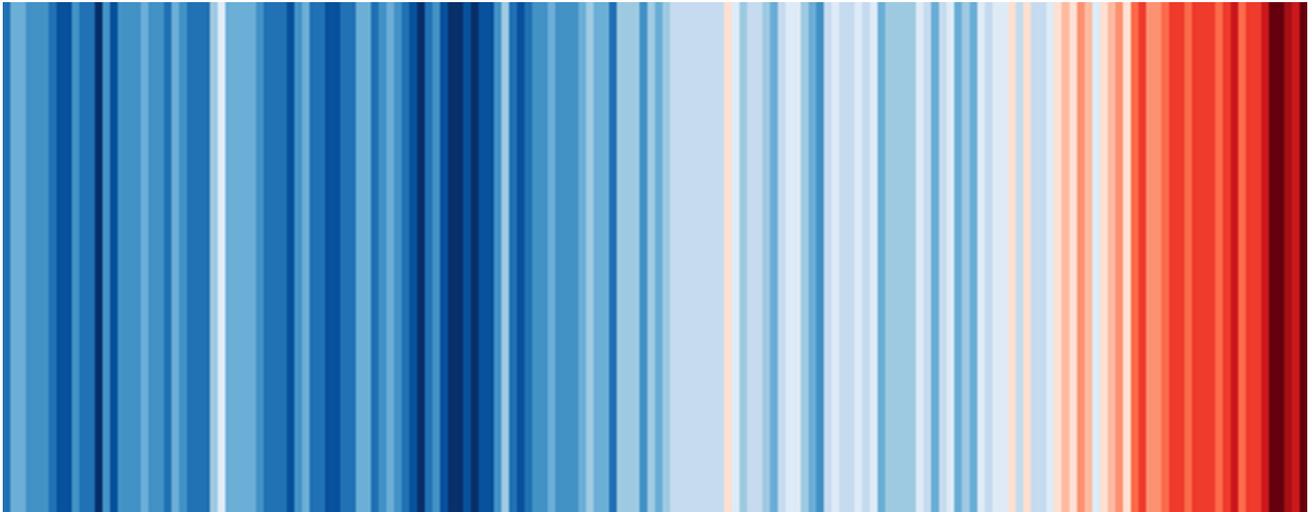


Newport City Council Organisational Climate Change Plan 2022-27



This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

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1 FOREWORD

To be added



*Councillor Jane Mudd
Leader of the Council*



*Councillor Jason Hughes
Cabinet Member for
Sustainable Development*

2 SUMMARY

This is the Newport City Council Organisational Climate Change Plan that sets out the themes, priorities, actions, and milestones that we need to take as a Council over the next five years to:

- Reach net zero carbon as an organisation by 2030.
- Review the services we provide to ensure they support the city's journey to net zero and adaptation to climate change.

A 29% reduction of Council scope 1 and scope 2 carbon emissions has already been achieved in the last three years.

2.1 Key Delivery Themes

To deliver on this the plan six delivery themes have been identified:

THEME 1: ORGANISATIONAL CULTURE & LEADERSHIP

2030 Vision: The climate and nature emergency will be at the heart of all our work. In our decisions we will take positive action to minimise climate and ecological impacts. We will lead by example and empower our partners, communities, and individuals to tackle the climate emergency and prioritise nature-based solutions.

THEME 2: OUR BUILDINGS

2030 Vision: To achieve net zero carbon energy and support the nature recovery across our buildings by 2030.

THEME 3: OUR LAND

2030 Vision: A city which sustainably manages and increases its natural resources, protecting, enhancing, improving and connecting the natural environment in a carbon neutral and climate and ecological responsible manner.

THEME 4: TRANSPORT & MOBILITY

2030 Vision: A city with healthy and sustainable travel choices for the people.

THEME 5: THE GOODS & SERVICES WE PROCURE

2030 Vision: Sustainable procurement will be at the heart of ensuring that our external contracting minimises the climate and nature impact and also the carbon footprint of goods, works and services procured.

THEME 6: OUR WIDER ROLE

2030 Vision: Leading by example and proactively supporting our communities and partners towards society wide action for nature and climate recovery.

3 TERMS YOU WILL FIND IN OUR PLAN

Biodiversity is all the different kinds of life you'll find in one area—the variety of animals, plants, fungi, and microorganisms like bacteria that make up our natural world. Each of these species and organisms work together to maintain balance and support life.

Biological Carbon Sequestration (Capture) and Storage is the *storage* of carbon dioxide in vegetation such as grasslands, forests, soils and oceans.

Blue Infrastructure is a network of multi-functional blue space and blue features, which can deliver quality of life and environmental benefits for communities. It includes lakes, rivers, streams, canals and other water bodies.

Building Retrofit is changes to a building after construction to improve energy efficiency or decrease energy demand.

Carbon Literacy is an awareness of the carbon dioxide costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an

individual, community and organisational basis.

Carbon Neutral is a state of net zero carbon emissions.

A *Circular Economy* is achieved by designing products smartly with their whole life cycle in mind, re-using and repairing to extend their useful life, and then when their life is deemed over, remanufacturing to create new products from old.

Climate Change includes global warming and the “side effects” of warming, e.g. melting glaciers, heavier rainstorms, more frequent drought.

Climate Change Mitigation means avoiding and reducing greenhouse gas emissions and increasing greenhouse gas capture and storage.

Climate Change Adaptation is altering our behaviour and way of life to protect our families, our economies, and the environment in which we live from the impacts of climate change.

The *Climate Emergency* is a situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it.

Deep Retrofitting is a major or whole building retrofit to achieve a near net-zero energy building

A *District Heat Network* is a distribution system of insulated pipes that takes heat from a central source and delivers it to a number of domestic or non-domestic buildings.

Eco-literacy is the ability to understand the natural systems that make life on earth possible.

Ecological Footprint of Wales is a measure that shows how many planets would be needed if everyone in the world were to consume the same as Wales

Ecology is the relationship between living things and their environment.

Ecosystems are all the living things in an area and the way they affect each other and the environment.

Ecosystem Resilience is the capacity of an ecosystem to respond to a disturbance by resisting damage and recovering quickly.

Global Warming is the Earth's rising surface temperature and is one symptom of the much larger problem of human-caused climate change.

The *Greenhouse Effect* is a warming of Earth's surface caused by greenhouse gases.

Greenhouse gases (GHG) are the thin layer of gases surrounding the Earth. These gases include both naturally occurring and human-derived greenhouse gas such as carbon dioxide, methane, water vapour and nitrous oxide.

Green Infrastructure is a network of multi-functional green space and green features, which can deliver quality of life and environmental benefits for communities. It includes parks, open spaces, playing fields, woodlands, street trees, allotments, private gardens, green roofs and walls, SuDS and soils.

Natural Resources are natural assets or raw materials occurring in nature. Earth's natural resources include light, air, water, plants, animals, soil, stone, minerals, and fossil fuels.

Nature-Based Solutions are actions to protect, sustainably manage, and restore natural and modified ecosystems that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits.

Net Zero is achieving a balance between the amount of greenhouse gas emissions produced and the amount removed.

Precipitation is any liquid or frozen water that forms in the atmosphere and falls back to Earth.

Procurement is the act of purchasing goods or services.

The *Re:fit Programme* is a support initiative for public bodies to implement energy efficiency measures and local energy generation schemes on their assets. These measures improve the energy performance, reduce carbon emissions and running costs.

Scope 1 Direct Emissions arise from sources that are owned or controlled by the Council including emissions from our plant and vehicle fleet and fuel.

Scope 2 Indirect Emissions arise from the generation of purchased electricity and heating. The energy is generated elsewhere, however as a user the Council is responsible for these emissions.

Scope 3 Indirect Emissions arise from sources that are not owned and not directly controlled by the Council, however, they are related to our activities. This includes emissions from the supply chain, such as goods we have purchased and services that we have outsourced. It also includes emissions from the water we consume, our waste services, employee commuting and business travel.

Solar PV (Solar Photovoltaics) is the generation of electricity using energy from the sun. Modern solar panels produce electricity from daylight and do not require direct sunlight, although more electricity is produced on bright sunny days.

Sustainable Drainage Systems (SuDS) are designed to manage stormwater locally, to

mimic natural drainage and encourage its infiltration and passive treatment. SuDS are designed to both manage the flood and pollution risks resulting from urban runoff and to contribute wherever possible to environmental enhancement and place-making.

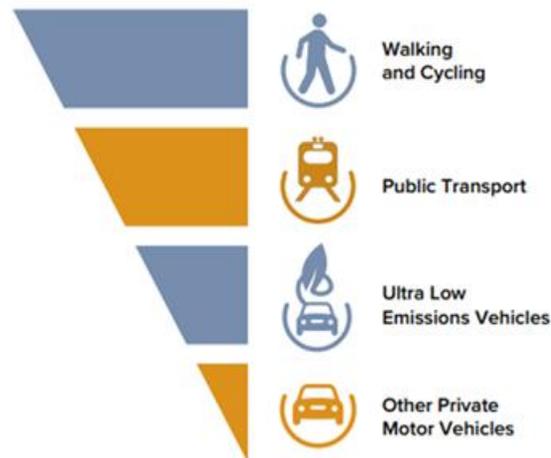
Sustainable Management of Natural Resources is the use of natural resources in a way and at a rate that maintains and enhances the resilience of ecosystems and the benefits they provide.

Sustainable Procurement is a process whereby organisations meet their needs for goods, services and works in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment. It considers the social, economic and environmental consequences of what is procured through all stages of its life-cycle. This includes considering design, resource extraction and sourcing, manufacturing and production, transportation, service delivery, operation and maintenance, reuse, recycling and disposal. It is also about questioning whether the purchase

requires to be made at all. It also considers the capacity of suppliers to address these consequences throughout the entire supply chain.

Sustainable Transport Options are walking, cycling, public transport and electric vehicles. Not all options are equally sustainable. See sustainable travel hierarchy below.

The *Sustainable Travel Hierarchy* guides planning decisions and gives priority to active travel and public transport vehicles, followed by ultra-low emissions and finally private vehicles. It is set out in Planning Policy Wales (PPW) 10.



Tonnes of Carbon Dioxide Equivalent (tCO₂e) is a measure used to compare the emissions from various greenhouse gases based upon their global warming potential. For example, the global warming potential for methane over 100 years is 21. This means that one million metric tons of methane emissions is equivalent to 21 million metric tons of carbon dioxide.

The 21st Conference of Parties (COP21) in Paris in 2015, was when 196 parties (countries) signed the latest legally binding international treaty on climate change.

Ultra-Low Emission Vehicles (ULEVs) are vehicles that emit less than 75g of CO₂ per km from the exhaust.

Well-To-Tank Emissions also known as upstream or indirect emissions, is an average of all the greenhouse gas emissions released into the atmosphere from the production, processing and delivery of a fuel or energy.

4 INTRODUCTION

This is the Newport City Council Climate Change Plan that sets out the themes, priorities, actions, and milestones that we need to take as a Council over the next five years to:

- Reach net zero carbon as an organisation by 2030.
- Review the services we provide to ensure they support the city’s journey to net zero and adaptation to climate change.

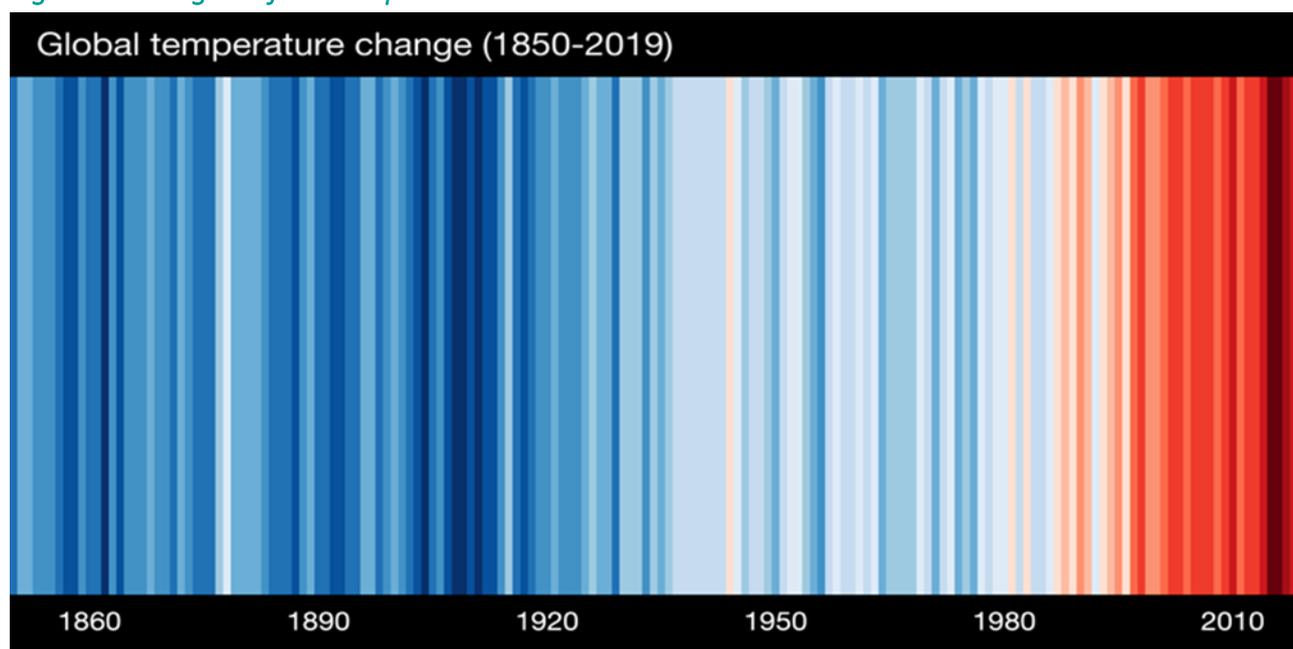
This is a key document for the Council and will shape the Council’s climate change mitigation and adaptation journey over the next five years.

