Carbon Management and Reduction Plan 2030

Elmbridge Borough Council

Contents

Version History

Date	Version	Comments
30 September 2020	Version 1.0	Approved See Cabinet item 18/20, 16/09/2020 See Council item no 22/20, 30/09/2020
08 December 2021	Version 1.1	Approved See Cabinet item no. 43/21, 17/11/2021 See Council item no. 8, 08/12/2021
07 December 2022	Version 1.2	Approved See Cabinet item no. 28/22, 16/11/2022 See Council item no. 7. (b), 07/12/2022
19 July 2023	Version 1.3	Approved See Cabinet item no.13/23, 05/07/2023 See Council item no. 8, 19/07/2023
3 July 2024	Version 2	Approved See Cabinet item no.11/24, 03/07/2024 See Council item no. 20/24, 17/07/2024

Council commitments

Climate change impacts us all, which is why in 2019 we declared a climate emergency and pledged to become a carbon neutral council by 2030.

We worked to assess our carbon footprint and created the Carbon Footprint Baseline Report (2018/19) for our direct operations, including our Civic Centre and Centres for the Community buildings.

In 2024, we undertook a further assessment of 23 additional operational assets, which were non-tenanted and where we have full repairing responsibility, to include within our carbon footprint. The emissions for these sites, which include pavilions, public conveniences, cemeteries and splash pads, outlined in the further assessment summary, have been included within our 2023-2024 figures.

Carbon emissions

The reduction of carbon, or greenhouse gas (GHG), emissions are categorised into three scopes.

- Scope 1 - direct emissions from owned or controlled sources such as gas and fuel consumption for fleet
- Scope 2 - indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company
- Scope 3 - includes all other indirect emissions that occur in the organisation’s value chain, for example, commuting

Reducing our organisational emissions

The climate change mitigation measures for our direct operations organisational emissions (scope 1, scope 2 and selected scope 3) from our baseline and further assessment are set out in this comprehensive Carbon Management Reduction Plan (CMRP).

The plan aims to ensure targets are in place to reduce carbon emitting activities within our operational assets, fleet (scope 1 and scope 2), as well as staff commuting, business travel, waste and water consumption (selected scope 3) and become carbon neutral by 2030.

Monitoring our organisational carbon footprint

Our organisational carbon footprint is being monitored and our emissions in tCO2e (tonnes of greenhouse gases equivalent to CO2 impacts) for electricity, gas, electric, water, waste, business travel and commuting are reported on annually.

Table 1: Organisation Emissions - Carbon Reduction Actions 1-23

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
1a	Accommodation Strategy Review – Carbon Reduction & Sustainability Principles	Civic Centre project electricity component	25/26 - 26/27	32.3		CMB
1b	Accommodation Strategy Review – Carbon Reduction & Sustainability Principles	Civic Centre project fuel component	25/26 - 26/27	77.1		CMB
2	Energy Management Responsibility	Agree overall responsibility and scope of energy management at the Council. Appoint formal responsibility and	**22/23 - complete**	0.0		CMB

