develop a suite of performance indicators, which could support improvement. Some potential measures, such as energy savings, and street cleanliness were already reported. Consideration would need to be given to which indicators should be reported where, as well as to the refinement of existing indicators and the development of new indicators. It was expected that updates on performance reporting activity would be available at the next meeting of the Committee. There followed a brief discussion about the introductory paper, with Members commenting on some effective measures already taken by the Council to save energy and reduce waste in particular. Members also made reference to very difficult decisions and perhaps unpalatable decisions that would need to be made in the future.

## **DECISION NOTED**

### **3. DELIVERING SUSTAINABLE DEVELOPMENT**

- 3.1 As the main part of the meeting, Councillor Aitchison welcomed Dave Gorman, Director of Social Responsibility and Sustainability at the University of Edinburgh. Mr Gorman was in attendance to give a presentation entitled 'Responding to the Climate Crisis – Urgency, Embedding and Lessons Learned'. The outline of the presentation slides fell into 5 main sections as follows:

- Some background on the science and why this really is an emergency
- Impacts (or why we should be concerned...)
- (Briefly) the Sustainable Development Goals and broader context
- The University of Edinburgh and its approach
- Leadership and Change Making for Adaptive Problems

- 3.2 Following the comprehensive presentation, which was very well received by those present, Mr Gorman responded to questions and comments from Members of the Committee. When asked for his view about Carbon Capture Utilisation and Storage, as supported by Scottish Government, Mr Gorman believed that all measures that were available would be needed to tackle carbon emissions. Edinburgh University was a leader in Carbon Capture and storage and was also working on a machine to extract carbon from the atmosphere. With regard to the need to develop carbon literacy, Mr Gorman advised that there was extensive guidance available to calculate carbon footprint. He referred to 3 types of emissions involved in the calculation, which were differentiated as follows: Scope 1 were direct emissions, e.g. burning of fuels on site; Scope 2 were indirect emissions, e.g. generated by electricity consumed; and Scope 3 were broader indirect emissions controlled by a different emitter, e.g. by use of air travel. He added that an organisation should choose the scopes on which to focus. It was also important for an

organisation to develop mechanisms to adapt to the effects of climate change. e.g. to extremes in weather. As to whether it was easier for an urban area than for a rural area to achieve zero carbon emissions, Mr Gorman accepted that the situation was different and probably more difficult for a rural area, having potentially more adaptation costs. However he also pointed out that in terms of population, rural communities often had more local identification and engagement with initiatives than an urban population. There were also more opportunities in a natural environment to offset carbon emissions in other ways, e.g. by planting trees. Discussion continued about the need for Scottish Borders Council to firstly carry out an audit of its current carbon footprint, noting the steps already taken to reduce emissions. Mr Aikman confirmed that this work to establish the current position had already been started by officers. The key was to confirm the current position, identify targets and to put in place an effective action plan which could be considered alongside the budget planning process. It was recognised that alongside this process the Council needed to develop expertise. Although the organisation had skills and knowledge covering a number of areas, Mr Aikman accepted that the SDG was in its early stages and a dedicated expert resource would be helpful. Members commented on the apparent level of awareness of climate change issues amongst young people and welcomed that. However they also referred to the need for schools to focus on helping pupils develop the new and different skills that would be needed in the workforce particularly as part of the construction industry's contribution towards sustainable development. A further point touched on in the discussion included the issue of responsible investment and implications of an organisation's financial investment decisions in terms of both long term returns and climate impact. In conclusion Councillor Aitchison thanked Mr Gorman for his hugely important and thought provoking presentation and expressed the hope that a relationship in this area could be maintained between Scottish Borders Council and the University of Edinburgh.

## **DECISION**

**NOTED the presentation as attached to this Minute.**

### **4. CLIMATE ACTION - PLAYING #OURPART**

- 4.1 The second presentation, from Mr Aikman, expanded some of the key messages of the previous presentation with the particular aim of preparing the Council for a step change in its approach to climate action. After referring to statements on the evidence of a climate emergency Mr Aikman highlighted that in Scotland 20 Councils had declared a climate emergency, including all Scottish Borders Council's partner councils in the City of Edinburgh and South-East Region, in Borderlands (including Carlisle City, Cumbria and Northumberland County Councils) and in the South of Scotland. Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 set a legally-binding 'net zero' target of all greenhouse gases by 2045 with interim targets for reductions of at least 56% by 2020, 75% by 2030 and 90% by 2040. As well as legal duties, Councils had a vital role in responding to the climate emergency: in terms of their scale and large resource base; influence over key areas such as planning, transport and procurement; and in a leadership role. Scottish Borders Council had made progress in a number of areas such as LED street lighting roll out; Energy Efficiency Programme; fleet transition to low emission vehicles; and council mileage reduction and efficient pool car fleet. In terms of next steps, Mr Aikman highlighted that the SDG now needed to develop a clear target and coherent plan for climate action and put in place effective performance monitoring. The time was also appropriate for a report to Council to propose the way forward.
- 4.2 In the ensuing discussion the question was asked as to whether the Council had resources to put in place the harder actions, having already introduced easier fixes. Mr Cook emphasised that, although there would be difficult choices to make and possibly up-front costs to manage, in many cases there were long term savings associated with sustainability. However there was no illusion about the element of challenge involved. Mr Aikman added that a large proportion of Council spending was supported by funding from other partners and unless the authority could deliver on sustainability that funding was unlikely to continue. Discussion continued about the importance of communicating to the

public a positive vision to accompany choices made by the Council in terms of the climate change agenda, rather than decisions in spending simply being seen as cuts. On being invited, by the Chairman, to contribute to the discussion, a member of the public reinforced the strong positive vision that the future could be better, not worse. He welcomed the new committee and wished it well, emphasising the level of support there was in the community for climate change actions. The Leader responded that any assistance to spread the message within the community and through Community Councils in particular would be welcome.

- 4.3 Councillor Aitchison thanked Mr Aikman for his presentation and led a discussion on the way forward. It was noted that the SDG would continue to work on establishing the Council's current position in respect of carbon footprint, set out targets and put in place an action plan accompanied by performance monitoring measures. With reference to the presentations Councillor Aitchison emphasised that there was clear evidence of a climate emergency and that the Council must play its fullest part in responding to that emergency. There was unanimous agreement that officers prepare a report to Council on the climate emergency as soon as possible.

#### **DECISION**

- (a) **NOTED the presentation 'Climate Action – Playing #OurPart' as attached to this Minute.**
- (b) **AGREED to recommend to Council that Council considers a report on the climate emergency as soon as possible.**

#### **5. DATES OF NEXT MEETINGS**

In terms of the cycle of future meetings Members suggested that the Committee meet 4 times per year once its role was fully established. However it was agreed that at this early stage a more ad hoc arrangement of meetings would be more appropriate, a meeting in April, June and early Autumn being suggested. In response to a question about the Committee's input into the draft report to Council, Mr Cook hoped that the report would be prepared in time for the March meeting. This would leave insufficient time for an additional SDC meeting but as part of the usual formal committee report timetable, the report would be available to Members prior to the Council meeting.

**AGREED the arrangements for future meetings outlined above.**

*The meeting concluded at 12.10 pm*



# Social Responsibility and Sustainability

## Responding To The Climate Crisis- Urgency, Embedding and Lessons Learned...

Dave Gorman

Director of Social Responsibility and Sustainability

University of Edinburgh



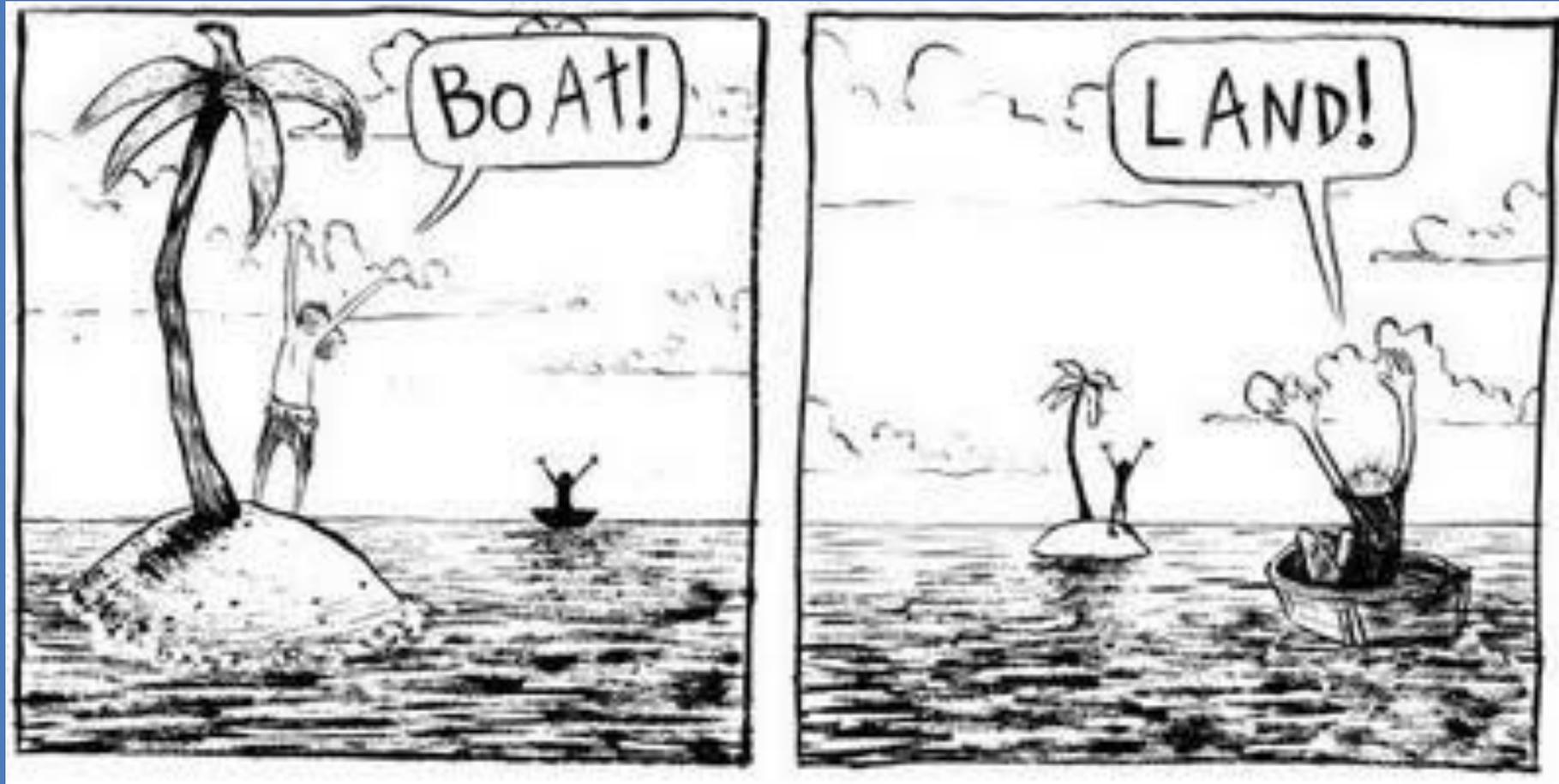
# Outline

- Some background on the science and why this really is an emergency
- Impacts (or why we should be concerned...)
- (Briefly) the Sustainable Development Goals and broader context
- The University of Edinburgh and our approach
- Leadership and Change Making for Adaptive Problems
- Questions..

