



# Strategy and Resources Directorate Update to CEAC

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# Role of the directorate

***To provide organisational leadership on strategy, culture, finance, legal and digital, through excellent and coordinated professional services to support colleagues, and deliver a wide range of high-quality front line services that make a positive difference to the public.***



***No longer the lead for Net Zero agenda, but update from:***

- ***Legal, Democratic & IG***
- ***Finance & Procurement***
- ***IDS***
- ***HR & Business Support***
- ***Strategy & Performance***
- ***CEL***

# Legal, Democratic and Information Governance

- Exploration of increasing digitisation of records in Information Management Work Programme.
- Providing legal advice and support in relation to:
  - “Local Plan Update 1” – **Your City, Your Neighbourhood Your Planet**
  - **Habitat Bank and biodiversity net gain (BNG)** and range of planning applications & **Trees for Climate Change** Programme
  - **Leeds Pipes** – planning to enable routes and council as a body delivering the scheme
  - **Solar for Schools** decarbonisation grant funding
  - Decarbonisation of **LCC Activity Centres**
  - **Climate Innovation District**
- Collectively contributing and adherence to corporate initiatives:
  - **Hybrid working** – reductions in commuting and office usage continues
  - Good **energy saving** practices promoted
  - Included in **staff communications**
  - **Reduced printing** where possible.

# Democratic Services

- **Reviewed and reduced printed agenda** packs and scaled back number of home delivery for agendas for members still in receipt (now to Group Office).
- **Hybrid Civic vehicle for the Lord Mayor** for when the Lord Mayor is travelling to engagements outside of the City Centre (in City Centre generally try to walk if possible).
- **Support to a wide range of non-executive members to effectively challenge decision makers** with regard to progress against the Council's ambitions for climate and carbon reduction- particularly via CEAC and the associated annual update to Council, but also through scrutiny.

# Finance

- Similar to Legal Services – **extensive range of professional advice** on all net zero programmes and projects, including both capital and revenue aspects.
- **Support financial management of various eEfficiency schemes** e.g. Public Sector Decarbonisation/Habitat Banking Vehicle to enable direct investment in strategic nature recovery/ District Heating Network (Leeds Pipes) and Woodland Creation.
- **Governance: Capital Schemes** considered through Challenge Group, Strategic Investment Board. Template includes a section for the impact.
- **Financial reporting** now incorporates whether the latest revenue and capital in year position has any consequences for the Council's Best City Ambition.

# Procurement

- **Procurement of sustainability initiatives/measures** (e.g. Solar PV, electric vehicles, DHN, flood alleviation).
  - **Procurements which include specific sustainability requirements** (e.g. new housing delivery specifications not permitting use of gas boilers).
  - **Contracts above £5m require Carbon Reduction Plan** (e.g. use local supply chain, local employment/training, carbon reduction, using low/no emission vehicles, removal of single use plastics, donations to environmental initiatives).
- **Delivery of additional social value** beyond the core contract requirements. **Social Value Team, Engine and Network** allow for a holistic organisational view of commitments to deliver wider impact. **Working with Climate team** to map out strategic priorities
- **Joining up with other Leeds anchors** to develop single approach to SV across the city.

# Integrated Digital Services

- Transformation and **Migration to the Cloud** to reduce physical footprint.
- Cloud providers have **strong net zero policies** e.g. Microsoft Azure.
- Contribution to **hybrid working with devices**, working remotely applications.
- **Recycling** of IT equipment, across the council and with communities.
- **Rationalisation of Applications** which will reduce the Physical Infrastructure.
- Automation via RPA and AI that **reduce Computer Usage and travel.**
- Including messaging in **staff communications** to maintain awareness.
- Led changes to **printing habits.**

# Integrated Digital Services

- Deployment of new **low energy Managed Print Devices which are 60% more efficient** with a further reduction in toner waste
- Reduction in the numbers of Managed Print Devices from **720 devices to 346**
- Trial of Copilot for electronic transcription of meetings to reduce handwritten meeting notes
- Trialling use of mobile phone transcription of social case assessment interviews to further reduce note taking in notebooks
- Delivering a remote 'factory reset' option for LCC laptops to avoid the need to return to base for rebuild when things go wrong
- Deploying BYOD policies and eSIM options for mobile devices rather than issuing new devices to all employees, will reduce digital waste
- Creation of Web Forms, to reduce leaflets and paper forms and double keying
- Migration from old **WIFI infrastructure to modern Meraki energy efficient access points** across Council buildings



# Human Resources & Business Support

**Active Travel schemes** in place e.g.

- Bikes to work scheme – remains popular.
- Public transport travel discounts – e.g., Metro cards
- Ultra-low emission car leasing – 300 Hybrid/EV leased cars, offer extended to schools.
- Encouraging **corporate travel plan** new edition being promoted from October
- Roll out of better **digital options** for recording, claiming and monitoring journeys/mileage claims on new HR system.