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		establish points of contact for energy management and data collection to systematically and proactively improve our energy performance across operational buildings.				
3	Energy Management System Assessment	Conduct research on the implementation of a procedural Energy Management System (EMS) for our operational sites.	**23/24 - complete**	0.0		AMPS
4	Energy Management System Implementation and Certification	Look at implementation of a procedural EMS across our operational buildings dependent on costs benefits analysis.	**23/24 - complete**	0.0	£4,000	AMPS
5	Building Management System Review	Plan for an upgrade and/or replacement of our current Building	25/26	0.0		AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		Management System (BMS) to state-of-the-art technology by investigating feasibility, necessary specifications and developing the business case. To date, our BMS controls air condition and heating systems through thermostats.				
6a	Building Management System Update - Civic Centre	Upgrade and/or replacement of our BMS to state-of-the-art technology. This might entail upgrades to (daylight) sensors and linking controls for lighting to the BMS as it currently only controls our heating and cooling systems.	25/26 - 26/27	10.6	£16,667	AMPS
6b	Building Management System Update - Centres for the	Upgrade and/or replacement of our BMS to state-of-the-art technology. This might entail upgrades to (daylight) sensors and linking controls for lighting	25/26	6.4	£16,667	AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
	Community	to the BMS as it currently only controls our heating and cooling systems.				
6c	Building Management System Update - operational assets	Upgrade and/or replacement of our BMS to state-of-the-art technology. This might entail upgrades to (daylight) sensors and linking controls for lighting to the BMS as it currently only controls our heating and cooling systems.	ongoing	1.4	£16,667	AMPS
7	LED lighting – Civic Centre	Upgrade existing fittings at the Civic Centre in accordance with the review of the accommodation strategy. Consider the installation of daylight and occupational sensor to reduce energy consumption additionally. LED lights save energy and improve workplace environment by optimising the office	25/26 - 26/27	15.6	£100,000	AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		lighting situation.				
8	Heating Assessment - Civic Centre	Plan for future replacement of gas fired boilers and review all options available, including air/ground source, electric, hydrogen etc. solutions with a view to upgrade the system to state of the art technologies at Civic Centre in Phase 2 to reduce/eliminate carbon emissions (heating feasibility study).	25/26 - 26/27	0.0	£10,000	AMPS
9	Heating Decarbonisation – Civic Centre	Replace gas fired boilers with state-of-the-art alternatives with low/zero carbon impact to reduce carbon emissions from heating the building.	25/26 - 26/27	63.1	£100,000	AMPS
10	Solar Photovoltaic – Feasibility	Conduct a feasibility study to assess suitable roof space, structural	**21/22 - Complete**	0.0	£5,000	AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
	Assessment	feasibility, technologies and cost to install solar photovoltaic panels on the Civic Centre and Centres for the Community roofs, as well as possible battery storage solutions.				
11a	Solar Photovoltaic – Installation	Install solar photovoltaic panels on identified roof spaces, as well as battery storage where feasible. across suitable roof spaces on the Civic Centre (solar car port) and Centres for the Community.	**Phase 1 22/23 - Complete**	16.9	£300,000	AMPS
11b	Solar Photovoltaic – Installation - Civic Centre	Install solar photovoltaic panels on identified roof spaces, as well as battery storage where feasible at the Civic Centre.	**Solar car port - 23/24 Complete** 25/26 - 26/27	6.1		AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
11c	Solar Photovoltaic – Installation - Centres for the Community	Install solar photovoltaic panels on identified roof spaces, as well as battery storage where feasible across the Centres for the Community.	25/26	6.6		AMPS
12	Green Energy	Procure renewable electricity. Continue discussions with our energy provider as their green product offers further increase, e.g. green gas or local renewable energy, to include in the contract going forward.	ongoing	137.8		AMPS
13	Heat and Hot Water Review – Community Centres	Review heating and hot water schedules at the Centres for the Community so they run as efficiently as possible, e.g. align schedules to only run systems when spaces are utilised. Energy and carbon emission reduction	**22/23 - complete**	5.0		AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		from this action are immediate.				
14	Loft Insulation – Feasibility Assessment	Conduct a feasibility study to assess the practical feasibility and cost of insulation lofts across our Centres for the Community.	**21/22 - complete**	0.0		AMPS
15	Loft Insulation - Centres for the Community	Insulate lofts across the usage roof space based on the outcome of the feasibility study and ROI.	25/26	19.8	£200,000	AMPS
16	LED lighting – Centres for the Community	Upgrade existing fittings at the Centres for the Community (e.g. in the communal areas). Consider the installation of daylight and occupational sensor to reduce energy consumption additionally. LED lights save energy and improve workplace environments.	24/25 - 25/26	7.0	£40,000	AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
17	Heating Assessment – Centres for the Community	Plan for future replacement of gas fired boilers and review all options available, including air source/ground source heat pumps or other state of the art technologies at Centres for the Community in Phase 2 to reduce/eliminate carbon emissions (heating feasibility study).	24/25 - 25/26	0.0	£20,000	AMPS
18	Heating Decarbonisation– Centres for the Community	Replace gas fired boilers with electric or state-of-the-art alternatives with low/zero carbon impact to reduce carbon emissions from heating the building.	25/26 - 26/27	45.5	£130,000	AMPS
19a	Catering Energy Awareness and Sustainable Catering	Provide ‘catering energy awareness’ guidance (e.g. staff training) for key staff at the Centres for the Community	25/26	0.7		CS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
	Guidance - Centres for the Community	to reduce electricity consumption, as well as how to provide meals with a low(er) carbon footprint (e.g. seasonal/regional produce, vegetarian choices).				
19b	Catering Energy Awareness and Sustainable Catering Guidance - Centres for the Community	Provide 'catering energy awareness' guidance (e.g. staff training) for key staff at the Centres for the Community to reduce gas consumption, as well as how to provide meals with a low(er) carbon footprint (e.g. seasonal/regional produce, vegetarian choices).	25/26	3.2		CS
20	Decision Making – 'Carbon Impact Assessment'	A two-stage process, like our existing 'Equality Impact Assessment' (EIA), to be implemented in our decision making processes to assess climate change	25/26	0.0		P&P

