

Bridgend County Borough Council

Net Zero Strategy

Draft for consultation

July 2025

DRAFT JULY 2025

FOREWORD

Leader of Council & Chief Exec Joint Statement

- To follow in the final version of this document

DRAFT JULY 2025

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The Climate Emergency in Wales

Immediate and bold action to tackle climate change is more crucial now than ever before.

Wales has been at the forefront of environmental, social and governance improvements, accounting for climate change impacts on future generations and enshrining in law mitigation and adaptation measures to reduce the worst consequences of global heating.

The Well-Being of Future Generations (Wales) Act, 2015, requires public bodies to work together to improve the “social, economic, environmental and cultural wellbeing of Wales.” The world-leading Act sets out seven well-being goals addressing challenges, including climate change, to ensure that future generations have a good quality of life.

The Environment (Wales) Act, 2016, promotes the sustainable management of natural resources in Wales, balancing the competing priorities of building the necessary infrastructure and protecting vital ecosystems. The Act requires Welsh Ministers to set decarbonisation targets and carbon budgets – an essential first step in reducing greenhouse gas (GHG) emissions. The revision to the Act (Amendment of 2050 Emissions Target) Regulations 2021 sets the target for Wales to achieve Net Zero by 2050.

In 2019, Welsh Ministers and the Senedd declared a climate emergency, reaffirming Wales’ commitment and determination to tackle the climate crisis. Subsequently, the Welsh Government published its Climate Adaptation Strategy for Wales – a plan that sets out what the Welsh Government is doing and will do to respond to the changing climate.

To achieve Net Zero by 2050, a series of 5-year carbon budgets between 2016 and 2050 have been agreed by the Welsh Government in Net Zero Wales: Carbon Budget 2, published in 2021. This outlines 123 policies and proposals to meet the second of these carbon budgets (2021-2025), by reducing emissions by 37% against the baseline.

Net Zero Wales also has the collective ambition for the public sector to achieve Net Zero by 2030. In line with this commitment, the Welsh Government Net Zero Strategic Plan (2022) sets the approach for their own operational and supply chain emissions. Current modelling shows a gap between ambition and delivery.

Welsh Ministers have the ambition for public bodies and community enterprises in Wales to develop over 100MW of new renewable capacity by 2026. They also aim for 1.5GW of electricity generated in Wales to be locally owned by 2035.

The feasibility of the 2030 Net Zero ambition for the Welsh public sector is increasingly under discussion. While the Welsh Government has not formally revised the target, there is recognition that significant challenges exist, particularly for local authorities facing financial, operational, and policy constraints. A review of the approach to the 2030 target is expected next year, which may lead to further strategic adjustments.

Bridgend's Declaration of a Climate Emergency

Bridgend County Borough Council (BCBC) declared a climate emergency in June 2020 and set up a Climate Emergency Response programme. This commits to achieving Net Zero carbon emissions by 2030 across its operations, aligning with Welsh public sector ambitions. This goal is driven by the Well-being of Future Generations Act, the Environment Act, and the Climate Change Regulations (Carbon Budgets). BCBC follows the Welsh Public Sector Net Zero Reporting Process for its annual carbon footprint. Recognising its leadership role, BCBC aims to enable broader Net Zero goals for local businesses and communities. Decarbonisation is a priority in BCBC's Corporate Plan, and climate change decision-making is integrated through Bridgend's Public Services Board Wellbeing Plan.

In 2021, BCBC developed its Net Zero Carbon Strategy, in collaboration with the Carbon Trust, which was formally adopted by the Cabinet in January 2023. The Strategy outlined six priority action plans covering carbon management, buildings, transport, procurement, land use and waste, alongside governance arrangements to support delivery.

Recognising the need for continuous improvement, BCBC committed to reviewing the Strategy in 2024 and 2027 to account for policy changes, technological advancements and market developments. This strategy has been updated following the 2024 review, which assessed progress against the Strategy's objectives, updating emissions modelling, and refined action plans to ensure they remain aligned with Welsh and UK policy.

What have we achieved to date?

Since declaring a climate emergency in 2020 and publishing its 2030 Net Zero Carbon Strategy in 2021, BCBC has taken steps to reduce carbon emissions across its operations and support the county's transition to Net Zero. Over the past three years, the Council has implemented decarbonisation projects across key areas, such as buildings, transport, and land use.

Progress has been materially hampered due to the Council's financial challenges. Budgetary pressures meant the programme was not granted the requested revenue to

implement the actions after the Strategy was adopted. Local authorities across Wales and the UK are faced with these challenges.

A summary of recent and active schemes progressing decarbonisation across the themes of buildings, transport, land use, and procurement is shown in Table 1 below.

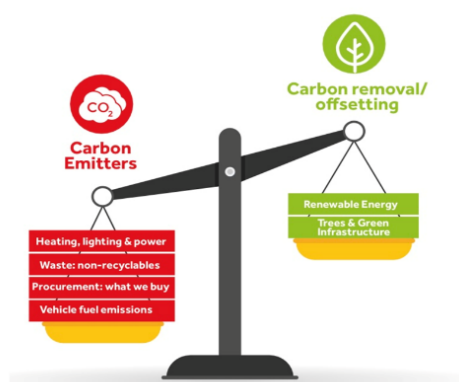
Table 1 - BCBC decarbonisation actions since 2021

Transport	Buildings	Land Use	Procurement
<ul style="list-style-type: none"> LED street lighting Porthcawl - new bus terminus Electric vehicle (EV) charging infrastructure installed across the BCBC estate Ultra-low emission vehicle (ULEV) infrastructure Active travel provision 	<ul style="list-style-type: none"> Re:fit Cymru –retrofit programme Bridgend District Heat Network Bryncethin Depot – solar PV, LED & battery storage Roof mount solar PV – multi-site 21st Century Schools Programme Site audits and control optimisation of all school and office sites Low Carbon Heat Grant - round 2 (Installing air source heat pumps at two sites) 	<ul style="list-style-type: none"> Coastal protection scheme Extending Local Nature Reserves areas Feasibility – land-based renewables Tree planting – i-Tree eco study New Local Development Plan 	<ul style="list-style-type: none"> Regional procurement networks Socially Responsible Procurement Strategy

Carbon Neutral – What does this mean?

Carbon neutrality or Net Zero Carbon means balancing the greenhouse gas emissions we produce with the number of gases we are removing from the atmosphere. This is shown in the diagram below. Currently, the world is producing more greenhouse gas emissions than it absorbs which is causing global warming and climate change.

Carbon neutrality, or having a net-zero carbon footprint, is the balancing of carbon emissions against carbon removal, often through carbon off-setting, with the net result being zero.