- **Grey Fleet Car use policy** – Set in 2019 to phase-out business mileage payments for journeys in diesel/petrol vehicles by 2025. Achieving transitions now not possible without undue disruption/costs falling on staff. Policy under review. Progress in reducing emission has however been made given hybrid working and budget controls on travel. More staff also using EV/Hybrid vehicles; reducing Scope 3 emissions
- **Hybrid working** – reductions in commuting and office usage continuing.
- **Reduced printing** where possible and discussed at communications events.
- Management development & engagement; **carbon literacy training** options to be explored in Be Your Best Mgt Dev programmes.

# Strategy & Performance

- Climate resilience considered through West Yorkshire Community Risk Register that includes risks associated with climate change:
  - Severe weather (very High)
  - Heatwave (High)
  - Poor Air Quality (High)
  - Surface water flooding (high)
- Council's Corporate Risk map includes climate resilience risks - major flooding and climate change (high risks).
- Council's Major Incident Response Plan, reflects the UK government National Risk Register and includes our emergency major incident response to natural hazards.
- Resilience & Emergencies Team co-ordinating council wide review and production critical area Business Continuity Plans, that reflect WY Community Risk register and National Risk Register climate risks.
- and inform public and businesses about incidents via a range of channels
- Council's Severe Weather Plan reviewed to incorporate the new MET Office Extreme Heat Warnings
- Resilience and Emergencies Team with Home Care Commissioning and Public Health held two workshops to train both Residential and Home Care Providers on the risks of a heatwave
- West Yorkshire Resilience Forum Strategic Exercise theme of Heatwave
- The Heatwave Silver Group provides guidance for adapting services during heatwaves, including altered working hours, water provision, ventilation, and encouraging WFH. They also review and update these guidelines annually. [InSite - Working during a heatwave: guidance for managers and staff](#)

# Civic Enterprise Leads

## Cleaning/FM/Passenger Transport

- **Technology being used to aid efficient routing of vehicles, reducing miles on road.**
  - Switch to Electric Vehicles to support towards decarbonisation targets for the city.
  - **Improving building's efficiency, through activities such as LED lighting and energy management.**
  - Staff now work flexibly from home and work together on sustainable travel arrangements e.g. car sharing is promoted and utilised where it can be.
- Promotion of building energy efficiency initiatives such a Big Switch Off and increased recycling of waste.
  - **Support building energy efficiency initiatives through effects repairs and maintenance strategy for new plant such as solar panels and heat pumps.**
  - **Supported the roll out of SMART meters to all corporate buildings to give vital intelligence to enable us to deliver energy saving strategies.**
  - Reviewed all Civic Flavour menus to support sustainability in food and energy use e.g. increased vegetarian offers with a lower carbon footprint.

# Civic Enterprise Leads

## Leeds Building Service

- **Procurement decisions focusing on sustainability e.g. recent procurement exercise involved geographically diverse locations to have access to materials closer to job location.**
- Continued rollout of electric fleet and less travel through more effective planning. Service now operates with 171 electric vehicles.
- 🕒 **Training carried out for 43 operatives to maintain renewable technologies.**
- 🕒 Supporting people to deliver designs and getting schemes to site including renewable technologies - we have picked up the housing air source heat pumps and ground source heat pumps and we also now are doing repair and install of solar and have previously trained operatives on EV charging points.