4.1 What is Climate Change and Global Warming?

Climate change encompasses a wide range of changes to our climate, including average temperature and precipitation levels. It includes warming and the “side effects” of warming, for example, melting glaciers, heavier rainstorms, or more frequent drought.

Global warming refers to the Earth’s rising surface temperature which is one symptom of the much larger problem of human-caused climate change.

Figure i: Average Surface Temperatures



Warming Stripes. Source: WMO, 2020

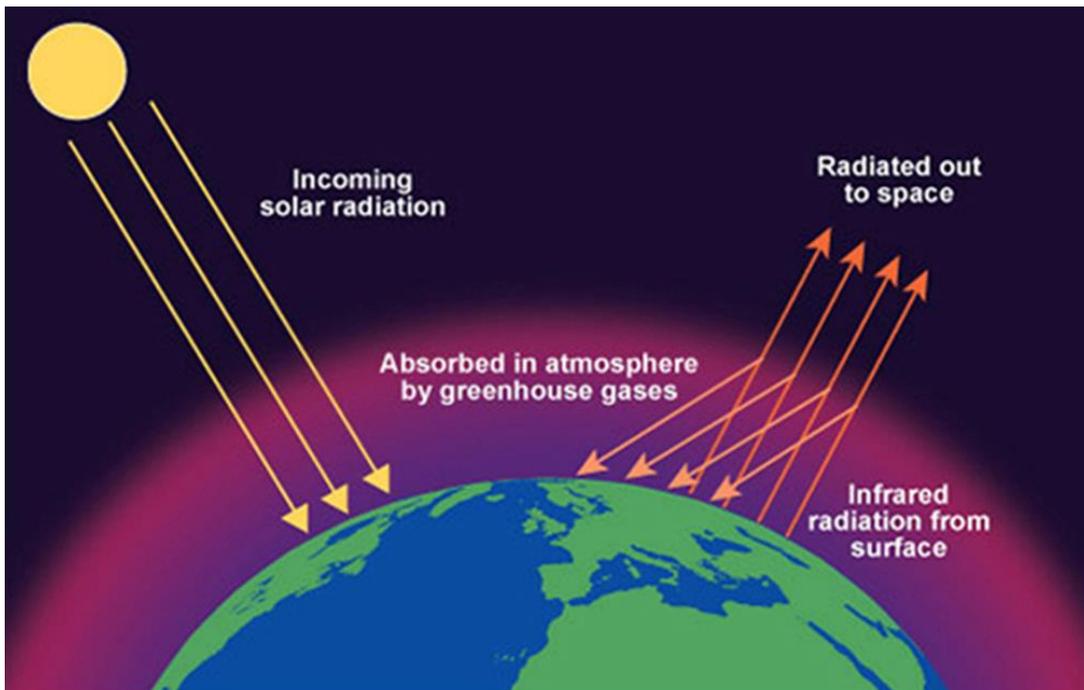
Over recent decades, we have seen a notable increase in the average surface temperature, as indicated in [figure i](#). Each stripe represents the average temperature difference of a single year compared with the 20th century average. The red lines indicate a warmer than average reading and blue indicating a colder than average reading, with the stronger colours corresponding to a larger difference. Together the stripes vividly show how, and to what extent, the global temperature has changed over the years.

4.2 What is Causing this Warming?

As we know, the Earth is surrounded by a thin layer of gases. These gases include both naturally occurring and human-derived “greenhouse gases” (GHG) such as carbon dioxide, methane, water vapour and nitrous oxide.

As solar radiation from the sun reaches the Earth, a proportion of it is absorbed by the GHG and the rest is reflected back into space.

Figure ii: Greenhouse Effect

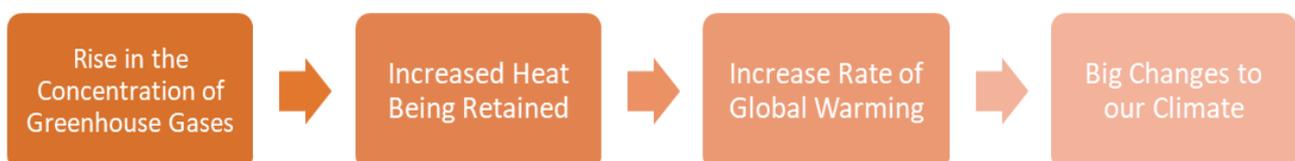


Greenhouse effect. Source: Open University, 2020

Source: <https://www.open.edu/openlearn/ocw/mod/oucontent/view.php?id=68980§ion=2.2>

Having the right quantity and balance of greenhouse gases in the atmosphere gives us the temperatures required to live comfortably on our planet. Without any greenhouse gases at all, the average temperature of the Earth would be -18°C .

Figure iii: Changes to our Climate

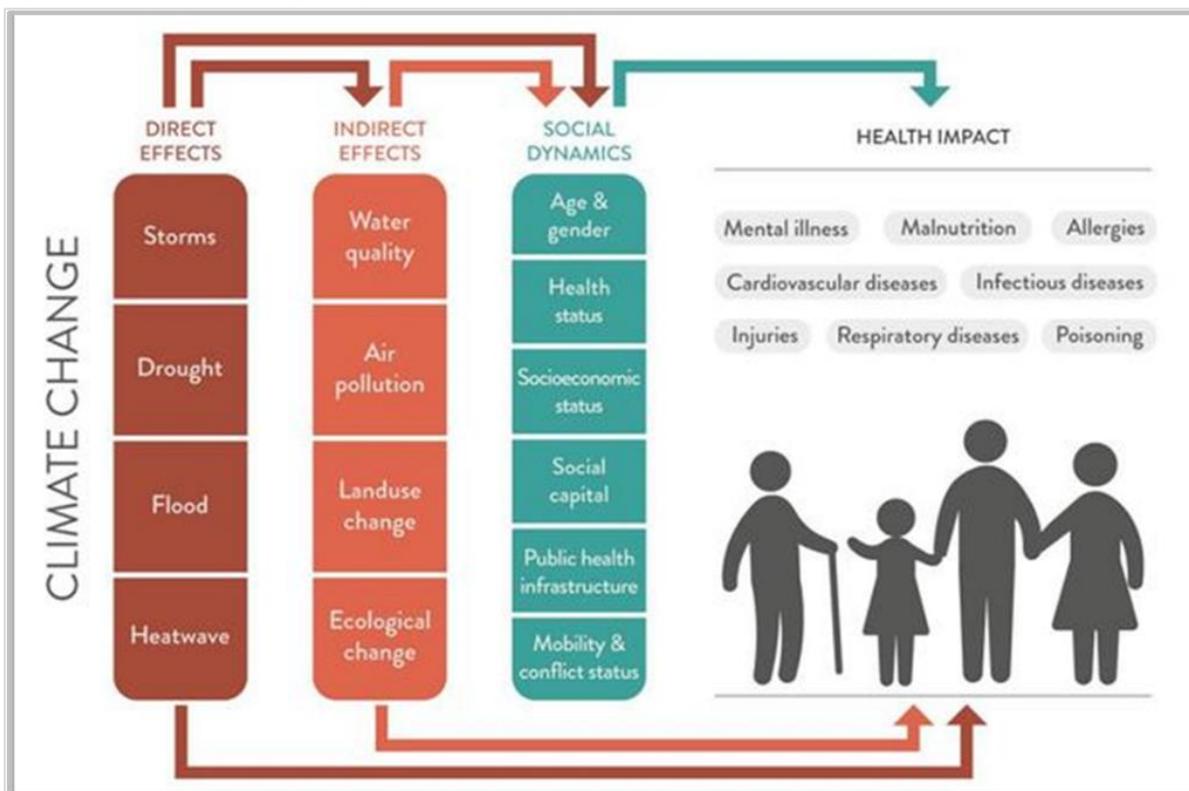


The rise in the concentration of greenhouse gases in the atmosphere is resulting in too much heat energy being retained, and an increased rate of global warming, resulting in significant changes to our climate.

4.3 What are the Impacts?

There are many direct and indirect effects of global warming and climate change.

Figure iv: Climate Change Impacts



Source: [Lancet Commission](#)

In the UK, it is forecast that we will experience changing weather patterns with stronger storms occurring more often, bringing an increased risk of flooding to local areas. During the summer months temperatures will continue to rise, bringing heatwaves and drought.

These changes will affect the quality of land, land use, and agriculture. Water and air quality will continue to worsen, and there will be changes to local ecology and wildlife biodiversity as a result of this, with some local species at risk of extinction.

With agriculture being affected, the cost of food will increase along with the cost of living. Damage to land and infrastructure will result in an increased strain on public services and local economies.

Changes in temperatures will also result in pests settling further north due to the warmer climate which will bring with them more diseases, not usually seen in the UK. Changes to the climate will also bring with it new forms of illnesses linked to extremes in temperatures, with the young and the elderly being most affected. The health system will continue to be put under even more pressure.

It is important to note that all these consequences are inter-connected and in the same way they can all be mitigated by doing all we can to keep climate change to a minimum.

4.4 Paris Agreement

In 2015, 196 parties at the 21st Conference of Parties (COP21) in Paris, signed the latest legally binding international treaty on climate change.

Figure v: Paris Agreement

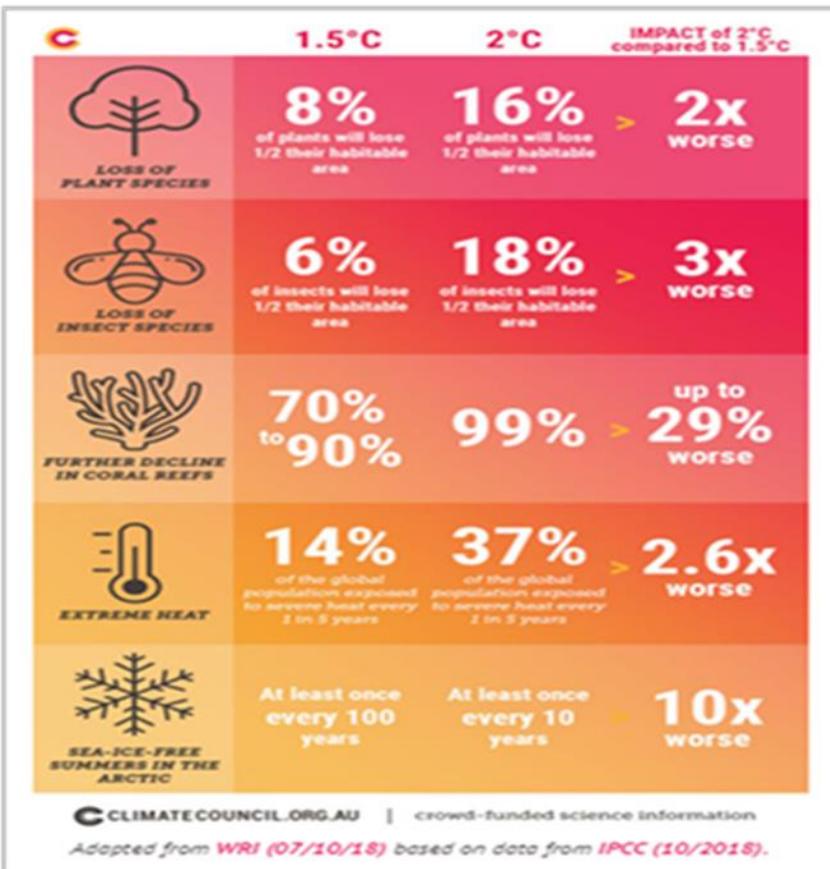


Source: sustainability.yale.edu

This treaty outlined three main objectives:

- To limit global warming to well below two degrees Celsius, compared to pre-industrial levels.
- To enhance resilience to climate impacts, which will be unavoidable due to the greenhouse gases already emitted.
- To align financial flows in the world with these objectives.

Figure vi: Climate Related Risks



Source: <https://www.climatecouncil.org.au/resources/infographic-the-difference-between-1-5-and-2-degrees-warming/>

The risks associated with the planet warming by 2 degrees Celsius are considerably worse than if global temperatures rose by only 1.5 degree Celsius. Those risks increase drastically if the planet warms to above 2 degrees Celsius.

If action is taken now, global warming of the planet may be limited to within 1.5 degrees Celsius by the middle of the century, drastically minimising the effects of climate change. If action is not taken soon, this deadline will be surpassed, and it will be too late.

