



The Scottish Parliament  
Pàrlamaid na h-Alba

# Leadership in the Global Climate Emergency

## 24 January 2022

### Reference: LG (2022) Paper 011

#### Executive summary

1. The Scottish Government have published Guidance on [Public Sector Leadership on Global Climate Emergency](#).
2. While this is guidance and not a requirement for us to follow exactly, we have stated that we would like to be an exemplar in Sustainable Development so meeting (and where appropriate exceeding) this guidance will help us to assess if we are meeting our commitment.
3. The Sustainability Team have completed a gap analysis to highlight the requirements set out in this guidance and the actions the Parliament is undertaking to meet this guidance.
4. We would like LG to note where we are lacking and consider the priorities of our work to meet the requirements set out in this guidance.

#### Issues and options

5. The Annex shows a table of the requirements detailed in the Public Sector Leadership on the Global Climate Emergency, the actions that we are currently undertaking to meet this guidance including a RAG status and further actions or opportunities that we could undertake to meet the requirements.
6. On the whole we are doing well and have the governance and activities in place to have a robust offering on SD.
7. It should be noted that this is guidance from the Scottish Government and is not mandatory. However we have committed to being an exemplar in Sustainable Development so meeting and where appropriate exceeding this guidance will help us to assess if we are meeting this commitment. Our values of Stewardship and Excellence also help us to prioritize meeting this guidance.
8. There are two requirements which are currently 'red'. This means that they are items of guidance that we are not currently meeting and don't have a clear actions to ensure that they will be met.

9. One 'red' requirement is related to the setting of a Net Zero target. We plan to ask for a Net Zero target to be set by the SPCB in April. Prior to meeting with the SPCB we are surveying MSPs to establish the levels of support for setting a Net Zero target amongst the body of Members. We are hoping that numbers of supportive MSPs are significant enough to give the SPCB the confidence that a Net Zero target can be set and that the behavior change required to meet this target will be instigated by MSPs and their staff.
10. The other 'red' requirement is for senior management sign off for air travel. This may be guidance which the SPCB chooses not to follow as it may not be appropriate or practical. The aforementioned survey will also seek to establish the desire amongst MSPs for setting measures to reduce air travel. The feedback from this survey will inform a proposed business travel policy to be drafted during 2022.
11. Amber rating indicates that a requirement is either partially met, has actions planned to meet it or requires more resource and focus to deliver it.
12. We are asking LG to consider if there are any of the 'Amber' requirements which cause concern or require additional measures, other than those noted to be included.
13. The section on 'Dealing with unavoidable Emissions' is all in amber at present. We have chosen to focus on reducing our emissions as much as possible before considering how to deal with residual emissions. By reducing emissions as close to zero as possible, the amount of residual emissions will be minimal and therefore consideration into offsetting will not need as much attention. We are also prepared to wait for further guidance from the Scottish Government regarding offsetting as the advice and guidance will evolve as more organizations reach Net Zero and seek offsetting arrangements.
14. There are a few of the activities we would seek LG to support on; Preparing guidance and support for MSPs to engage with their communities on climate change mitigation and adaptation, developing an engagement programme to help upskill MSPs on Sustainable Development thinking and mandating Climate Solutions training across the staff base.
15. We are seeking views from LG on if there are any other measures or activities it would like to see in relation to the guidelines.

## **Governance**

16. Governance of climate change is managed through the Sustainable Development Programme and Lynsey Hamill is the responsible manager.

## **Resource implications**

17. There are no resource implications

## **Communications**

18. Communications around the Parliament's performance on Climate Change are incorporated into the Sustainable Development Programme Communications Plan.

## **Publication Scheme**

19. This paper can be published

## **Next steps**

20. Identify here how decisions will be implemented. This includes a note on whether further updates will be provided and what form these might take, e.g. a follow-up paper; an update by email; etc.

## **Decision**

21. We invite LG to note the attached gap analysis and agree that the suggested actions are completed in order to meet this guidance.