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# Contrasting views



# Australian fires...

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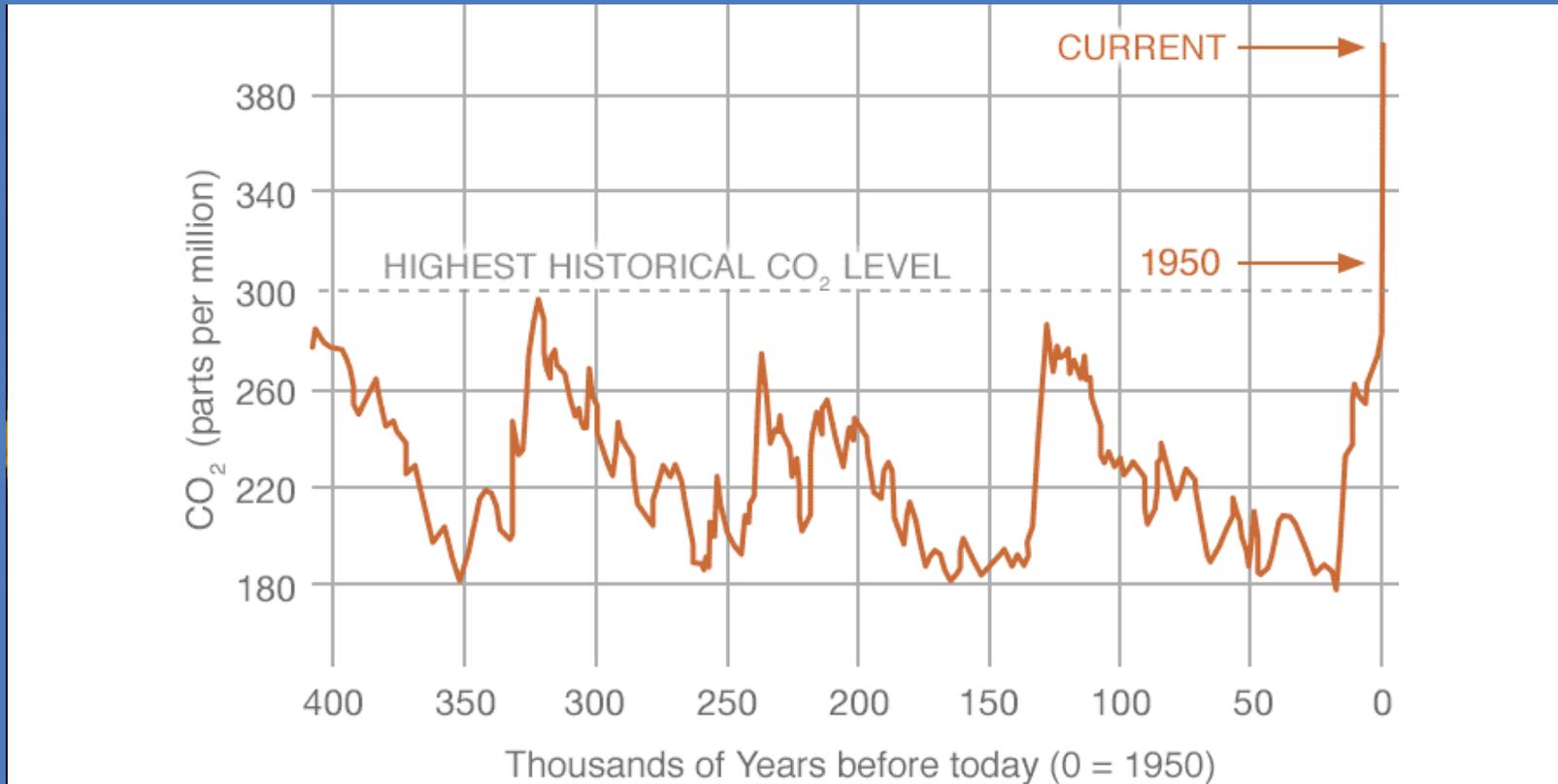
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Social Responsibility  
and Sustainability



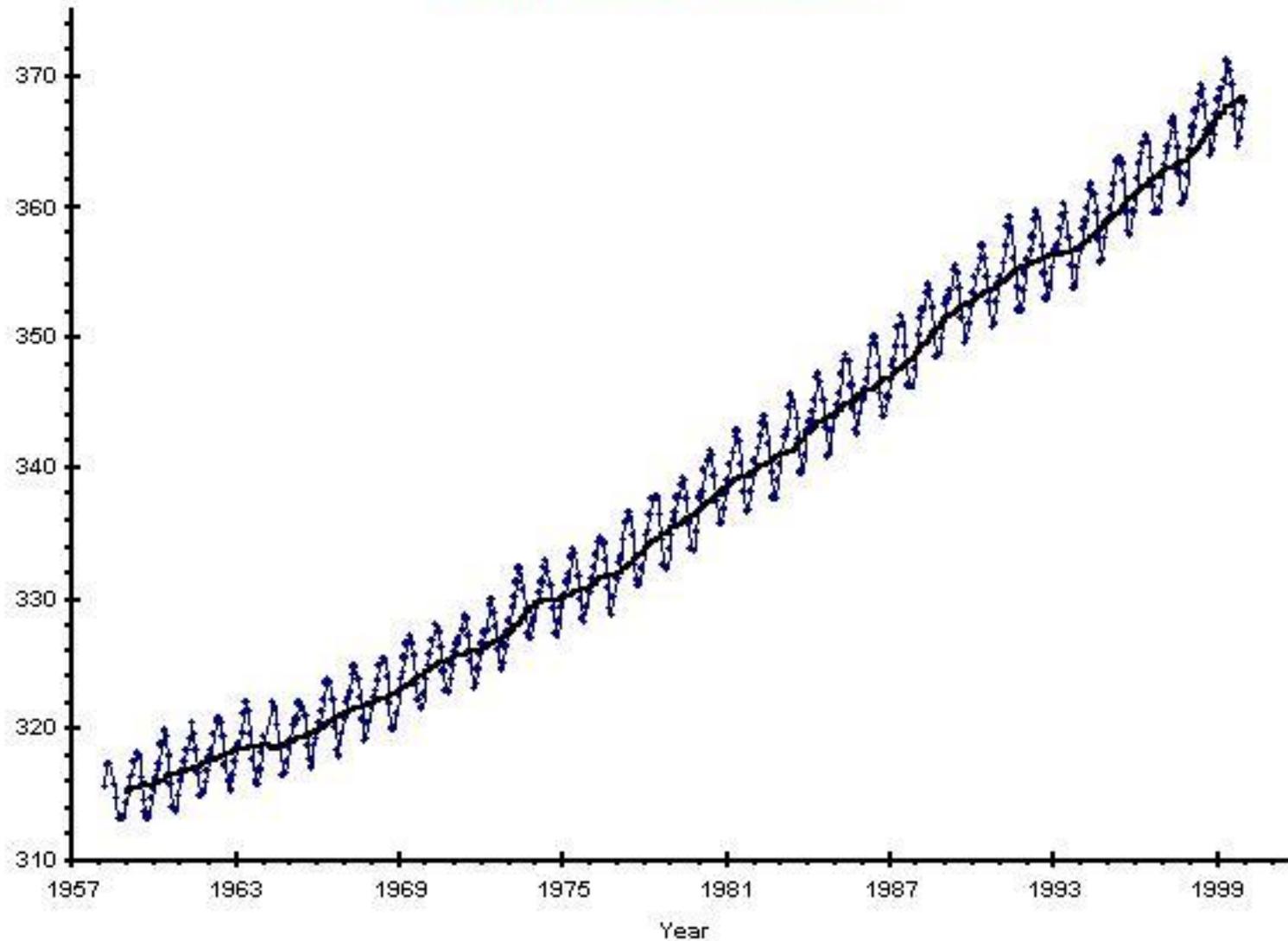
‘Right now, we are facing a disaster of global scale. Our greatest threat in thousands of years. Climate change.’  
– David Attenborough

# So What is it?

- ‘Weather’ is what its like outside today, tomorrow, next week, next month
- Climate is the long-term (~30 year) average
- Climate change is a significant shift in this long-term average
- Global climate change is a significant shift in the worldwide average