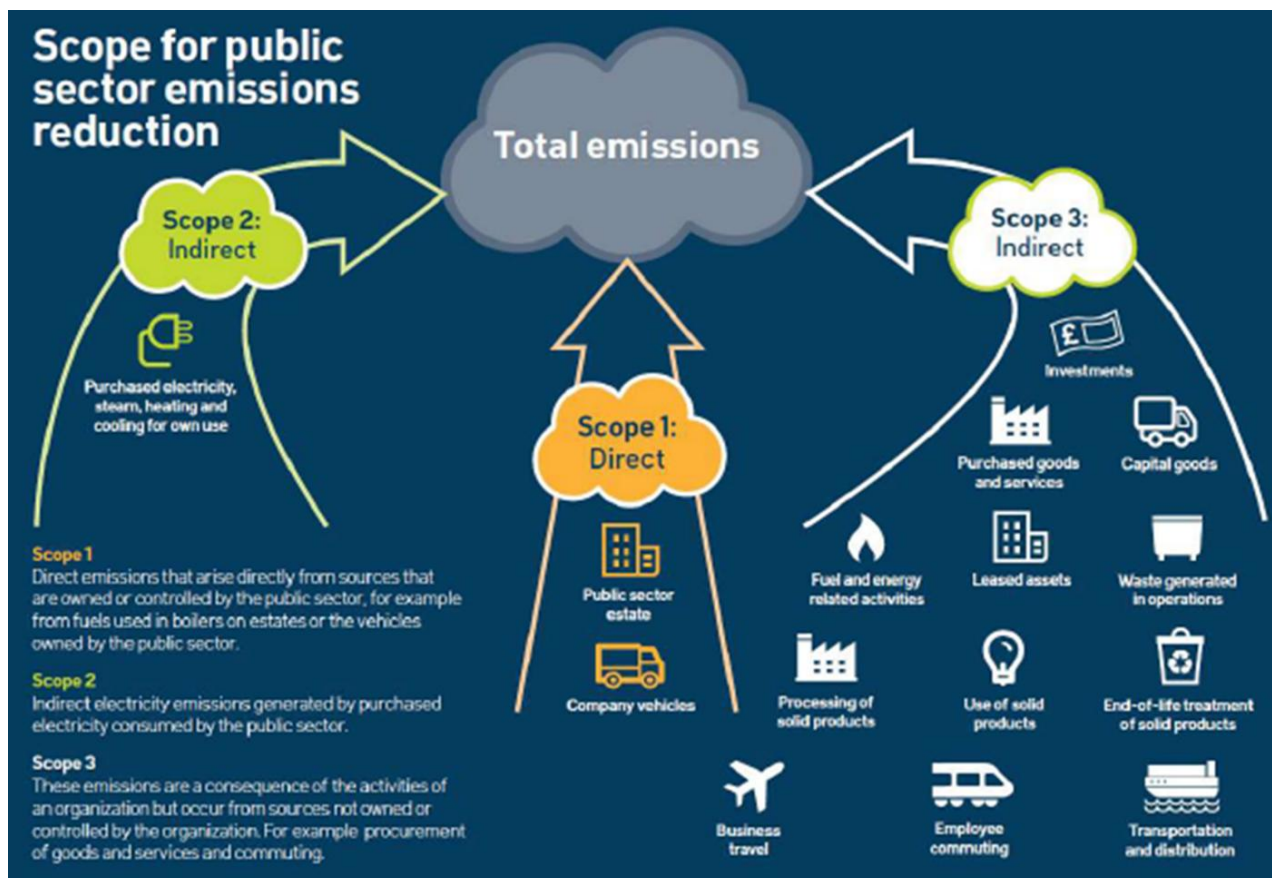
What is Bridgend's Carbon Footprint?

Welsh Governments Carbon Reporting looks at emissions being attributed to the three categories or scopes: -

Scope 1 – Direct Emissions - are those that occur from an organisation at source, for example by heating buildings or from the exhausts of vehicles.

Scope 2 - Indirect Emissions – are those that occur mainly from electricity used in our activities but where generation and associated emissions are elsewhere.

Scope 3 – All other indirect emissions – this covers emissions associated with areas such as procurement, staff commuting and direct waste.



2019-20 Baseline

The baseline year for BCBC's Net Zero Strategy is 2019/20, aligning with the Welsh Government's initial commitment to a Net Zero public sector and the first year of Net Zero Reporting. As part of the development of the 2021 Net Zero Strategy, BCBC's 2019/20 total carbon footprint was estimated at approximately 90,241 tCO₂e, broken down as follows and Figure 1.

- Scope 1: 6,106 tCO₂e
- Scope 2: 4,983 tCO₂e
- Scope 3: 79,152 tCO₂e

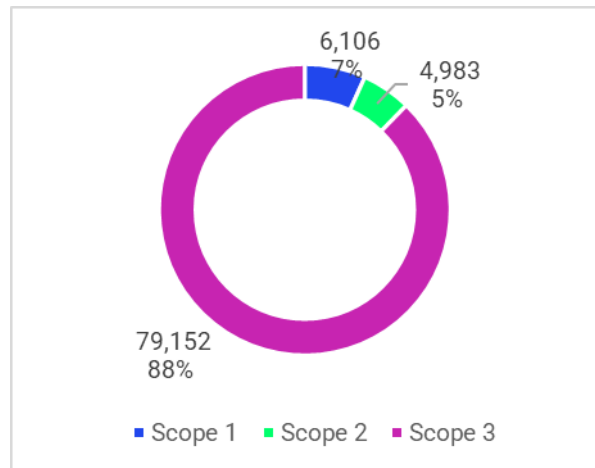


Figure 1 2021 Strategy 2019/20 BCBC carbon footprint by scope (tCO₂e)

Subsequent calculations under the Welsh Public Sector Net Zero Reporting methodology produce a different footprint figure for 2019/20, with total emissions estimated at 67,011 tCO₂e, broken down as follows and Figure 2.

- Scope 1: 6,146 tCO₂e
- Scope 2: 5,405 tCO₂e
- Scope 3: 55,459 tCO₂e

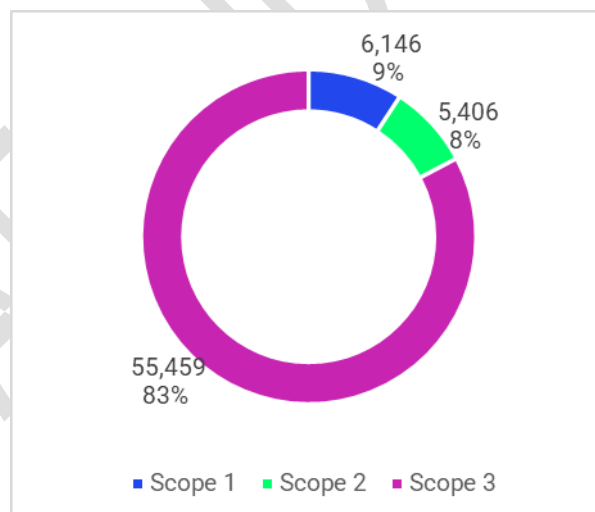


Figure 2 Net Zero Reporting 2019/20 BCBC carbon footprint by scope (tCO₂e)

The difference in Scope 1 and Scope 2 emissions is minimal. The bigger discrepancy is in purchased goods and services in Scope 3. This difference is primarily due to differences in emission factor values in the calculations:

- The footprint calculated during the **initial Strategy development** applied Environmentally Extended Input-Output (EEIO) factors
- The footprint calculated under the **current Net Zero Reporting** used DEFRA published Standard Industrial Classification (SIC) emission factors.

As the Net Zero Reporting methodology is now the standard methodology for the Welsh public sector, BCBC's baseline has been updated to align with this approach meaning from now on **the baseline emission figure used for 2019/20 is 67,010 tCO₂e**. This ensures an ability to analyse multiple years of data using a standardised methodology.

The diagram below illustrates what percentage of the Council's emissions are in which Scope. As is evident below, Scope 1 and 2 contain the lowest levels of carbon emissions, whilst 87% of the Council's emissions come via Scope 3. These are indirect emissions in areas including the supply chain, business travel, commuting and direct waste.

2023-24 Carbon Footprint

The total estimated carbon footprint for 2023/24 was **64,825 tCO₂e**. Figure 3 illustrates the 2023/24 carbon footprint broken down by scope.

