

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

Climate Leadership Gloucestershire

Notes and actions of the meeting

1. Attendance

The following partners were in attendance:

Partner organisation	Attendees	Apologies
Cheltenham Borough Council	Mike Redman	
Cotswold District Council	Cllr Rachel Coxcoon Chris Crookall-Fallon	Rob Weaver
Forest of Dean District Council	Peter Williams	Cllr Paul Hiett
Gloucester City Council	Cllr Richard Cook Jon Burke	Jon McGinty
Gloucestershire County Council	Cllr David Gray (Chair) Wayne Lewis	
Stroud District Council	Cllr Chloe Turner	Brendan Cleere
Tewkesbury Borough Council	Cllr Jim Mason Simon Dix	
Hospitals Trusts	Jen Cleary	
Clinical Commissioning Group	Andrew Hughes	Mary Hutton Cath Leech
Gloucestershire Police and Crime Commissioner and Gloucestershire Constabulary	Mandy Gibbs	
GFirst Local Enterprise Partnership	Sarah Danson Emma Hanby	David Owen
Gloucestershire Local Nature Partnership	Doug Hulyer Roger Mortlock (part)	
Countywide resource and Secretariat	Julian Atkins	
Head of Employment & Skills Gloucestershire County Council	Pete Carr (Guest)	

2. Welcome and Introductions

Cllr Gray chaired the meeting and welcomed everyone. Apologies were noted (see above).

3. Arrangements for Chairing the meeting

Cllr Gray briefed CLG that, as a result of the recent Cabinet changes at the Forest of Dean, Cllr Chris McFarling had had to stand down as Chair and a member of CLG. As a result the Chair was now

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

vacant but there was only one more meeting this year before the AGM when a new chair/vice chair would be elected. It was therefore proposed (and there was no opposition) that Cllr Gray re-takes the chair for this meeting and the November meeting.

4. Declarations of Interest

There were no declarations of Interest

5. Behaviour Change (Organisational) Theme (Paper 1)

The Secretariat introduced Mandy Gibbs and Jen Cleary to present the organisational behaviour change theme.

Mandy introduced the presentation which was focussed on organisational behaviour change. Wider public behaviour change will be covered at a later meeting.

The presentation outlined the actions that organizations need to take to embed behaviour change successfully, the barriers which can frustrate progress, and some successful of the initiatives that the NHS have introduced. Cheltenham's climate impact assessment tool was also introduced.

The following key points were made:

- Aims, objectives, targets and actions need to be set out in a clear Action Plan.
- The initiatives that are included in our respective climate change road maps need to be costed.
- Decisions at board level must consider carbon impacts, whether that's positive or negative, and where the latter then mitigation measures should also be assessed.
- Job descriptions need to include a commitment to sustainability if at all possible so that everybody is engaged.
- Ideally, declaring a climate emergency helps strengthen commitment and focus.
- Each organisation needs to have a mechanism to embed sustainability and climate action in its ways of working. The NHS have got a green plan and the police have had ISO 14001 since 2007 which drives sustainability across the organization.
- Clear climate emergency statements within the corporate strategy are also important.
- Templates for business cases should include sections for assessing carbon, environmental and sustainability impacts.
- It is important to have a clear internal communications plan which includes awareness raising campaigns and publicises successes, particularly projects which have got a tangible benefit.
- Networking is really important to share best practice and raise the profile of what can be achieved.
- Staff have various attitudes and levels of interest on green/climate change related issues (Cheltenham's Low Carbon Partnership produced the 'The Big Green Bundle' which characterised individuals into seven categories). Training and communications packages need to be tailored to these different groups.

Jen Cleary presented the work the NHS has been doing at the Gloucestershire Royal and Cheltenham General Hospitals, including:

- Establishing a Green Council drawn from roughly 125 Green Champions across the workforce and comprising a wide range of roles: domestics, porters, admin staff, consultants, nurses, physiotherapists, etc..