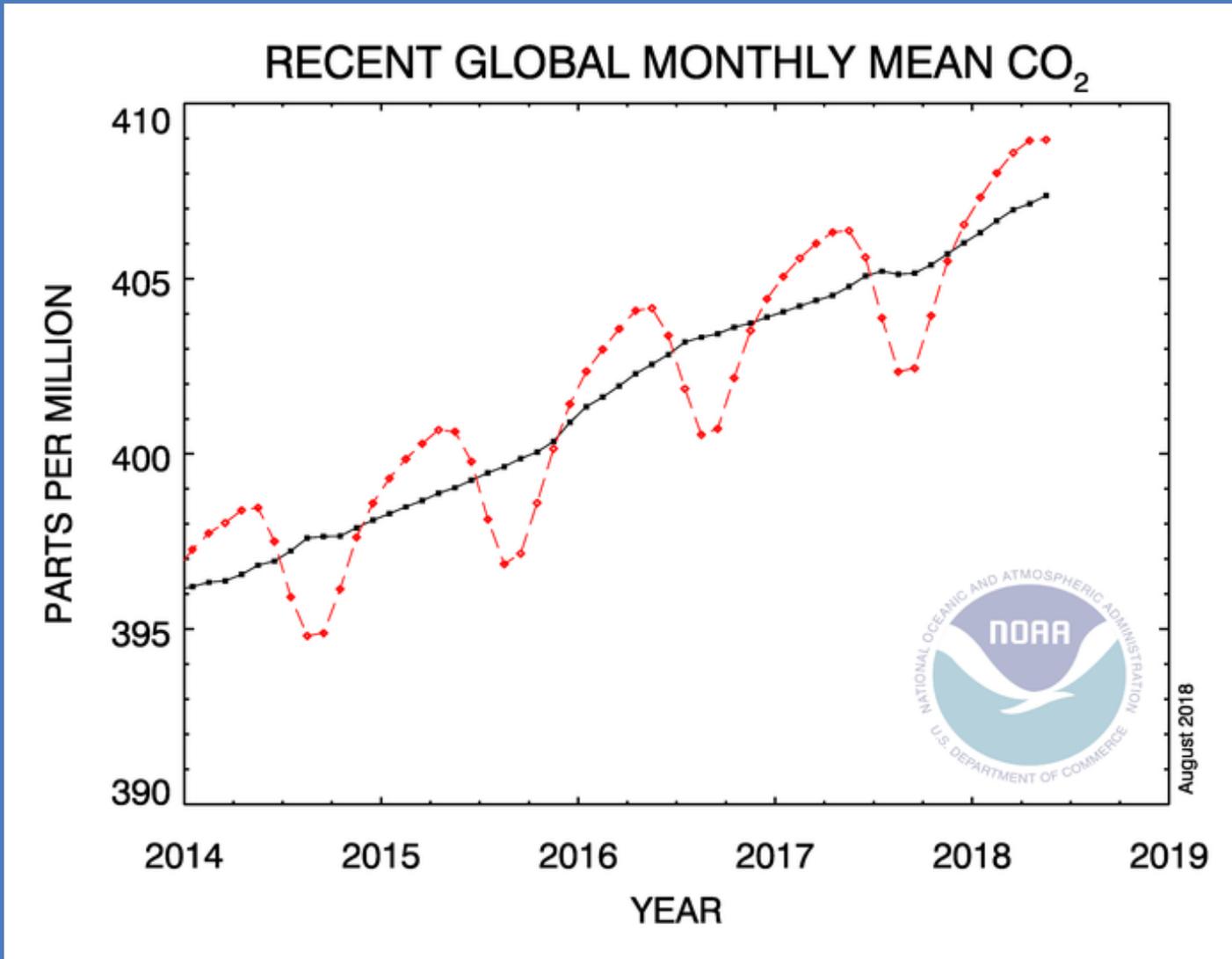


## Mauna Loa Monthly Carbon Dioxide Record: Keeling Record 1958 - 1999

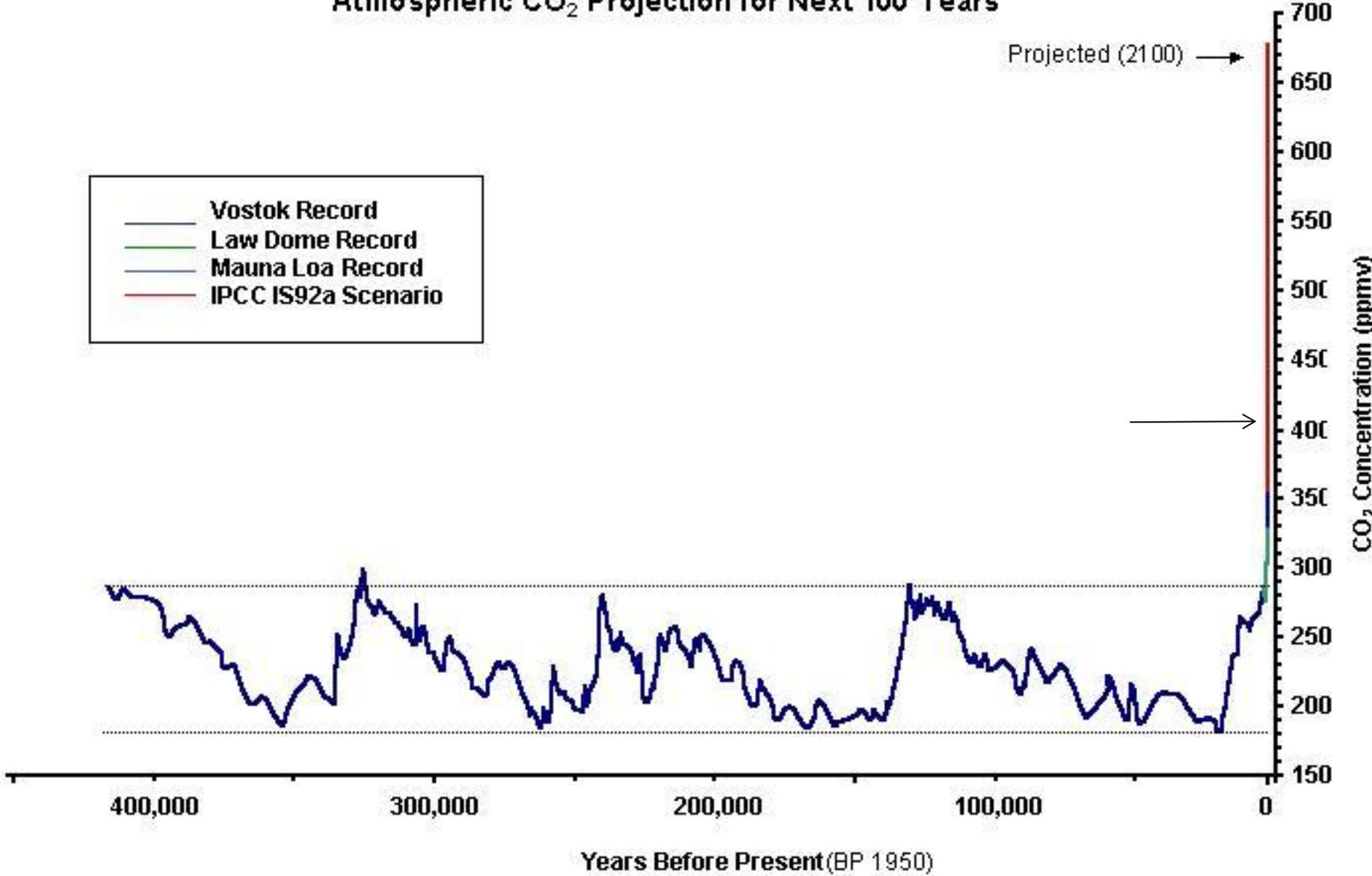


Source (with thanks from everyone): C.D. Keeling and T.P. Whorf

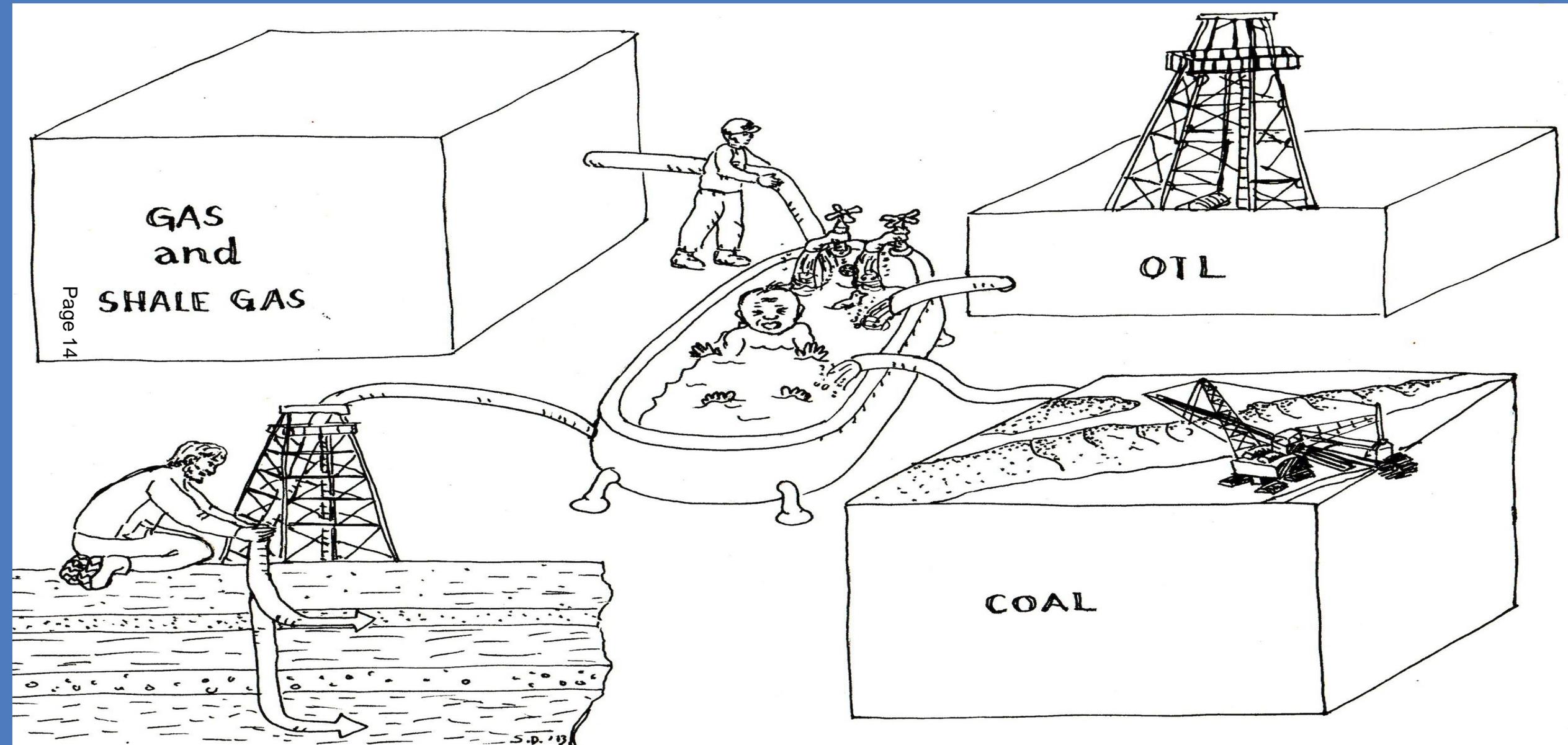
# Mauna Loa, now Global



# CO<sub>2</sub> Concentration in Ice Cores and Atmospheric CO<sub>2</sub> Projection for Next 100 Years



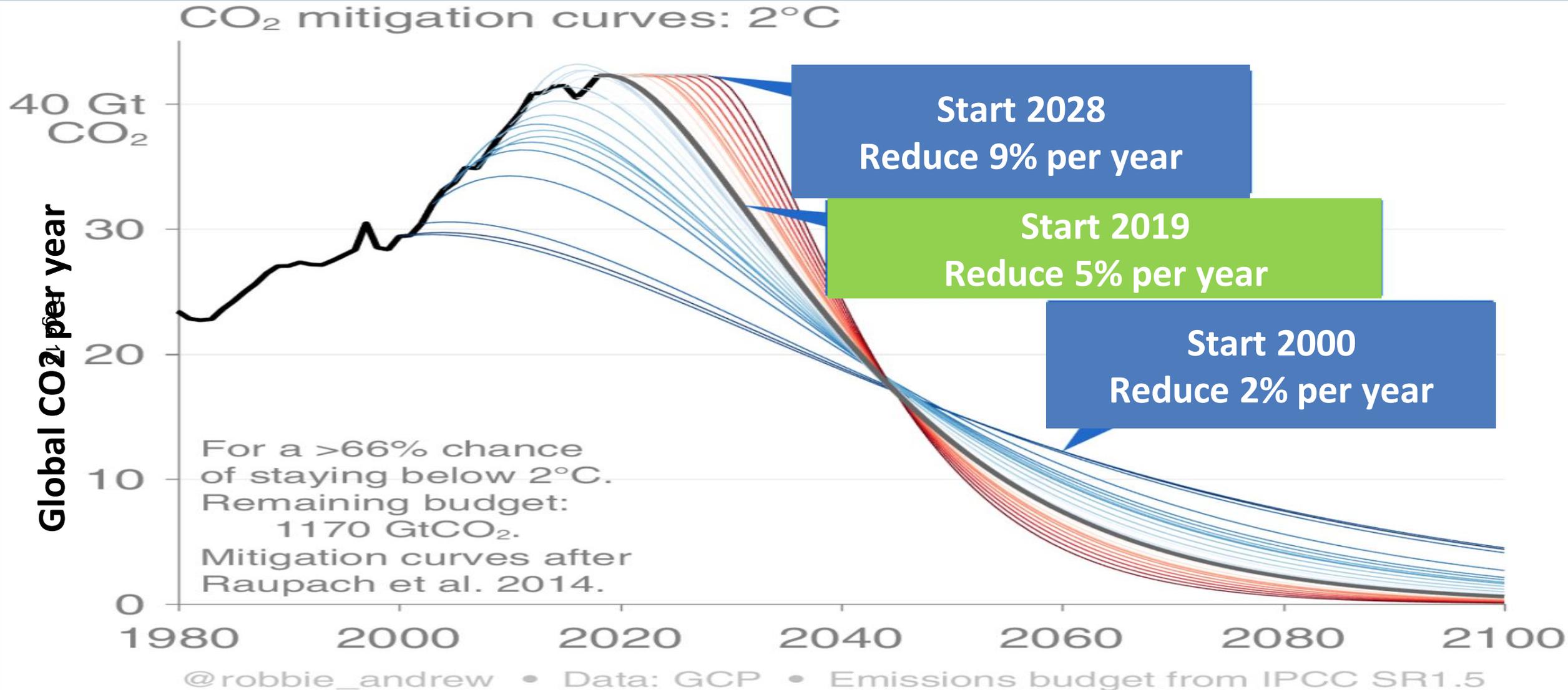
# Carbon stock in the atmosphere



- <https://www.globalcarbonproject.org/carbonbudget/19/visualisations.htm>



# Is a solution possible ?



# 'We are losing everything': Flooding in cyclone-hit Mozambique



*Floodwaters triggered by Cyclone Kenneth's heavy rains rage in parts of Mozambique, causing homes to collapse.*

28 Apr 2019



A woman crosses a flooded street in the aftermath of Cyclone Kenneth in Pemba [Mike Hutchings/Reuters]

# California wildfires estimated to cost insurers up to \$13bn

FINANCIAL TIMES



The Camp Fire burns in the hills on November 10, 2018 near Oroville, California © Getty

Oliver Ralph NOVEMBER 19, 2018

The spate of wildfires burning across California will cost the insurance industry between \$9bn and \$13bn, according to new estimates from modelling firm RMS.

# How one heatwave killed 'a third' of a bat species in Australia



By Frances Mao  
BBC News, Sydney

15 January 2019



DAVID WHITE

Many spectacled flying foxes were found dead around Cairns, a city in Queensland