## **Sustainable Development Team**

January 2022

**ANNEX: Public sector leadership on the global climate emergency: guidance and SPCB activity**

Available below and at this link;

[Public Sector Leadership on the Global Climate Emergency: Guidance and SPCB Activity](#)



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| Public sector leadership on the global climate emergency: guidance and SPCB activity |  |  |     |  |
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|  | Guidance   | SPCB activity  | RAG | Suggestions  |
| Support National Climate Change Policies and Action                                  | Align investments and programmes with the priorities of the updated Climate Change Plan to support a just transition to net zero and a green recovery. | Strategic Investment Priorities. Objectives (2 and 4) in the Climate Change Pillar of the SD and CC Plan. SPCB finance scrutinized by the Finance Committee. | G   |  |
|  | Engaging the private sector to encourage them to take action towards a just transition.  | Collaboration with private sector companies within our supply chain to find low carbon solutions and enhancing community benefits.                           | A   | Joining the Edinburgh Climate Compact will create connections will the private sector. Potential opportunity to engage with the private sector around district heating options for fun   |
|  | Using their influence in communities and sectors they work in, leading the way on decarbonization.   | Community Benefits element of supply chain contracts. Small scale work with the Eco Committee of the Royal Mile Primary School                               | A   | Potential opportunity to support MSPs to engage with communities around their local offices. Opportunity to embellish the public engagement programme to create a platform for debate on decarbonization in communities. Create a programme of CPD for MSPs to expose them to different topics and ways of thinking including aiding communities to decarbonize and adapt. |

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|                         | Place-based climate action.   | Place-based approach to Adaptation focused on Holyrood; place-based biodiversity strategy focused on Holyrood  | A | Edinburgh Climate Compact (place-based). Opportunity to support MSPs in local offices with guidance on adaptation, community decarbonization and biodiversity enhancement at a local level. |
|                         | Help develop case studies to showcase action.   | Have a good history of developing case studies with the relevant stakeholders. For example developing homeworking emissions calculations in conjunction with Zero Waste Scotland and case study on commuter travel emissions with SSN.   | G | Scope to continue and build on case study sharing. Develop scope 3 case studies to showcase scope 3 commitment  |
| Leadership & Governance | Climate action should be reflected in the organization's annual plans and annual reports                      | Climate action reported in the SPCB Annual Report, Sustainable Development Annual Report; Environment, Climate Change and Land Reform Committee Annual Report (the committee with climate remit). Included in the Session 6 strategy and the SD and CC Plan.   | G |   |
|                         | Climate change must be integrated into financial planning and reporting, and finance teams should be engaged. | Finance represented on the SD Programme Board and its pillars. Finance included in Sustainable Development Annual Report. Carbon Project costs included in the public sector carbon reporting annually. According to the SPICE Briefing on the Scottish Budget: Net Zero, Energy and Transport; and Finance and the Economy have the highest proportion of the budget comprising Capital expenditure (around 60%). | G |   |

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|                                   | Climate change performance should be included in public bodies key performance indicators (KPIs)   | Climate Change Pillar Report. Quarterly KPI reporting for LG   | G |   |
|                                   | Climate training for <b>all</b> roles to ensure staff are confident in climate action - not just environmental leads   | All staff talk on sustainability (2021); Climate Solutions Training for all staff including MSPs. Sustainable Development Impact Assessment Tool Training ,  | A | SD Induction training on Learning pool to be rolled out in January. Climate Solutions update has been 14% - support to mandate this training from LG to achieve a higher take up would be appreciated. Advanced Climate Solutions training to be offered to LG, SD Programme and Pillar Boards and Sustain Network Staff. |
| Assessing Organizational Capacity | Demonstrate commitment and leadership in addressing climate change and consider where appropriate a formal governance system for addressing climate change within the organization with a nominated lead or champion from senior management. | SD Programme Governance. ISO14001 certified Environment Management System includes clear formal governance system. Nominated champion is Lynsey Hamill, Head of Resilience and Sustainability                  | G |   |
|                                   | Ensuring that responsibility for leadership on climate change is clear within organization.  | Responsibility identified to Lynsey Hamil, Head of Resilience and Sustainability with support from Sustainable Development Performance Manager, outlined clearly in Environmental System Manual (part of EMS). | G |   |
|                                   | Make commitment to environmental duties visible and transparent, both to those who work within the   | Sustainable Development and Environmental Annual Report (publicly  | G | Climate change/sustainability pages on intranet are currently in  |

