

**Manchester City Council
Report for Information**

Report to: Environment and Climate Change Scrutiny Committee – 10 November 2022

Subject: Embedding a Zero-Carbon Workforce Culture

Report of: Human Resources, Organisational Development and Transformation

Summary

This report provides information on the progress being made towards embedding a zero-carbon culture within the Council (as part of the Carbon Literacy journey).

Recommendations

To consider and comment on the information in the report and endorse the actions being taken.

Wards Affected: All

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	This report is activity directly related to the successful delivery of a liveable and low carbon city through ensuring the City Council workforce and elected members are Carbon Literate and are able to create positive action in support of the Zero-carbon ambition.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

Our Manchester Strategy – Forward to 2025

Manchester City Council Climate Change Action Plan 2020-2025

Manchester City Council - Climate Change Action Plan - Work Plan 2022-23

1.0 Background

- 1.1 In 2020 the City Council committed to ensuring that its workforce would be equipped with the skills and knowledge required to support the city's ambition 'to be zero-carbon by 2038'.
- 1.2 In February 2022, the City Council was the first local authority to achieve silver accreditation from the Carbon Literacy Project in recognition that 15% of the current workforce is Carbon Literate. As of the date of this report the City Council is still only one of three Local Authorities to be Silver Accredited alongside Dacorum Borough Council and North Somerset Council.
- 1.3 The following report set out progress that has been made in embedding zero-carbon into the workforce, with a focus on the Carbon Literacy training and recent activity to upscale the training into service delivery.

2.0 Introduction

- 2.1 The '*Manchester City Council - Climate Change Action Plan - Work Plan 2022-23*' sets out activity to be progressed to support the delivery of the '*Climate Change Action Plan (CCAP) 2020-25*'.
- 2.2 Embedding zero-carbon in the workforce forms part of **Workstream 5: Catalysing Change and Behaviour Change** of which the following activity relates directly to the purpose of this report.
 - Deliver Carbon Literacy training to 35% of staff and all members, to work towards achieving Gold Carbon Literacy Accreditation by March 2025 (which is 50% of the workforce, circa 3,500 staff)
 - Explore service requirements across the Council, to develop and deliver a work programme of advanced bespoke Carbon Literacy training to further embed carbon literacy into business-as-usual ways of working
 - Develop and implement a monitoring and evaluation framework for the Carbon Literacy training
 - Embed zero-carbon as a Council priority within new and updated policies and strategies
 - Tell the Council's story of positive climate action through website content, social media and the press /align the zero-carbon Communications Strategy with wider communications across the council
 - Work with schools and education settings across the city to support them to develop and deliver actions to reduce their carbon emissions e.g., the Bee Green Conference

3.0 Our Manchester, Our Corporate Plan and Service Plans – the way we do things, not a thing that we do

3.1 In 2020 the Our Manchester Strategy was reset, placing a more explicit focus on zero-carbon at the heart of the strategy which subsequently became a priority within the City Council's Corporate Plan.

3.2 As a direct result of this, every year services within the Council set out how they will embed zero-carbon into service delivery as part of their Service Plans.

3.3 This approach provides a thread from the strategy so each member of the workforce can see how they and their team will contribute to the Council's zero-carbon action plan.

3.4 Carbon Literacy training is provided as the foundation offer for all staff, ensuring they understand the key concepts and can determine how they can take positive action. According to the Carbon Literacy Project, it is estimated that attendees on average will reduce their carbon footprint by 5-15%. This sits alongside broader engagement activity throughout the employee journey from hire-to-retire, that is helping to build a zero-carbon culture.

4.0 Progress Update - An update on key progress is aligned to the actions set out in point 2.2 above.

4.1 **ACTION:** Deliver Carbon Literacy training to 35% of staff and all members, to work towards achieving Gold Carbon Literacy Accreditation by March 2025 (which is 50% of the workforce, circa 3,500 staff)

4.1.1 Ensuring that staff have the skills and knowledge to understand Zero-carbon, the implications of climate change and the need to reduce our carbon output is the foundation of embedding zero-carbon. For Manchester City Council staff and Elected Members this is delivered through a programme of Carbon Literacy Training.

4.1.2 Carbon Literacy training was developed with The Carbon Literacy Project and was launched in 2019. As of January 2022, the Carbon Literacy Training is a mandatory training course for all Council employees.

4.1.3 Having achieved Silver Accredited status earlier this year, the next target is to achieve Gold Accredited status by 2025 whereby 50% of our employees will be accredited as Carbon Literate.

4.1.4 In order to complete the training, participants must complete one daysworth of accredited learning which is provided by one of our trainers. Following this, a training evidence and feedback worksheet is to be completed and sent to the Carbon Literacy Programme to complete the necessary checks and provide certification if the evidence is sufficient. The turn-around for the accreditation is approximately three weeks.