Over two days in November, record-breaking heat in Australia's north wiped out almost one-third of the nation's spectacled flying foxes, according to researchers.

# The human, financial and ecological costs of the climate crisis are stacking up



## Climate change: Sir David Attenborough warns of 'catastrophe'

By Matt McGrath  
Environment correspondent

18 April 2019



London climate change protests



Climate Change - The Facts is available to watch on BBC iPlayer

Sir David Attenborough has issued his strongest statement yet on the threat posed to the world by climate change.

15:56 23 Apr

'It's an existential crisis. Listen to scientists'



Climate change activist: 'Listen to climate scientists'

Teenage activist Greta Thunberg has an uncompromising message on climate change.

## Support for Extinction Rebellion soars after Easter protests

The Guardian

Climate activists say pressure growing on politicians to act as donations flood in



▲ The Extinction Rebellion camp at Marble Arch in central London. Photograph: Ollie Millington/Getty

Support for **Extinction Rebellion** in the UK has quadrupled in the past nine days as public concern about the scale of the ecological crisis grows.

# Awareness and visibility of environmental issues have never been higher



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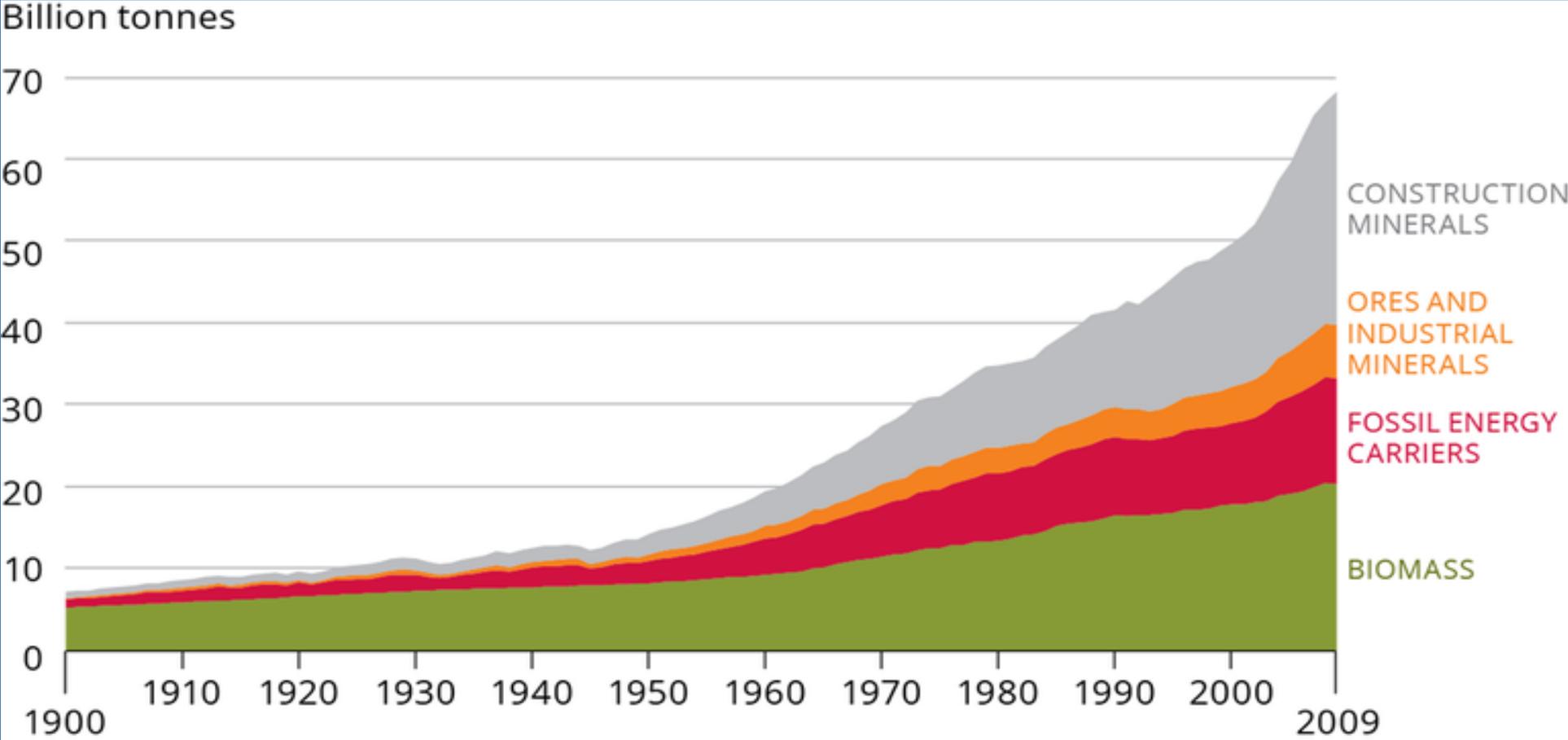


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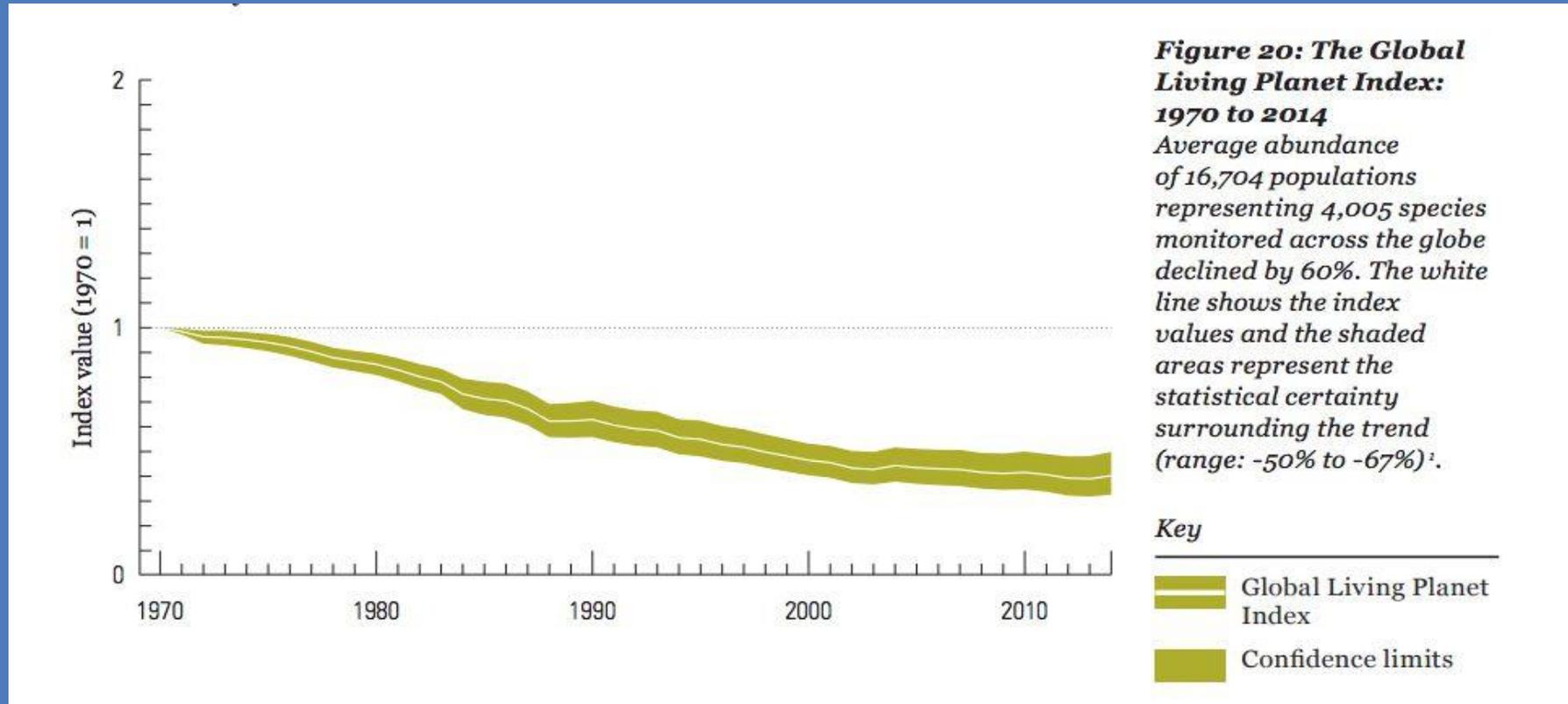


