



Carbon Management and Reduction Plan 2030



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Version History

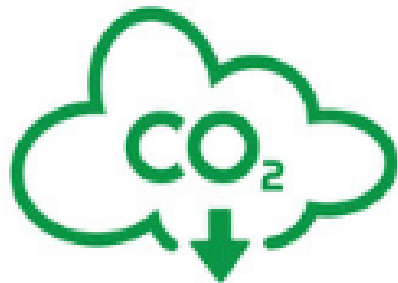
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30 September 2020	Version 1.0	Approved See Cabinet item 18/20 , 16/09/2020 See Council item no 22/20 , 30/09/2020
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Council commitments

Climate change impacts us all, which is why in 2019 we declared a climate emergency and pledged to become a carbon neutral council by 2030. We then worked with the Carbon Trust to assess our carbon footprint and create the [Carbon Footprint Baseline Report \(2018/19\)](#) for our direct operations.

The climate change mitigation measures for our organisational emissions (scope 1, scope 2 and selected scope 3) are set out in this comprehensive Carbon Management Reduction Plan (CMRP) for our Civic Centre and Centres for the Community buildings. The plan aims to ensure targets are in place to reduce carbon emitting activities in Council buildings, fleet and procurement and become carbon neutral by 2030.

Our organisational carbon footprint is being monitored and our emissions in tCO₂e (tonnes of greenhouse gases equivalent to CO₂ impacts) for electricity, gas, electric, water, waste, business travel and commuting are reported on annually.



Scope 1 emissions refers to direct emissions from owned or controlled sources such as gas

Scope 2 covers indirect emissions from generation of purchased electricity, steam, heating and cooling consumed by the reporting company

Scope 3 includes all other indirect emissions that occur in the organisation's value chain, for example, commuting

Table 1: Organisation Emissions - Carbon Reduction Actions 1-23

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
1	Accommodation Strategy Review – Carbon Reduction & Sustainability Principles	Reduce and rationalise office space to reflect increased remote working arrangements and a range of meetings happening through videoconferencing. A 20% to 40% reduction in office space utilisation reduces energy consumption (electricity, gas, water), and waste consumption and as a result carbon emissions significantly. At the same time cost savings are achieved.	23/24	84 to 168	0	Officer time	29,000 to 58,000	n/a	CMB

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
2	Energy Management Responsibility	Agree on the overall responsibility and scope of energy management at the Council. Appoint formal responsibility and establish points of contact for energy management (e.g. Head of AMPS) and data collection to systematically and proactively improve our energy performance across operational buildings.	22/23 - complete	n/a	0	Officer time	n/a	n/a	CMB