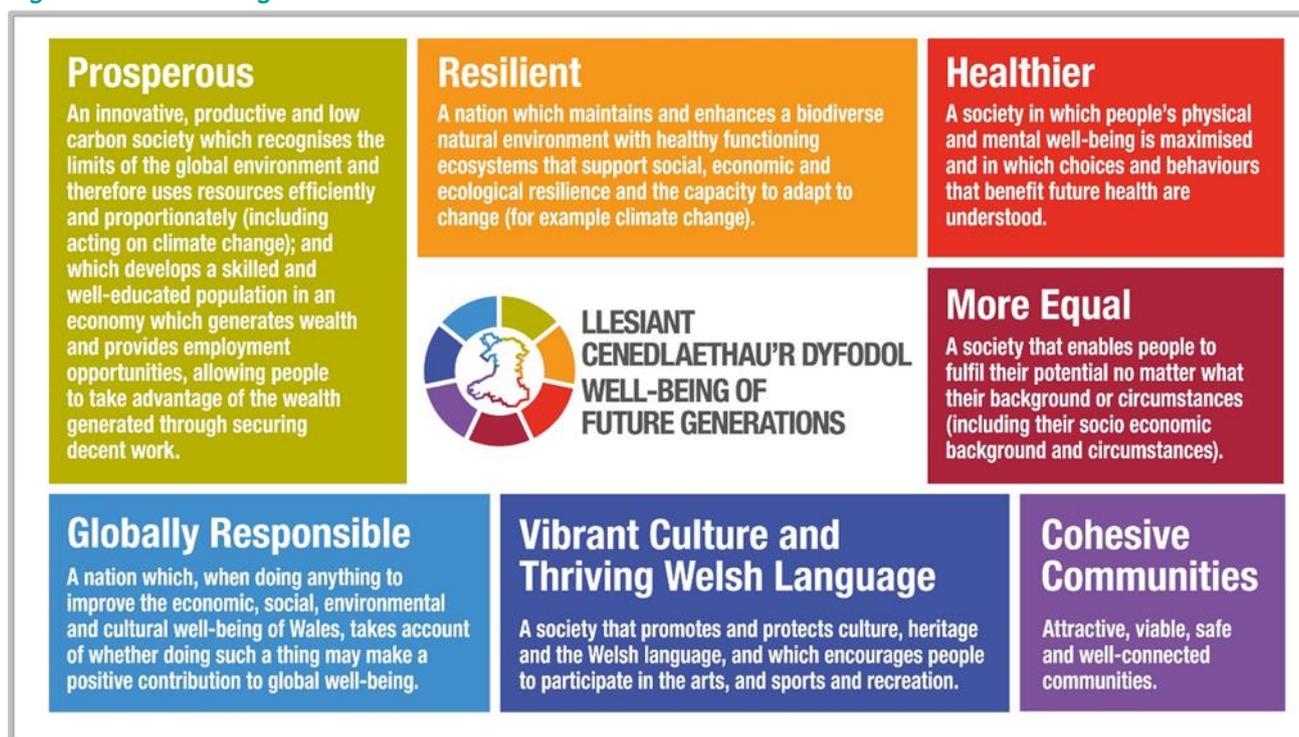
4.5 Wales Context

4.5.1 Well-being of Future Generations (Wales) Act 2015

The [Well-being of Future Generations Act](#) is comprehensive legislative approach to strengthening action on sustainable development in Wales, with a legal link to the [UN Sustainable Development Goals](#). The Act sets out a well-being duty on the Council and other specified bodies to carry out sustainable development and improve the well-being of Wales in accordance with the sustainable development principles.

The Act puts in place seven well-being goals which encompass a vision to improve well-being, including striving to reduce the impacts of climate change for the future.

Figure vii: Well-being Goals



The sustainable development principle means that a body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

[46 national indicators](#) help tell a story of progress against the well-being goals. In addition, the Welsh Government are currently consulting on a set of national milestones to provide a mechanism for monitoring national progress towards the seven well-being goals.

There are several measures that are directly related to climate change and carbon reduction.

Milestone 7: Indicator Number 14 - Ecological Footprint of Wales

Milestone 8: Indicator Number 41 - Emissions of Greenhouse Gases within Wales

Milestone tba: Indicator Number 44 - Status of Biological diversity of Wales

4.5.2 Environment (Wales) Act 2016

The [Environment Act](#) shows how the UN priorities can be implemented at a state and regional level including climate change targets, biodiversity duty and the sustainable management of natural resources. The Act sets out a minimum reduction in emissions of 80% by 2050. This target has since been revised and increased to 100% by 2050.

In Wales, our nature, land, water, and air are our ultimate resource. However, demands on these natural resources are increasing and one of the greatest challenges we face is to find a way to secure healthy, resilient, and productive ecosystems for the future whilst still meeting the challenges of creating jobs, housing, and infrastructure. The Environment Act helps us to meet this challenge.

4.5.3 The Climate Emergency and Net Zero 2050

In 2019, the Welsh Government was the first parliament in the world to declare a climate emergency. That same year, all UK government administrations agreed to raise the emissions target further and set a carbon zero target by 2050 (apart from Scotland who aims to get there 5 years earlier). In 2021, the Welsh Government set out a legal commitment to achieve net zero by 2050 but is striving to “get there sooner”.

4.5.4 Net Zero Welsh Public Sector 2030 and the Route Map to Decarbonisation

To reach this goal, the public sector has been tasked with becoming net zero carbon by 2030. The Council is fully committed to addressing the climate emergency and is currently working towards the ambition of becoming a net zero carbon organisation by 2030 and supporting Wales to be net zero carbon by 2050.

The [Route Map to Decarbonisation](#) guides the development of the Welsh public sector’s contribution to future all Wales low carbon delivery plans and is an overview of the actions and milestones needed to reach net zero greenhouse gas emissions by 2030. It sets out framework for action:

Figure viii: Route Map to Decarbonisation Vision

“by 2030 choosing zero carbon will be the routine, culturally embedded and self-regulating across the Welsh public sector”

Figure ix: Route Map to Decarbonisation Journey to Net Zero



Figure x: Route Map to Decarbonisation Areas of Action



It also states that the public sector has a wider role in shaping our society-wide low carbon journey. The Council Climate Change Plan will use the route map as a framework for delivery.

4.5.5 South East Wales Transport Commission

The First Minister for Wales established the [South East Wales Transport Commission](#) (SEWTC) to investigate sustainable ways to tackle congestion on the M4 in South East Wales. The Commission has set out a set of [recommendations](#) structured around the concept of a network of transport alternatives.

4.5.6 Air Quality

The World Health Organisation (WHO) developed air quality standards for a range of pollutants to protect human health. Air quality standards have been written into UK and Welsh legislation, namely Part IV of the Environment Act 1995 and The Air Quality Standards (Wales) Regulations 2010. The legislation makes the UK Government, the Welsh Government, and local authorities responsible for tackling air pollution. The responsibility of the local authority is to identify and monitor areas within its district that may exceed the air quality objectives. If an exceedance is found the area must be declared as an air quality management area (AQMA) and an action plan be developed to improve.

Within the UK the main pollutants of concern covered under this legislation are nitrogen dioxide (NO₂) and particulate material (PM₁₀ and PM_{2.5}).

In Newport we currently have 11 AQMAs:

- Caerleon
- Malpas Road, south
- Chepstow Road / Clarence Place / Caerleon Road
- Cefn Road
- Caerphilly Road
- George Street

AQMAs along the M4:

- Royal Oak Hill
- Basseleg Road, Glasllwch
- St Julians
- Glasllwch Road, High Cross
- Malpas Road, Shaftesbury

Priorities and actions identified in the Climate Change Plan will support the work that is underway to improve air quality in Newport.

4.5.7 Equality Act 2010

The Equality Act 2010 legally protects people from discrimination, and it is against the law to discriminate against someone because of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race, religion or belief
- sex
- sexual orientation.

The council must consider how decisions may impact on people differently because of the protected characteristics above, and how any negative impact could be reduced.

The impact of climate change on younger people and future generations are likely to be greater than other sections of the community as temperatures are likely to rise as time goes on.

In addition, extremes in weather tend to impact more greatly on the most vulnerable and those with existing health conditions so older people and those with disabilities could also be impacted more greatly.

There are no specific impacts for race. However, ethnic minorities in Newport tend to live in the most deprived areas in Newport. Public health studies have shown that the impacts of climate change tend to be the biggest in deprived areas. For example, poor air quality combined with health impacts of deprivation interact to modify and strengthen associations with all-cause and respiratory disease mortality especially in the 'most' deprived areas where the most-vulnerable people live and where health needs are the greatest.

Also, ethnic minorities tend to have poorer health outcomes, lower disability-free life expectancy and higher rates of cardiovascular disease and diabetes which are all negatively affected by the impacts of climate change.

The Climate Change Plan will support the mitigation and adaptation of the impacts of climate change in the local area so has the potential to have a positive impact or to reduce the likelihood of a negative impact.

4.5.8 Socio-economic Duty

The Socio-economic Duty is set out in the Equality Act 2010, and requires the council, when making strategic decisions, to pay due regard to the need to reduce the inequalities of outcome that result from socio-economic disadvantage. Inequalities of outcome are felt most acutely in areas such as health, education, work, living standards, justice and personal security, and participation.

As mentioned above public health studies have shown that the impacts of climate change tend to be the biggest in deprived areas.

The Climate Change Plan will help to mitigate and adapt to these impacts.

4.6 Local Authority Context

4.6.1 Ecological & Climate Emergency

In November 2021 the Council proposed a political motion and declared an Ecological and Climate Emergency. The declaration stated:

Newport City Council will continue the good work that we have started and:

- Reduce our carbon emissions to net zero carbon by 2030.
- Review the services we provide to ensure they support the city's journey to both net zero carbon and adapting to the impacts of climate change by 2050.
- Develop a clear Climate Change Organisational plan, in consultation with our citizens, for the next five years that will set out the actions we need to take to achieve this.
- Develop a city-wide Local Area Energy Plan, in collaboration with experts from the public, private and third sector to develop innovative solutions to decarbonise heat, electricity and local transport and realise local renewable energy production.
- Work with One Newport partners and the public to develop a city-wide Climate Strategy to enable city-wide net zero carbon and adaptation to climate change by 2050.
- Integrate best ecological practice into each area of the Council's activity, allowing us to lead the city by example.

- Publicise this declaration of an ecological and climate emergency to residents and businesses in Newport and support and influence action by partners through partnerships and support and enable action by citizens to reduce their own carbon emissions.

4.6.2 Local Well-being Plan

The Well-being of Future Generations (Wales) Act 2015 establishes a Public Services Board (PSB) for each local authority area in Wales. The PSB includes public and third sector partners from the local area.

Each PSB must publish a Local Well-being Plan which sets out well-being objectives which must improve the economic, social environmental and cultural well-being of the area. The current [Local Well-being Plan for Newport](#) runs from 2018-23 and the Well-being Objectives are:

- *Everyone feels good about living, visiting, and investing in our unique city.*
- *Everyone has the skills and opportunities they need to develop, prosper, and contribute to a thriving sustainable city.*
- *Everyone belongs to resilient, friendly, connected communities and feels confident and empowered to improve their well-being.*
- *Newport has healthy, safe, and resilient environments with an integrated sustainable travel network.*

Supporting the climate and nature recovery and reducing our carbon emissions are key to achieving these well-being objectives.

The Local Well-being Plan also pledges to develop and deliver on a city-wide Climate Strategy which is currently in the very in the early stages.

4.6.3 Corporate Plan

The Council's [Corporate Plan 2017-22](#) has four well-being objectives which were set to maximise the Council's contribution to achieving the Well-being of Future Generations Act Well-being Goals. The Well-being Objectives are:

- *To improve skills, educational outcomes & employment opportunities*
- *To promote economic growth and regeneration whilst protecting the environment*
- *To enable people to be healthy, independent & resilient*
- *To build cohesive & sustainable communities*

Limiting climate change and reducing our carbon emissions are key to achieving all of our well-being objectives.

The Climate Change Plan will sit alongside the Corporate Plan and will be a key driver when developing and implementing the next Corporate Plan for the period of 2022-27. Delivery and annual reporting of the two plans will be co-ordinated and aligned.

4.6.4 Local Development Plan

The [Local Development Plan](#) (LDP) is the development plan for Newport and is the basis for land use planning within the local authority area. The current plan 2011-26 was adopted in 2015 and has a number of objectives that will support the delivery of the Climate Change Plan. These are:

- **Objective 1 – Sustainable Use of Land:** To ensure that all development makes the most efficient use of natural resources by seeking to locate development in the most sustainable locations, minimise the impact on the environment and make a positive contribution to local communities.
- **Objective 2 – Climate Change:** To ensure that development and land uses in Newport make a positive contribution to minimising, adapting to or mitigating against the causes and impacts of climate change, by incorporating the principles of sustainable design, changes to travel behaviour, managing the risks and consequences of flooding, and improving efficiency in the use of energy, waste and water.
- **Objective 6 – Conservation of the Natural Environment:** To protect and enhance the quality of the natural environment, including landscape, protected habitats and species of principal importance for biodiversity in Wales (regardless of greenfield or brownfield status) and the protection of controlled waters.
- **Objective 10 – Waste:** To ensure that waste management choices are based on the proximity principle, where appropriate, and a hierarchy of reduce, reuse, recovery and safe disposal, and that there is adequate provision for facilities to enable this to happen.

Planning of our communities will be key to supporting the city's journey to net zero and adaptation to climate change.