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

- 40 staff members are signed up to the Council with a core of 20 regular participants. The Council meets every month and it is currently chaired by an admin person with the Vice Chair being a respiratory nurse. The Council provides a space where staff who would never normally talk to each other can come together to identify common themes and work on common projects.
- The annual staff awards included a sustainability award for the first time this year.
- With the Centre for Sustainable Healthcare in Oxford the Hospitals are currently running a Green Team competition. Six teams within the trust are all running a sustainability project for about 10 weeks. The idea is to have projects which achieve carbon savings or more sustainable ways of working. Under the current competition teams are looking at: the kit used in orthopaedic theatres; the packs given to patients who have to feed externally; plastic bag use; and reducing food waste. At the end all of the projects will be showcased and the competition winners and runners up will each win prizes. The competition has enabled lots of teams across the Trust to come together and realise they can make a difference.
- At the same time the Trust has set aside a pot of £50,000 to facilitate sustainability projects that are innovative / proofs of concept. For example replacing single use products with a stock of reusable equivalents, or which save carbon but not money. One project is trialling an Entonox cracking machine that captures exhaled Entonox and splits it back to oxygen and nitrogen. It will save lots of GHG but there is a cost for the machine and consumables.
- The Trust has also undertaken staff travel surveys to understand what staff need in order to commute more sustainably through increased active travel and using public transport/car shares
- Covid accelerated virtual working and this has had benefits in terms of reducing staff expenses, fewer journeys, less congestion, less time spent travelling to/from meetings, less pressure on car parking spaces and better work life balance for a lot of people.
- Working from home doesn't suit everyone and some staff have felt quite isolated.
- The work of Gloucestershire County Council's Sustainability Team in developing public engagement campaigns was highlighted. The campaigns are also disseminated through staff channels so staff pick up on calls to action regarding the big behaviour change areas in terms of energy, waste, food and transport.
- Reducing energy costs is high on everyone's agenda right now. It is easy to miss simple things that can make a difference, like knowing which equipment can be turned off at night and what needs to be kept on.
- Through reviewing the operation of in house catering services you can help people make healthier choices and give them some more options around plant based foods.
- Through procurement we can support local businesses and food producers. The Trust is challenging procurement practices – especially for the most expensive or frequently consumed items – as asking staff why do you buy it? What did you use it for? Do you really need it in the first place? Is there a better alternative? Something with a slightly better carbon footprint, a less environmental impact? Are you able to reuse it or recycle it?
- The Trust is now using WARP-IT, which is a platform for re-using office items and equipment, and is seeking to get to the point where that is the first port of call when someone is looking for a desk, chair, stationery etc.. Staff will have to have a very good argument to buy new in future, as re-using spare furniture etc. will keep the embedded carbon in productive use.
- Procurement rules are changing too and tender assessments will allow for social value to form part of the assessment process.

Lessons which the NHS have learnt from all of this activity include:

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

- The need for there to be a clear commitment and strong leadership from the very top to support teams in making the changes that are needed.
- Finding the staff with the right qualifications can be challenging and there is a need to develop stronger links with the universities and the colleges around and growing our own talent in Gloucestershire.
- Maintaining momentum can be a challenge with constant staff turnover.
- Lack of funding is a constant hurdle, especially if a green project costs a little bit more. Assessing whole life costings over a longer time frame as part of business cases can help, but in many situations the approach to procurement will need to be rethought.

Mike Redman presented the work Cheltenham has been doing, in partnership with West Oxfordshire Council, to develop a Climate Impact Assessment tool. The tool is developed from the Cornwall decision wheel and has been demonstrated to the CN2030 Officer group where it was well received. There is the potential for partners to adopt the tool across the County and it was proposed that CLG could champion its use amongst partners.

The Tool seeks to evaluate project and policy proposals in terms of their environmental and social impacts. The financial and risk implications of a decision are often well articulated and while normally in reports there is a section on the environmental and climate change implications, often these are not as well articulated and sometimes they are an afterthought.

The hope is that in using the tool it will help change mindsets and provide greater transparency in relation to the decision making process, and align project and policy proposals to commitments within our respective authorities' corporate and climate action strategies.