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
3	Energy Management System Assessment	Conduct research in preparation to the implementation of a procedural Energy Management System (EMS) for our operational sites that sets out energy and cost saving potentials and identifies milestones (e.g. energy management policy, energy targets) for the successful implementation of an EMS.	23/24	n/a	0	Officer time	n/a	n/a	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
4	Energy Management System Implementation and Certification	Implement a procedural EMS across our operational buildings and get it certified. This will include management and technological interventions to develop robust energy management procedures to minimise and manage energy usage, and to promote responsible usage to align with objectives under standards such as ISO 50001.	23/24	14	0 to 10,000	Subject to capital bid	4,417	tbc	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
5	Building	Plan for an upgrade and/or replacement of our current Building Management System (BMS) to state-of-the-art technology by investigating feasibility, necessary specifications and developing the business case. To date, our BMS controls air condition and heating systems through thermostats. The Carbon Trust estimates further energy savings will be realised by using the newest technology.	23/24	n/a	0	Officer time	n/a	n/a	AMPS
6	Building Management System Update	Upgrade and/or replacement our BMS to state-of-the-art technology in accordance with the review of the accommodation	23/24	34	50,000	Next condition survey programme	11,055	4.5	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
		strategy. This might entail upgrades to (daylight) sensors and linking controls for lighting to the BMS as it currently only controls our heating and cooling systems.							
7	LED lighting – Civic Centre	Upgrade existing fittings at the Civic Centre in accordance with the review of the accommodation strategy. Consider the installation of daylight and occupational sensor to reduce energy consumption additionally. LED lights save energy and improve workplace environment by optimising the office lighting situation.	23/24	29	100,000	Covered by existing capital project	11,319	8.8	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
8	Heating Assessment – Civic Centre	Plan for future replacement of gas fired boilers and review all options available, including air/ground source, electric, hydrogen etc. solutions with a view to upgrade the system to state of the art technologies at Civic Centre in Phase 2 to reduce/eliminate carbon emissions (heating feasibility study).	23/24	n/a	10,000	To be considered in budget setting process 22/23	n/a	n/a	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
9	Heating Decarbonisation - Civic Centre	Replace gas fired boilers with state-of-the-art alternatives with low/zero carbon impact to reduce carbon emissions from heating the building. Overall, the energy used at the Civic Centre for heating accounted for approx. 10.4% of our operational carbon footprint in FY 2018/19.	25/26	54	100,000	Next condition survey programme	1,978	50.6	AMPS
10	Solar Photovoltaic – Feasibility Assessment	Conduct a feasibility study to assess suitable roof space, structural feasibility, technologies, and cost to install solar photovoltaic panels on the Civic Centre’s and Community Centre’s roofs, as well as possible battery storage solutions.	21/22 - Complete	n/a	5,000	To be considered in budget setting process 21/22	n/a	n/a	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
11a	Solar Photovoltaic - Installation	Install solar photovoltaic panels on identified roof spaces, as well as battery storage where feasible. Based on site surveys approx. 160,000 kWh/annum could be installed. across suitable roof spaces on phase 1 of the Centres for the Community.	Phase 1 22/23 - complete	17.5	300,000	Subject to capital bid / External funding*	17,450	23.5	AMPS
11b	Solar Photovoltaic - Installation	Install solar photovoltaic panels on identified roof spaces, as well as battery storage where feasible. Based on site surveys approx. 160,000 kWh/annum could be installed. across suitable roof spaces on the Civic Centre and Centres for the Community.	Phase 2 23/24	32.5	See above	See above	See above	See above	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
12	Green Energy	Procure renewable electricity. Continue discussions with our energy provider as their green product offers increase and to explore opportunities to include e.g. green gas or local renewable energy into the contract going forward, such as through LASER's Green Basket offer	ongoing	366	0	Existing revenue budget	21,012	n/a	AMPS
13	Heat and Hot Water Review – Community Centres	Review heating and hot water schedules at the Community Centre's so they run as efficiently as possible, e.g. align schedules to only run systems when spaces are utilised. Energy and carbon emission reduction from this action are immediate.	22/23 - Complete	5	0	Officer time	1,088	n/a	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
14	Loft Insulation – Feasibility Assessment	Conduct a feasibility study to assess the practical feasibility and cost of insulation lofts across our Community Centres.	21/22 - Complete	n/a	0	Officer time	n/a	n/a	AMPS
15	Loft Insulation	Insulate lofts across the usage roof space based on the outcome of our feasibility study. Insulating unused loft space is considered a simple and largely effective measure through which to reduce heat loss and heating bills. Gas consumption savings of up to 17% are estimated.	22/23 – 25/26	17	20,000	Subject to capital bid / External funding*	3,482	5.7	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
16	LED lighting – Community Centres	Upgrade existing fittings at the Community Centres (e.g. in the communal areas). Consider the installation of daylight and occupational sensor to reduce energy consumption additionally. LED lights save energy and improve workplace environments.	23/24 and 24/25	13	40,000	Next condition survey programme *	5,074	7.9	AMPS
17	Heating Assessment – Community Centres	Plan for future replacement of gas fired boilers and review all options available, including air source/ground source heat pumps or other state of the art technologies at Community Centres in Phase 2 to reduce/eliminate carbon	23/24	n/a	20,000	Revenue/ External funding	n/a	n/a	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
		emissions (heating feasibility study).							
18	Heating Decarbonisation - Community Centres	Replace gas fired boilers with electric or state-of-the-art alternatives with low/zero carbon impact to reduce carbon emissions from heating the building. Overall, the energy used for heating accounted for approx. 11% of our operational carbon footprint in FY 2018/19.	25/26	39	130,000	Next condition survey programme *	1,978	90	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
19	Catering Energy Awareness and Sustainable Catering Guidance	Provide 'catering energy awareness' guidance (e.g. staff training) for key staff at the Community Centres (e.g. how to avoid common misuse of kitchen equipment) as well as how to provide meals with a low(er) carbon footprint (e.g. seasonal/regional produce, vegetarian choices).	23/24	4	0	CSS training budget	1,219	n/a	CSS
20	Decision Making - 'Carbon Impact Assessment'	A two-stage process, like our existing 'Equality Impact Assessment' (EIA), to be implemented in our decision-making processes to assess climate change and carbon impacts for all key projects and decisions going forward.	23/24	n/a	0	Officer time	n/a	n/a	tbc