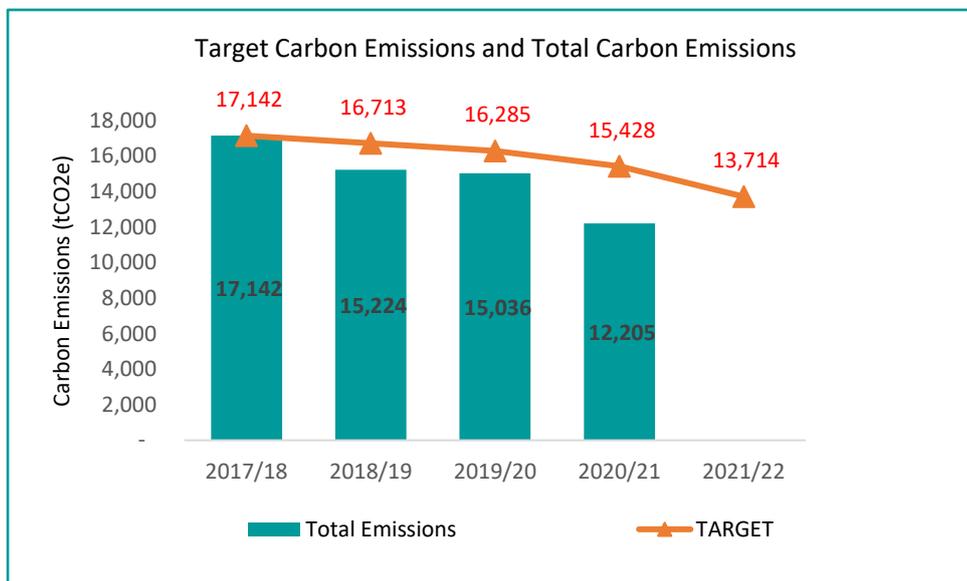
4.6.5 Carbon Management Plan

The Council's [Carbon Management Plan 2018-22](#) which was focussed on carbon emissions from scope 1 and 2 has already started the Council's journey to net zero carbon and will be reviewed in 2022. The reviewed and updated Carbon Management Plan will provide more detail and support the delivery of the Climate Change Plan.

5 WHERE ARE WE NOW?

The Council, along with all public sector organisations in Wales, has made a commitment to become carbon neutral by 2030.

Figure xi: Council Carbon Emissions



Great strides have been made to reduce carbon emissions in line with the targets that were set out in our [Carbon Management Plan](#). From Figure xi, it is clear that we have continued to reduce our total emissions below the target values each year. This has resulted in a 29% reduction of scope

1 and scope 2 emissions compared to the baseline year that was initially set as 2017/2018.

5.1 Measures to Reduce Emissions Across the Council

The Council has taken a variety of approaches to reduce carbon across the organisation, including:

5.1.1 LED Streetlighting

Completing a project to convert all older inefficient streetlights to modern LED alternatives. The project involved the conversion of over 14,000 lights across the city resulting in a 56% reduction in consumption and associated carbon emissions.

5.1.2 Building Energy Efficiency Measures

Reducing utility energy consumption via operational improvements and behaviour change and a range of energy efficiency measures have been implemented. These include, draught proofing, insulation, improved heating controls, solar panels, and LED lighting to name a few. The standard of new Council buildings and extensions has also been improved to reduce energy and carbon emissions.

5.1.3 Gwent Healthy Travel Charter



Signing up to the [Gwent Healthy Travel Charter](#) which contains a series of commitments to support staff and visitors to reduce travel, walk and cycle more, take public transport, and switch to electric vehicles. The Gwent public sector Healthy Travel Charter was launched in November 2020. 23 Public Services Board Organisations across Gwent have signed up to the which commits to 15 actions over three years.

5.1.4 Electric Vehicles and Charging



The introduction of electric vehicles, which were first used to deliver Council services in 2018, has increased significantly, with the Council now aiming to have replaced all cars and light vans with electric alternatives by April 2022. Electric vehicle chargers have also been installed across multiple Council sites to support the transition away from fossil fuelled vehicles by 2030.

In 2021, the Council was the first Welsh Local Authority to invest in a fully electric refuse collection vehicle (RCV). Six refuse vehicles will be electric by April 2022, and the entire fleet of RCVs will be fully electric by the end of the decade.

5.1.5 Roof-Mounted Solar PV



At the time of writing, the Council has the largest roof mounted solar panel array on any building in Wales with a 500kWp system, which was installed at The Geraint Thomas National Velodrome of Wales in September 2020. This formed part of a wider roll-out of 2.3 MW of roof mounted solar panels working with Egni Coop community energy cooperative across 27 buildings in total. The solar panels can

generate over 2 Giga Watt hours of renewable electricity per year, significantly reducing the carbon emissions associated with importing electricity from the grid.

5.2 Measures to Reduce Emissions Across the City

The Council has taken a variety of approaches to reduce carbon across the city, including:

5.2.1 Sustainable Travel

Implementing numerous active travel schemes to promote walking and cycling. The Council has installed 50 public electric vehicle charge points across the city, mostly in Council run public car parks. The next phase of EV charging installations will include on-street residential chargers and rapid charging hubs.

5.2.2 Low Carbon Housing

Approving two low carbon housing developments, where the developers have agreed not to use any fossil fuel to provide heating. The developments have also included sustainable drainage systems (SuDS) planted with a wet meadow mix of flora, including nut and berry bearing trees and shrubs to provide foraging opportunities and habitats for wildlife. The Council is also in the process of developing a new Local Development Plan to ensure that any new developments align with the city's requirement to be net zero carbon by 2050.

5.3 Future Plans

5.3.1 Building Energy Efficiency Measures

To achieve the carbon reductions required to achieve net zero carbon by 2030, extensive building retrofits will be required. As well as continuing to deliver schemes in partnership with our property joint venture company Newport Norse Limited, the Council are also embarking on a multi-million pound retrofit programme in conjunction with a specialist energy services company through the Refit Programme of works. As well as reducing our consumption and generating our own electricity, one of the main objectives will be to remove or significantly reduce its reliance on gas boilers, replacing them with more efficient heat pump systems.

5.3.2 Renewable Energy Generation for Buildings

Solar PV is already installed on over 30 Council buildings across the city and we will continue to install solar PV wherever possible. Reducing existing consumption to a minimum will maximise the proportion of our usage that comes from on-site generated net zero carbon electricity. Converting our heating systems from fossil fuels such as oil and gas to electric heat pumps will not only save energy overall, but will increase our electricity consumption significantly, requiring large solar PV and battery storage systems to maximise carbon reductions.

5.3.3 Ground Based Solar PV

A small number of selected locations are being investigated for this technology. These larger systems can make a greater contribution to tackling the climate emergency. Options for direct charging of electric vehicles are being explored which would allow 100% zero emission Council vehicles to operate in the city.

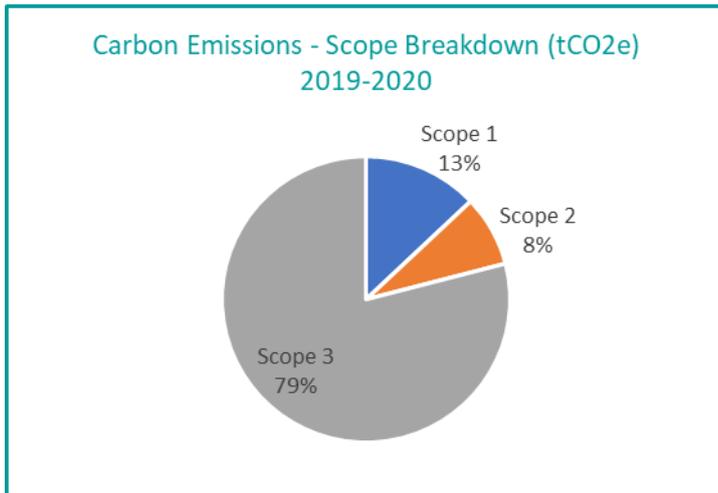
5.3.4 Local Area Energy Planning

A pilot project to develop a long term, city-wide energy plan for Newport is also underway. The Local Area Energy Plan pilot is a Welsh Government initiative which asks local authorities to set out a plan for how their area can meet energy needs through renewable and non-carbon sources. The plan will assess current energy systems, and detail both practical actions and a long-term vision towards creating a zero-carbon energy system for the city by 2050. The plan is currently under development and should be published in June 2022.

5.4 Baselineing our Carbon Emissions

Welsh Government has recently published [guidance](#) (May 2021) to public sector organisations to enable a consistent approach across Wales for reporting on their organisational carbon emissions. The new reporting methodology considers all emissions associated with activities performed by local authorities including fuel, energy, and water consumption, waste disposal, employee commuting, business travel, and land use. The addition of scope 3 emissions from waste, employee commuting, business travel and purchased goods and services has resulted in the Council's reported emission totals increasing considerably compared to previous years.

Figure xii: Breakdown of Carbon Emissions by Scope

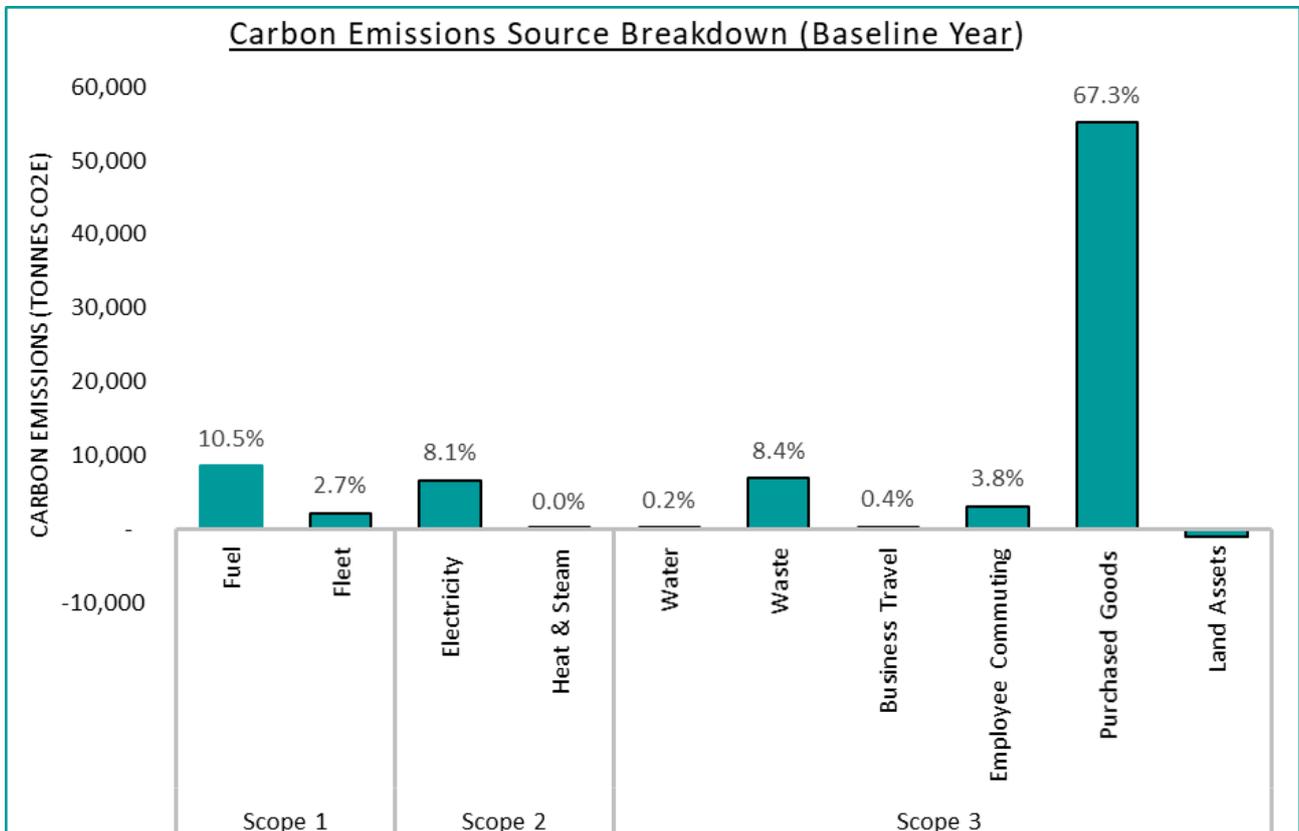


Well-To-Tank (WTT) emissions are being considered for the first time to demonstrate the true impact of the processes, considering the upstream Scope 3 carbon emissions associated with extraction, refining, and transportation.

in the current Welsh Government guidance, supply chain emissions associated with the procurement of goods and services are classed as indirect scope 3 emissions.

This is the area of biggest increase compared to previous years when this was not reported. The supply chain emissions are based on spend on a certain category and the emission factor associated with that category. It is recognised that this is an estimated assumption-based approach and does not give an accurate account of emissions. Welsh Government has stated that procurement is at best a rough estimate for the time being and will continue to be worked on to provide more accurate results. However, it is still useful to understand the categories of spend with the largest carbon emission totals associated with them.