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|  | organization and to stakeholders, suppliers and service users.  | available), Environmental Policy signed by the PO and CE available on the website.  |   | development and will aid engagement across all staff   |
|  | Promote climate change commitment to staff, service users, stakeholders, delivery partners and suppliers.   | Highlight climate change and sustainability in published material (annual report, SD annual report, procurement tender documents, website,). Noticeboard displaying within the Garden Level Restaurant. Various campaigns over the years on topics like travel, biodiversity etc.   | A | Previously this work has been sporadic and not coordinated. However the Resilience and Sustainability Engagement Manager and the Embedding SD Thinking Project Board are developing a co-ordinated programme of engagement for session 6. Plan to display carbon footprint of meals and other sustainability messages associated with catering. Opportunity here to work with the engagement team around wider engagement with the public and MSPs - linking to the engagement pillar of the SD and CC Plan and upskilling of MSPs through a programme of debate opportunities |
|  | Integration of climate change within business planning, e.g. through policy appraisal, impact assessment, Strategic Environmental Assessment: building a process whereby the 'climate change question' and 'sustainability question' is routinely asked as part of the decision-making process around new and existing policies, plans and proposals. | The Sustainable Development Impact Assessment Tool is being rolled out across the organization. We have used it with LG for flexible working principles. Training SDIA tool facilitators is ongoing at present, and work is progressing in how to streamline the training and use as well as how to engage with staff and MSPs on using it. | A | Amber rating as a lot of work to do in this area, but there are plans in place to meet this requirement  |



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|                           | Partnership working with external bodies and interests: working cooperatively with other public bodies e.g. bodies in the same geographic area, or bodies working in the same sector, will maximize efficiency and increase the impact of climate change action.                                       | Interparliamentary meetings other UK parliaments; Edinburgh Climate Compact; SSN, Scottish Public Sector environment network, Internationally work with IRO and through Legislatures event at COP                                    | G | Linking to the Engagement Pillar of the SD and CC Plan.   |
| Climate Change Adaptation | Make use of the Adaptation Capability Framework. Summarize key findings and next steps.  | Climate Impact Assessment in 2016 (updated in 2019 through Climate Adaptation Workshop with Sustainable Development Board and Business Continuity Board); Climate adaptation placement student working on adaptation guidance (2022) | A | Student placement starting in January will move this forward  |
|                           | Place-based approach   | SPCB are taking a place-based approach to Climate Change Adaptation  | A | Opportunity to support MSPs with guidance on climate change adaptation risk assessments and action plans for their local offices and for engaging with communities on adaptation. |
| Procurement               | Public bodies are required to prepare an Annual Procurement Report to demonstrate alignment between procurement activity and the organization's Procurement Strategy, including compliance with the Sustainable Procurement Duty. Public bodies should engage with procurement colleagues and refer to | Annual Procurement Report Published and Annual SD report includes procurement section within it. Compliant with the Sustainable Procurement Duty.  | G |   |

