

**Manchester City Council
Report for Information**

Report to: Environment, Climate Change and Neighbourhood Scrutiny Committee – 7 December 2023

Subject: Embedding Carbon Literacy within the Council

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 approach we are taking.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city	This report outlines work being undertaken to embed a zero-carbon culture within the Council (as part of the Carbon Literacy journey), which aims to reduce the carbon footprint and adverse environmental impacts on an individual and service level, by encouraging and advocating for low carbon and sustainable ways of working.
Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments	This report considers that work being undertaken to embed a zero-carbon culture within the Council (as part of the Carbon Literacy journey), is EDI assured by ensuring that accessibility, inclusivity and diversity standards are adhered to.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The measures set out in this report will contribute to the development of a green economy by the development of a zero-carbon & Carbon Literate workforce.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The measures set out in this report will encourage recruitment and retention of a Carbon Literate and low carbon conscious workforce.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The measures set out in this report will contribute to developing community engagement and initiatives for a Carbon Literate City.
A liveable and low carbon city: a destination of choice to live, visit, work	This report is 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 can create positive action in support of the zero-carbon ambition.
A connected city: world class infrastructure and connectivity to drive growth	The measures set out in this report contribute to improvements in low carbon and sustainable travel and transport for Council staff and how they move around the city.

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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 2023-24

1.0 Background

- 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. 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.
- 1.2 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'.
- 1.3 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 has the most amount of Carbon Literate Local Authority employees in the country and is still only one of three Local Authorities to be Silver Accredited alongside Dacorum Borough Council and North Somerset Council.
- 1.4 In March 2022, a progress report for embedding Carbon Literacy within the council was presented to the ECC&N committee. Member recommendations were to develop a Train the Trainer programme to upscale the delivery of Carbon Literacy across the workforce, to implement a service specific training approach to target harder to reach teams and to continue to support the delivery of specialist zero-carbon training as part of a workforce development offer while continuing to work towards a 50% Carbon Literate workforce.
- 1.5 The following report sets out progress that has been made in embedding a zero-carbon culture 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 2023- 24*' 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)
 - Continue to embed zero-carbon ambitions into Council decision-making.

- Continue to tell the Council's story of positive climate action through website content, social media and the press, and align the Zero Carbon Communications work with wider communications across the Council.

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

3.1 In line with delivering the councils corporate priorities, services are expected to set out how they will embed Zero Carbon into Service delivery as part of their Service Plans.

3.2 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 All staff are corporately required to attend Carbon Literacy training, for new starters, this will be within the first 13 weeks of their employment. Once staff have attended the training, they are required to complete an action form. This form is sent to the Carbon Literacy Lead who screens the form responses before sending to The Carbon Literacy Project (CLP). The current waiting time can range from 4-6 weeks for trainee certification.

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.

4.1.3 At the time of this report, 3,117 employees of current deployment have received Carbon Literacy training, which includes 92 elected members. 2,598 are certified as Carbon Literate which equates to 35% of employees with a further 100 awaiting certifications from The Carbon Literacy Project (CLP) and 50 action forms to be screened.

4.1.4 Workforce planning assumptions are that the council will achieve Gold accreditation by 2025. We are aiming for a total of 2,750 employees to be Carbon Literacy certified by December 2023 which would equate to 37% of the organisation.

4.1.5 145 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 2024.

4.1.6 We recognise that the capacity to attend training differs per service, therefore we are working with services in setting realistic and achievable Carbon Literacy targets for 2024/25 service plans. The below table demonstrates a 12-month difference of Carbon Literacy certification figures from November 2022 – November 2023. The figures are accurate as of 24th November 2023.

Directorate	Headcount total	Certified headcount Nov 2022	Certified headcount Nov 2023	Total number increase
Adults' Services	1648	65	339	+274
Chief Executives	589	215	312	+97
Childrens' Services	1537	57	164	+107
Corporate Services	1452	574	701	+127
Growth and Development	442	91	256	+165
Neighbourhoods	1870	383	610	+227
Public Health*	65	17	44	+27

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

Please note that the table does not include elected members and MCC Associates which contribute to the certified total.

4.1.7 Prior to January 2023, the average attendance of Carbon Literacy training was 75 employees per month. From January - November 2023 attendance has increased to an average of 130 pr month (1,440 attended in this period). This is a result of the following improvements:

- Carbon Literacy Training content has been updated to include more information on progress to date for Manchester.
- Carbon Literacy action form has been redeveloped to become more user friendly, accessible, and concise, generating more impactful and clear workplace actions for services and teams to implement into ways of working.
- The Carbon Literacy training experience has been refreshed to offer improved accessibility by introducing the following standard practice: SCULPT checks on resources, subtitled videos embedded within the training, and the option for trainees to notify the trainer of any accessibility needs via the Booking App – needs which could include, having access to training slides in advance, large print copies of training notes, or resources printed on coloured paper.
- The Carbon Literacy suite of resources that trainees are provided with following training have been updated to include a Carbon Top Tip guide, new climate related web links, podcasts, videos, and book recommendations to provide trainees with further information on climate awareness.
- An exclusive group work/tabletop activity to either complete or start work on the Carbon Literacy action form has been embedded within the training. Having a dedicated time and space for trainees to work together on

completing the action form whilst in the training generates discussion, formulates ideas, and leads to impactful actions to reduce an individual's or service's carbon footprint.