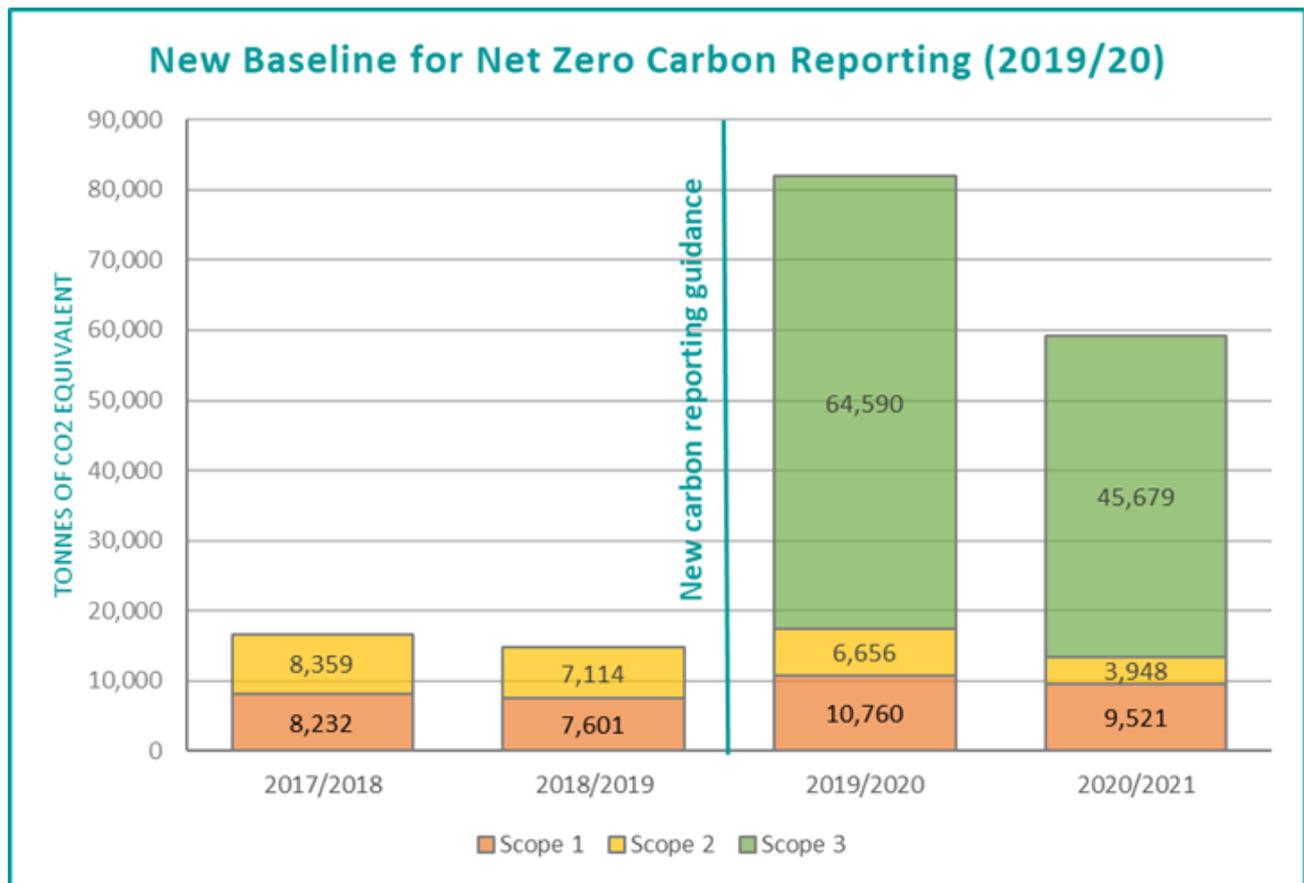
Figure xiii: The Baseline for Carbon Reporting



The baseline for the Council which aligns with the net zero carbon baseline for Welsh Government is for the financial year 2019-2020. The Council during that period emitted the equivalent of 82,006 tonnes of CO₂ into the atmosphere.

As we can see carbon emissions from the goods and services that we procure is a large proportion of the total and will need to be one of the areas of focus for the Council over the coming years. The plans for the addressing these emissions are covered in section 5.5 of this plan.

Figure xiv: Net Zero Carbon Reporting and the New Baseline



It should be noted that significant reductions were made the following financial year to the baseline due to COVID-19 restrictions reducing the number of staff working out of Council offices. We would be expecting to see a slight increase in overall tonnes of CO₂ equivalent emitted in 2021-22 due to some services returning to close to normal.

6 THE PLAN

6.1 How was the Plan Developed?

A Climate Change Project Board was set up to lead on the development of the plan. Staff and managers from across the Council were involved in writing of a consultation draft of the Plan using the [Route Map for Decarbonisation](#) as a framework.

A public consultation took place in November and December 2021. All responses were reviewed, and the Plan was amended accordingly.

6.2 Aims of the Plan

The Plan sets out the delivery themes, priorities, actions, and milestones that we need to take as a Council over the next five years to:

- ***Reach net zero carbon as an organisation by 2030.***
- ***Review the services we provide to ensure they support the city's journey to net zero and adaptation to climate change.***

6.3 Key Delivery Themes

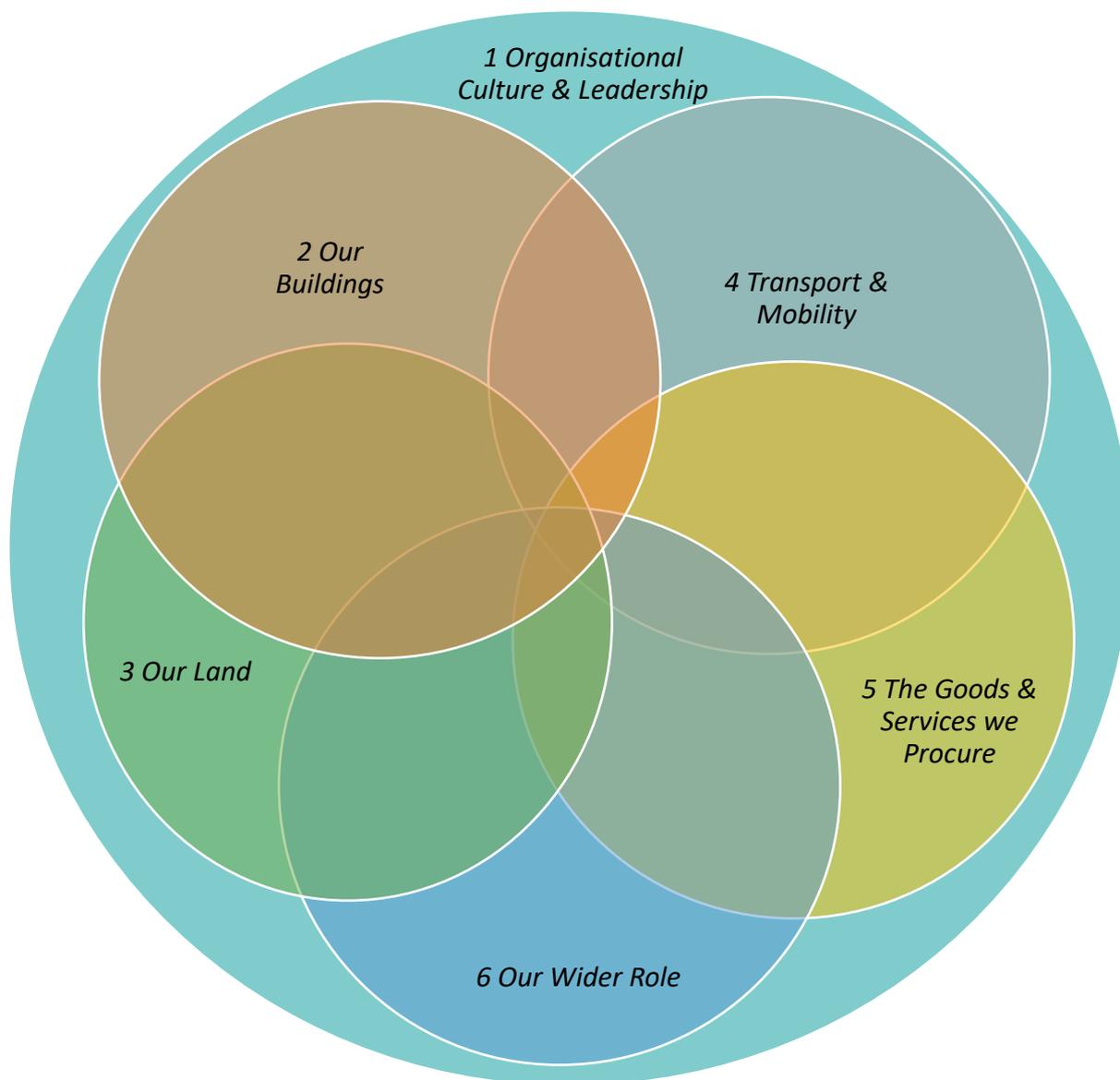
To deliver on this the plan six delivery themes have been identified similar to the those in the [Route Map for Decarbonisation](#).

The delivery themes are:

<i>Theme 1</i>				
<i>Organisational Culture & Leadership</i>				
<i>Theme 2</i>	<i>Theme 3</i>	<i>Theme 4</i>	<i>Theme 5</i>	<i>Theme 6</i>
<i>Our Buildings</i>	<i>Our Land</i>	<i>Transport & Mobility</i>	<i>The Good & Services we Procure</i>	<i>Our Wider Role</i>

The delivery themes are not distinct and are all interdependent and have interconnected and overlapping relationships linked together with Theme 1 as an overarching theme. This is illustrated in figure xv overleaf.

Figure xv: The Interconnected and Overlapping Relationships of the Plan Delivery Themes

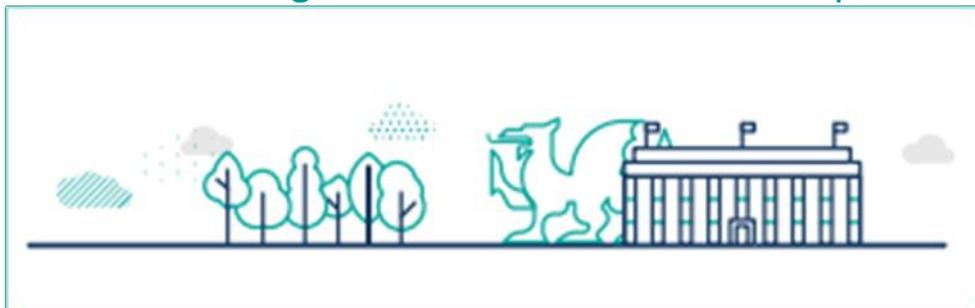


In the following chapter each of the themes sets out:

- 2030 Vision,
- Theme Priorities
- Action to Take
- Milestones and Timescales
- Measures of Success

7 DELIVERY THEMES

7.1 Theme 1: Organisational Culture & Leadership



7.1.1 2030 Vision

The climate and nature emergency will be at the heart of all our work. In our decisions we will take positive action to minimise climate and ecological impacts. We will lead by example and empower our partners, communities, and individuals to tackle the climate emergency and prioritise nature-based solutions.

Behaviour change, improved understanding of our environmental impact, education and training will be key.

We want everyone to understand the emergency we face and respond to this in their day-to-day actions, decisions, and longer-term visions for our internal services and for the city as a whole. Raising awareness and understanding of the threat of climate change will help shape behaviours across the organisation to align with our net zero carbon aspiration.

Our new senior leadership structure recognises the importance of climate change by introducing a Strategic Director for Environment and Sustainability. The actions being committed to under the Organisational culture & Leadership theme will demonstrate a Council-wide commitment to net zero carbon. We will show leadership and accountability in delivering these priorities by embedding climate change-centric thinking into our policy-setting and decision-making processes.

7.1.2 Priorities

To reach our vision we have set out four priorities:

- 1) Behaviours & Role-Modelling:** Our elected members and workforce will be encouraged and supported to consider their individual contribution to becoming net zero carbon by 2030, and leaders will role model the Council's expectations.
- 2) Governance & Performance:** Our democratic and corporate functions will be committed to becoming net zero carbon by 2030, and our decision-making, governance framework and performance monitoring will reflect this commitment.
- 3) Promotion & Engagement:** Regularly publicise progress and achievements to embed aspirations to be net zero carbon by 2030
- 4) Financial Commitment:** To plan for the financial impacts of climate change, and to ensure that our medium to long term financial planning contributes to the delivery of the Council's commitment to reduce carbon emissions where possible.

