

**Manchester City Council
Report for Information**

Report to: Environment and Climate Change Scrutiny Committee – 9 March 2023

Subject: Embedding a Zero-Carbon Workforce Culture

Report of: The Assistant Chief Executive

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 approach we are taking.

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	

Contact Officers:

Name: James Binks
Position: Assistant Chief Executive
Telephone: 0161 234 1146
E-mail: james.binks@manchester.gov.uk

Name: Suzanne Grimshaw
Position: Strategic Head of Organisational Development & Transformation
Telephone: 0161 800 6486
E-mail: suzanne.grimshaw@manchester.gov.uk

Name: Lauren Harwood
Position: Zero Carbon Workforce Development Manager
Telephone: 07825706987
E-mail: lauren.harwood@manchester.gov.uk

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)
 - Develop and implement a monitoring and evaluation framework for the Carbon Literacy training
 - Work with schools and education settings across the city to support them to develop and deliver actions to reduce their carbon emissions

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 are expected to 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 to each member of the workforce in relation to how everyone will contribute to achieving zero carbon status.

3.4 Carbon Literacy Training is provided as the foundation offer for all staff, ensuring they have the understanding required to 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 Carbon Literacy Training was developed with The Carbon Literacy Project and was launched in 2019. The aim of the training is to ensure 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. In order to complete the training, participants must complete 1-days worth of accredited learning which is provided by one of our trainers and following a review of training evidence, is certified by The Carbon Literacy Project.

4.1.2 Having achieved Silver Accredited Status in 2022, the next target is to achieve Gold Accredited status by 2025 whereby 50% of our employees will be accredited as Carbon Literate. Currently 26% of the workforce are Carbon Literate accredited. By reviewing the Carbon Literacy Training Tracker, we can report that we are on target to achieve the 50% workforce target by 2025.

4.1.3 At the time of this report 2,201 people have been trained, which includes 93 elected members. 1,877 are certified as Carbon Literate with a further 324 awaiting certification from The Carbon Literacy Project. Workforce planning assumptions are that the council will achieve Gold accreditation by 2025.

4.1.4 133 members of the Council’s Senior Leadership Group (SLG) have completed the training, and the remaining 5 will have attended by the end of March 2023. Please note, we aim that new starters are trained within their first 3 months.

4.1.5 We recognise that the capacity to attend training differs per service, therefore we are working towards setting realistic and achievable Carbon Literacy targets for 2023/34 service plans. Below is a Directorate breakdown of Carbon Literacy figures:

Directorate	Headcount certified	% of service certified
Adults’ Services	82	5.5%
Chief Executives	231	40%
Childrens’ Services	61	4.0%

Corporate Services	692	49%
Growth and Development	95	23%
Neighbourhoods	397	22%
Public Health	19*	37%
Elected Members	80	83%
MCC Associates	97	N/A
Total	1754	

* Please note that this service has a head count of less than 100

Since the release of the directorate breakdown from our intelligence team, a further 123 certificates have been issued by the Carbon Literacy Project bringing the total to 1,877.

- 4.1.6 In January 2023, 172 people attended Carbon Literacy training, 55 of those were new starters to the organisation, having been registered for the training through the successful new starter induction process.
- 4.1.7 In February 2023, 152 members of Manchester City Council attended Carbon Literacy training, 86 of those were new starters to the organisation.
- 4.1.8 From December 2021 to November 2022, the average attendance rate for Carbon Literacy training per month was 75. Since implementing changes to how the training is delivered, the average attendance has doubled per month. This further evidences the positive impact that changes to training delivery have had on participant attendance, which includes the return of a 1 day a week face to face delivery offer in the newly established & dedicated Training Hub provision on Level 3 of the Town Hall Extension.
- 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 Following the near completion of all SLG members having completed their Carbon Literacy Training, a new targeted training approach has been set for all G10+ members of the organisation to receive training. 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.
- 4.1.11 Across the years of Carbon Literacy training delivery, Manchester City Council have supported other organisations in their Carbon Literate journey, these include training delegates from; Salford Council, Wigan Council, Liverpool Council, NHS trusts, and plans are in place to allow representatives from TFGM to observe our training offer. Supporting fellow public sector and partner organisations is not only a requirement of the Carbon Literacy Project Gold Accreditation status but is also an opportunity for Manchester to act on its values of being proud of what we do, work together and “own it”.