The tool assesses proposals against 10 environmental and 12 social impact criteria and comprises an Excel worksheet. Answers to a set of questions linked to each criterion drive segments in a circular chart being given a colour, based on the information supplied, to give a very visual representation of what the impacts are under each criterion. The tool doesn't actually give you a decision. It highlights areas where potentially a project could be modified or refined to improve its environmental and social impacts.

Cheltenham have applied the tool to a number of pilot projects, including a safe cycle hub project and the winter ice rink and it has helped to highlight where there are negative impacts and where officers need to be driving improvements to meet with the Authority's climate commitments.

In developing the tool a number of lessons have been learnt:

- environmental and social impacts need to have greater weight in decision making so as to align with the climate commitments that authorities and other organisations across the county have made.
- The tool needs to be applied as soon as possible in the process in order to have greatest chance of influencing the outcome of a project/policy.
- The actual tool itself takes about 45 minutes to an hour to use and requires the assessors to have an in-depth understanding of their project and be honest in answering the questions. If there are negative impacts, they need to acknowledge those and they need to say what they're intending to do about it.
- The tool works best when a group of officers is brought together to do the assessment so that there is an element of check and challenge.
- Ultimately the final report needs to relay the findings of the assessment and what changes have been made or are proposed to address any negative impacts which are identified.

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

The presentation concluded with a set of recommendations:

- review the actions suggested in the paper, identify those which have already been completed, and consider how best to implement the remaining actions where possible
- apply the Climate Impact Assessment Tool to a number of projects/policy decisions to help develop the tool further and ultimately to consider adopting its use more broadly.
- consider achieving the ISO14001 standard of environmental management (or similar)

Key points arising from the discussion:

The Assessment Tool produces a dashboard which can be inserted into a report to give Members a very clear idea of areas where a project might be having positive and negative impacts. But there may be some service areas (e.g. social services) where the tool proves difficult to apply and further work may be required to define how and when the tool should be used.

The need to train staff to use such tools was highlighted and it is important they are used correctly. Some factors are very easy to measure and report progress against but they aren't actually where the biggest gains are to be made in net zero terms and emissions are very hard to nail down and understand. If key factors are showing negative/red then it has to be questioned whether the project should proceed or the policy be adopted.

Strong and visible leadership is essential and board level champions can play a vital role in supporting staff who have good ideas. If people feel the changes we are asking them to make are fair and not unduly burdensome then we are more likely to be successful in securing the changes that are needed. And over the long term it is important that people remain motivated to retain the changes they have made and to make new ones.

Gamification can be a useful tool in maintaining motivation but it requires good data.

Cheltenham have installed over 200 sub meters across their estate for gas and electricity usage to get much better handle where energy is being wasted and it has been very illuminating.

It was agreed that the Climate Impact Assessment Tool would be circulated to CLG and CN2030 members so the partners could explore how it works in more detail, trial it on one or two decisions and report the outcomes back to Cheltenham via the Secretariat. All Partners were asked to acknowledge Cheltenham and West Oxfordshire Councils' work in developing the tool.

It was proposed that CLG and the Behaviour Change theme leads do more work on the segmentation of peoples' attitudes to climate change and their propensity to change behaviours/lifestyles. There are a number of models in existence. Defra have funded a number of research projects on sustainable lifestyles and behaviour change and it would be good for CLG to engage with Defra and the research groups they are funding to get a better handle on the latest research.

22/24 Action: Secretariat to work with the Behaviour Change Leads to invite Defra/their research partners to give a presentation at a future meeting on attitudes towards climate change and propensity to absorb behaviour change

It was noted that the outcomes of programmes which seek to encourage behaviour change by appealing to people's better instincts can be highly variable and there is equally a need to invest in structural measures which force behaviour change. Using transport as an example, recent research has shown that the three most effective policy interventions in shifting transport behaviours are congestion charging, parking and traffic controls and then traffic-free zones. The indoor smoking ban

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

has shown what can happen when behaviour change is enforced which led to better personal health outcomes and significant reductions in smoking related heart disease and stroke.