7.1.3 Actions

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
<p>1. <i>Behaviours & Role-Modelling:</i> Our elected members and workforce will be encouraged and supported to consider their individual contribution to becoming net zero carbon by 2030, and leaders will role model the Council's expectations.</p>	i. Develop a programme of training for elected members, managers and staff.	Jun 2022	<ul style="list-style-type: none"> • % of elected members attending training. • % of senior managers attending training. • Achieving carbon literate accreditation as a Council (Bronze, Silver and Gold). • The Council's Induction programme will include information on climate change and carbon reduction. • Online tools, guidance and information provided to staff to help them work towards reducing their carbon footprint both in work and private life. • Content for staff newsletter (carbon reduction). • Promote schemes that support reducing carbon footprint e.g. cycling schemes, public transport incentives etc. • Climate change champions in each service area.
	ii. All elected members undertake eco and carbon literacy training within the first year after local elections with regular updates.	May 2023	
	iii. All senior managers (service manager and above) undertake mandatory eco and carbon literacy training.	May 2023	
	iv. Incorporate climate change vision and plan into the induction for every new member of staff in the Council.	Sep 2022	
	v. Provide mandatory climate and biodiversity awareness training for new / existing members of staff.	Start Sept 2022	
	vi. Provide staff with information and guidance on how they can support reducing their carbon footprint for their work/life choices.	Sep 2022	
	vii. Lead by example and demonstrate the commitment to challenge poor practice and behaviours where the ecological and climate emergency is not being properly considered in the actions of others.	Ongoing	
	viii. Embed net zero carbon, climate change and biodiversity action in our corporate values framework incorporating it into our people management activity such as recognition awards, performance management and behavioural frameworks.	Sep 2022	
	ix. Support and encourage the workforce to embed carbon reduction, climate change and biodiversity action across the Council by setting up a Climate Change Network.	Jun 2022	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
<p>2. Governance & Performance: Our democratic and corporate functions will be committed to becoming net zero carbon by 2030, and our decision-making, governance framework and performance monitoring will reflect this commitment.</p>	<p>i. All political and corporate decisions to evaluate the climate change, ecological and carbon reduction impacts as part of the decision-making process.</p>	<p>Jun 2022</p> <p>Sep 2022</p> <p>Jun 2022</p>	<ul style="list-style-type: none"> • Cabinet reports consider climate change and carbon reduction direct and indirect impacts. • Scrutiny Committees required to challenge and assess climate change impacts. • Change programme business cases to consider climate change and carbon reduction impacts.
	<p>ii. Ensure the work to develop the next Corporate Plan 2022-27 considers the commitments made in this plan and embeds our aspiration to be net zero carbon and reduce the impacts of the climate and nature emergency through the projects and objectives.</p>	<p>Oct 2022</p>	<ul style="list-style-type: none"> • Next Corporate Plan 2022-27 supports vision and delivery of the Climate Change Plan. • Service plans will support delivery of the Climate Change Plan. • Progress against delivery plan objectives and actions will be monitored and reported as part of the mid and end of year review and Corporate Self-Assessment / Annual Report.
	<p>iii. Ensure performance measures include our organisational targets towards becoming net zero carbon and reducing the impacts of the climate and nature emergency.</p>	<p>Annually</p>	<ul style="list-style-type: none"> • Welsh Government performance measure and targets will be a key performance indicator for the Council. Similar to waste reduction targets, targets.
	<p>iv. Review all policies and procedures to ensure that decarbonisation and climate and nature emergency are considered.</p>	<p>Sep 2022</p>	<ul style="list-style-type: none"> • Progress against performance measure will be reported regularly as part of the Corporate Self-Assessment and Annual Report.

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
3. Promotion & Engagement: Regularly publicise progress and achievements to embed aspirations to be net zero carbon by 2030	i. Report on progress against the Climate Change Plan annually (See 1 above) as part of the Corporate Annual Report / Self-Assessment.	Annually	<ul style="list-style-type: none"> • Full fair assessment of progress to net zero and implementation of the Climate Change Plan is detailed in the Corporate Plan Annual Report. • Dedicated space in all our channels: <ul style="list-style-type: none"> - intranet, website, newsletters, social media, Newport Matters. • Awards incorporating climate change action. • What have staff done personally re the climate emergency.
	ii. Positively engage with our residents and communities on our journey to carbon zero. e.g. Newport Matters, messages from Leader/Cabinet Member/Chief Executive, social media, dedicated web page, interest groups etc	Sep 2022	
	iii. Recognise positive actions and behaviours demonstrated by the workforce and publicise these through our engagement channels. e.g. staff newsletter, dedicated Intranet page etc.	Sep 2022	
4. Financial Commitment: To plan for the financial impacts of climate change, and to ensure that our medium to long term financial planning contributes to the delivery of the Council's commitment to reduce carbon emissions where possible.	i. Consider the climate and nature emergency and carbon reduction initiatives within the Council's long term capital programme and revenue budget / Medium Term Financial Plan, maximising the use of external funding where possible.	Annually	<ul style="list-style-type: none"> • Finance invested in reducing tCO₂e emissions • Finance saved by reducing tCO₂e emissions
	ii. Commit to explore appropriate sources of external funding and innovative use of internal funds to drive the change required to achieve our aspiration to become net zero carbon by 2030.	Annually	
	iii. All business cases for transformational change programme and projects consider carbon reduction financial and non-financial impacts.	Annually	
	iv. Review all investments to ensure they are invested in ethically based funds.	2022	
	v. Use our influence to encourage the staff pension fund to invest in ethically based funds.	2022	

7.2 Theme 2: Our Buildings



7.2.1 2030 Vision

To achieve net zero carbon energy and support the nature recovery across our buildings by 2030

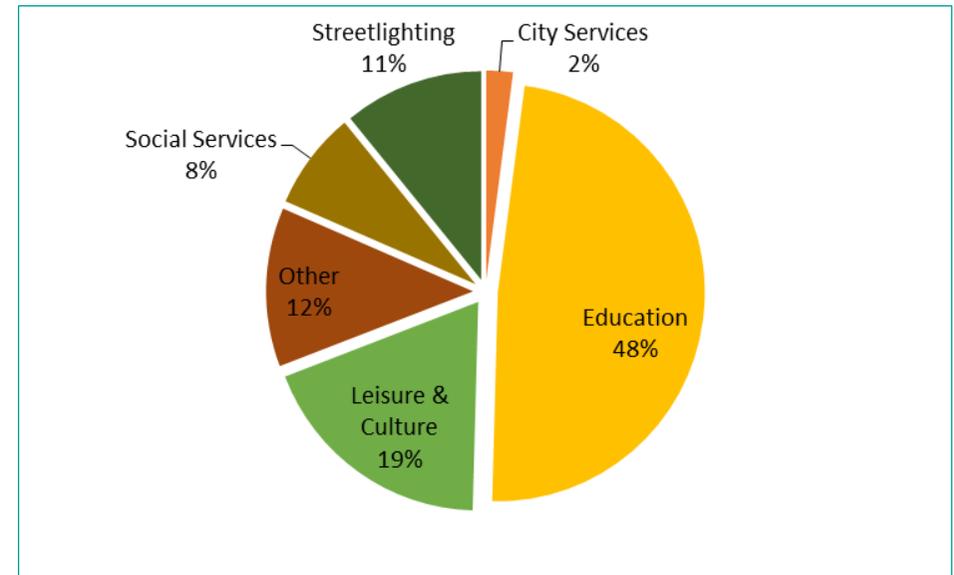
Our building emissions as a Council are estimated to be **15,231 tonnes of carbon dioxide equivalent (tCO₂e)** which equates to **18.6%** of our overall emissions.

This includes the emissions from fuel for heating, electricity, and district heat.

Buildings and assets related to education such as schools make up a large proportion of carbon emissions from our estate and are therefore a focus for the Council.

Significant investment is being made in our schools via the Welsh Government 21st Century Schools programme, and the Council are working with Welsh Government to ensure those schools are as near to net zero carbon as is affordable.

Figure xvi: Breakdown of total building emissions by building type



7.2.2 Priorities

To reach our vision we have set five priorities:

- 1) New Council Buildings:** All new building to be net zero carbon.
- 2) Building Retrofitting:** Deep retrofit to ensure creating net zero carbon energy buildings.
- 3) Renewable Heat:** Implementation of renewable heat in new buildings.
- 4) Natural Gas:** A commitment to significantly reduce or remove natural gas heating across the buildings.
- 5) Building Rationalisation:** Audit current assets to understand their long-term carbon impact with the aim of better strategic utilisation.

7.2.3 Actions

Priorities	To achieve this, we will...	By When	What will we measure? How will we know we have achieved it?
1. <i>New Council Buildings:</i> All new buildings will be net zero carbon.	i. Ensure commitment for building to be net zero carbon is clearly communicated to all stakeholders at the start of any new build project.	2022	<ul style="list-style-type: none"> Operational carbon emissions (tCO₂e). Costs for getting to net zero carbon (£ spent per tCO₂e saved) and (£/m²). Additional £ spent to achieve net zero carbon by the Council.
	ii. Include requirements for buildings to use net zero carbon energy in the project brief.	Immediately	
	iii. Include requirements for nature-based solutions and greening for all new buildings. For example, green roofs, green walls, SuDS etc	Immediately	
	iv. Ensure early engagement to help develop the overall net zero carbon heating strategy for new buildings.	Immediately	
	v. The Council to provide additional funding where reasonable to meet net zero carbon operational energy targets for new buildings.	Immediately	
2. <i>Building Retrofitting:</i> Deep retrofit to ensure creating net zero carbon energy buildings.	i. The Council will set appropriate business case parameters to allow the deep retrofit of suitable sites and to tackle a blend of challenging and more straight forward measures from the outset.	Immediately	<ul style="list-style-type: none"> % carbon reduction of each site post retrofit. % of the Council's electricity consumption met by solar PV. % of the Council's electricity consumption met by solar PV. % of site energy sources from onsite solar PV. kWh of electricity exported to the city.
	ii. Solar PV generation will be maximised to provide the highest proportion of consumed electricity as is viable per location.	Immediately	
3. <i>Renewable Heat:</i> Implementation of renewable heat in new buildings	i. Mandate within the project brief that only low carbon heating solutions are to be considered as heating sources.	Immediately	<ul style="list-style-type: none"> % of renewable heat as proportion to whole portfolio. % of project Staff that have received the training.
	ii. Ensure project team / building users have received necessary training on low carbon heating solution options.	2023	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know we have achieved it?
	iii. Consider nearby buildings (Council owned / public / private) when determining energy strategy for the building heat networks.	Immediately	<ul style="list-style-type: none"> % of building occupants who have received awareness training.
4. <i>Natural Gas</i> : A commitment to significantly reduce or remove natural gas heating supplies across our buildings.	i. Demonstrate commitment to wider roll out, by trialling 1-2 demonstration projects in the first year of the strategy.	2022	<ul style="list-style-type: none"> Reduction in % of floor area heating by gas vs renewables. Increase in utility costs for sites that have moved to low carbon heating sources.
	ii. Develop communication strategy for explaining decision to move to low carbon heating, and how that will affect building occupants.	2022	
	iii. Subsidise short term increased revenue costs for sites that have transitioned from gas heating to low carbon alternatives	2022	
5. <i>Building Rationalisation</i> : Audit current assets to understand their long-term carbon impact with the aim of better strategic utilisation.	i. Develop a prioritisation matrix for rationalising current assets owned by the Council to include: <ul style="list-style-type: none"> - Current utility costs - Costs for deep carbonisation 	2022	<ul style="list-style-type: none"> Amount of carbon emissions reduced as a result of reduction in buildings.
	ii. Identify properties which have significant long term carbon impacts on the Council if retained.	2023	
	iii. Identify properties that will require the largest investment to decarbonise.	2023	
	iv. Carry out strategic review of assets.	2025	

7.3 Theme 3: Our Land



7.3.1 2030 Vision

A city which sustainably manages and increases its natural resources, protecting, enhancing, improving and connecting the natural environment in a carbon neutral and climate and ecological responsible manner

Our Council owned land and woodland is estimated to provide biological carbon storage of **1,041 CO₂e** which equates to an offset of **-1.3%**.

Biological carbon sequestration (capture) and storage is provided by the storage of carbon dioxide in vegetation such as grasslands, forests, soils and oceans.

Carbon capture and storage is an essential part of limiting the impact of climate change. Maintaining and expanding habitats such as woodland on our estate is key to protecting and enhancing carbon stored.

7.3.2 Priorities

To reach our vision we have set four priorities:

- 1) Ecosystem Resilience:** Sustainably restore, create and connect biodiversity and habitats by improving Council owned land and public realm
- 2) Trees & Woodland:** Improve human health, environmental quality, carbon reduction and capture by sustainably managing and increasing Newport's trees and woodland.
- 3) Urban Greenspace:** Increase green infrastructure in the urban/public realm to reduce environmental inequalities, for the multiple benefits of nature's recovery, human health and wellbeing, climate adaptation, cooling and flood alleviation, providing carbon reduction and clean air.
- 4) Council Owned Leased Land:** Support the nature recovery whilst reducing carbon emissions from Council owned farmland and any other leased land.

7.3.3 Actions

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
1. <i>Ecosystem Resilience:</i> Sustainably restore, create and connect biodiversity and habitats by improving Council owned land and public realm	i. Use green infrastructure mapping and assessment to change land management practices to create, maintain and restore biodiverse, climate resilient environments and provide carbon storage.	Dec 2023	<ul style="list-style-type: none"> • Carbon capture • Up to date biodiversity plan in place and being implemented. • Increase in biodiversity. • Hectares of improved biodiversity / habitat creation.
	ii. Review and adapt green infrastructure strategies to consider biodiversity, carbon reduction and natural flood management. (to link with urban forest strategy above).	Dec 2023	
	iii. Update the enhanced biodiversity and resilience of ecosystems plan on a regular basis in line with the Environment Act duty.	As per timescales in the Act	
	iv. Review the management of all Council owned land and public realm for improved quality of biodiversity and habitat creation (e.g. meadow and grassland improvement and creation etc).	Dec 2023	
	v. Manage blue infrastructure effectively to reduce the risk of flooding, provide cooling, improve air quality and provide carbon storage.	Sep 2022	
2. <i>Trees & Woodland:</i> Improve human health, environmental quality, carbon reduction and capture by sustainably managing and increasing Newport's trees and woodland.	i. Ensure an overall increase of tree cover by developing an urban tree strategy and reviewing and adapting existing tree planting policies to incorporate best practice.	Dec 2023	<ul style="list-style-type: none"> • Carbon capture. • iTreeEco to measure carbon and value <ul style="list-style-type: none"> - Number of trees. - % increase in trees. • Hectare of tree cover.
	ii. Improve baseline data of tree cover across the local authority area.	Dec 2022	
	iii. Identify suitable locations within Council land for tree planting including reallocation of land and replanting for losses in ash woodland.	Dec 2023	
	iv. Increase tree cover In line with the findings of the iTree study by 26,000 on Council owned land.	Mar 2030	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
	v. Ensure the sustainability of tree stock by maximising opportunities to source stock of local provenance and origin.	Ongoing	
	vi. Work with city partners to provide suitable locations within the Council land portfolio for tree planting including reallocation of land and replanting for losses in ash woodland.	Ongoing	
	vii. Evaluate the need and consider taking on low value land to increase tree cover and biodiversity.	Dec 2023	
3. <i>Urban Greenspace:</i> Increase green infrastructure in the urban/public realm to reduce environmental inequalities, for the multiple benefits of nature's recovery, human health and wellbeing, climate adaptation, cooling and flood alleviation, providing carbon reduction and clean air.	<p>i. Create urban green spaces by reappropriating space and retrofitting innovations which could include:</p> <ul style="list-style-type: none"> • pocket parks. • Sustainable Drainage Systems (SuDS) / rain gardens. • roof top spaces. • green walls. • water features for cooling effects. • more porous pavements. • wildflower planting. • street trees and hedges in areas of high air pollution. • invest in trees to keep urban areas cool and provide shade to protect from heat, and flooding. 	Ongoing	<ul style="list-style-type: none"> • Woodland Trust Greenspace Access Standard. • Fields in Trust Index.
4. <i>Council Owned Leased Land:</i> Support the nature recovery whilst reducing carbon emissions from Council owned farmland and any other leased land.	i. Review Council owned land and identify opportunities to work with tenants to reduce carbon emissions and improve biodiversity and carbon capture.	Mar 2023	<ul style="list-style-type: none"> • Tenants engaged.
	ii. Make aware and encourage tenants to take up initiatives to reduce carbon emissions and improve biodiversity and carbon capture.	Mar 2023 and ongoing	

7.4 Theme 4: Transport & Mobility



7.4.1 2030 Vision

A city with healthy and sustainable travel choices for the people

Our transport emissions as a Council are estimated to be **5,603 tCO₂e** which equates to **6.9%** of our overall emissions. This includes the emissions from our plant and fleet vehicles, how our staff travel to work and during their working day.