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		and carbon impacts for key projects and decisions. Results to be added to Cabinet reports.				
21	Sustainable Procurement – Procedural Procurement Rules and Strategy	Integrate 'sustainability' into procurement requirements (contract procedure rules) and update our procurement strategy. This could include, ensuring that there is consideration of carbon impact into procurement policies and processes, for goods, works and services. Prioritising low carbon alternatives helps to reduce our total carbon footprint in relation to supply chains.	24/25 - Sustainable Procurement Strategy - complete 25/26	0.0		Procurement
22	Monitor Upcoming	Procurement forward planning to explore and include options to embed	ongoing	0.0		Procurement

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
	Procurements	carbon impact requirements (e.g. procurement of new fleet).				
23	Sustainable Procurement Questionnaire	Develop a supplier and service provider sustainability questionnaire to be filled out by contractors as part of the procurement process for goods, works and services. This questionnaire will help to gather valuable information, such as suppliers and supply chains' commitment to a carbon neutral vision, to receive their Scope 1 and 2 carbon emission data, and to understand how they manage and reduce their carbon emissions, etc. The detail of questions will depend on the type of contract.	25/26	0.0		Procurement

Table 2: Transport and Air Quality - Carbon Reduction Actions 24-30

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
24a	Remote and Agile Working	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Commuting - Average diesel car miles	ongoing from 25/26	31.2		CMB
24b	Remote and Agile Working	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Commuting - Average petrol car miles	ongoing from 25/26	122.6		CMB
24c	Remote and Agile Working	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational	ongoing from 25/26	1.9		CMB

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		carbon footprint in FY 2022/23. Commuting - Average electric car miles				
24d	Remote and Agile Working	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Commuting - Medium petrol hybrid car miles	ongoing from 25/26	6.6		CMB
24e	Remote and Agile Working	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Commuting - Other	ongoing from 25/26	0.0		CMB
24f	Remote and Agile Working	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Commuting - Train	ongoing from 25/26	2.3		CMB

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
24g	Remote and Agile Working	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Commuting - Local Bus (Outside London)	ongoing from 25/26	2.9		CMB
25a	Travel Plan and Hierarchy	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Fuel switching cars (by size) - Business Mileage Average Diesel Car	ongoing from 25/26	2.9		CMB
25b	Travel Plan and Hierarchy	Review of hybrid working, ways of working and desk ratios as part of space planning. Employee commuting accounted for 26% of our operational carbon footprint in FY 2022/23. Fuel switching cars (by size) - Business Mileage Average Petrol Car	ongoing from 25/26	11.7		CMB

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
26	EV Charging Infrastructure	Roll-out of EV (twin) charging points at appropriate locations in the borough, for our operational fleet (i.e. at our CS depot) and for staff at the Civic Centre, to improve the local low carbon transport infrastructure.	**20/21 - 23/24 - Complete**	0.0	£100,000	AMPS
27	Fleet Electrification	Deliver the Green Fleet Strategy and Vehicle replacement programme, which will see the council operational fleet transition to electric/ ultra-low carbon vehicles by 2030.	ongoing	51.4	tbc	CS
28	Fleet Electrification – EV Pool Car Upgrade	Review existing electric vehicle fleet and increase number of our EV pool cars to decarbonise the fleet by 2030.	**23/24 - complete**	2.4	tbc	P&P
29a	Fleet Management	Seek CMB decision who oversees and manages the Council's total fleet, its operations and vehicle renewals. Appointing clear responsibility to manage	**23/24 - complete**	0.0		CMB