Social Responsibility and Sustainability

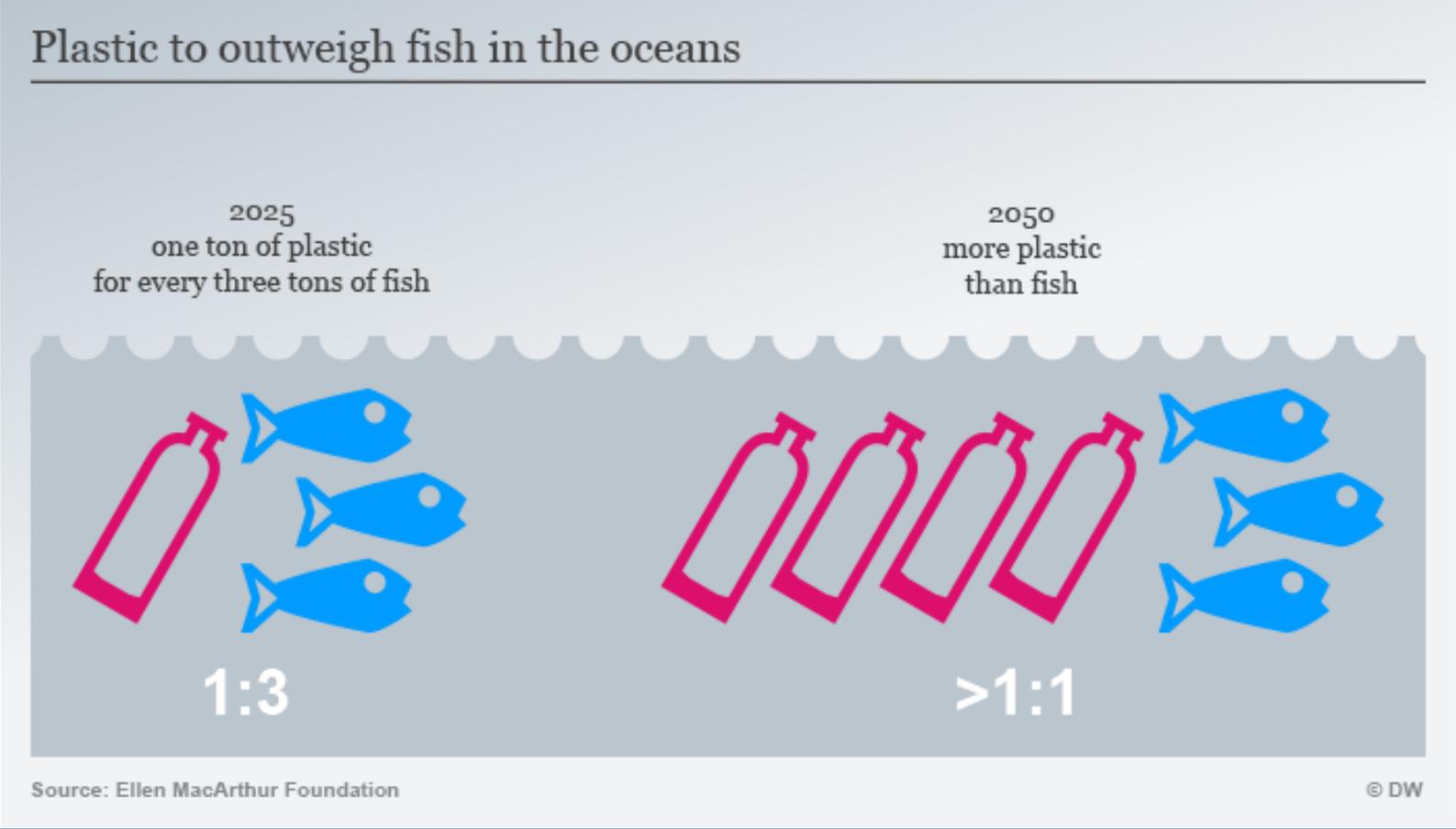
# Global Use of Resources...



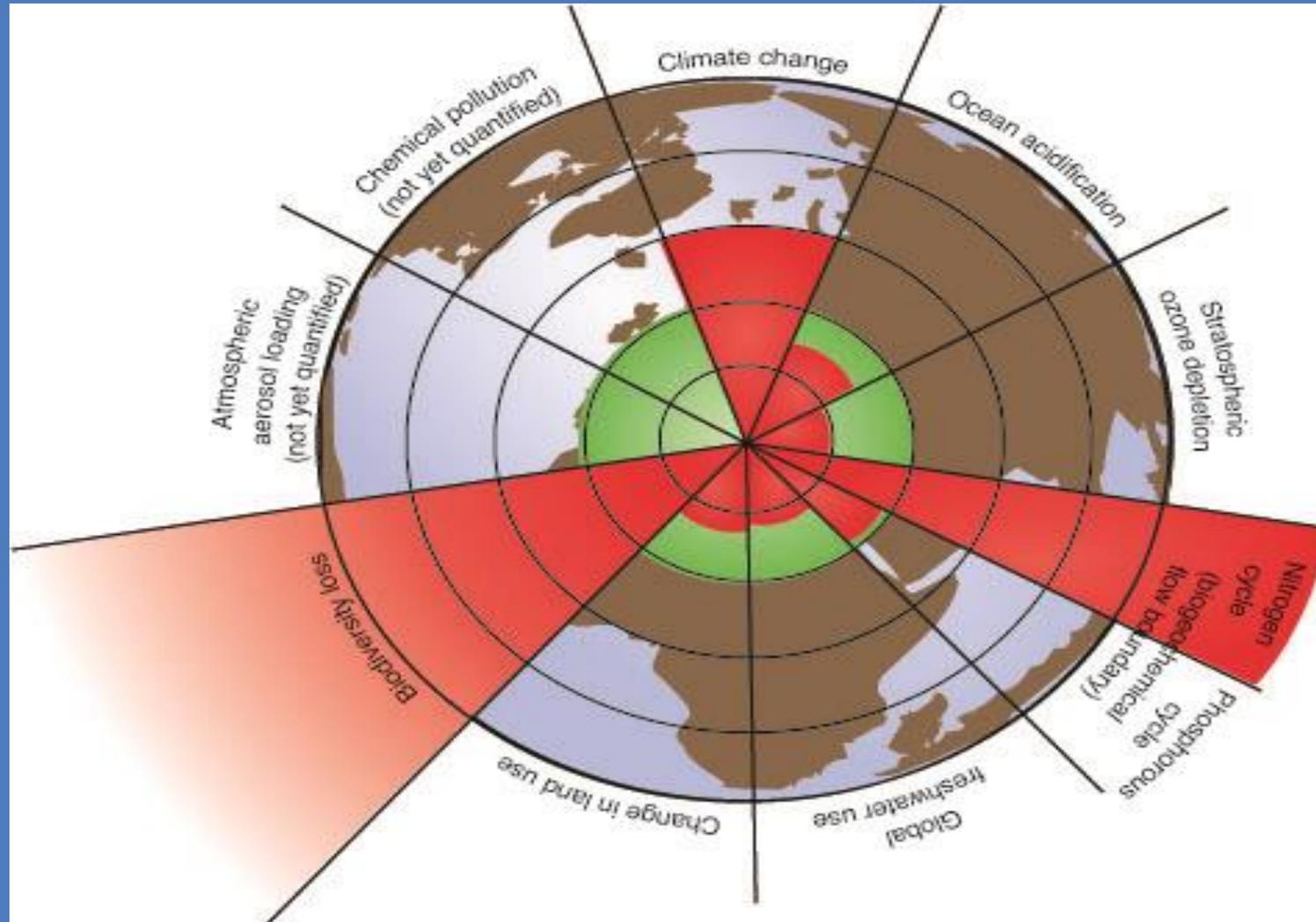
# Natural Index Keeps Going Down...



# Ocean Plastic...

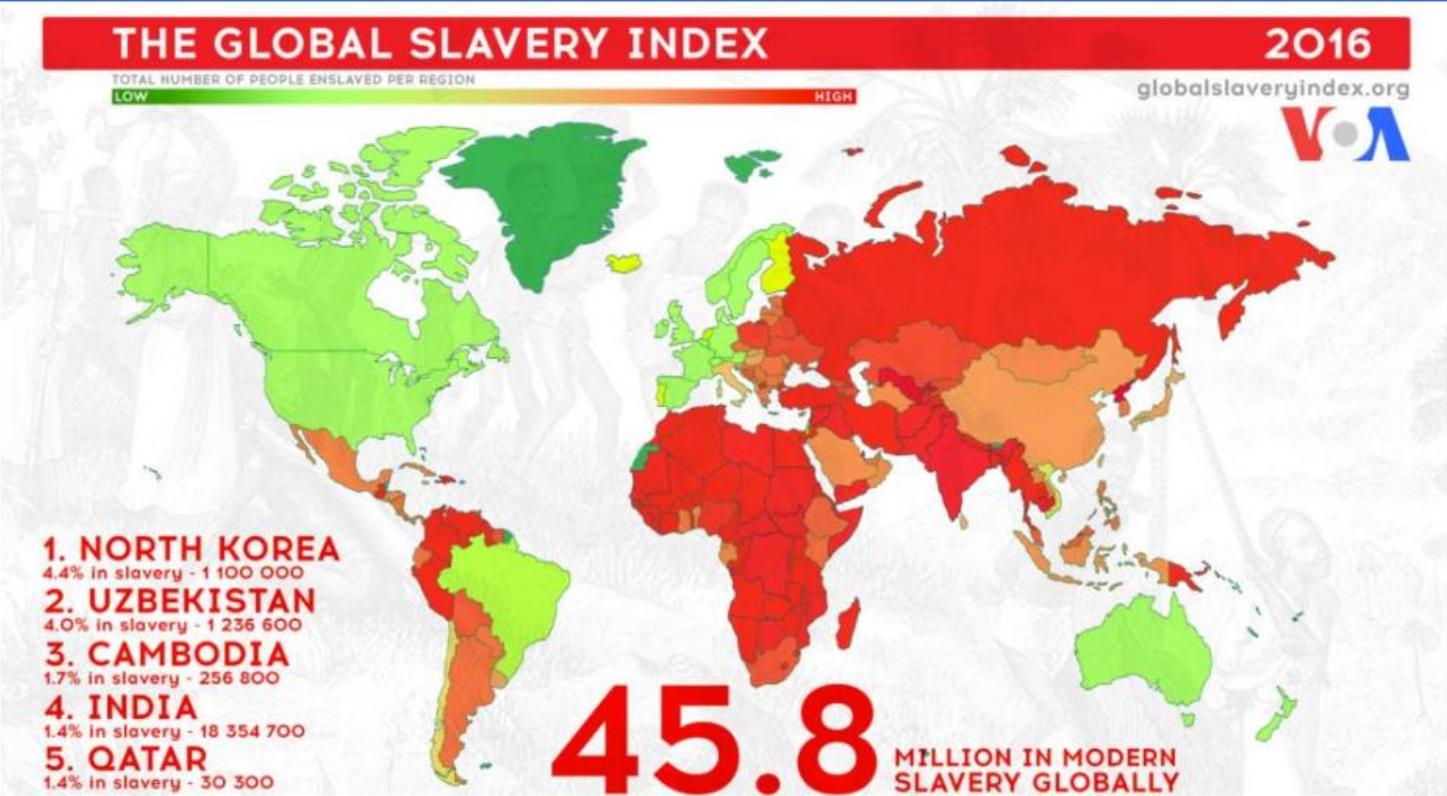


# Another Way To Think Of It...



# Modern Slavery

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Voices > Editorials

**Modern slavery is happening in the UK – we must take action to stamp out this inhumanity**

The truth is that, as with much other crime, there is little that the authorities can do without the understanding and active support of the public

Editorial | @indyvoices | 2 days ago | 12 comments

f t e 39 shares

Like Click to follow Independent Voices

With more support from the public, the authorities can tackle modern slavery #ex



 **SUSTAINABLE DEVELOPMENT GOALS**



# What would sustainability and social responsibility mean to these different types of companies?



An airline?