We also have a wider role to play working with our partners across the city to plan and provide an integrated, frequent, low carbon and accessible transport network that is affordable in line with the sustainable travel hierarchy.

This will reduce air pollution, promote environmental resilience whilst equalising opportunity.

7.4.2 Priorities

To reach our vision we have set nine priorities:

Council emissions

- 1) **Business (Grey) Mileage & Staff Commuting:** Reduce carbon emissions from employee commuting and grey mileage by implementing a policy of agile working, active travel and usage of public transport and ultra-low emissions vehicles (ULEVs).
- 2) **Fleet:** Reduce Council carbon emissions by moving to a ULEV fleet.

Wider Role

- 3) **Transport Network:** Managing the transport network to enable people to travel in a more sustainable way.
- 4) **Land Use Planning & Placemaking:** Ensure sustainable transport options are available from the outset in all new developments, including walking, cycling, public transport and electric charging infrastructure.
- 5) **Active Travel:** Reduce carbon emission by prioritising active travel across the city.
- 6) **Public Transport:** Encourage the use of public transport instead of car usage.
- 7) **Charging Point Infrastructure:** Increase charging capacity across the city.
- 8) **Schools:** Reduce carbon emissions from home to school travel.
- 9) **Taxis:** Implement policies to support the move to a low emission taxi fleet.

7.4.3 Organisational Actions

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
1. Business (Grey) Mileage & Staff Commuting: Reduce carbon emissions from employee commuting and grey mileage by implementing a policy of agile working, active travel and usage of public transport and ultra-low emissions vehicles (ULEVs).	i. Reduce commuting by single use car by implementing a new operating model including hybrid home working and use of local public sector hubs: <ul style="list-style-type: none"> Identified employees to work average of 40% work 60% home. 	Jun 2022	<ul style="list-style-type: none"> % of staff car commuting journeys. % of staff public transport commuting journeys. % of staff active travel commuting journeys. % staff working from home 1 day or more a week. % staff working remotely 1 day or more a week. % of grey mile car journeys. % of grey mile public transport journeys. % of grey mile active travel journeys. % ULEV used during the day. No. of staff engaging with bike hire scheme when in place. Estimated carbon reduction.
	ii. Increase participation in active travel including cycling, walking and use of public transport: <ul style="list-style-type: none"> Increase promotion of cycle to work scheme and extend to e-cycling bikes. Review potential to offer cycle to work scheme throughout year. Extend our discount schemes to all bus and train providers. Promote employee benefits scheme for active travel i.e. outdoor leisure shops that sell cycling/walking kit. Install/provide storage, showers/changing, lockers at main sites. Promote cycle hire/safe routes to work. Consider introducing car sharing and park and ride if beneficial. 	Mar 2023	
	iii. Review and update Travel & Subsistence Policy to promote carbon reduction initiatives: <ul style="list-style-type: none"> Hire cars should always be ULEV. Reduce car mileage allowance for petrol/diesel vehicles incrementally over 5-year period (but retain current mileage rates for ULEV). 	Jun 2022 Mar 2027	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
	<ul style="list-style-type: none"> Allow home to work claims to prevent unnecessary journeys to a workplace to start work (especially if ULEV). ULEV fleet vehicles to be used for business travel when required. Consider incentives for active travel including on street bike hire fees when in place. 	Sep 2022	
	iv. Develop and implement sustainable travel plans for key Council sites.	Mar 2023	
	v. Ensure sustainable transport options are available from the outset of a Council new builds.	Ongoing	
2. <i>Fleet</i> : Reduce Council carbon emissions by moving to a ULEV fleet.	i. Develop a 5-year plan for fleet renewal and charging capacity.	Sep 2022	<ul style="list-style-type: none"> No. of EV fleet & plant % of EV fleet & plant Carbon reduction
	ii. Replace vehicles and plant with ULEV as they come up for renewal.	Mar 2027	
	iii. Investigate the feasibility of the conversion of existing vehicles that are not due for renewal.	Jun 2022	
	iv. Provide manual and electric bikes for staff to undertake site visits and inspections as part of Council fleet.	Jun 2022	
	v. Increase charging capability at Council sites as the fleet increases.	Jun 2022	
	vi. Investigate the feasibility of energy banks on site to store electricity for contingency.	Mar 2023	
	vii. Link charging capability to solar source and other small-scale renewables.	Mar 2023	
	viii. Develop a vehicle disposal policy.	Mar 2023	

7.4.4 Wider Role / City Wide Actions

Priorities	To achieve this, we will...	By When	What will we measure? How will we know we have achieved it?
3. <i>Transport network</i> : Managing the transport network to enable people to travel in a more sustainable way.	i. Prioritise walking, cycling and public transport in line with the sustainable travel hierarchy by: <ul style="list-style-type: none"> Tackling illegal parking (already in place). Apply for moving traffic offence powers. Tackle pavement parking in line with WG legislation. Adopting new hierarchy of road users as contained in the highway code. Implement 20 mile an hour limit. 	Ongoing Jun 2022 2022 Underway 2023	<ul style="list-style-type: none"> Illegal parking data No. of streets with 20mph speed limit No. of streets where pavement parking is being monitored
4. <i>Land Use Planning & Placemaking</i> : Ensure sustainable transport options are available from the outset in all new developments, including walking, cycling, public transport and electric charging infrastructure.	i. Ensure all new developments maximise sustainable travel opportunities.	Ongoing	<ul style="list-style-type: none"> % of major new developments approved with a sustainable travel plan. No. of developments permitted with an outstanding objection from City Services in relation to sustainable travel. No. / value of Section 106 agreements secured for improvements in public transport, cycling, walking.
	ii. Review the Local Development Plan and other planning guidance to strengthen sustainable travel policies.	Feb 2025	
5. <i>Active Travel</i> : Reduce carbon emission by prioritising active travel across the city.	i. Improve and expand the current active travel network across the city to connect communities.	Ongoing	<u>Active Travel Counters</u> <ul style="list-style-type: none"> No. of active travel journeys. % increase in active travel journeys. <u>Active Travel Routes</u> <ul style="list-style-type: none"> Kms of new / improved active travel routes. Successful active travel funding applications for schemes. Evaluation of schemes <u>Active Travel Engagement</u>
	ii. Engage with communities to develop the next Active Travel Network Map to inform the improvements and expansion priorities.	Dec 2021	
	iii. Use the Active Travel Network map to develop a new accessible public cycle map.	Jun 2022	
	iv. Promote active travel routes and choices across the city.	Ongoing	
	v. Implement a city-wide bike hire scheme (to include e-bikes).	Dec 2022	
	vi. Remove barriers to active travel:	Ongoing	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know we have achieved it?
	<ul style="list-style-type: none"> a. Secure cycle parking / cycle hubs. b. Drop curbs. c. Illegal parking d. Safety 		<ul style="list-style-type: none"> • Active Travel Network Map consultation results
6. <i>Public Transport:</i> Encourage the use of public transport instead of car usage.	i. Improve travel information at bus stops to encourage the use of public transport.	Jun 2022	<ul style="list-style-type: none"> • Train station usage (entries & exits) • Bus trend use analysis. • No of ULE buses. • No. of solar powered bus shelters. • No. of additional bus routes provided due to support funding.
	ii. Implement the Flexi-pilot scheme (Demand responsive service).	In place	
	iii. Set up a regional bus network (Reference Network).	Mar 2025	
	iv. Continue to support the socially necessary bus network.	Ongoing	
	v. Continue to promote the use of public transport to reduce emissions.	Mar 2023	
	vi. Provide sustainably powered bus infrastructure (bus shelters solar powered) where possible.	Mar 2023	
	vii. Work in partnership on promoting and reducing the barriers to using public transport such as: <ul style="list-style-type: none"> a. Safety b. Cost c. Accessibility 	Ongoing	
7. <i>Charging Point Infrastructure:</i> Increase charging capacity across the city.	i. Increase public charging units across the city considering strategic sites to fit with the wider network.	Ongoing	<ul style="list-style-type: none"> • No. of public charging point units. • No. of sites where Council public charging is available. • No. charge units on the highway. • % of residents without off street parking that are within a 5-minute walk of a charging point.
	ii. Develop an on-street charging installation policy for Newport.	Dec 2021	
	iii. Increase the number of residents without off street parking that are in a 5-minute walk of a charging point.	Start 2022	
	iv. Work in partnership with the region to develop a regional approach to EV charge point infrastructure.	Mar 2023	
	i. Roll out active travel programmes schools as funding becomes available.	Ongoing	<ul style="list-style-type: none"> • No. of active travel programme in schools.

Priorities	To achieve this, we will...	By When	What will we measure? How will we know we have achieved it?
8. <i>Schools</i> : Reduce carbon emissions from home to school travel.	ii. Improve safe active travel links to schools.	Ongoing	<ul style="list-style-type: none"> No. of schools with traffic free streets scheme.
	iii. Roll out anti-idling campaigns at schools as funding becomes available.	Annually	
	iv. Pilot traffic free streets near schools.	Mar 2023	
	v. Utilise the public transport network for home to school transport where possible.	Ongoing	
	vi. Analyse results of home to school taxi and bus contract study to agree date when ULEV will become mandatory.	Mar 2026	
	vii. Ensure that sustainable transport options are available from the outset in all new schools, including walking, cycling, public transport and electric charging infrastructure.	Ongoing	
	9. <i>Taxis</i> : Implement policies to support the move to a low emission taxi fleet.	i. Develop a ULEV taxi pilot.	
ii. Install charging points for taxis		Jun 2022	
iii. Reduce emissions from taxi fleet by implementing minimum requirement of Euro 6 vehicles for licencing.		Jun 2022	
iv. All new license taxis to be ULEV		Mar 2025	

7.5 Theme 5: The Goods & Services we Procure



7.5.1 2030 Vision

Sustainable procurement will be at the heart of ensuring that our external contracting minimises the climate and nature impact and also the carbon footprint of goods, works and services procured

The emissions from the goods and services that we purchase and our supply chain as a Council are estimated to be **55,168 tCO₂e** which equates to **67.3%** of our overall emissions.

It should be noted that the recommended methodology for calculating these emissions is based on spend on a certain category and the emissions associated with that category (as set by Welsh Government). The result is an estimate of overall emissions for procurement. More accurate results are being worked on for the future reporting.

7.5.2 Priorities

To reach our vision we have set four priorities:

- 1) Measurement:** Gain a good understanding of our estimated tCO₂e per annum from procured goods and services, and its emissions profile and supplier base.
- 2) Guidance, Tools and Training:** Develop guidance, tools and training for the organisation to support staff to reduction of carbon throughout the procurement lifecycle.
- 3) Partnership:** Lead by example and work with our procurement strategic partners both public and private to align climate change, carbon reduction and circular economy aspirations.
- 4) Engagement:** Incentivise suppliers through proportionate evaluation criteria to proactively seek opportunities to reduce carbon and climate impacts.