# Civic Enterprise Leeds

## Fleet Services

- Current position:
  - **24% of corporate fleet is electric (364 small vehicles)**
  - 130 electric vehicle home charging points have been installed
  - 220 electric vehicle charging points installed across the directorates
  - 4 direct current charge points installed at Newmarket House (for eRCV's)
- 3 electric Refuse Collection Vehicles ordered and due for delivery within the next month.
- 3 new electric vehicles received, replacing diesel vehicles.
- 2 hybrid cars received, replacing euro 5 diesel vehicles.
- 95% of LCC fleet vehicles are Euro 6 compliant which restricts the emission of NOx gases to less than 80 mg/km for diesels, or 60 mg/km for petrol.
- **Telematics roll out to remaining CEL vehicles commenced in July 24. Benchmarking underway to identify immediate efficiencies however, from previously fitted vehicles, we've seen a reduction in fuel and CO2 emissions from improved driver behaviour.** Planning of jobs is easier and speedier; improving vehicle utilisation.
- Recycling of materials within the depot; oil, filters, batteries, spray canisters, plastic, cardboard and paper.
- Speed awareness course in place – helping to inform and train drivers of consequences, improve driver behaviour, in turn reduce fuel consumption and vehicle maintenance costs. 49 trained so far this financial year.
- Tyre supplier establishing a Leeds depot. Localised storage facility in place to reduce deliveries/miles.

# Civic Enterprise Leads

## Catering Leads

- Suppliers are locally based within Yorkshire.
- Fruit and veg supplier uses zero emission electric vehicles.
- Fresh produce packaging with recycled boxes used for deliveries.
- Menus are Food for Life Bronze Served level accredited.
- Enhanced 'Planet Friendly Menus' which utilise more plant protein and less meat on non-vegetarian days which take place twice per week.
- Vegan options are regular menu option supported by our vegan toolkit.
- Where manufacturers use Palm Oil, it is from sustainable sources and complies with relevant accreditation.
- Developed a carbon calculator to calculate the carbon footprint of school meals.
- Electronic solution procured and being rolled out to catering establishments, already seeing 29 sites utilising pre-ordering of meals, reducing over production/food waste. 127 sites using digital systems reducing paperbased functions (paper/print/postage) significantly. Roll out will continue across sites.
- **Working with schools to help them lower their emissions, working to halve the carbon footprint of the meals we serve by 2030, by: buying local, serving local and banned air-freighted imports; reducing meal and dairy, and increasing plant based dishes.**
- Working with the sustainability team on contract specs for enhancements relating to sustainability ahead of key contracts being let next year.
- All suppliers using euro 6 vehicles or better (e.g. EV) for the supply of goods.
- Food hygiene and manual handling refresher training now delivered via an on-line approach, which will see 940 sessions delivered virtually this year, rather than travelling to central locations and utilising paperbased resources.

# Civic Enterprise Leads

How CEL adapts its delivery and working environment to climate change (e.g. extreme heat, flooding etc):

- Operational adjustments are made to services when extreme weather is experienced, this could mean, changes in PPE, adaptations to menus and delivery times, advice groups on how to look after yourself and signposting to wider advice relating not just to their employment with LCC.
- Toolbox talks on how to extreme conditions are in place and give practical tips on how to look after yourself and your team.

# Next steps...

## Strategy and Resources will..

1. **Strategy:** Further strengthen the Best City Ambition to better reflect the progress made and partnership arrangements underpinning the city's efforts to tackle climate change.
2. **Partners:** Work with colleagues to position Leeds to take advantage of opportunities emerging from the Government's missions which support innovation in tackling climate change, working with partners across all sectors and with communities. Actively engage in any consultation from government to explore the benefits/challenges of hybrid/full remote committee meetings.
3. **Funding:** Continue to work closely with services to identify appropriate funding opportunities that support the Council's climate change priorities.



## Next steps continued...

4. **Infrastructure:** Complete rollout of new low power multi-functional office printers, reducing by 50% and continue the move to Cloud computing, reducing physical hardware in Council data centres.
5. **Infrastructure:** Continue to focus on the energy efficiency of the corporate estate; through energy efficient approaches such as moving to LED lighting, enhanced energy management and awareness through the roll out of smart meters and new plant such as solar panels and heat pumps as part of repair and maintenance.
6. Continue to train and officers/operatives on renewable technologies and improve carbon literacy.
7. Focus on the future fleet make up and the emerging options for this; electric, hybrid, hydrogen etc for the different needs across the corporate fleet.
8. Continue the ongoing work to halve the carbon footprint of the meals we serve by 2030, by: buying local, serving local and banned air-freighted imports; reducing meal and dairy, and increasing plant based dishes.

# Conclusions

- Thank you for the invitation.
- A good discipline for us to review and reflect on activity.
- We do a lot, thanks to the drive and knowledge of the various teams.
- There is always more that we can do.
- We will keep this in our conversations and work programmes.
- Welcome comments and observations or ideas on anything omissions.

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Thank you