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|                          | their organization's Annual Procurement Report when preparing the Procurement section of their Climate Change Report, as there will likely be interdependencies between these reports. |  |   |   |
|                          | The Sustainable Public Procurement Prioritization Tool   | This is fully used by the SPS  | G | Circular economy student placement will be assessing how effective these tools are at the SP and identifying areas for improvement. |
|                          | <a href="http://www.gov.scot">Public procurement: priorities 2021 to 2022 - gov.scot (www.gov.scot)</a>  | These are fully met  | G |   |
| Greenhouse Gas Reporting | Reporting should align with the Greenhouse Gas Protocol and can be completed through the standard Scottish Government reporting template.  | This is completed annually.  | G |   |
|                          | Must have a formal internal assurance process signed off by a senior leader.   | Sustainable Development Programme approves, monitors and review progress. Governance is formalised as part of the Environment Management System.   | G |   |
|                          | External assurance through a formally appointed third party or peer-to-peer review with other public bodies.   | Previously this was carried out by the Carbon Trust. This has not occurred for the past 2 years, due to unavailability from the Carbon Trust. There is money in the SD Programme budget to complete this for 2021/2022 | A | Reinstate external assurance of greenhouse gas data reporting   |

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| Target Setting | Report targets on operational/organizational emissions.   | Report detailing the annual objectives and targets is produced and contained within EMS R004 following guideline EMS G004; Quarterly compliance reporting on target-meeting. Annual SD report includes targets and progress against them. | G |   |
|                | Should include a realistic pathway to achieving the targets set out by the organization.                                    | Climate Change Pillar; Carbon Management Plan 'Net Zero Ready'; Route map to net zero model (session 6-11); Scope 3 emissions route map   | G |   |
|                | Baseline emissions must be clearly defined and progress against this baseline tracked to monitor performance to the target. | Outlined in Carbon Management Plan Report and model - baseline year is 2005/06  | G |   |
|                | Target for specific categories of indirect emissions, instead of one overarching target.                                    | Targets for Electricity, and Gas feeding into carbon emissions total target.  | A | Targets will be development for circular economy/waste/resources and for adaptation by March 2021. Targets for business travel is currently to try and stay below the emissions from before the pandemic. It is too early to set travel targets until we know what travel looks like once restrictions have eased. A business travel policy is planned for development during 2021. what the travel pattern |

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|   | Should cover all of the organizations scope 1 & 2 emissions and appropriate areas of scope 3                    | The Carbon Management Plan includes scope 1,2 and some scope 3 (waste, waste, business travel ). An inventory and assessment of the rest of scope 3 emissions has been carried out and the model will be updated annually.             | G | Once data collection of scope 3 emissions (predominantly supply chain emissions) is robust enough, targets covering all scope 3 emissions will be devised   |
|   | Recognition of emission trade-offs (reducing certain emissions may increase others in a corresponding category) | This is discussed in the Carbon Management Plan and includes things like home working emissions versus commuter travel emissions. I with them.   | A | We will be using the SDIA tool to help guide us on recognizing these trade-offs and how to  |
|   | Natural sequestration or carbon offsetting to achieve net zero targets should be mapped out.                    | No decision yet on how to offset unavoidable emissions. The SPCB has chosen to focus on reducing carbon emissions as much as possible and await updated guidance from the Scottish Government regarding purchasing offsets if required | A | Prioritize reducing emissions first. Any offsetting/natural sequestration should follow well established principles in the market, for example those outlined in The Oxford Principles for Net Zero Aligned Carbon Offsetting |
|   | Provide catch up plan for targets not met   | N/A as currently on track to meet targets.   | G |   |
|   | Learnings should be shared with other public bodies to help maintain strong performance across the sector.      | Interparliamentary meetings with other UK Parliaments, Sustainable Scotland Network  | G | Join Edinburgh Climate Compact  |
| Reducing Emissions; Expectation and Best Practice | Public bodies' estates strategies must include their plans for decarbonizing buildings. Fabric First approach   | Incorporated into the Infrastructure Strategic Priorities  | G |   |
|   | On-site renewable energy generation – solar and wind power  | Considered however wind is not possible due to Holyrood location.  | G | Onsite solar to be considered as part of Heating strategy work  |