A tobacco company?



A large drinks company known for a high sugar drink sold in cans and bottles?

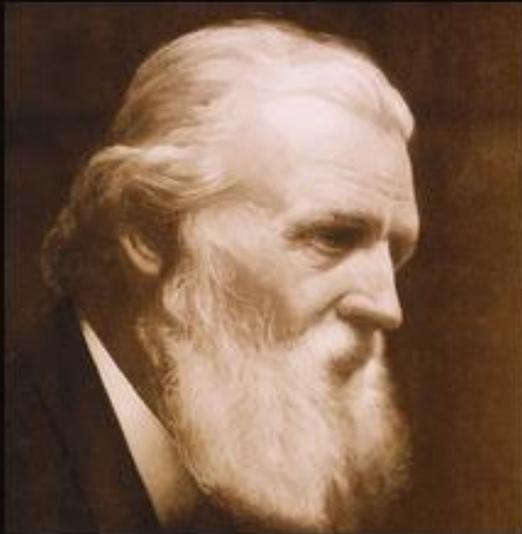


An oil and gas company?



A construction company?

# Stewardship...



When one tugs at a single thing  
in nature, he finds it attached to  
the rest of the world.

~ John Muir

AZ QUOTES

# The University of Edinburgh...

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# What does the University of Edinburgh do?

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Social Responsibility and Sustainability



Vision:

Our graduates, and the knowledge we discover with our partners, make the world a better place.

Purpose:

As a world-leading research-intensive University, we are here to address tomorrow's greatest challenges.



“4th in the UK for research power in the Research Excellence Framework”

>40,000 students

Annual turnover of more than £1000million; net assets £2500

>£360M Procurement (Professional and Campus Services)



“...associated with 20 Nobel Prize winners”

Hosted > million MOOC learners; 180+ countries studying

>13,000 staff

>700 Buildings, c1million m2

>£1000m assets invested

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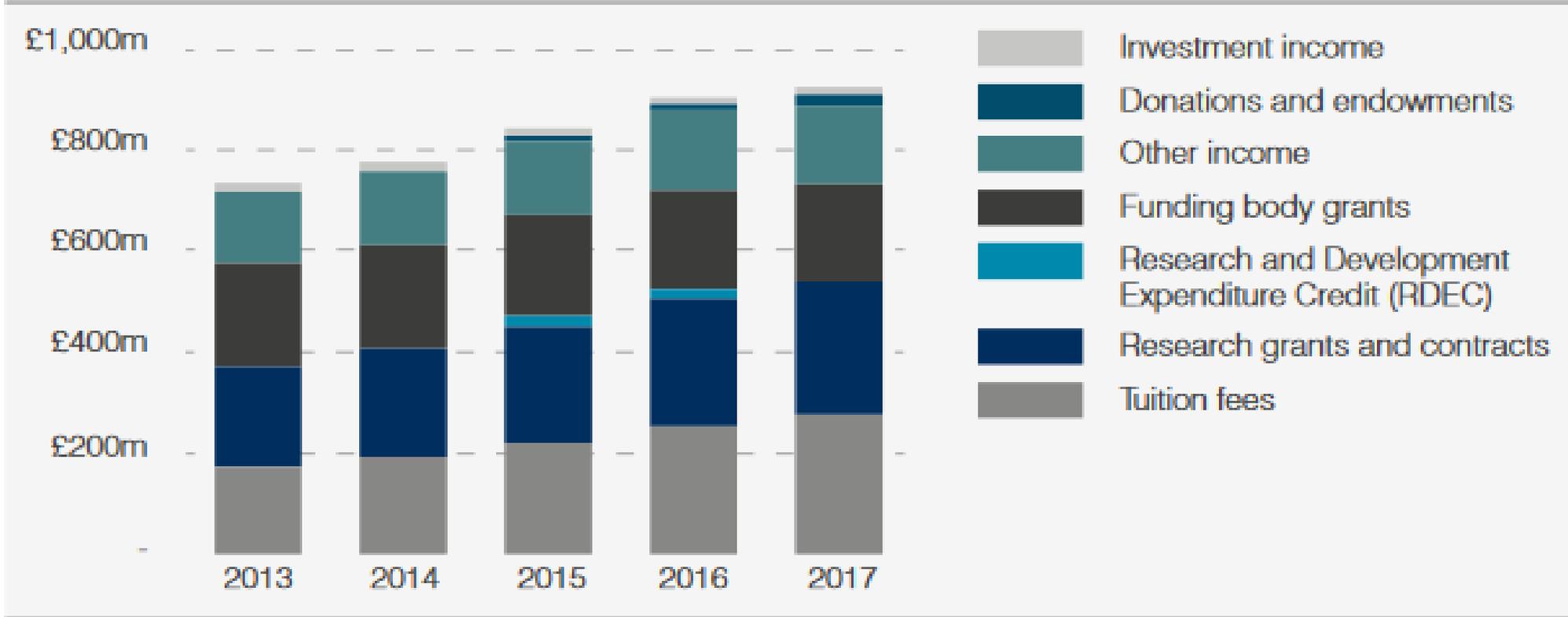
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Social Responsibility and Sustainability

# Group income – 5 year trend (roughly double in 10 years)

Total income



# Department for Social Responsibility & Sustainability

- Understanding and explaining important risks and opportunities
- Developing the University's response
- Programmes to catalyse action & collaboration



# Climate Strategy – Whole Institution Approach



# Targets

1 We will reduce our **emissions of carbon per £ million turnover by 50% from a 2007/8 baseline year by 2025**



Page 34 2 We will return our carbon emissions to 2007/08 **baseline year levels by 2025**



3 We will become a net **zero carbon university by 2040**





# SRS in Supply Chains: Fairness in Trade and Sustainable Procurement



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Social Responsibility and Sustainability

# Responsible Investment

...incorporate environmental, social and governance (ESG) factors into investment decisions, to better manage risk and generate sustainable, long-term returns.  
(Principles for Responsible Investment – PRI)



The University's carbon footprint of direct investments is increasingly lower than the relevant benchmark.

Measured in carbon intensity of millions of dollars of sales.

We're investing £1m in social enterprise!

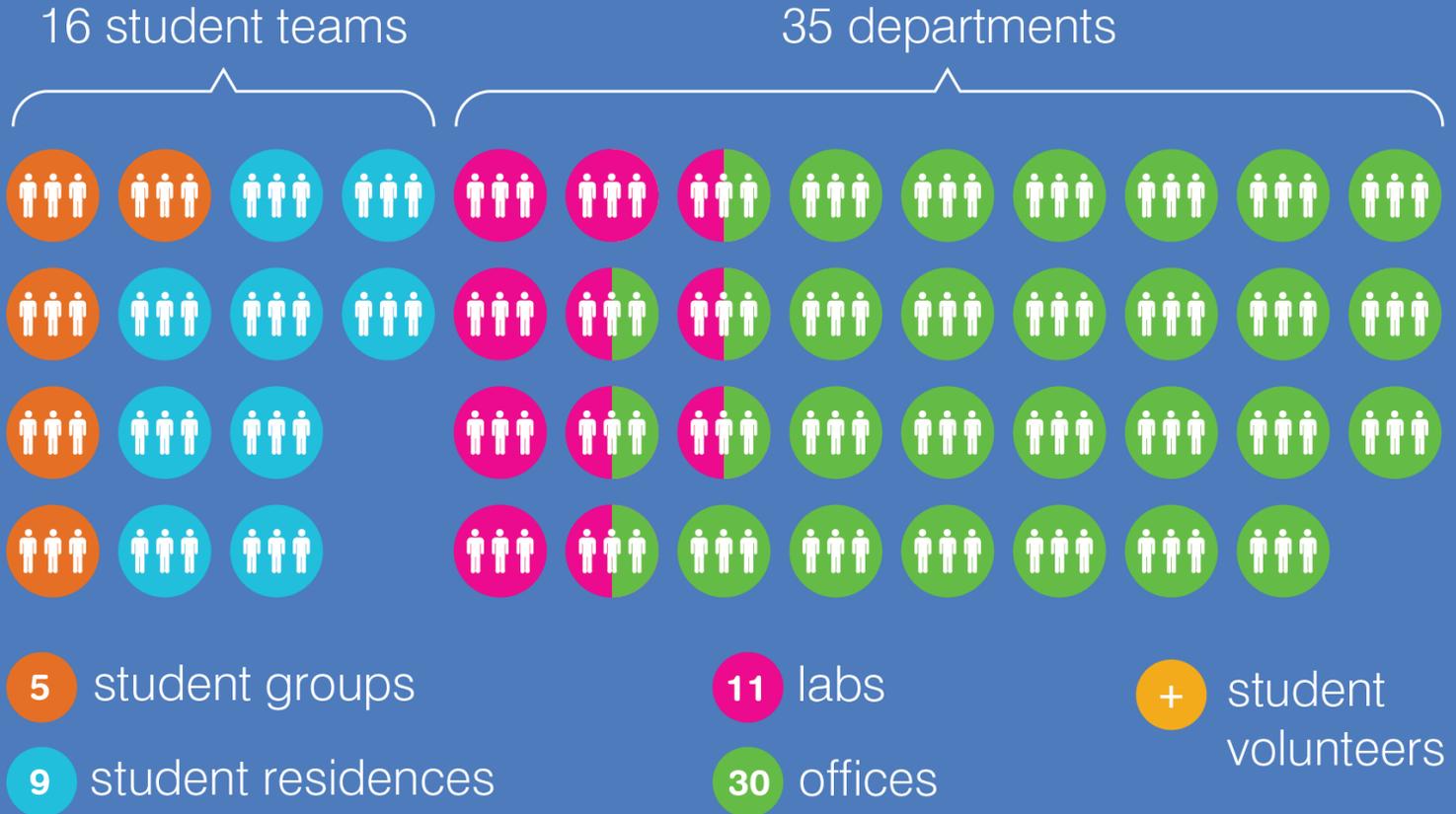


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# Toolkits for action, inductions and awards



# Progress- Turning the Flywheel

- Stage 1 (2013- 2015)

Understanding the problem

Identifying opportunities

Talking and listening

Raising awareness- events; awards; small grants; experimenting..