4.1.12 There are several changes that have been made recently to improve the training experience:

- The Carbon Literacy Project have provided a refresh of the training content that includes up to date statistics, policies and good news stories both at a global and local level.
- Following an internal review and assessment of customer feedback The Carbon Literacy Project completion of the training form has been integrated into the training schedule so that participants are able to complete their personal and team pledges whilst in the presence of the trainer to allow for any questions and support to be provided.
- The evaluation/pledge form has been transferred over from a word document to Microsoft Forms. The wording has been made more accessible and prompts have been provided for questions to stimulate better responses. This is an action taken based on feedback from participants who reported difficulty in completing the form on word and difficulty understanding the questions.
- A comprehensive Training Partner Programme has been launched within the HROD&T service. Volunteer trainers are invited to become a training partner for the Learning and Development team whereby becoming a Carbon Literacy trainer falls into the scope of this opportunity. Within the training partner programme, volunteer trainers are supported to deliver the training content through shadowing and coaching, they are encouraged to attend Presentation Skills and Facilitator training and finally they are able to complete the Carbon Literacy Facilitator accreditation – a formal certification provided by The Carbon Literacy Project acknowledging their trainer skills and experience. A formal agreement from the volunteer's line management is required to allow the trainer to deliver a minimum of one training session per month. Currently eight Trainers are part of the Carbon Literacy trainer cohort from various services across the council.
- In March, we are proud to announce that four of these trainers will undertake their Carbon Literacy Facilitator accreditation and will be formally recognised as experienced Carbon Literacy training partners.
- The current Carbon Literacy Lead trainer is taking steps to complete their next Carbon Literacy assessment which will qualify them as a Carbon Literacy Consultant. We will be the first Local Authority to have the highest-level accredited trainer.

4.1.13 Updates to the Zero Carbon Service Plan has seen an uptake in requests to the Zero Carbon Workforce Development Manager for Carbon Literacy service statistics. Following the release of this data, discussions are under way with service leads to forward plan and coordinate Carbon Literacy Training development days. This will see an increase in certification and more services developing and implementing more sustainable ways of working.

4.1.14 The Council is working with other partners, including through Manchester Climate Change Partnership, to encourage carbon literacy approaches to be adopted across the city. For example, this has included engaging schools and universities as set out below. Further work has been undertaken to tailor the content and format of carbon literacy training to these audiences in order to maximise engagement and impact. The carbon literacy approaches should lead to tangible and practical changes in behaviours within work and personal life that contribute to the overall reductions in the city's emissions.

4.2 **ACTION:** Develop and implement a monitoring and evaluation framework for the Carbon Literacy training

4.2.1 As stated in greater detail in a previous scrutiny report (November 2022), the monitoring of Carbon Literacy training data continues to be reported through the internal Booking App, the Carbon Literacy Training Tracker, and the quarterly dashboard. The improvement of our reporting systems enables a clearer identification of services training statistics which will influence and feed into the organisations Service Plan Carbon Literacy training targets.

4.2.2 Evaluation of the participants knowledge and understanding is captured through the 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.

4.2.3 Further to this, an evaluation framework is being developed to understand the impact of the training. Consideration is being given to how we can measure carbon reduction across the workforce as a result of the training.

4.2.4 The Carbon Literacy Project are developing a Monitoring and Evaluation Framework which Manchester City Council can adopt or adapt into their own evaluation reporting.

4.3 **ACTION:** Work with schools and education settings across the city to support them to develop and deliver actions to reduce their carbon emissions.

4.3.1 The Zero Carbon Workforce Development Manager has procured the two-hour Carbon Literacy training content that has been created by GMCA. This hybrid online or face to face content will be delivered to schools Carbon Champions via the Schools Network Green Summit. Schools Business Managers across Manchester will be offered the opportunity to receive Zero Carbon Commissioning training as part of a wider workforce development offer. The training will be accessible either face to face or virtually.

4.3.2 Schools will monitor their carbon literacy targets within their climate change actions plans this will be monitored and evaluated with the support of MCC officers.

4.3.3 On 27th January 2023, Manchester Adult Education Service delivered a Development Day to its tutors that had a thematic focus around Sustainability and Environment. The development day saw 71 tutors receive part 1 of their

Carbon Literacy Training with Part 2 sessions delivered throughout February. The training was delivered by peers – 11 of which were already Carbon Literate Certified. MAES' ambition to be a fully Carbon Literate service has been a welcome aspiration and an exemplary case study of best practice. The service continues to embed sustainability and environmentally focused courses for adult learners and will see the introduction of community carbon literacy courses offered in the near future.

5.0 Summary

- 5.1 The delivery of Carbon Literacy Training continues to make progress and is on target to reach Gold Accreditation Status by 2025.
- 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 13 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.