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|  | Carry out building energy surveys to assess energy abatement potential   | Regular surveys and energy data review carried out by M and E contractor and monthly energy meetings  | G |  |
|  | Decarbonize estate by 2038 at the latest, with zero carbon direct emissions from all buildings                                 | Target of 2030 achievable and proposed to SPCB, however not yet signed off.   | R | SPCB to sign off zero direct carbon by 2030 target   |
|  | Public bodies should connect to heat networks and engage with local stakeholders to help support development of heat networks. | Heating Strategy Project; Zero Waste Scotland, (ZWS) in conjunction with Historic Environmental Scotland (HES) and the Scottish Parliament (SP), have commissioned BuroHappold Engineering to undertake a district heating, (DH), pre-feasibility study. The proposed DH scheme is to connect buildings in the Holyrood area of Edinburgh, via low temperature hot water, (LTHW), buried DH pipework. | G | The Heating Strategy work will identify what the SP can do to move away from gas by itself but will remain open to feeding into a district heating scheme if the Council progresses one in the area. |
|  | Public Bodies should produce a Sustainable Travel Strategy that covers all aspects of travel across their organisation.        | SPCB Sustainable Travel Plan (2021-2022) included actions to encourage active travel and lower carbon emissions from commuter, business and visitor travel to the Scottish Parliament.  | G | Sustainable Travel Plan to be updated in 2022  |
|  | Sustainable travel hierarchy should be promoted, and staff encouraged to use more sustainable modes of transport:              | Sustainable Hierarchy promoted and detailed on the old intranet   | A | Include more information on the new intranet and link into the Sustainability Engagement Programme   |
|  | Top-level senior management sign-off for flights   | Business Travel Policy to be developed to include that If you do need to fly within the mainland UK, you'll need to get   | R | Business Travel Policy to be developed during 2022   |

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|  |   | approval from your Group Head before you book.   |   |   |
|  | Mainland UK air travel should be eliminated and first class passenger air travel should be strongly discouraged.                                | First Class travel is discouraged  | A | Eliminate domestic flying under Business Travel Policy to be developed in 2022            |
|  | Ensure adequate facilities and policies that make active travel a viable option for staff.  | Cyclist parking and changing facilities; Cycle to work scheme; City Car Club; Step Count Challenge   | G | Various initiatives take place, to be included in the Sustainability Engagement Programme |
|  | Set up staff networks that promote greener travel   | Sustain Network; Bicycle User Group (BUG)  | G |   |
|  | Offer perks for staff who commute sustainably e.g. lighter IT equipment that is easier to carry, season ticket loans, priority lockers/storage. | Benefits detailed in the Sustainable Travel Plan   | G | Update the Sustainable Travel Plan  |
|  | Increase levels of homeworking  | New Ways of Working programme - Hybrid working system for staff that promotes a flexible approach to allow a balance of homeworking and office working | G |   |
|  | Follow the waste hierarchy in waste management strategy   | Segregated collection of recycling, removal of under desk general waste bins, information on intranet site   | G | Promote on new intranet/on-site   |
|  | Water monitoring and targeting should be used to identify high water use  | Water usage measured and reported in KPI and monthly energy meetings   | G |   |
|  | Nature-based solutions  | Biodiversity Statement and Route map   | A |   |

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| Dealing with unavoidable Emissions | Ensure the environmental integrity of any offsets used and disclose how offsets are used  | The SPCB has chosen to focus on reducing carbon emissions as much as possible and await updated guidance from the Scottish Government regarding purchasing offsets if required | A | Prioritize reducing emissions first. Any offsetting/natural sequestration should follow well established principles in the market, for example those outlined in The Oxford Principles for Net Zero Aligned Carbon Offsetting |
|                                    | Shift offsetting towards carbon removal, where offsets directly remove carbon from the atmosphere   |  | A |   |
|                                    | Shift offsetting towards long-lived storage, which removes carbon from the atmosphere permanently.  |  | A |   |
|                                    | Offset schemes must be carefully assessed and should align with the Sustainable Development Goals and be fully verified e.g. Gold Standard. |  | A |   |
|                                    | Offsets must have wider benefits beyond carbon, such as social and biodiversity-related impacts.  |  | A |   |