- Service specific Carbon Literacy training was introduced to provide more Front-Line services with a dedicated and exclusive Carbon Literacy training opportunity that suited the services availability, capacity, and location. The following services so far have accessed this offer: Manchester Adult Education Service (MAES), Supported Accommodation Hubs, Grounds Maintenance teams, Parks service, Markets, Highways, Work & Skills, Youth Justice & Mcr Active. Several services have already requested a service specific session to be delivered in the new year.

4.1.8 From September – November 2023 alone, 368 employees have attended the training. 38% of those were new starters to the organisation, having been registered for the training through the successful new starter induction process.

4.1.9 For trainees who have been unable to return their Action Form, the Carbon Literacy Lead is hosting drop in learning lunches both virtually and face to face which will offer trainees the support and guidance needed to complete their Carbon Literacy actions which will enable an increase in certification rates and encouragement for employees to take the next steps towards making impactful pledges, to reduce their carbon footprint on a workplace and individual level.

4.1.10 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.

4.1.11 Across the years of Carbon Literacy training delivery, Manchester City Council has supported other organisations in their Carbon Literate journey, these include training delegates from; Salford Council, Wigan Council, Liverpool Council, NHS trusts, and TFGM. In the last 12 months, Manchester City Council have further supported the following organisations on their Carbon Literacy Journey; Rochdale MLCO, Stockport Council and GMFRS. 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".

4.2 ACTION: Develop a comprehensive Training Partner Programme for Carbon Literacy Trainers

4.2.1 In January 2023, following a review of predicted Carbon Literacy training targets, a need for additional Carbon Literacy volunteer trainers was identified, the Training Partner Programme was subsequently launched in collaboration with the Learning and Development Team.

- 4.2.2 The training programme, offers a clear development pathway whereby volunteer trainers will shadow and co deliver training with a qualified trainer over a number of sessions, leading to a solo delivery that is observed and signed off by the Carbon Literacy Lead. Upon completion of the pathway, trainers are offered the opportunity to access three accredited qualifications delivered by MAES which are Facilitating Groups, Presentation Skills, and Train the Trainer.
- 4.2.3 In addition to the internal accredited qualifications listed above, trainers are also invited to attend a Level 1 Carbon Literacy Facilitator accreditation workshop delivered by CLP whereby trainers complete an assessment and upon completion are registered and receive certification as a qualified Carbon Literacy Facilitator.
- 4.2.4 As the success of the Training Partner Programme Develops, two further Continuing Professions Development opportunities have been offered to the Carbon Literacy Trainers, these include:
- Working towards the Level 2 Carbon Literacy Trainer accreditation, this requires trainees to have successfully organised Carbon Literacy delivery of at least 5 training sessions and gathered learner evidence for multiple groups of learners as the lead trainer so that the majority of each cohort has achieved full Carbon Literacy certification.
 - Trainers have been offered a place on a Level 3 Education and Training course delivered by MAES, which covers the following learning outcomes: the roles and responsibilities of a teacher/trainer, planning and delivering inclusive sessions and assessing learning. The course takes place over 48 hours of classroom learning with 1 hour of observed teaching as part of the assessment criteria.
 - There is scope, that following a successful cohort of accredited Level 3 trainees, a Level 4 Certificate in Education and Training can be offered.
- 4.2.5 As of November 2023, there are 7 active Carbon Literacy trainers who have completed their Level 1 Facilitator Accreditation with the Carbon Literacy Project and are working towards their Level 2 qualification. A further 15 are in development at various stages of the Training Partner Programme pathway.
- 4.2.6 As part of Carbon Literacy Action Day/Week a cohort of Carbon Literacy Trainers will be supporting City Policy in the delivery of Carbon Literacy Training for their Community Carbon Champions who have been awarded grants from the Our Manchester Fund and Supporting Communities Fund. All of the 59 Carbon Champions each belong to a resident/community group across the city, with the ambition being that once in receipt of the training, they will pledge to embed low carbon and sustainable ways of delivering their services, activities and climate engagement with residents.
- 4.3 ACTION:** Develop and implement a monitoring and evaluation framework for the Carbon Literacy training.