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		the fleet comprehensively will help to monitor and understand our fleet's carbon emissions as well as reducing them.				
29b	Fleet Behaviour training	Effective mileage reduction of 20% in best case by 2030, created by driver training to improve efficiency, staggered from 2024.	ongoing	21.4		CS
30	Fleet Mileage	Review our CS operations to achieve a reduction of total mileage driven and CO2 emissions/mile driven effectively. Explore and identify how this will be achieved, through detailed transport and fleet analysis (e.g. analysis of vehicle routes, average passenger numbers, passengers per vehicle, overall passenger capacity and utilisation etc.)	ongoing	24.3		CS

Table 3: Housing and Planning - Carbon Reduction Action 31

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
31	Partnership Working and Communications	Continue to support partners such as Action Surrey to distribute impartial information and advice on energy efficiency measures to residents, e.g. identify qualifying households to access energy efficiency funding and promote the benefits to residents and the environment of installing energy saving measures and changing behaviour to reduce energy use. Legislation is also used to ensure that privately rented properties meet the current energy efficiency standards, contributing to the reduction of fuel poverty and energy use. Continue our communications to tenants, homeowners, (social) landlords etc. including how to save energy or encourage them to take up smart meters to measure energy usage.	ongoing	0.0		Housing

Table 4: Buildings and Infrastructure - Carbon Reduction Actions 32-34

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
32	Local Plan – Planning Application Criteria	The new Local Plan will play a central role in addressing the climate emergency by setting out a development strategy and policies that seek to reduce carbon dioxide emissions and support the transition to a low carbon future. As well as delivering improvements to green and blue infrastructure, flood risk, air quality, recycling and waste management. The Local Plan will form the basis on which planning applications in the borough will be determined.	With adoption of new Local Plan	0.0		Planning
33	Local Plan – Supplementary Planning	The SPD will set out detailed guidance to applicants in terms of how the policies in the new Local Plan can be met. Focusing on	After the new Local Plan	0.0		Planning

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
	Document (SPD)	climate change mitigation, adaption and resilience, guidance will include ensuring the buildings are located in sustainable locations benefiting from a reduced need to travel / travel by public means; designed and positioned to benefit from passive solar gain; and how to incorporate low carbon technologies into new developments / which are most appropriate.	adoption			
34	Green & Blue Infrastructure Study	This evidence base document will inform the policies of the draft Local Plan and guidance contained within the SPD. It will include opportunities for reducing carbon emissions such as contributing to a greener active travel network thus reducing the need to travel by private vehicle and, tree planting to capture carbon dioxide emissions. The Study will set	**Published alongside the draft Local Plan (Reg. 19) - Complete**	0.0		Planning

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		out G&BI opportunities appropriate to the location and size of development that should be incorporated into the design of schemes.				

Table 5: Monitoring and Evaluation Actions 35-37

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
35	Monitoring and Evaluation	Review our progress of the 'Carbon Management and Reduction Plan' annually.	ongoing	0.0		P&P
36	Monitoring and External Evaluation	Calculate the operational EBC carbon footprint annually. Consider calculating the total carbon footprint with the support of external partners, such as the Carbon Trust, every few years	ongoing	0.0		P&P
37	Stakeholder Engagement	Actively manage and work with external/internal stakeholders and partners, i.e. sharing knowledge, seeking feedback and promoting organisational change supporting the Council to transition to become carbon neutral. Keep carbon reduction on the Council's high-level agenda, manage expectations and recognise achievements.	ongoing	0.0		P&P

Table 6: Carbon Offsetting Action 38

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
38	Carbon Offsetting	Despite the carbon reductions achievable from the implementation of the actions outlined in this Plan, we will still be emitting CO2e in 2030. For us to meet our carbon neutral target we will need to consider offsetting any remaining carbon emissions. There are numerous methods for offsetting carbon emissions, each with their pros and cons. It is therefore recommended to explore methods and principles for offsetting, which will require funding and the development of an offsetting approach setting out the Council's principles and standards.	ongoing	0.0	tbc	P&P