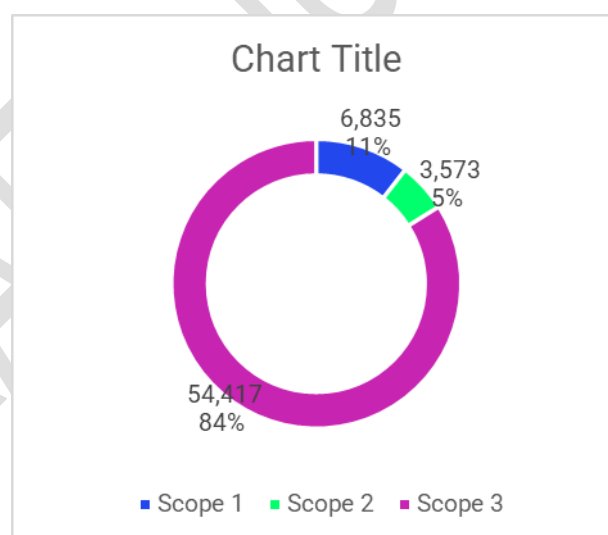


Figure 3 Net Zero Reporting 2023/24 BCBC carbon footprint by scope (tCO₂e)

Over the past five years, BCBC's emissions have fluctuated (see Figure 4), peaking in 2021/22, followed by a significant decline in 2022/23 and a subsequent increase in 2023/24. Overall, total emissions have decreased by 3.4% since 2019/20. Scope 3

emissions are the primary driver of change, while Scope 1 and Scope 2 emissions show more limited variations.

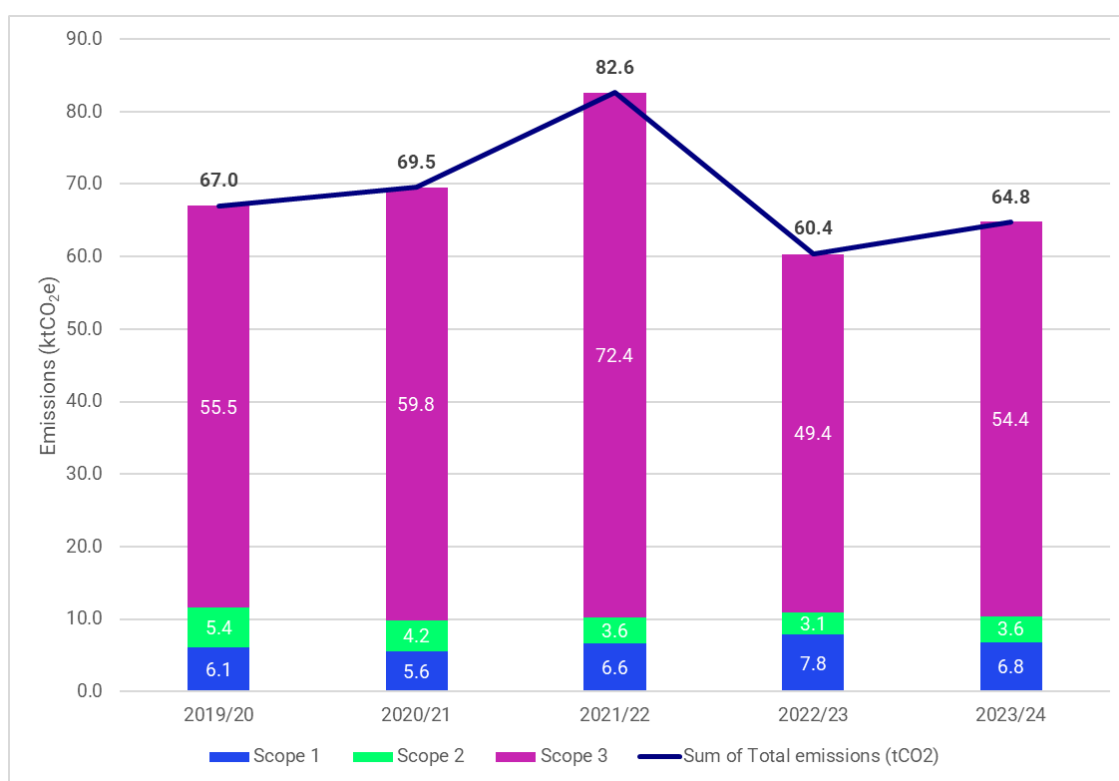


Figure 4 Net Zero Reporting BCBC carbon footprint time series by scope (tCO₂e)

As shown in Figure 4, Scope 1 emissions have increased by 11.2% since 2019/20, rising from 6,146 tCO₂e to 6,835 tCO₂e, indicating a moderate increase in fuel consumption. Scope 2 emissions have decreased by 33.9%, from 5,405 tCO₂e to 3,573 tCO₂e, likely due to a combination of energy efficiency improvements, increased on-site renewable energy generation, and a reduction in the carbon intensity of grid electricity. Scope 3 emissions have marginally reduced by 1.9%, from 55,459 tCO₂e to 54,417 tCO₂e.

Figure 5 below presents the emissions breakdown by category rather than by scope, highlighting key sources such as buildings, the supply chain, transport, and waste.

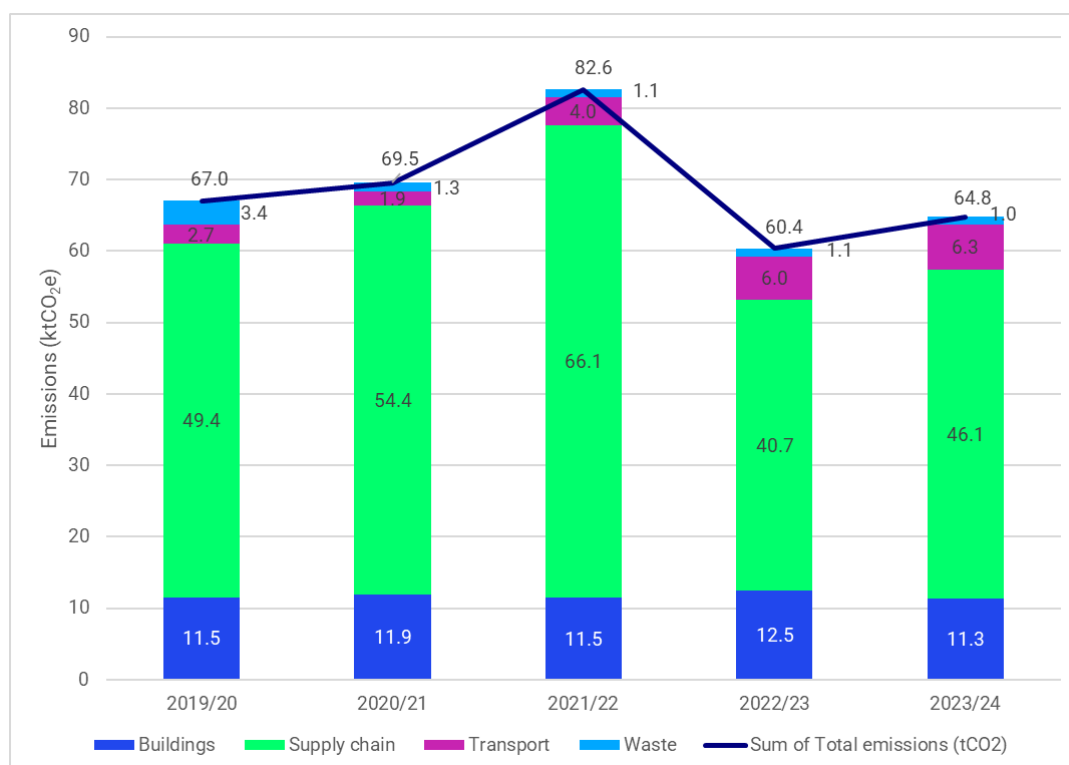


Figure 5 Net Zero Reporting BCBC carbon footprint time series by emissions category

Supply chain is the largest emission category. In 2023/24, supply chain emissions were 71% of the total footprint at 46,106 tCO₂e, a 7% decrease from 49,427 tCO₂e in 2020/21. Supply chain emissions were also the main factor behind the peak in 2021/22, reaching 66,135 tCO₂e, highlighting the significant impact of procurement activities, calculated using spend-based proxies, on overall emissions trends. This underlines the continued need for decarbonisation efforts in supplier engagement.