Climate Leadership Gloucestershire endorsed the 3 recommendations set out in the paper.

6. Economy (Green Skills) Theme (Paper 2)

Sarah Danson, Director of Strategic Growth for GFirst LEP, presented a high level summary of the green skills sector, the government's ambitions for the green economy and barriers to green skills development. The accompanying paper proposed a series of recommendations for CLG to consider.

At a national level, the government are forecasting the need for 190,000 green jobs by 2025 and 440,000 jobs by 2030. The speed at which this job creation needs to happen is very similar to the change in digitalization. But progress is being made: The Green Jobs Task Force estimate that there are already 410,000 jobs in low carbon businesses and supply chains.

A major barrier is that employers are finding it hard to define what exactly are the green skills they need, and that is making it very difficult for training providers to respond to in terms of their curriculum and course offerings.

The national net zero strategy report outlines a number of opportunities for each region but in terms of the South West the focus is on the existing investment in nuclear technology. With the STEP Fusion project going elsewhere there isn't a lot in the national strategy to guide the approach needed for Gloucestershire.

The forecast for the numbers of jobs affected is that 1/5 of the current workforce could see the demand in their skills change either positively or negatively. People in high carbon industries could be negatively impacted unless they're given assistance to change their skills in terms of moving into low carbon industries but every job has the potential to be green. Some of the biggest impacts will happen within the core day-to-day operational workforce.

Some sectors which aren't immediately obvious for being at the forefront of the low carbon transition, such as luxury goods and fashion, are starting to make quite rapid shifts in their business models and methods (and as a consequence in their skills base) in response to changing consumer demand.

Those working in finance, operations, HR procurement and along supply chains all have a role to play in driving some the skills change that will be required. And while science, technology, engineering and maths (STEM) skills are important so are project management and leadership skills.

Of the jobs advertised in Gloucestershire to August this year 3.5% (2,256 jobs) required at least one green skill. By 2030, the number of low carbon renewable energy economy jobs needed across the county is forecast to be 12,584, rising to 20,263 by 2050. These jobs will involve very specialized skills, especially in the low carbon electricity subsector (home energy, retrofitting, street light replacement, EV Charging points etc.) and there is a need to work with training providers to be positioning the workforce that is needed.

A lot of work is going on already across the county. South Gloucestershire and Stroud Colleges, leading a consortium of colleges, have secured £2.8 million from the Department of Education to develop curriculums focussing on decarbonisation and digital/cyber. The project is building skills into the education sector and working to tackle equalities issues and the lack of diversity in the low carbon sector.

A number of capital projects are also being progressed. Cirencester College are building eco demonstration units to support heritage building retrofit training, Hartpury are developing agritech studios and South Gloucestershire College are building facilities to support and digital & low carbon skills training. But there is a need to speak to more employers to really understand the demand and make sure that that curriculum fits.

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

Business West has been leading the development of a regional Local Skills Improvement Plan and a plan for the County is now in place. The County Plan will facilitate work with employers, especially in the construction, advanced manufacturing and engineering sectors but it will also need to tackle the cross cutting themes of digitalization, net zero and climate change.

Key barriers to progress include:

- Perceptions that green jobs require specialist academic skills
- Lack of clarity regarding the educational pathways to green jobs and the career paths they then offer. Lack of understanding regarding how green skills can be applied to a range of jobs
- Lack of workforce diversity

The paper and presentation proposed a comprehensive set of recommendations.

Key points arising from the discussion:

It was agreed that the proposed recommendations were comprehensive and were needed but that the task for CLG was to be clear on what should be prioritised.

As jobs become less place reliant there is a much stronger need for community and business leaders to articulate and enable the green economy they want to see.

It would be helpful to understand more the balance between the jobs that are at risk and the jobs that are needed and how they can be overlaid, especially for those sectors of the economy which comprise smaller one man bands (e.g. gas fitters, car maintenance etc.).