(team of 8...)



# Phase 2- Larger and Larger Commitments...(2015-2017)

- Identifying means to reduce carbon, save energy and resources, save money
- E.g. 2016- Created £5m sustainable campus fund- simple payback, 200%+ return on investment; 9% IRR
- Dealing with big, complex immediate issues e.g. divestment
- Developing credibility- track record of success; partnerships; increased senior leader interest and awareness
- (team of 12-18)

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# Phase 3- Flywheel spinning...(2017-2019)

- Major projects across many areas:

- energy, solar, forests, social investment fund (£8m), new courses, new staff training courses
- Major away days (3 hours+) with senior leaders and governing body
- Generating income and awards (12+), £28m of bids...£20m income
- Genuine innovation across large number of areas..(team of 18-26)



# Phase 4- Breakthrough to Embedding...

6 years of work+ track record+ lessons and innovation+ external context=

(a) Commitment to embed across all areas

(b) Major further scaling of projects

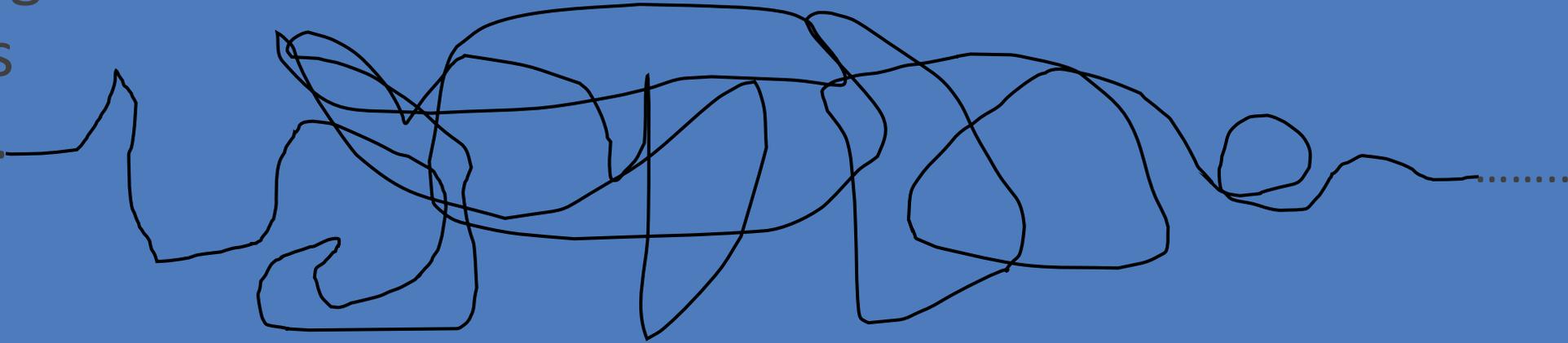
(c) Building into fundamental processes of planning, resourcing, teaching, research, recruitment and marketing, investments, spending, estates

(d) Global opportunities...



# Managing change

Change  
looks  
like....



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# Formula for Change?

• Change Happens When...

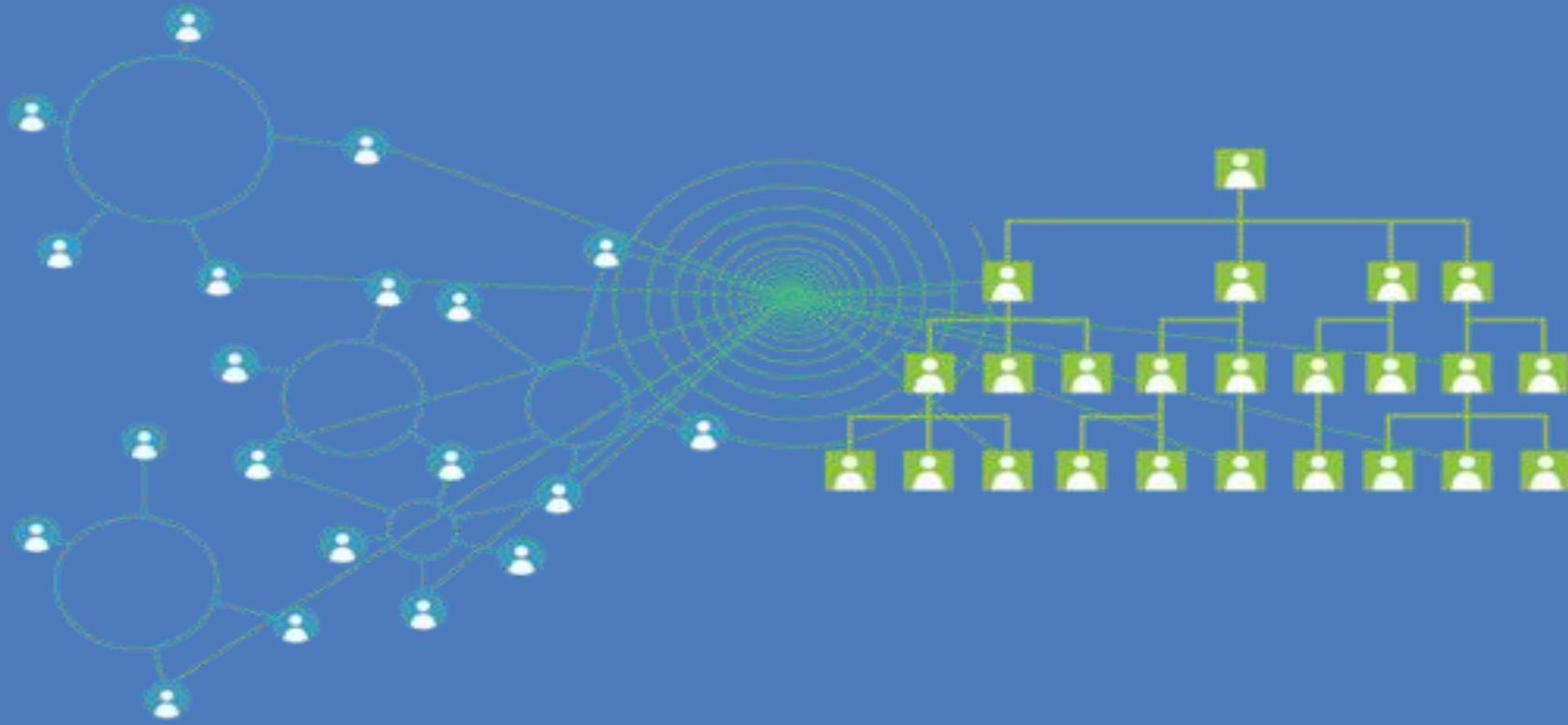
•  $C = D * V * F > R$

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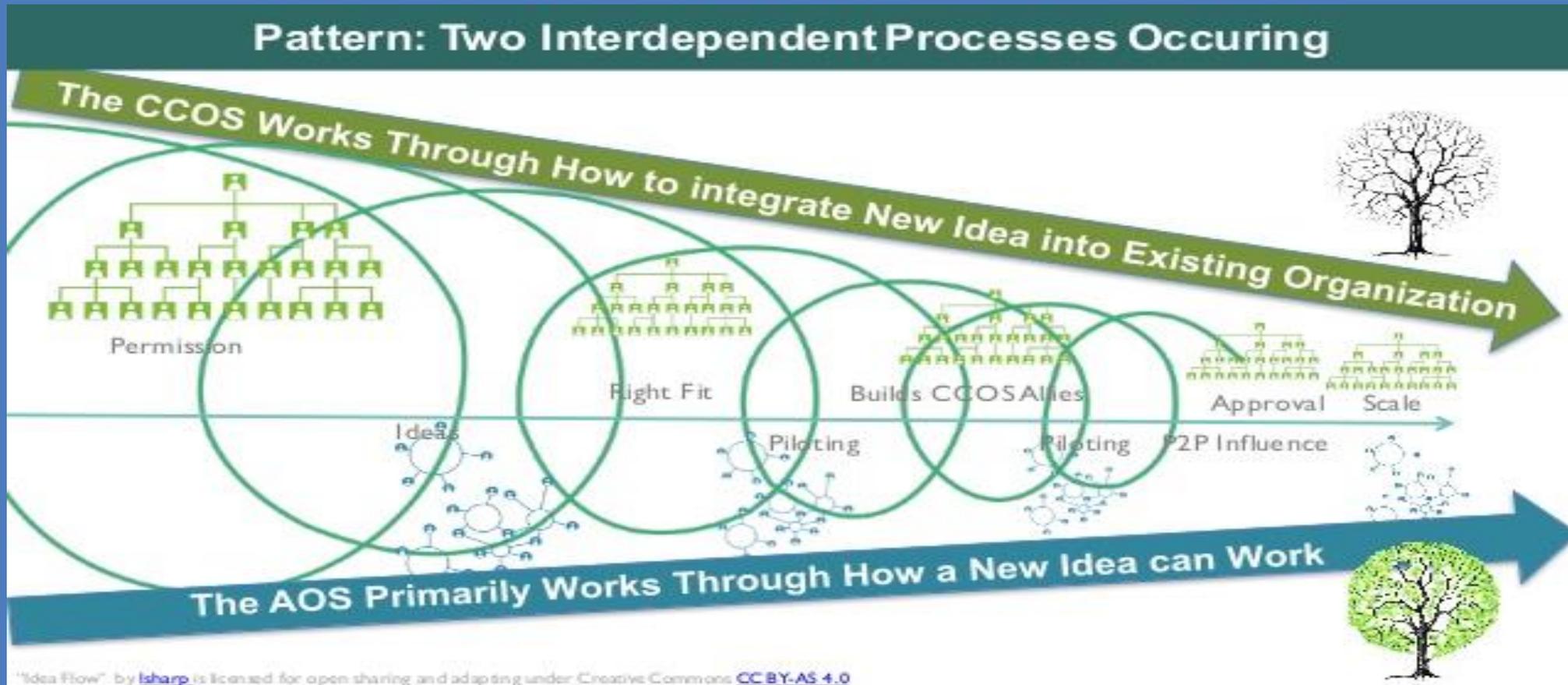


# A way of thinking about organisations – the Command and Control system (CCOS) vs the Adaptive Operating system (AOS)

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# AOS and CCOS...