Building emissions have remained relatively stable at around 17% of the total footprint, with 11,284 tCO₂e recorded in 2023/24. However, this masks a significant reduction in fossil fuel consumption over the past year. In 2024, fossil fuel use fell by 21%, from 38.6 million kWh to 30.5 million kWh, while electricity consumption increased by 11%, from 12.1 million kWh to 13.5 million kWh.

Transport emissions have increased, rising from 4% of the total (2,677 tCO₂e) in 2020/21 to 10% (6,344 tCO₂e) in 2023/24. This increase is primarily due to the inclusion of commuting and homeworking emissions from 2023 onwards, as well as greater vehicle use following the easing of COVID-19 restrictions. Waste emissions remain low and stable, contributing just 2% of total emissions, at 1,024 tCO₂e in 2023/24.

It must be noted that some progress towards the net zero target depends on external factors beyond BCBC's direct control, such as the decarbonisation of the national electricity grid and private sector decarbonisation of the supply chain.

Carbon Management Plan

The Council has established a baseline for its total carbon emissions in 2019/20, estimated at 67,011 tCO₂e. This figure is based on actual data where available; however, some elements, such as carbon sequestration from natural assets on Council-owned land, could not be quantified at this stage.

It is recognised that fully eliminating carbon emissions from Council operations is unlikely to be feasible – a challenge common to all Local Authorities in Wales. The Council must therefore prioritise emissions reduction as far as possible before relying on offsetting measures to achieve Net Zero.

The emissions remaining after all feasible reductions are referred to as the “Gap to Target.” This represents the volume of residual emissions that would need to be offset in order to achieve Net Zero by 2030. Based on the emissions modelling carried out for BCBC, the gap is projected to be **54,656 tCO₂e** under a Business as Usual (BAU) scenario. Under the Initiatives scenario – where the Council implements the proposed emissions reduction measures the gap is reduced to **36,996 tCO₂e**. This is illustrated in Figure 6, which shows the total emissions projections for the Council from 2019/20 to 2029/30.

The Business as Usual (BAU) scenario models the Council’s projected emissions in 2030, assuming no significant changes in operational activity compared to the baseline year.

It incorporates anticipated external decarbonisation trends, such as reductions in emissions from the national electricity grid and supply chains, but assumes that the Council’s internal activity levels (e.g. energy use, travel, and procurement) remain consistent with current patterns.

The Initiatives scenario builds on the BAU projection by modelling the combined impact of external decarbonisation and the implementation of the actions outlined earlier in this report. These actions include measures to reduce energy demand, switch to lower-carbon fuels, and improve efficiency across buildings, fleet, and procurement activities.

Figures 7, 8, and 9 break down the total emissions projections shown in Figure 6, outlining decarbonisation pathways for supply chain, buildings, fleet, business travel, commuting and homeworking emissions, respectively. These provide a more detailed view of the modelling undertaken as part of this Strategy.

Further decarbonisation pathways are outlined below for supply chain, buildings and transport emissions. These represent in more detail the high-level modelling that is been undertaken as part of this strategy.

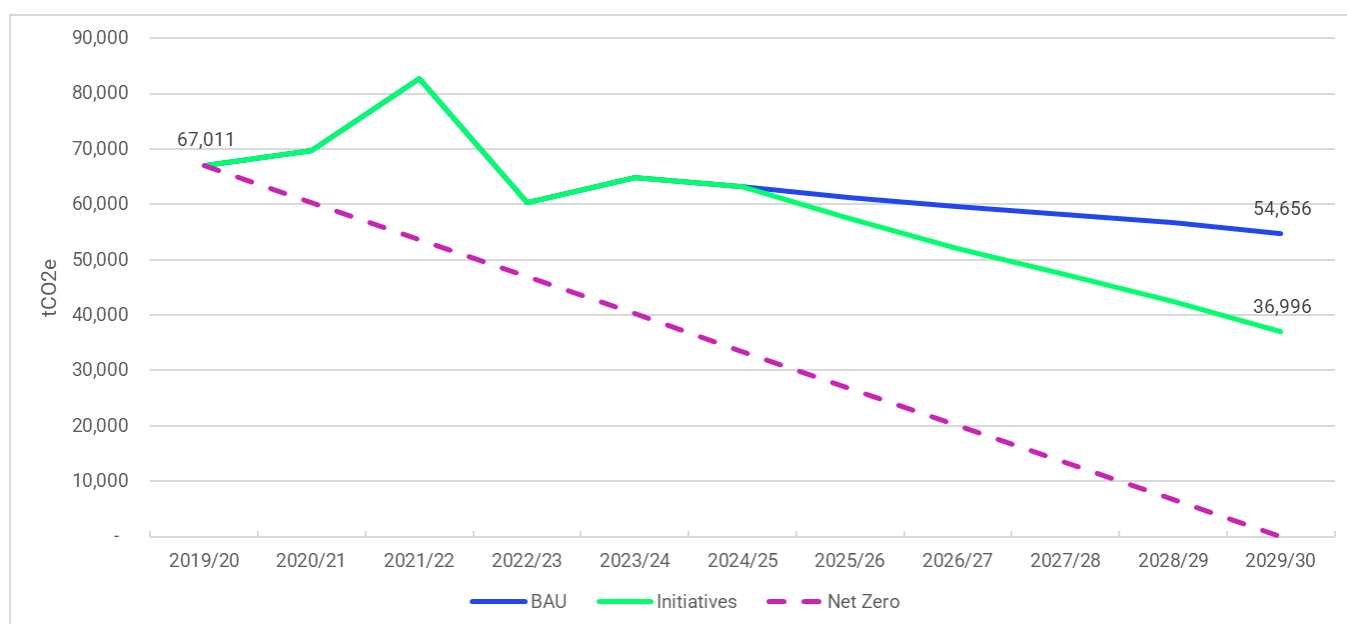


Figure 6 BCBC total emissions projections from the baseline year (2019/20) to 2030 under Business as Usual and Initiatives scenarios