Building the retrofit market has been fraught with difficulty. The boom and bust approach fostered by grant schemes is not building a sustainable sector. Money is not the issue because so much retrofit work is delivered through SMES who are already very busy. Retrofit comprises a disparate and dispersed market that needs skilling up.

It was suggested that CLG is well placed to help bring good quality jobs which will be needed and sustained over a long period of time. The barrier is not so much getting the 19 year olds through college, but dealing with people who are already in the work environment and need to acquire green skills to survive.

The proposal to create Green Skills Forum was generally supported but it was recognised that it would need to be focussed in what it prioritised.

The importance of the agricultural sector in tackling climate change and as a sector where a lot of green skills need to be developed was noted and it was suggested that the County needed to play to its existing strengths and where it has developed a commercial advantage: Cheltenham and Cyber, Severn Edge and nuclear/renewable energy etc

A concern was raised that the County seem to be behind on the green skills agenda but it was noted that Gloucestershire isn't any further behind where other comparable counties are. The green skills agenda is a high priority within the current local industrial strategy but the challenge is linking employer demand with the training pathways offered by the educational establishments and training providers.

There has been a lot of work on training and skills generally but now we need to give more focus on green skills specifically. The skills improvement plans being rolled out now will also help to define what that looks like.

Concerns were expressed that the proposed Skills Forum might have too broad a remit and be overloaded or not terribly useful as a result, or it might duplicate existing activity. A focus on embedding core green skills that will help decarbonisation at every level across the county rather than skills associated with high profile projects was suggested. The development of retrofit skills, micro-

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

renewables skills, new domestic scale renewables skills, bicycle making/repair etc. were suggested as good places to start.

The dynamism of the market and its ability to respond quickly to consumer expectations etc. should not be underestimated. Climate Leadership Gloucestershire partners have a role to play in creating expectations and sending strong signals regarding what the future low carbon economy will look like. When those signals are sent, the market has demonstrated that it can provide those jobs and is very effective in allocating resources to where they need to be.

The point was made that training providers need support in de-risking the investments they need to make to develop the low carbon training pathways we need. In most cases substantial investment in staff, equipment and facilities is needed and strong levers and strong resources are needed to do that. A Green Skills Forum would provide a focal point for the work, along with having a Green Skills Coordinator, and these two elements could really drive things forward with the goodwill that already exists in the county.

While there was general support for the recommendations proposed, the discussion left CLG with questions about what it could and should commit to, what the terms of reference and remit of a Green Skills Forum should look like and what the role of a Green Skills Coordinator would need to be and who would host it.

It was recognised that the green skills recommendations needed more time to be considered and it was agreed that CLG would revisit the recommendations proposed at the November meeting.

22/25 Action: Secretariat and Sarah Danson to revisit the Green Skills recommendations and bring them back to the November meeting for further discussion.

22/26 Action: CLG members to review the Green Skills recommendations and consider what practical steps CLG and partners can take to strengthen green skills development for the county.

It was also noted that partners would be beginning work shortly on their annual service plans for next year and that it would be helpful to pull together all of the recommendations which CLG had agreed to date ahead of the draft Strategic Action Plan being finalised ahead of the AGM in January.

22/27 Action: Secretariat to produce a consolidated summary of the recommendations which Climate Leadership have agreed to date to inform partner's developing service plans for 2023/24

CLG agreed that the presentations could be shared as partners see fit, in keeping with the agreed working principles.

7. Meeting Notes of the Last Meeting (Paper 3)

The Secretariat highlighted that Meeting Notes for September's meeting were on the agenda for final sign off.

Climate Leadership Gloucestershire approved the September Meeting Notes.

8. CLG Forward Look (Paper 4)

The Chair noted the Forward Look and the AGM in January which will be an in person meeting.

9. Any other climate business

Paper 4 - Climate Leadership Gloucestershire Meeting 6: 12/10/2022 14.00-16.00

The Secretariat highlighted that the November meeting would consider the Planning theme.