7.5.3 Actions

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
1. Measurement: Gain a good understanding of our estimated CO ₂ e per annum from procured goods and services, and its emissions profile and supplier base.	i. Undertake initial baselining exercise to gain an estimation of the carbon emissions from procurement.	Jul 2021 (already complete)	<ul style="list-style-type: none"> Baselining complete.
	ii. Develop a measurement tool to give more detailed information of the areas of focus (could be facilitated via the social value tool below).	Sep 2022	<ul style="list-style-type: none"> Measurement tool developed and in use.
	iii. Work with suppliers to review and measure carbon footprint of existing contracts.	Oct 2022	<ul style="list-style-type: none"> Selected suppliers will have provided data on their current carbon footprint/emissions
	iv. Use this information gained in iii to inform future direction for new tender specifications, carbon questionnaires and TOMs requirements.	Oct 2022 earlier in some cases where possible	<ul style="list-style-type: none"> Data from existing suppliers will inform new contract specifications. Carbon questionnaires and the Welsh National TOMs are being used to capture data from tenderers and inform achievements to carbon net zero.
2. Guidance, tools and training: Develop guidance, tools and training for the organisation to support staff to reduction of carbon throughout the procurement lifecycle.	i. Develop and build on the Council's procurement gateway process to fully consider climate change, carbon reduction and sustainability.	Jun 2022	<ul style="list-style-type: none"> The revised gateway process will be in operation and detailing changes to reduce carbon within the contract, for approval in line with process.
	ii. Consider climate change and carbon reduction action at the early stage of the procurement planning process and contract development by: <ul style="list-style-type: none"> developing a new tender action timetable template and using annual forward work plans to help inform on upcoming tenders. 	Jun 2022 ongoing thereafter	<ul style="list-style-type: none"> Example tender timetables will be viewable on the intranet and annual procurement plans will be presented by service areas.

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
	iii. Implement a social value tool (e.g. National TOMs) that considers climate change and carbon reduction to assist with evaluation.	Sep 2022	<ul style="list-style-type: none"> The Welsh National TOMs is the embedded approach to measure carbon reduction through competitive tendering.
	iv. Provide appropriate training to undertake the new processes for: <ul style="list-style-type: none"> procurement staff staff/managers undertaking the procurement process gateway decision makers 	Oct 2022	<ul style="list-style-type: none"> All staff who make decisions on external spend, both requesters and approvers will be trained to ensure carbon reduction opportunities are maximised.
	v. Use networking and collaboration to seek out best practice and idea sharing.	Jun 2022 ongoing thereafter	<ul style="list-style-type: none"> Networking with peers in other organisations will have provided examples of achievements made and best practice solutions to areas of focus.
3. <i>Partnership</i> : Lead by example and work with our procurement strategic partners both public and private to align nature recovery, climate change, carbon reduction and circular economy aspirations.	i. Ensure Newport Norse are fully engaged in this carbon net zero agenda and conduct procurements accordingly.	Jun 2022	<ul style="list-style-type: none"> Newport Norse is managing procurement in line with agreed Council protocol.
	ii. Consider if Newport Norse tendering requires the same carbon scrutiny in line with revised procurement gateway processes.	Jun 2021	<ul style="list-style-type: none"> Newport Norse will or will not be submitting gateway approval forms in line with internal procedures.
	iii. Engage with other key partners (including strategic suppliers) to seek out carbon reduction opportunities during the lifetime of contracts.	Jun 2022 ongoing thereafter	<ul style="list-style-type: none"> Ongoing contract arrangements will be delivering 'in term' solutions and improvements, with contract managers reporting on the reduction in carbon emissions.
	iv. Ensure collaborative contracts include carbon reduction measures and that collaborative contract management includes the ability to capture lifetime data and seek continuous improvements.	Jun 2022 ongoing thereafter	<ul style="list-style-type: none"> Collaborative contracting will be delivering the same outcomes as Council contracts. Measuring and reporting on carbon will be a built-in requirement.

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
4. <i>Engagement</i> : Incentivise suppliers through proportionate evaluation criteria to proactively seek opportunities to support the nature recovery and reduce carbon and climate impacts.	i. Use the Welsh National TOMs as scorable evaluation criteria in medium & high value tenders.	Jun 2022	<ul style="list-style-type: none"> The Welsh TOMs will be the standard approach for Council when including social value / carbon reduction measures into appropriate contracts.
	ii. Brief potential suppliers on the carbon reduction need for each procurement.	Jun 2022, ongoing thereafter	<ul style="list-style-type: none"> Suppliers will be briefed for each tender either through the tender process or early engagement supplier sessions.

7.6 Theme 6: Our Wider Role



7.6.1 2030 Vision

Leading by example and proactively supporting our communities and partners towards society wide action for nature and climate recovery

The Council also has a wider role to play in supporting community wide climate change mitigation and adaptation through the services that we provide.

How we provide our services can support the city's journey to net zero carbon and adaptation to climate change.

For example:

- Planning for low carbon sustainable communities through planning and our local development plan.
- Working with the private sector to deliver local and regional renewable energy.

- Managing municipal waste to reduce carbon emissions.

Emissions from our waste services are estimated to be **6,908 tCO₂e** which equates to **8.4%** of our overall Council's emissions. It must be noted that at present it is difficult to distinguish between Council and City waste, therefore, this figure is representative of the waste produced by the city as a whole and collected by the Council. Reducing waste in the right way will reduce the carbon footprint of the city.

7.6.2 Priorities

To reach our vision we have six priorities:

- 1) Placemaking & Building Control:** Reduce carbon emissions and support nature recovery by focusing on sustainable, low carbon development, influencing low carbon energy and building resilient communities.
- 2) Energy:** Identify and implement the changes needed to the local energy system to decarbonise heat, electricity and local transport and realises local renewable energy production.
- 3) Flooding:** Build climate resilience and alleviate flooding across the city using a range of measures including natural flood defences.
- 4) Waste:** Reduce carbon emissions from managing waste to become a zero-waste city and nation by 2050.
- 5) Digital:** Utilise digital solutions effectively to reduce and monitor carbon emissions.
- 6) Partnerships & Communities:** Work collaboratively with partners and communities to promote the climate and nature recovery across the city.

7.6.3 Actions

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
1. <i>Placemaking & Building Control:</i> Reduce carbon emissions and support nature recovery by focusing on sustainable, low carbon development, influencing low carbon energy and building resilient communities	i. Ensure all developments are fully aligned with Planning Policy Wales 11, the Well-being of Future Generations (Wales) Act 2015 and the Placemaking Wales Charter.	Mar 2023	<ul style="list-style-type: none"> • % of major new developments approved with a sustainable travel plan. • No. of developments permitted with an outstanding Highways objection due to lack of sustainable transport initiatives. • No. / value of Section 106 agreements secured for improvements in public transport, cycling, walking. • No. and capacity of renewable energy developments permitted. • No. of developments including local heat networks. • No. of developments permitted in floodplain areas not meeting all tests.
	i. Ensure sustainable transport options are available from the outset in all new developments, including walking, cycling, public transport and electric charging infrastructure by: <ul style="list-style-type: none"> • Ensuring all new developments maximise sustainable travel opportunities. • Reviewing the Local Development Plan and other planning guidance to strengthen sustainable travel policies. 	Ongoing Mar 2025	
	ii. Encourage our partners to move towards carbon neutral new developments which consider the nature and climate emergency and incorporate nature-based solutions.	Already in place	
	iii. Encourage developments to include local heat networks within major developments.	Already in place	
	iv. Identify a renewable energy target for Newport and ensure sufficient land is allocated to meet that target.	Feb 2025	
	v. Ensure developers meet national flood risk requirements for new developments.	Already in place	
2. <i>Energy:</i> Identify and implement the changes needed to the local energy system to decarbonise heat, electricity	vi. Develop a Local Area Energy Plan for the Newport area which will inform, shape and enable the transition to net zero carbon energy for a whole area aligned with regional energy strategies and governance arrangements.	Jun 2022	<ul style="list-style-type: none"> • LAE Plan developed • Projects in the plan being implemented

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
and local transport and realises local renewable energy production.	vii. Deliver first phase of the Local Area Energy Plan, which indicates priority energy interventions to meet our power, heat and transport needs for the city.	Mar 2026	<ul style="list-style-type: none"> Carbon reduction from energy change across the city
	viii. Work to a single vision and plan with public and private sector partners to deliver on a range of projects across heat, power and transport to decarbonise the local area and region.	Mar 2030	
	ix. Support the Welsh Governments renewable local ownership energy target energy-generation-in-wales-2019	2030	
	x. Raise awareness and enforce the minimum energy efficiency standards for rental properties. (An Energy performance certificate (EPC) rating of E or above is required on these properties to comply with the law).	2022-2028	<ul style="list-style-type: none"> No. of rental residential properties with EPC below E. % of rental residential properties with EPC below E No. of rental residential properties with no EPC. % of rental residential properties with no EPC. Carbon reduction from improvement in energy efficiency of properties.
3. Flooding: Build climate resilience and alleviate flooding across the city using a range of measures including natural flood defences.	i. Develop a sustainable drainage strategy for Newport and maximise opportunities for SuDS.	Mar 2023	<ul style="list-style-type: none"> Flooding effectively managed and minimised. Sustainable drainage strategy developed and being implemented. Updated flood risk management plan and strategy in place and being implemented. Grant funding obtained. Flood asset database up to date.
	ii. Update flood risk management plan and strategy in line with national strategy.	Oct 2023	
	iii. Apply for Welsh Government grant funding for schemes as it becomes available.	Mar 2026	
	iv. Investigate any problems with existing assets and update the flood asset databases.	Ongoing	
	v. Work with partners Welsh Waters, NRW and other local authorities upstream to influence decision making relating to flood defences.	Ongoing	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
4. Waste: Reduce carbon emissions from managing waste to become a zero-waste city and nation by 2050.	i. Lead by example and embed waste minimisation and circular economy principles and practice across the Council departments.	2027	<ul style="list-style-type: none"> Waste to landfill Reduction in waste Reduction in avoidable food waste Recycling rates
	ii. Continue to align with Welsh Government ambitions to reduce landfill waste and increase recycling	2027	
	iii. Work with the Welsh Government to ensure appropriate monitoring is in place to encourage reduction in all waste.	2027	
	iv. Replace refuse fleet vehicles with ULEV as they come up for renewal.	2030	
	v. Support our communities to become plastic free “Plastic free Newport”	2027	
5. Digital: Utilise digital solutions effectively to reduce and monitor carbon emissions.	i. Develop a new digital strategy that fully considers the Council’s climate change commitments and net zero aspirations. <ul style="list-style-type: none"> Actively considers climate change and associated actions Supports the “new normal” way of working and associated actions. Provide technology solutions that reduce the need for customer and staff travel. Maximise the use of digital solutions to reduce paper usage including digitising paper records where possible Minimise data storage to reduce infrastructure requirements and reduce energy consumption. 	Dec 2021	<ul style="list-style-type: none"> Grey milage Staff travel data No. of face-to-face customer interactions No. of online customer interactions Reduction in data storage – reduction in rack space Reduction in energy usage / tCO₂e emissions IT waste, recycling and reuse data
	ii. Migrate to more energy efficient technology solutions including data centre and cloud provision taking advantage of economies of scale in terms of cooling efficiency.	Dec 2023	
	iii. Maximise the use of digital solutions such as Internet of Things (IoT) network to measure climate change action and	Mar 2027	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
	carbon emissions. For example, air quality, flood risk, carbon emissions		
	iv. Providing information and data to facilitate organisational and individual informed decisions around climate change and carbon emissions.	Mar 2027	
	v. Work with IT Partner, Shared Resource Service (SRS) Wales to consider climate change measures across service delivery and take appropriate actions to reduce energy usage and reduce carbon and waste.	Mar 2023	
	vi. Consider climate impact and carbon reduction when purchasing IT equipment.	Mar 2023	
	vii. Embed reduce, reuse, recycle principles in IT policies and practices.	Mar 2023	
6. Partnerships & Communities: Work collaboratively with partners and communities to promote the climate and nature recovery across the city.	i. Work with our partners to ensure communities feel connected to nature and have easy access to safe, quality green and blue spaces for health, well-being, play and recreation and empower communities to take an active role in decision making and managing local green spaces.	Mar 2023	<ul style="list-style-type: none"> • Success of the projects. • One Newport Partnership Climate Strategy in place and being implemented. • Stakeholders fully engagement in the development of the Local Development Plan. • Key stakeholder fully engagement in the development and implementation of the Local Area Energy Plan. • Reduction in air quality management areas. • Compliance with air quality objectives.
	ii. Ensure communities and One Newport partnership partners are fully engaged in the development and implementation of the Newport wide climate strategy.	Mar 2023	
	iii. Ensure key stakeholders including local businesses are fully involved in the development of the Local Development Plan	Mar 2023	
	iv. Work with partners and communities across Newport and Monmouthshire to ensure nature recovery, remembering that our natural resources have a key role to play in climate	2023	

Priorities	To achieve this, we will...	By When	What will we measure? How will we know this has been achieved?
	change mitigation and adaptation and developing a Local Nature Recovery Action Plan (LNRAP)		
	v. Ensure all stakeholders including the industrial cluster and the residential sector are fully engaged in the development and implementation of the Local Area Energy Plan.	2022-2027	
	vi. Embed climate change mitigation and adaptation opportunities into the air quality action planning process with communities and stakeholders.	Sep 2021	

8 TIMESCALES

Aug-Oct 2021	Consultation Draft of the plan developed	Complete
29 Oct 2021	Reviewed by Scrutiny Committee	Complete
31 Dec 2021	Consultation closing date	Complete
Jan/Feb 2022	Consultation responses reviewed and Climate Change Plan updated	Complete
9 Mar 2022	Presented to Agreed and endorsed by Cabinet	
Mar 2022	Plan published	
Mar/Apr 2022	Development of a delivery, governance and performance framework	
Apr 2022	Start implementation of the plan	
Annually	Progress report to be published	
Annually	Review of the plan	
Apr 2026	Start to develop new plan for next period 2027-32	