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
		Results to be added to Cabinet reports.							

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
21	Sustainable Procurement – Procedural Procurement Rules and Strategy	Integrate 'sustainability' into procurement requirements (contract procedure rules) and update our procurement strategy. This could include, ensuring that there is consideration of carbon impact into procurement policies and processes, for goods, works and services. Prioritising low carbon alternatives helps to reduce our total carbon footprint in relation to supply chains.	23/24	n/a	0	Officer time	n/a	n/a	Procurement
22	Monitor Upcoming Procurements	Procurement forward planning to explore and include options to embed carbon impact requirements (e.g. procurement of new fleet).	ongoing	n/a	0	Officer time	n/a	n/a	Procurement

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
23	Sustainable Procurement Questionnaire	Develop a supplier and service provider sustainability questionnaire to be filled out by contractors as part of the procurement process for goods, works and services. This questionnaire will help to gather valuable information, such as suppliers and supply chains' commitment to a carbon neutral vision, to receive their Scope 1 and 2 carbon emission data, and to understand how they manage and reduce their carbon emissions, etc. The detail of questions will depend on the type of contract.	23/24	n/a	0	Officer time	n/a	n/a	Procurement

Table 2: Transport and Air Quality - Carbon Reduction Actions 24-30

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
24	Remote and Agile Working	Seek senior management decision on the strategic direction how staff will be able to work remotely (post Covid-19). This may include desk/staff ratios, identification of implications on general staffing/HR decisions and policies such as contracts and car allowances. Employee commuting accounted for 13% of our operational carbon footprint in FY 2018/19.	23/24	62	0	Officer time	n/a	n/a	CMB

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
25	Travel Plan and Hierarchy	Set up a strategic Elmbridge Borough Council 'Travel Plan' that outlines our commitment to changing behaviour and operations towards sustainable modes of travel, to reduce carbon emissions from staff commute and business mileage (e.g. through updating our existing travel hierarchy).	23/24	57	0	Officer time	2,829	n/a	CMB
26	EV Charging Infrastructure	Roll-out of EV (twin-) charging points at appropriate locations in the borough, for our operational fleet (i.e. at our CSS depot) and for staff at the Civic Centre, to improve the local low carbon transport infrastructure.	20/21 - 23/24	n/a	120,000	Funding sought from the strategic CIL	n/a	n/a	AMPS

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
27	Fleet Electrification	Review the Council's internal purchases and work towards the ambition to make our fleet ultra-low carbon, e.g. 100% electric latest by 2030 preferably sooner as part of the Green Fleet Strategy.	ongoing	261	n/a	Subject to capital bids	n/a	n/a	Procurement
28	Fleet Electrification - EV Pool Car Upgrade	Replace and review existing electric vehicle fleet and increase number of our EV pool cars to decarbonise the fleet by 2030	ongoing	2.4	tbc	Existing budget	1,224	n/a	P&P

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
29	Fleet Management	Seek CMB decision who oversees and manages the Council's total fleet, its operations and vehicle renewals. Appointing clear responsibility to manage the fleet comprehensively will help to monitor and understand our fleet's carbon emissions as well as reducing them.	22/23 - complete	n/a	0	Officer time	n/a	n/a	CMB