- 4.1.5 As of the time of this report 1,619 members of staff are certified as Carbon Literate with a further 70 awaiting certification from The Carbon Literacy Project. Workforce planning assumptions are that the Council will achieve Gold accreditation by 2025.
- 4.1.6 A targeted training approach has been implemented to ensure that the Senior Leadership Group of the 137 most senior officers within the council are certified as Carbon Literate. It is crucial that a top-down approach is embedded to ensure that Senior Leaders lead, endorse and support the de-carbonisation of our ways of working and service delivery.
- 4.1.7 At the time of this report, 86 members of SLG have completed the training, and the remaining 51 are in the process of completing the training. The planning assumption is that all 137 members of SLG will be certified as carbon literate by the end of December 2022.
- 4.1.8 Elected Members are encouraged to complete the training and at the time of writing, 53 of 96 members have been certified as carbon literate.
- 4.1.9 It should be noted that the criteria for accreditation is based on current workforce numbers and therefore any turnover will have an impact on the overall completion rates. This has been accounted for in forecasting of completion targets.
- 4.1.10 There are a number of changes that have been made recently to improve administration and maximise time for training. These include
- Development of a booking application (app) to allow staff to manage their own course bookings (managers can also book on behalf of staff)
 - Build in Carbon Literacy training to onboarding whereby all new starters and movers (if not already certified) will automatically be booked on to complete training within their first 12 weeks.
 - Build in Carbon Literacy training as part of the new member induction
 - Flexibility in training delivery, e.g., one full day, two half days, virtual and face-to-face.
 - Targeted engagement – working with services who require additional flexibility to complete training, e.g., training outside of normal working hours.
 - Improve the current Train the Trainer model by enhancing the support package for staff volunteer trainers and offering this as a formal development opportunity with Train the Trainer accreditation certificates from The Carbon Literacy Project
- 4.1.11 There is appetite for the Carbon Literacy training to be upscaled beyond the City Council directly employed workforce as part of the next phase of the training. A Carbon Literate Community training approach would include tailor-

made community content contextualised for Manchester's residents and partner organisations to understand the individuals' impact on Climate Change. This would include tangible actions, with advice and support to reduce their carbon footprint.

- 4.2 **ACTION:** Explore service requirements across the Council, to develop and deliver a work programme of advanced bespoke Carbon Literacy training to further embed carbon literacy into business-as-usual ways of working.
 - 4.2.1 A new Zero-carbon Workforce Development manager was recruited in August and has the specific remit of supporting services to turn learning from the Carbon Literacy training into specific actions that will have a positive impact on the Council's zero-carbon targets.
 - 4.2.2 Progress so far has been to identify activity already underway and ideas that need progressing in the first phase. This is being developed into a prioritised programme over the next two years.
 - 4.2.3 An initial part of the work was to review the Service Plans developed and described in 3.2, and these have provided insight as to the extent to which services are ready and able to take action. Each service plan has been reviewed and zero-carbon commitments identified. An action plan for each service will be drawn up with services which will include any relevant key performance indicators and specialist training requirements identified. This action plan includes Carbon Literacy training completion rates to ensure that services are prioritising this training as a first step.
 - 4.2.4 The first pilot project for procuring specialist training resources will be with the Commissioning team – this specialist training will upskill our commissioners to ensure our contracts are zero-carbon focused and are helping contribute the Council's action plan and city-wide Climate Change Framework.
 - 4.2.5 The Zero-carbon Workforce development manager and the Zero-carbon policy team are planning to deliver roadshows and engagement workshops throughout 2023 across the organisation to work through decarbonisation ideas that will feed into policy, behaviours and organisational culture.
- 4.3 **ACTION:** Develop and implement a monitoring and evaluation framework for the Carbon Literacy training
 - 4.3.1 Monitoring and reporting has been improved to make best use of the data available to track completion of training.
 - 4.3.2 The Carbon Literacy Booking App has a dashboard which tracks who has booked on to a course, course capacity/availability, popularity of dates and times, and this is in real-time. Staff are now able to change the date of their training themselves.
 - 4.3.3 The Carbon Literacy training tracker provides details of the stage of each participant who has started their Carbon Literacy Journey. Once certification is

awarded from the Carbon Literacy Project, this information is uploaded to the individuals training record.