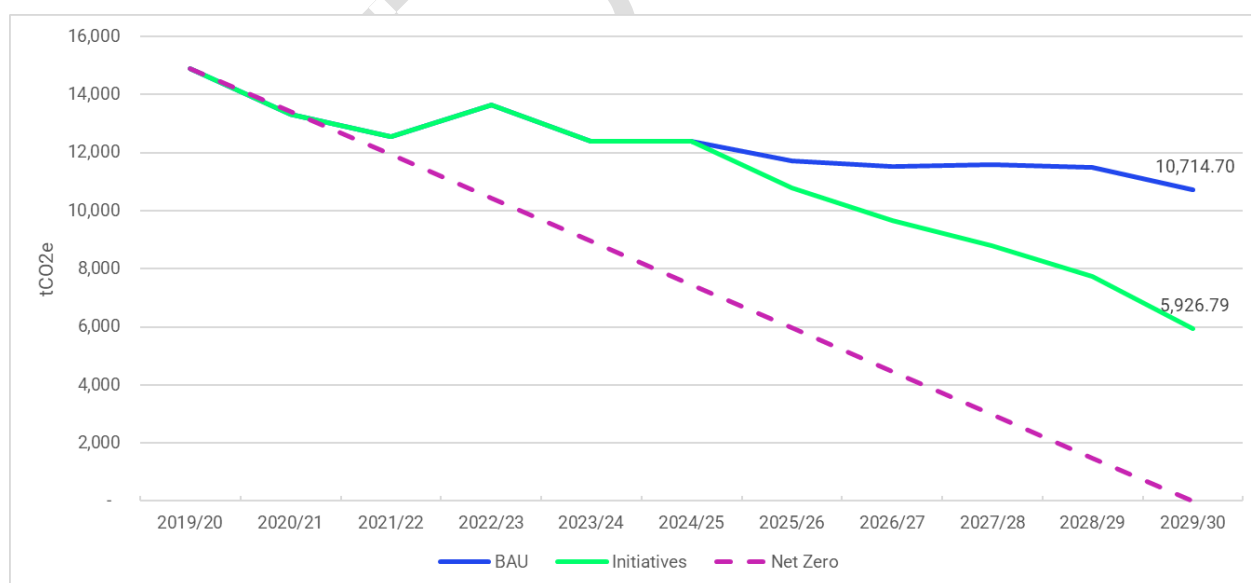


Figure 7 BCBC buildings emissions projections from the baseline year (2019/20) to 2030 under Business as Usual and Initiatives scenarios (Buildings include – Electricity, Gas, Other Fuels, Water and Waste projections)

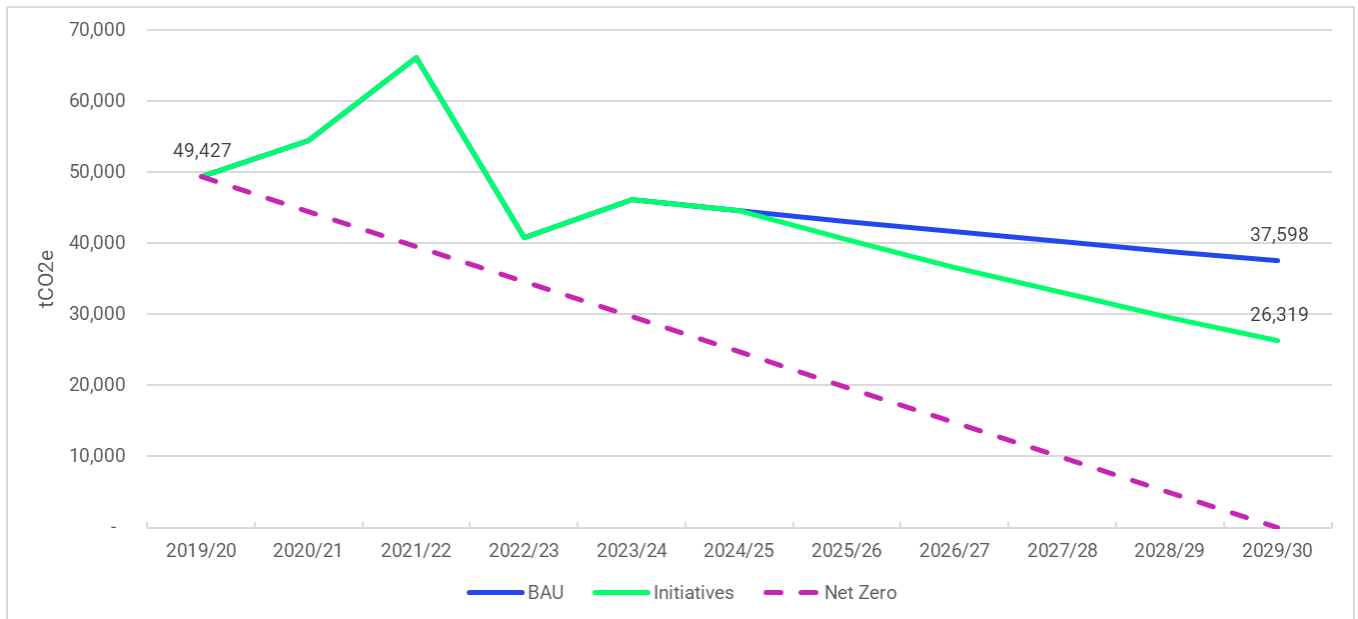


Figure 8 BCBC Procurement emissions projections from the baseline year (2019/20) to 2030 under Business as Usual and Initiatives scenarios

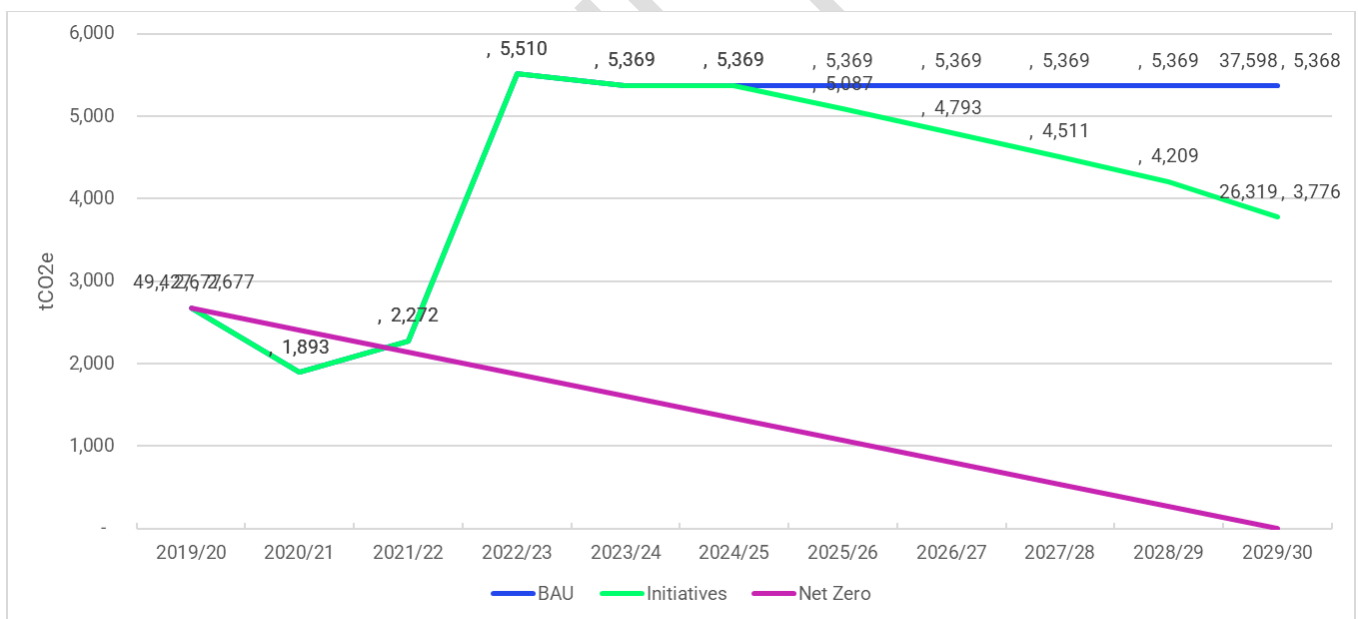


Figure 9 BCBC -Fleet, Business Travel, Commuting & Homeworking emissions projections from the baseline year (2019/20) to 2030 under Business as Usual and Initiatives scenarios