"Idea Flow" by [lsharp](#) is licensed for open sharing and adapting under Creative Commons [CC BY-AS 4.0](#)

# Adaptive problems required adaptive leadership...

## ADAPTIVE LEADERSHIP

### *Adaptive vs. Technical Challenges*

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Kind of challenge	Problem definition	Solution	Locus of work
Technical	Clear	Clear	Authority
Technical & Adaptive	Clear	Requires learning	Authority & stakeholders
Adaptive	Requires learning	Requires learning	Stakeholders

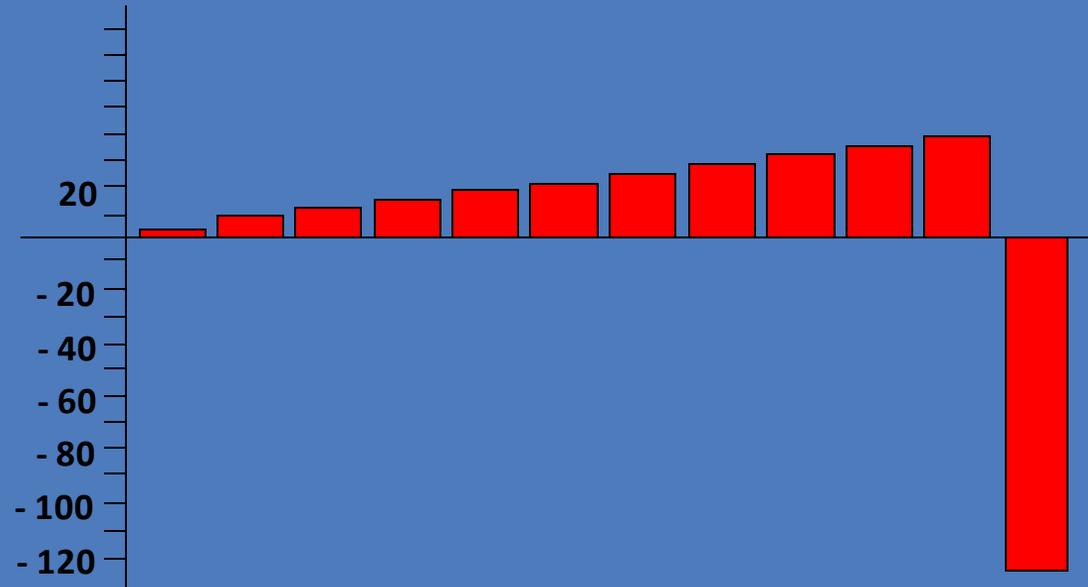
# Adaptive problems...

Technical Problem	Adaptive Challenge
It is easy to identify	It is difficult to identify
Most of the time has quick and easy solutions ( tried and tested)	It requires changes in the way things are done (changes in approach to work)
It can be solved by expertise or authority generally	People who are working from where the problem is generated are able to solve it.
Requires small changes that also within organizational boundaries	Requires changes at lot of places which may cross organizational boundaries
People are receptive to technical solutions	People resist to acknowledge adaptive challenges
Solutions can be implemented fast and by authority	Solutions emerge from experimentation and discovery, take long time to implement

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# Predicting the future is a difficult and dangerous game..



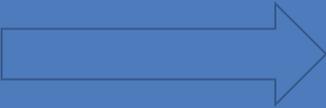
**“A turkey is fed for a 1000 days - every day confirms to its statistical department that the human race cares about its welfare *‘with increased statistical significance’*.  
On the 1001<sup>st</sup> day, the turkey has a surprise.”**

Nassim Nicholas Taleb

The Edge, Sep 15th 2008

‘The Fourth Quadrant, a map of the limits of statistics’,

# Leadership Context- Red Ocean vs Blue Ocean



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# Blue Ocean Strategy...

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## Red Ocean Strategy

Compete in **existing** market space.

**Beat** the competition.

Exploit **existing** demand.

**Make** the value-cost trade-off.

Align the whole system of a firm's activities with its **strategic choice of differentiation or low cost.**

## Blue Ocean Strategy

Create **uncontested** market space.

Make the competition **irrelevant.**

Create and capture **new** demand.

**Break** the value-cost trade-off.

Align the whole system of a firm's activities in **pursuit of differentiation and low cost.**



# Provocations..?

- 'Start small, think big, move fast'
- 'Imagination is the art of seeing things invisible'
- 'Letting you have it my way'
- 'Action is eloquence'
- 'Think like a system, act like an entrepreneur'

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# In summary...

- Climate emergency really is an emergency- speed is of the essence
- The 21st century will undoubtedly face system change across many areas to deal with sustainability- that will therefore impact you at a system level...
- Large organisations facing many pressures face an 'adaptive leadership' challenge- it's difficult...win-win opportunities..
- At UoE we're on a journey but making progress
- 'Action is Eloquence...'

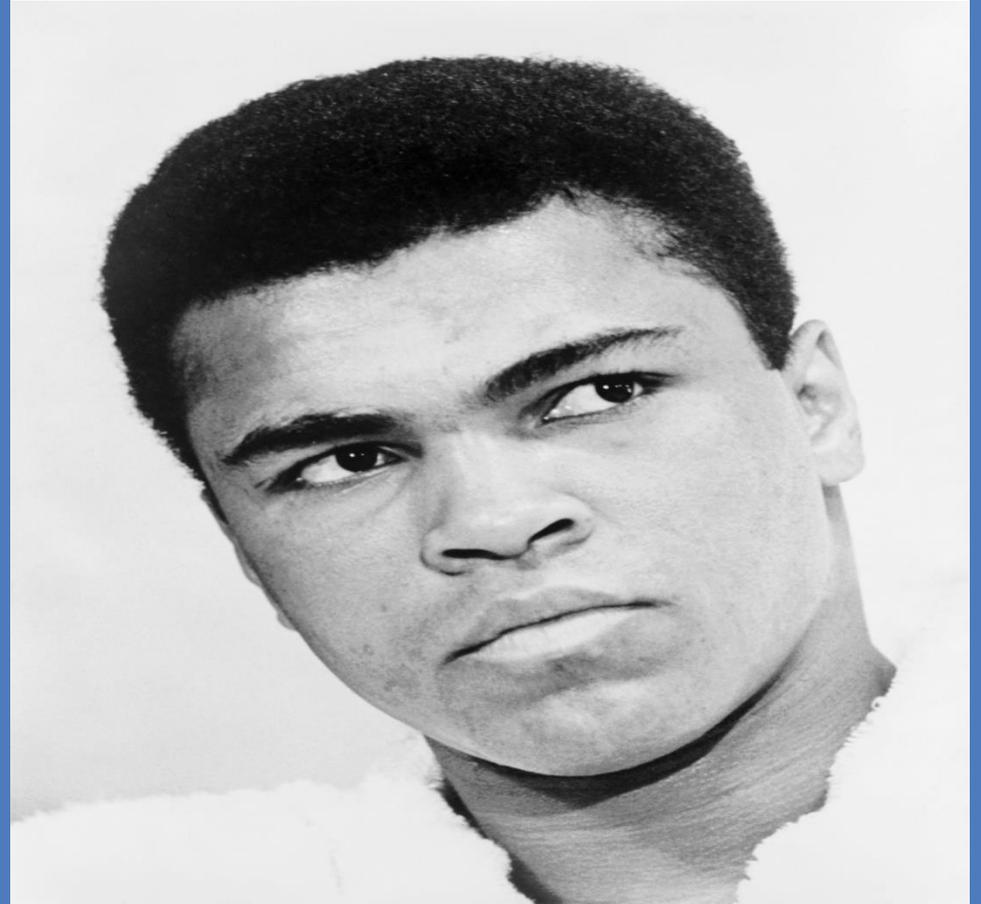
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# World's Shortest Poem?

- Me...We...

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# CLIMATE EMERGENCY

SCOTTISH BORDERS COUNCIL

#OUR PART

# The Evidence

- **Intergovernmental Panel on Climate Change (IPCC)** (October 2018) - halve CO2 emissions by 2030 and achieve net zero carbon emissions by 2050 to avoid global temperature rises of more than 1.5C and catastrophic consequences
- **Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)** (May 2019) – Nature is declining globally at rates unprecedented in human history – and rate of species extinctions is accelerating, with grave impacts for humanity
- **World Scientists' Warning of a Climate Emergency** (Nov 2019) –journal of BioScience:
  - ▶ *We declare clearly and unequivocally that planet Earth is facing a climate emergency*
  - ▶ *To secure a sustainable future, we must change how we live. [This] entails major transformations in the ways our global society functions and interacts with natural ecosystems.*
  - ▶ *There is no time to lose, the scientists say: The climate crisis has arrived and is accelerating faster than most scientists expected. It is more severe than anticipated, threatening natural ecosystems and the fate of humanity.*

# Responses to Evidence

- ▶ On 1st May 2019 UK Parliament unanimously approved motion to declare a climate emergency.
- ▶ On 12th June 2019 the UK PM Theresa May announced UK will cut emissions to net zero by 2050 making UK first major nation to propose this target.
- ▶ Scotland was the first country in the world to declare a state of climate emergency.
- ▶ In Scotland, 20 councils have declared a Climate Emergency, including all of our partner councils in the City of Edinburgh and South-East Region, in Borderlands (including Carlisle City, Cumbria and Northumberland County Councils) and in the South of Scotland.

# #our part 1

- Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets a legally-binding “net-zero” target of all greenhouse gases by 2045 with interim targets for reductions of at least 56% by 2020, 75% by 2030, 90% by 2040.
- Public bodies have legal duties re Climate Change: they must contribute to the delivery of emissions reduction targets, adaptation programmes, and act sustainably.
- Achieving net zero by 2045 is an immense challenge that will require structural changes at all levels of society
- Every sector needs to play its part in responding to the climate emergency – businesses, individuals, and organisations.

# #our part 2

- As well as legal duties, Councils have a vital role in responding to the climate emergency:
  - Scale and large resource bases in their own right;
  - Influence over key areas such as planning, transport and procurement;
  - Leadership - democratically elected a duty to take a lead – setting an example, educating and investing.
- In the Scottish Borders, this role falls to Scottish Borders Council.
- Progress has been made, but a step change is needed: ‘An emergency requires an emergency response.’ (Climate Emergency Response Group – Aug 2019)

# Delivered so far

We have made progress in a number of areas:

- ▶ LED Street lighting roll out
- ▶ Energy Efficiency Programme
- ▶ Fleet transition to low emission vehicles
- ▶ Council mileage reduction and efficient pool car fleet

# What do we need to do?

- Provide what the local authority does best – leadership; be explicit about the nature of the challenge that we face
- Develop a clear target and a coherent plan for Climate Action (under the stewardship of the Sustainable Development Committee)
- Embed this work into the culture and DNA of our organisation
- Make demonstrable progress in the areas which we can control, such as the Council's own estate
- Champion and influence climate action across the Scottish Borders region
- Be clear what success looks like
- Be transparent about progress. People understand that this is complex. If they don't , explain it.

# Emerging Climate Change Action Plan

- ▶ Council Estate – energy efficiency, buildings rationalisation
- ▶ Transport – EV charging, fleet, passenger transport, railway extension
- ▶ Infrastructure – major projects, schools, Tweedbank
- ▶ Waste – service provision, information and engagement
- ▶ Biodiversity – LBAP, Land Use & Forestry Creation Pilots
- ▶ Planning – LDP strategic direction, case management
- ▶ Staff engagement and support – Green Office?
- ▶ Identify resources for delivery/ link to 2024 agenda
- ▶ Actions for the Council/ Action with and for partners