- 4.3.4 In line with our commitment to ensuring that training is accessible, and representative across all staff groups, a quarterly dashboard has been developed. This is anonymised and is fundamental in helping to understand the demographics of Carbon Literacy participants using equality monitoring information. The tracker currently provides a percentage of accredited staff who are Black, Asian and Minority Ethnic, have identified as having a disability, or a long-term condition or identify as LGBT+. The age and gender of participants is also provided as part of this tracker.
- 4.3.5 This forms part of a broader piece of work to ensure that barriers to engagement in corporate initiatives are identified and addressed with targeted action where needed.
- 4.3.6 Evaluation of the participants knowledge and understanding is captured through an evidence form which is assessed by the Carbon Literacy Project. Forms that do not meet the required standard are returned to be recompleted before being returned for re-assessment.
- 4.3.7 Further to this, an evaluation framework is being developed to understand the impact of the training. Consideration is being given to how carbon reduction actions taken by the workforce is measured as a result of the training.
- 4.3.8 Some examples of how staff are applying their carbon literacy have been compiled and are appended to this report (Appendix 1 – Carbon Literacy Case Studies – November 2022)
- 4.4 **ACTION:** Embed zero-carbon as a Council priority within new and updated policies and strategies. Some examples include
 - 4.4.1 Sustainable Travel Policy: A new Staff Travel Policy prioritises sustainability and reducing emissions. In September 2022, a new Project Officer started in post who will be driving forward this policy with services across the Council to ensure that staff are aware of the Council's commitments to reduce emissions from Staff travel and collaborate on finding solutions to some of the Council's travel needs. A report on this programme of work is due to a future committee.
 - 4.4.2 Human Resources, Organisation Development and Transformation: The zero-carbon agenda is being considered as part of the Councils approach to Ways of Working and the Health and Wellbeing Strategy which is currently being revised.
 - 4.4.3 Procurement: Social Value Policy has been updated to include the new 10% environmental weighting increasing the total social value weighting to 30%.
 - 4.4.4 Work & Skills: Work & Skills Strategy has been updated and includes Green Skills; a new Green Skills Action Plan is being developed to support the strategy

- 4.4.5 Future strategies or policies that will be beneficial to the workforce embedding zero-carbon include the development of the next Poverty Strategy and Sustainable Food Policy.
- 4.5 **ACTION:** Tell the Council's story of positive climate action through website content, social media and the press / Align the Zero-carbon Communications Strategy with wider communications across the council.
- 4.5.1 There is an internal communications plan for zero-carbon in development. The plan is designed to incorporate a variety of key messages throughout the employee journey.
- 4.5.2 For example – applicants wanting to apply for roles at Manchester City Council are now provided with information about zero-carbon through the Our Manchester Strategy which is directly linked on the job advert. There is an ongoing programme of work to improve our recruitment system and processes, and this will include more explicit messaging about the type of organisation that the council is, our ambitions and key priorities. Our zero-carbon ambition will be a part of the offer.
- 4.5.3 There is now a stronger focus on zero-carbon in our onboarding offer where new starters will learn about what we're trying to achieve and attend training within 12 weeks of starting a new role.
- 4.5.4 The resource hub on the intranet will be redesigned so that it becomes more than just an information hub. The new page will have access to resources, toolkits and create opportunities for staff to share ideas, with tips, hints, carbon calculators, and ways to save carbon and money too.
- 4.5.5 Tracking communications and logging good news stories on the dedicated Zero-carbon Communications Highlight Report. The Councils Corporate Internal Communications team will then support in how case studies and examples of best practise are shared through broadcasts, and through connections with directorate-based communications. This will be alongside a programme of activity that helps connect de-carbonisation across the city and externally facing campaigns, to the workforce.
- 4.5.6 There will be a focus on ensuring that the language is understandable and relatable, particularly technical and complex terminology. All staff, whether they are Manchester residents or not, are able to access the Manchester.gov.uk website. Internal messaging is being aligned to external campaigns to create a level of consistency given that c.45% of the workforce are Manchester residents, and approximately half of the workforce are interacting with residents and communities on a regular basis.
- 4.5.7 This will extend to other current priorities such as the cost-of-living crisis, and the low-carbon choices that can support individuals and families to save money. These priorities are supported in the City Council's Health and Wellbeing strategy.

- 4.6 **ACTION:** Work with schools and education settings across the city to support them to develop and deliver actions to reduce their carbon emissions.
- 4.6.1 The BEE Green Education Summit 2022 took place earlier this year. 150 school staff and governors, along with Council officers and Elected Members were invited to talk about climate action, low carbon travel, sustainable food choices and waste reduction. The event demonstrated how to plan and deliver a sustainable event.
- 4.6.2 There is interest in upscaling the Carbon Literacy Training to schools and education settings. With a proposed offer of introducing and supporting the roll out of a condensed two-hour Carbon Literacy module created by GMCA which would be much more accessible for teachers and help them in their general learning and understanding of the climate agenda.

5.0 Summary

- 5.1 The delivery of Carbon Literacy training continues to make progress and is planned to reach Gold Accreditation Status.
- 5.2 Senior Leaders in the Council will continue to be a priority group, with steps to ensure that new senior starters (alongside all new starters) complete the training within 12 weeks of their start/move date.
- 5.3 A programme of activity to embed a zero-carbon culture that compliments the Carbon Literacy training has started. This includes:
- Embedding carbon literacy messages throughout the employee journey
 - Aligning zero-carbon with current priorities such as cost-of-living and supporting staff to be able to make sustainable choices that can also save money.
 - Ensuring that staff know what they need to do, how to apply the knowledge to affect positive change in their personal life choices and can access the support to make changes in the workplace and/or the services they deliver.
 - Ensuring that policies being refreshed or new in development are in support of achieving zero-carbon, and in doing so are making it easier for staff to be able to play their part.
 - Providing specialist and technical training to support significant change in service delivery.

6.0 Recommendations

- 6.1 Members are asked to consider and comment on this report and endorse the actions being taken.