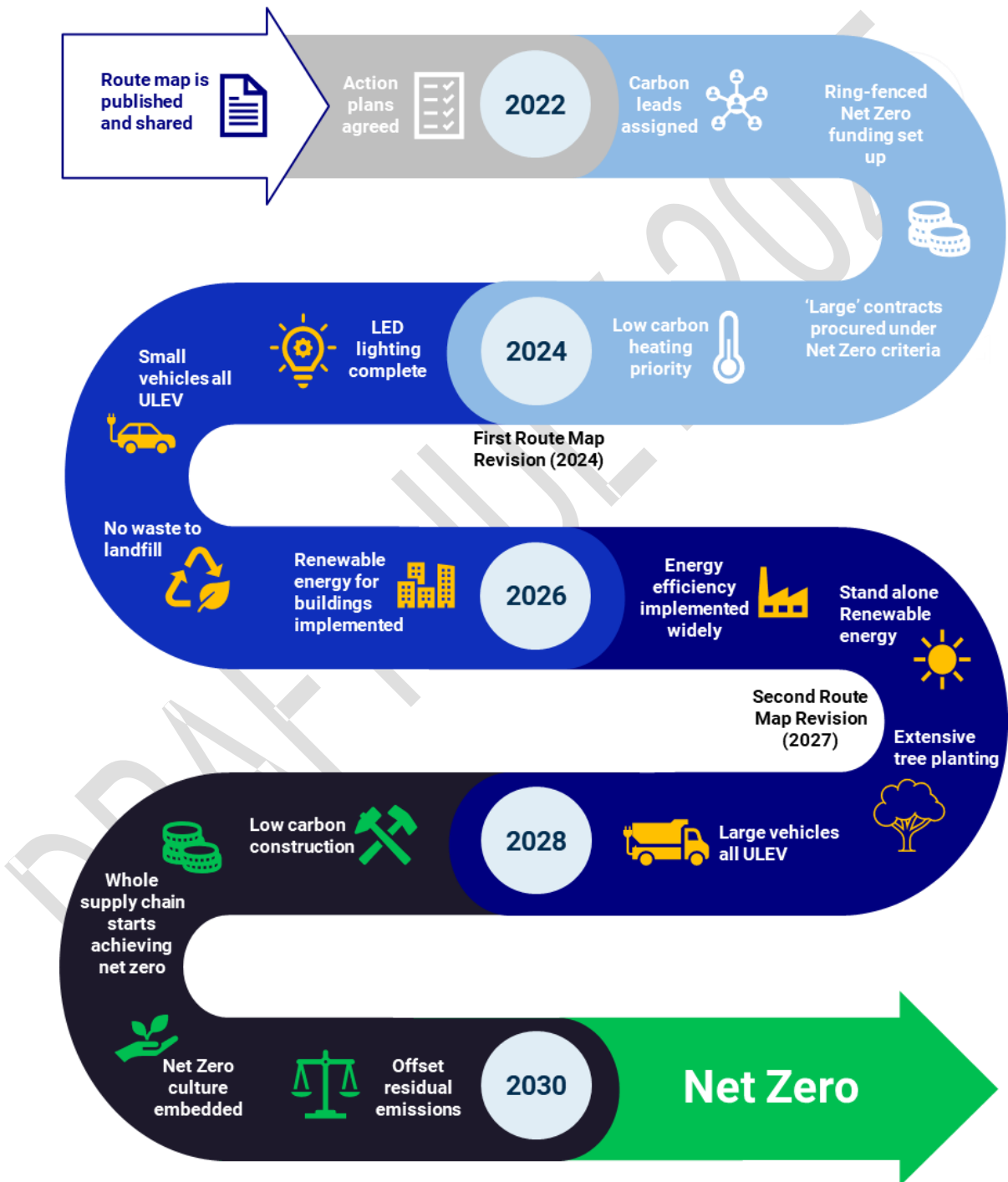
Bridgend's Net Zero Commitments

The Council has aligned its Net Zero target with the Welsh Government ambition of achieving a Net Zero public sector by 2030. This will require understanding the priorities, costs, stakeholders and wider impacts of actions associated with council operations, whilst improving understanding of the public sector's role in influencing change in society and the wider economic system. The Council's 8 net zero commitments are as follows:-

Commitment 1	The Council will demonstrate leadership and commitment to deliver the Bridgend Net Zero Carbon Strategy, to address the Climate Emergency as declared by Welsh Government, the Senedd and the Council.
Commitment 2	The Council will integrate low and zero-carbon behaviours throughout the organisation and carbon impact will become a key consideration in all strategic decisions.
Commitment 3	The Council will decarbonise its built estate by 2030 with a strong focus on energy efficiency, low carbon heating and on-site renewable generation.
Commitment 4	The Council will undertake a programme of fleet renewal to ultra-low emission vehicles, such that all vehicles are ULEV by 2030.
Commitment 5	The Council will promote active and low-carbon travel options throughout its own operations.
Commitment 6	The Council will decarbonise its procurement activity by engaging the supply chain, supporting and mandating suppliers to decarbonise, and progressing sustainable, local procurement practices.
Commitment 7	The Council will ensure its land holdings are developed and maintained to support Net Zero objectives through high levels of carbon sequestration and biodiversity.
Commitment 8	The Council will decarbonise its waste streams by ending landfill use and adopting a reuse culture alongside sustainable methods of disposal.

Route Map to a Net Zero Bridgend

The Route Map below lays out key milestones that need to be achieved on the way to a fully Net Zero Council. It is ambitious and will be challenging to achieve, with partnerships integral to an effective delivery. Detailed Actions plans have been prepared against the 8 Corporate Commitments and these are set out in Appendix 2.



Next Steps to achieving Net Zero

There is no doubting that the Bridgend Net Zero Strategy is ambitious in its commitments and will be equally challenging to deliver. Key to this will be ensuring that a robust and effective governance structure is in place to make decisions, sustain momentum and action over the long term and monitor and review progress against our carbon reduction plans. The implementation of this strategy is detailed in Appendix 1.

It is also critical that focus is placed on putting the actions presented within the strategy into motion immediately. We will use the content and quantifications (energy, carbon and cost-saving potential) included throughout this document, as a building block for the development of detailed business cases for action going forward. The Action Plans that build on the 8 commitments are included in Appendix 2.

It must also be recognised that access to additional resources and finance is critical to ensure the success of the Strategy. Whilst many projects are already resourced and funded via the Council's Capital Programme or external grant schemes and providers, such as UK Government, Welsh Government and the Cardiff Capital Region, there will be a requirement for additional resources in the future to deliver new initiatives or schemes. The Council will continue to identify partnership opportunities and funding streams to progress this decarbonisation agenda.

We will review our Action Plans annually to include new projects as they are developed and approved and to monitor and measure progress both on emission reduction but also against a broader spectrum of sustainability and wellbeing metrics. By reviewing annually, we can ensure a dynamic response and evolving action plans that reflect the needs and priorities of the Borough and its residents. However, much progress can still be made by championing decarbonisation within the decision-making processes of the Council, and by integrating this into corporate behaviours.

This Strategy provides the direction for decarbonisation of the Council's own emissions as an organisation. However, as a Council there is a critical leadership role in supporting a Net Zero transition across the communities, businesses, and infrastructure for the county. It is recognised that the Council will require full support and engagement from all parts of the county to ensure the climate emergency can be overcome. Everyone will need to work together as one to reach Net Zero and support the well-being of future generations in Wales.