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
30	Community Support Services (CSS) Fleet	Review our ageing CSS fleet and its operations, to achieve a reduction of total mileage driven and CO ₂ emissions/mile driven effectively. Exploring and identifying how this will be achieved, e.g. through detailed transport and fleet analysis. This could include the analysis of vehicle routes, average passenger numbers, passengers per vehicle, overall passenger capacity and utilisation etc. Based on the analysis solutions will be implemented. Going forward low emission vehicles (i.e. electric or hybrid) must be the prioritised alternative where practicable when vehicles are replaced.	22/23 and ongoing	108	0	Officer time	7,610	n/a	CSS

Table 3: Housing and Planning - Carbon Reduction Action 31

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
31	Partnership Working and Communications	Continue to support partners such as Action Surrey to distribute impartial information and advice on energy efficiency measures to residents, e.g. identify qualifying households to access energy efficiency funding and promote the benefits to residents and the environment of installing energy saving measures and changing behaviour to reduce energy use. Legislation is also used to ensure that privately rented properties meet the current energy efficiency standards, contributing to the reduction of fuel poverty and energy use. Continue our communications to tenants, homeowners, (social) landlords etc. including how to save energy or encourage them to take up smart meters to measure energy usage.	ongoing	n/a	0	Officer time	n/a	n/a	Housing

Table 4: Buildings and Infrastructure - Carbon Reduction Actions 32-34

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
32	Local Plan – Planning Application Criteria	The new Local Plan will play a central role in addressing the climate emergency by setting out a development strategy and policies that seek to reduce carbon dioxide emissions and support the transition to a low carbon future. As well as delivering improvements to green and blue infrastructure, flood risk, air quality, recycling, and waste management. The Plan will form the basis on which planning applications in the borough will be determined.	With Adoption of the New Local Plan	n/a	n/a	Local Plan budget	n/a	n/a	Planning

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
33	Local Plan – Supplementary Planning Document (SPD)	The SPD will set out detailed guidance to applicants in terms of how the policies in the Local Plan can be met. Focusing on climate change mitigation, adaption and resilience, guidance will include ensuring the buildings are located in sustainable locations benefiting from a reduced need to travel / travel by public means; designed and positioned to benefit from passive solar gain; and how to incorporate low carbon technologies into new developments / which are most appropriate.	After the new Local Plan Adoption	n/a	n/a	Local Plan budget	n/a	n/a	Planning

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
34	Green & Blue Infrastructure Study	This evidence base document will inform the policies of the Local Plan and guidance contained within the SPD. It will include opportunities for reducing carbon emissions such as contributing to a greener active travel network thus reducing the need to travel by private vehicle and, tree planting to capture carbon dioxide emissions. The Study will set out G&BI opportunities appropriate to the location and size of development that should be incorporated into the design of schemes.	To be published alongside the draft Local Plan (Reg. 19). – 22/23 Complete	n/a	n/a	Local Plan budget	n/a	n/a	Planning

Table 5: Monitoring and Evaluation Actions 35-37

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
35	Monitoring and Evaluation	Review our progress of the 'Carbon Management and Reduction Plan' annually.	ongoing	n/a	0	Officer time	n/a	n/a	P&P
36	Monitoring and External Evaluation	Calculate the operational EBC carbon footprint annually. Consider calculating the total carbon footprint with the support of external partners such as the Carbon Trust every few years.	ongoing	n/a	0	Officer time	n/a	n/a	P&P

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
37	Stakeholder Engagement	Actively manage and work with external/internal stakeholders and partners, i.e., sharing knowledge, seeking feedback, and promoting organisational change supporting the Council to transition to become carbon neutral. In July 2020, for instance a group of Climate Change Officer across Surrey's local authorities started to meet regularly. Keep carbon reduction on the Council's high-level agenda, manage expectations and recognise achievements.	ongoing	n/a	0	Officer time	n/a	n/a	P&P