- 4.3.1 **Training Tracking:** The Carbon Literacy Training tracker allows us to clearly identify how many trainees have booked, have attended, have completed their action forms, and are subsequently certified. Tracking this information provides step by step detail on each trainee's journey towards Carbon Literacy certification so that all trainees are supported through to completion. This ultimately strengthens data, targets and reporting of the training.
- 4.3.2 **Equality & Diversity monitoring:** 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.
- 4.3.3 **Reviewing Feedback:** To capture trainee experience feedback for the Carbon Literacy Training an MS Forms QR code and link has been introduced for trainees to contribute to upon completion of the training. This is provided within the training session via the on-screen Power Point and within the post training email that is sent out to all attendees. An evaluation of the participant feedback will be conducted in the new year with comments to be considered and actioned where appropriate.
- 4.3.4 **Measuring Impact:** Carbon Literacy case studies are collected on an annual basis from trainees who are carbon literacy certified. The request for information asks certified trainees to share best practice examples of where their teams/services have embedded their pledged actions that followed from the Carbon Literacy training. 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. A framework mechanism or calculation tool will be developed in collaboration with Manchester Metropolitan University in Spring 2024.
- 4.4 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.
- 4.4.1 From February – May 2023, Sustainable Commissioning training was delivered in face-to-face settings to a total of 40 commissioning and procurement managers across various services within the organisation.
- 4.4.2 Due to the success of the training, it was concluded that all managers with commissioning responsibility across the organisation (approximately 350) should have access to this training, therefore Sustainable Commissioning e-learning is in development. The training is currently in the design process with various internal teams contributing to the content, structure and learning

outcomes, with the aim of completing and uploading on to the internal e-learning platform in early 2024.

4.4.3 A targeted approach for all managers with commissioning responsibility to complete this training will be delivered using comms support. Furthermore, the training will be highlighted in the Team Talk for Managers to encourage any new starters with commissioning responsibility to complete the training during their probationary period.

4.4.4 Air Quality Monitoring training for neighbourhood officers took place in November 2023 and was delivered by Manchester Metropolitan University. The training covered the effects of Air Quality for Climate and Health. The training will be evaluated using feedback from attendees with scope to deliver further sessions in the new year and develop an e-learning version for any new starters to access in the future.

4.4.5 Built Environment training will be offered to Capital Programmes, Regeneration and Highways teams in 2024 as part of further Zero-Carbon Workforce Development. The training will cover in detail - BREEAM (Building Research Establishment Environmental Assessment Method) which is a leading sustainability assessment method. The course will provide built environment professionals within the organisation with a comprehensive understanding of BREEAM to equip them with the knowledge needed to support its successful application throughout the built environment lifecycle.

4.4.6 Climate Fresk Training is scheduled to be delivered to members of the Zero Carbon Workforce Network in January and February 2024. The training is a 3 hour in person, interactive and collaborative workshop space and offers a deep dive into the latest climate science, seeking to understand the drivers, mechanisms, and consequences of the climate crisis.

4.5 ACTION: Embed zero-carbon as a Council priority within new and updated policies and strategies.

4.5.1 Examples of new and updated policies and strategies include:

- Carbon Literacy targets embedded in Service Plans
- All new starters to attend Carbon Literacy within the first 13 weeks of employment.
- The Good Managers Guide & the Team Talk for managers newsletter including Climate as a priority.
- The Zero Carbon Award debuting as part of the organisation's Awards for Excellence
- The continuing growth of the Zero Carbon Workforce Network

4.6 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.

4.6.1 Examples of "telling the Council's story through climate action" include:

- Carbon Literacy Action Day is being celebrated and developed into an action week. Several events are taking place such as several Carbon Literacy training sessions, a Sustainable Travel engagement workshop, a Climate Justice workshop at Manchester Art Gallery and Climate Awareness Story sessions at various Manchester libraries across the city.
- Regular Zero Carbon/Carbon Literacy items in newsletters have been delivered by internal comms which include information on: Carbon Literacy Training adverts, promoting the Carbon Literacy Training Partner Programme and Case studies of services embedding Carbon Literacy actions into ways of working
- A Zero-Carbon forum takeover which is delivered organisation wide is scheduled for week commencing 4th December 2023.
- A new Zero Carbon newsletter called “Footprint Focus” will be launched on the intranet as a monthly occurrence.
- The Zero Carbon intranet site is currently undergoing a review and refresh to become a more substantial “Hub” space with an expected re-launched date in January 2024.
- Carbon Literacy branding is being produced to allow for Carbon Literacy to have its own identity and recognition in items such as training content, newsletter items, email footers and digital advertisements.

4.7 ACTION: Commit to playing a key leadership role in the delivery of the “Carbon Literate City” ambition.

- 4.7.1 While the focus of this the report with regards to Carbon Literacy is workforce focused - there is work being delivered for residents/ communities
- 4.7.2 In November 2023, Manchester City Council presented an update to MCCP (Manchester Climate Change Partnership) outlining proposals to mobilise the ambition of Manchester becoming a Carbon Literate City.
- 4.7.3 The update reported that Carbon Literacy Training across the city is gathering pace in other sectors and that the Council and MCCP are working together to ensure organisations are prioritising and are promoting/influencing within their sectors.
- 4.7.4 MCC are already taking steps towards supporting residents and communities in accessing Carbon Literacy learning. An upcoming example includes Climate Champions from the VCSE sector receiving Carbon Literacy training, which is being delivered by City Policy Officers for Carbon Literacy Action Day on 4th December.
- 4.7.5 Manchester has the opportunity to become the first Carbon Literate place (city) which fits well with our 'city of firsts' reputation and would be a great communication opportunity as part of a wider campaign.

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 continues to be developed. 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.