Appendix 1 – Bridgend Net Zero Implementation Plan

Strategy Governance

The Council have identified that governance and engagement are essential for a successful decarbonisation strategy. To deliver the strategy, organisational change is required to maintain a focus on long-term decarbonisation and carbon management. This section describes the actions the Council will undertake to embed decarbonisation into the organisation.

The Decarbonisation Programme Board will be maintained to oversee and track progress to Net Zero Carbon. The Programme Board will be Chaired by the Cabinet Member for Communities and led by the Corporate Director of the Communities, and the Decarbonisation Programme Manager will oversee the overall organisation and delivery of the strategy.

Carbon Leads and Communities of Practice

Following the conclusion of Strategy review process, instead of having individual officers responsible for each activity stream, for some areas responsibility is spread across a 'Community of Practice' (CoP), a group with representatives across different, relevant service areas. Activity stream delivery will be overseen as follows:

- Behaviour Change Community of Practice
- Fleet Community of Practice
- Procurement Community of Practice
- Estates Carbon Lead (activity within a single service area)

Carbon Lead Principles	Community of Practice Principles
<ul style="list-style-type: none"> • Relevant for activity streams that sit within a single service area, e.g. Estates. • The Lead integrates the delivery of the activity stream into pre-existing service area groups/meetings. • Targets and actions must be integrated into the Directorate business plans as part of a BAU workstream. • The Lead project manages the delivery of the targets for the activity stream and reports to the Decarbonisation Programme Manager and the Decarbonisation Programme Board. 	<ul style="list-style-type: none"> • Relevant for activity streams that cut across multiple service areas, e.g. Behaviour change, Procurement and Fleet. • Constitutes a formal group with Terms of Reference, a Chair and a rolling agenda. CoPs should meet every six weeks, the week before the Programme Board. • Members must have the capacity to deliver actions. • The Chair project manages the delivery of the targets for the activity stream and reports to the Decarbonisation Programme Manager and the Decarbonisation Board.

The Waste activity stream in the first version of this strategy will not have a dedicated Lead or Community of Practice because Council waste management will be driven by national legislation. Some Council waste actions, particularly concerning behaviour change and procurement, have been redistributed to those relevant CoPs.

Action Plans

Defined action plans will form the basis of the Council's decarbonisation initiatives to achieve Net Zero. Strategic initiatives are listed within the action plan section against each of the defined activity streams. The Council have highlighted the following activity streams to focus decarbonisation efforts. Communities of Practice and Carbon Leads for each activity stream will be responsible for driving progress against the action plans and maintaining momentum.

1. Behaviour Change
2. Fleet
3. Procurement
4. Estates

The Council recognises the challenge that achieving Net Zero poses to normal operations and delivery of service. It should be noted that all decarbonisation initiatives presented in the action plans (Appendix 2) within this report will be subject to resource, finance availability and an individual business case assessment. Initiatives are ambitious to drive the transformational change within the organisation that is required to achieve a Net Zero future.

Monitoring and Evaluation

Once the updated Strategy is adopted, measuring progress will be an essential part of its implementation.

Ongoing monitoring is crucial to understand if the strategy is on track. Evaluation of the action plans will take place annually within the agreed timeframe. This will help the Council to identify whether objectives have been met, alongside its impacts and lessons learned from the initiative.

It is also recognised that the decarbonisation sector is developing rapidly. It is likely new innovative technologies and solutions will come into the mix that may have not been considered at the time of this report. With that in mind, this Strategy will be reviewed again in full in 2027, to update against the fast-moving sector.

Stakeholder Engagement

Robust engagement with stakeholders from across Bridgend will be crucial for successful climate action. The Council will continue to explore innovative ways through which the whole organisation can contribute towards achieving Net Zero. It should ensure that an effective engagement strategy that actively involves all council departments and employees is drawn up. Achieving the greatest possible input and buy-in will allow the Council to work closely with key stakeholders to identify the areas of the council that need to be prioritised to reduce emissions. It will need to remain transparent throughout all engagement activities, to grant stakeholders the opportunity to contribute towards the decarbonisation initiatives that they intend to implement across the estate.

The Council should focus on the following to deliver its Bridgend 2030 Strategy: -

- Continue to engage with departments across the council and produce an internal list of stakeholders to repeatedly engage with.
- Form a '2030 Sub-Committee' to unite carbon leads from each department to ensure a collective approach is achieved across BCBC on a continual basis.
- Communicate with external stakeholders on the continual development of the Bridgend 2030 Strategy up to 2030 itself.

BCBC's Mobilisation & Management Initiatives

The following table outlines the mobilisation and management initiatives that the Council will adopt to ensure action is taken to achieve decarbonisation across the organisation by 2030.

1	A Decarbonisation Programme Board will remain in place to oversee the implementation of the Bridgend Net Zero Strategy.
2	A 'Decarbonisation Programme Manager' will remain in place as a dedicated role to drive the focussed implementation of the Bridgend Net Zero Strategy.
3	A '2030 Steering Group' will be formed to bring together carbon leads from each activity stream to ensure a joined-up approach is achieved across the Council.
4	Communities of Practice and Carbon leads will be appointed for each activity stream and will be responsible for reviewing progress against action plans and reporting back to the 'Decarbonisation Programme Board'.
5	The Action Plans will form the basis of how the Council will reach Net Zero – action plans will be reviewed and updated annually.
6	The Council will enable successful implementation of the Net Zero Strategy by identifying additional resources and finance for delivery through a robust business planning regime to scale up and accelerate implementation of initiatives.

7	A ring-fenced financial allocation will be created for decarbonisation. This will be used for developing specific projects and leveraging in additional external finance.
8	The Council will include a defined mission statement on its decarbonisation ambitions as a distinct corporate objective; CMB, CCMB and Council Boards will give high importance to decarbonisation in all investment decisions.
9	The Council will issue a revision of the Bridgend 2030 Strategy in 2027 to update against the rapidly changing landscape of the decarbonisation sector.
10	The Council will engage with departments in the council to produce an internal list of stakeholders to support collaboration and share expertise across all activity areas on Net Zero.
11	The Council will communicate and collaborate with external stakeholders (e.g. health board and local service board) on the progress of the Strategy.

Appendix 2 – Bridgend 2030 Action Plans

2030 Actions Plans

This appendix contains 4 Actions Plans that will deliver the Bridgend 2030 Strategy and reduce the greenhouse gas emissions of the organisation in order to get to a Net Zero Position by the 1st of April 2030. Each Action Plan will have a Corporate Manager as Senior Responsible Officer and will report on the progress of the Action Plan to the 2030 Programme Board.

These include the following: -

- Action Plan 1 – Behaviour Change
- Action Plan 2 – Estates
- Action Plan 3 – Procurement
- Action Plan 4 – Fleet

It is the intention to review these plans annually in order to track the progress against the carbon baseline, monitor effectiveness, resource appropriately and include new initiatives, technology and projects as they arise.

Action Plan 1 – Behaviour Change

To achieve Net Zero emissions a complete culture shift will be required across all council operations. The Council recognises that a joined-up approach is needed, and all departments will need to work together to achieve the decarbonisation goals. Carbon impact and sustainability will become a key metric in the decision-making process. The following table outlines the initiatives the Council will undertake to implement effective carbon management across the organisation.