Table 6: Carbon Offsetting Action 38

Ref.	Action	Description	Est. Timings	Est. carbon savings [tCO2e/year]	Est. capital cost [£]	Funding source	Est. savings [£/year]	Est. simple payback [years]	Lead
38	Carbon Offsetting	Despite the carbon reductions achievable from the implementation of the actions outlined in this Plan, we will still be emitting approx. 270 to 375 tCO2e in 2030. For us to meet our carbon neutral target we will need to consider offsetting any remaining carbon emissions. There are numerous methods for offsetting carbon emissions, each with their pros and cons. It is therefore recommended to explore methods and principles for offsetting, e.g. through own projects, such as tree planting or offsetting providers. Either way, carbon offsetting will require funding and the development of an offsetting approach setting out the principles and standards the Council wishes to apply.	ongoing	n/a	tbc	tbc*	n/a	tbc	P&P

Table 7: List of Abbreviations & notes

Abbreviation	Description
*	Projects which may have potential to be included in the application process for CIL funding.
AMPS	Asset and Property Management
Approx.	Approximately
BMS	Buildings Management System (which are computer-based systems used to monitor and control building services such as heating, ventilation and air conditioning, fire alarms etc.)
CMB	Council Management Board
CSS	Community Support Services
CO2	Carbon dioxide
e.g.	exempli gratia (for example)
EMS	Environmental Management System
Est.	Estimated
Etc.	Et cetera
EV	Electric vehicle
FY	Financial year
GHG emissions	Greenhouse gas emissions (e.g. carbon dioxide, methane, nitrous oxide)
G&BI	Green and blue infrastructure
ISO	International Organisation for Standardisation
ISO 50001	an international standard recognising organisation that enhance their energy performance by implementing an energy management system (EMS) based on a model of continual improvement. This includes developing e.g. an energy policy, setting energy targets, to use data to better understand and make decisions about its use.
kWh	Kilowatt-hour
m2	Square meter
n/a	Not applicable

Abbreviation	Description
OECD	Organisation for Economic Cooperation and Development
Operational sites	Civic Centre and our seven Centres for the Community
Ref.	Reference
REGO	Renewable Energy Guarantees of Origin
Scope 1	Covers direct emissions from owned or controlled sources.
Scope 2	Covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling consumed by the reporting company.
Scope 3	Includes all other indirect emissions that occur in a company's value chain.
SPD	Supplementary Planning Document
tbc	to be confirmed
tCO2e	Tonnes of carbon dioxide equivalent

Abbreviation notes

- Estimates and calculations presented are based on our carbon footprint data from financial year 2018/19, Carbon Trust calculations and recommendations, as well as officer calculations and estimates.
- The terms carbon, CO₂, CO₂e, GHG emissions are used synonymously. “The term “carbon” refers to carbon dioxide, which is a colourless, odourless and non-poisonous gas formed by combustion of carbon and in the respiration of living organisms. It is considered a greenhouse gas. Emissions means the release of greenhouse gases or their precursors into the atmosphere over an area during a period of time” (OECD Dictionary). Body text example

CMRP notes

- The estimated capital costs were suggested as part of the Carbon Trusts original desk-based assessment in 2018/19, and at the time some capital costs were unknown (e.g. Ref. 4) until the scoping assessment (Ref. 3) has been conducted. Further scoping for all measures will be done as the projects move forward to determine a more accurate estimate of the costs.
- Ref. 1, 5, 6, 7, 8, 9, and 18 are pending due to their interdependencies on the transformation and accommodation review process.
- Ref. 24 is based on an assumption that staff commuting miles are reduced by 40% (assumes that employees working on average 2 days a week remotely).
- Ref. 25 cost savings based on an estimated 10.6% reduction in business mile claims, based on Energy Saving Trust estimates.
- The CMRP Ref items are categorised into the following emission types:
 - Electricity – Ref. 1, 2, 3, 4, 5, 6, 7, 10, 11a, 11b, 12, 16
 - Fleet – Ref. 27, 28, 29, 30
 - Gas – Ref. 8, 9, 13, 14, 15, 17, 18
 - Selected Scope 3 – Ref. 19, 20, 21, 22, 23, 24, 25, 26, 31, 32, 33, 34, 35, 36, 37, 38