Carbon Management Initiatives

BC1	Implement a comprehensive sustainability decision-making approach (see, for example, Cornwall Council's doughnut economics) to be included in all council business cases for investment, integrated with the wellbeing of future generations assessment. Integrate carbon costs into the decision-making process.
BC2	Develop an internal engagement plan strategically linked to Strategy initiatives, e.g. upskilling building managers to improve building energy use, educating building managers about the waste hierarchy and educating Directorates and service areas about sustainable procurement practices.
BC3	Continue to expand carbon literacy training for elected members and officers, prioritising officers who will support the delivery of the Strategy.
BC4	Ensure all Leads and members of the Community of Practices have their job descriptions updated to include defined responsibilities relating to the Strategy.
BC5	Utilise the Welsh Government Public Sector Carbon Reporting Guide to report annually the carbon footprints of the Council's operations. This will form the basis for tracking progress against the Net Zero 2030 target.
BC6	The Council will complete a business travel review to appraise the use of staff vehicles, pool cars and public transport across all departments; Council business travel policies will be updated accordingly.

BC7	The Council's staff business travel policy will prioritise the use of virtual meetings, active travel and public transport.
BC8	The Council will undertake a detailed review of staff commuting patterns to better understand the impact on its overall carbon footprint; guidance and incentive schemes will be considered to support staff. Use a staff survey to review commuting patterns and track progress against the Welsh Government's 30% work from home target.

Action Plan 2 – Estates

Carbon emissions associated with the operation of buildings represents the second biggest contributor to the Council's carbon footprint, behind the procurement of goods and services.

The Council will focus on improving energy efficiency and developing onsite generation projects throughout the estate to effectively decarbonise this area. The initiatives will ensure coordination of emission reduction actions within the Corporate Landlord service area, with a particular focus on:

- Managing the ongoing energy and water efficiency retrofit programme across the estate, collating a full asset and condition list of energy-consuming equipment.
- Delivering renewable energy and offsetting opportunities on Council-owned and neighbouring land.

The approach to new buildings should also be addressed. The closer a new building can be built to Net Zero standards now mitigates the need for additional retrofit projects down the line.

Estates Initiatives

E1	The Council will prioritise the completion of a centralised asset register. For each site, the register will include details of the energy system, including a unique system ID, system type and age, historical energy consumption, and records of any decarbonisation works undertaken. For renewable energy assets (e.g. solar farms), the register should also capture generation capacity (kW) and availability (%).
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E2	The Council will progress a transformational energy and water efficiency retrofit programme across its estate – every building will have undergone a multi-technology energy efficiency upgrade by 2030.
E3	The Council will undertake and commission surveys to collate a full asset and conditions list of major energy-consuming equipment (e.g. large plant) across its built estate by the end of 2026.
E4	The Council will complete expert low carbon heat studies for all large strategic sites to set the plan to transition away from fossil fuel heat sources.
E5	Decommissioning of traditional boilers will be preferred over replacement, with low carbon heat solutions appraised and prioritised within the business case process.
E6	Legacy lighting will only be replaced with modern LED alternatives; all lighting will be LED by 2030.
E7	All buildings will be assessed to have standardised, effective building management systems including a dedicated central resource to optimise energy use across the built estate on a consistent basis.
E8	The Council will complete surveys to understand the overall viable potential for onsite renewable energy generation across the estate. The council should aim to install as much of this potential by 2030.
E9	The Council will work closely with schools to develop a plan to better deliver carbon reduction in these buildings.
E10	The Council will improve its understanding of all owned land assets to correctly appreciate the levels of carbon sequestration by September 2026 and develop plans to maximise carbon benefits in these areas

E11	The Council will ensure all owned woodland and greenfield areas are maintained in a way to promote enhanced biodiversity and avoid any unnecessary loss of carbon sequestration.
E12	Where large-scale renewable developments are not possible, the Council will prioritise these areas for afforestation/reforestation and biodiversity programmes on its own land.
E13	The Council will undertake an assessment to understand the extent of peatland across its estate; a continual maintenance and regeneration programme will be put in place for any identified areas.
E14	Work with partners to map and review Council-owned land to identify categories that align with the Net Zero Reporting commitment

Action Plan 3 – Fleet

Carbon emissions from transport are one of the highest emitters across Council operations. Transport includes emissions from owned fleet, business travel and commuting. To decarbonise transport, the Council will need to prioritise introducing ULEVs into their fleet and across Bridgend in the short term. This will require the development of a best-practice approach for ULEVs and public vehicle EV charging stations.

Fleet Initiatives

F1	The Council will oversee the development of a best practice approach for ULEV technology across the Council's own fleet and staff vehicles. The Council will seek support from WGES on ULEV and EV transition planning and implementation.
F2	Develop an EV charging infrastructure network plan for the existing estate, using lessons learnt on progress already made in the Highways team to inform progress in other service areas, with particular focus on social care and education.

F3	EVs will be prioritised as replacements for Council-owned cars and small vans in the short term, with all conforming to ULEV standards by 2028.
F4	All new medium/large freight vehicles procured across the Council after April 2027 will be to the future modern standard of ULEVs.
F5	Review and track fuel used in small plant and equipment to understand their carbon footprint and what assets can be replaced with electric versions.

Action Plan 4 – Procurement

It is estimated that emissions that occurred from procured goods & services is the largest contributor to the Council's carbon footprint (71%) so it is a priority area on which to focus decarbonisation activity. It should be noted that all Local Authorities are seeing a similar proportion of total emissions from procurement. Decarbonising supply chain emissions represent the biggest challenge across the whole public sector in achieving Net Zero.

Extra resource is needed in the procurement team to coordinate a more sustainable approach to Directorate procurement exercises and improve the Council's supply chain emissions reporting. The following table outlines the initiatives that the Council will implement to reduce emissions associated with procured goods & services.

Procurement Initiatives

P1	The Council will develop a Sustainable Procurement Code of Practice to include a framework for assessing the sustainability credentials of suppliers at varying contract values and types; this will consider the evolving Welsh Procurement Policy Notes (WPPN).
P2	The Council will aim to engage with and utilise the local and low carbon supply chains whilst maintaining high standards for goods and services. This will be a corporate initiative and not just the responsibility of the procurement team.
P3	The Council will build upon WPPN 06/21 and require carbon management plans/decarbonisation improvement to be demonstrated in the highest carbon

	impact and strategic contracts by 2026, this will include contracts as they come to be procured associated with 'Transit & Ground Passenger Transport Services' and 'Nursing & Residential Care Services'.
P4	The Council will apply the principles of 'WPPN 12/21 Decarbonisation through Procurement', to an increasing proportion of contracts such that by 2030, all contracts above an agreed value are subject to carbon assessment and reporting.
P5	The Council, through its Economic Development function, will engage with its supply chain to communicate its ambition for Net Zero and the request for suppliers to come on the journey; the Council will share its developing procurement practice, resources for suppliers, and any opportunities for supply chain decarbonisation funding.
P6	The Council will provide a training programme for internal service commissioners by developing best practice and engaging experts; the Council procurement and service commissioners will work in collaboration to champion decarbonisation in the supply chain.
P7	Contract management will be used to oversee decarbonisation progress and carbon accounting in both short- and long-term contracts, this will be overseen by the BCBC Programme Board and reported to Corporate Management Board (CMB) as required.
P8	The Council recognises the need for a regional and national approach and will identify other organisations and forums for collaboration across Wales to help develop its understanding and take note from best practice approaches, particularly regarding how to introduce changes to procurement processes resulting from the Procurement Act 2023, such as the WLGA Procurement Task and Finish Group.
P9	Prioritise enabling a move from Tier 1 to Tier 2 supply chain emissions reporting. Engage with work being done by the Welsh Government Energy Service to develop a supplier contract emissions reporting tool.

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