Table 7: Further Assessment Organisation Emissions Actions 39-53

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
39a	Waste - not recycled - Centres for the Community	Zero waste to landfill	ongoing from 25/26	0.1		AMPS
39b	Waste - recycling - Civic Centre	Reduce recycled paper material by 75%	ongoing from 25/26	0.0		AMPS
39c	Waste - recycling - Civic Centre	Reduce recycled plastic material by 75%	ongoing from 25/26	0.1		AMPS
39d	Waste - recycling - Centres for the Community	Reduce recycled plastic material by 75%	ongoing from 25/26	0.1		AMPS
40a	Water consumption - Civic Centre	50% reduction in water consumption through water efficiency and improved	ongoing from 25/26	0.8		AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
		appliances				
40b	Water consumption - Centres for the Community	50% reduction in water consumption through water efficiency and improved appliances	ongoing from 25/26	0.7		AMPS
41	BEMS and behaviour - Operational Assets	Behavioural Change Programme	ongoing from 25/26	0.3	£1,500	AMPS
42	BEMS and behaviour - Operational Assets	Building Energy Management System (BEMS)	ongoing from 25/26	1.2	£24,564	AMPS
43	Fuels Improvements - Operational Assets	Gas heating controls	ongoing from 25/26	3.7	£499	AMPS
44	Electricity Improvements - Operational Assets	Lighting upgrade	ongoing from 25/26	0.5	£4,456	AMPS
45	Electricity Improvements -	Motion sensors (PIRs)	ongoing	0.0	£783	AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
	Operational Assets		from 25/26			
46	Fuels Improvements - Operational Assets	Natural Gas Consumption Review	ongoing from 25/26	1.6	£200	AMPS
47	Fuels Improvements - Operational Assets	Pipework lagging	ongoing from 25/26	0.2	£563	AMPS
48	Electricity Improvements - Operational Assets	Sub meters	ongoing from 25/26	0.6	£1,852	AMPS
49	Electricity Improvements - Operational Assets	Mobile heater removal	ongoing from 25/26	0.3	£0	AMPS
50	Renewables - Operational Assets	Solar PV & Battery (best option taken for each site from audit results based on ROI)	ongoing from 25/26	2.4	£68,600	AMPS
51	Fuel switching -	Convert gas boilers to electric	ongoing	2.0	£7,144	AMPS

Ref.	Action	Description	Est. Timing	Est. carbon savings (tCO2e)	Est. Capital Cost (£)	Lead
	Operational Assets		from 25/26			
52	Fuel switching - Operational Assets	Convert gas calorifier to electric calorifier	ongoing from 25/26	1.9	£7,200	AMPS
53	Fuel switching - Operational Assets	Replace gas boiler with electric panels	ongoing from 25/26	3.5	£2,500	AMPS

Table 8: List of abbreviations and notes

Abbreviations

Abbreviation	Description
AMPS	Asset Management and Property Services
Approx.	Approximately
BMS	Buildings Management System (computer-based systems used to monitor and control building services such as heating, ventilation and air conditioning, fire alarms etc.)
CMB	Council Management Board
CS	Community Services
CO2	Carbon dioxide
e.g.	exempli gratia (for example)
EMS	Environmental Management System
Est.	Estimated
Etc.	Et cetera
EV	Electric vehicle
FY	Financial year
GHG emissions	Greenhouse gas emissions (e.g. carbon dioxide, methane, nitrous oxide)
G&BI	Green and blue infrastructure
kWh	Kilowatt-hour
LED	Light-emitting diode
m2	Square meter
n/a	Not applicable
Operational assets	Civic Centre, Centres for the Community and further assessment sites

Abbreviation	Description
Operational sites	Civic Centre and Centres for the Community
P&P	Policy & Performance
PV	Photovoltaics
Ref.	Reference
REGO	Renewable Energy Guarantees of Origin
ROI	Return on investment
SPD	Supplementary Planning Document
tbc	to be confirmed
tCO2e	Tonnes of carbon dioxide equivalent

Notes

- The terms carbon, CO2, CO2e, GHG emissions are used synonymously. “The term “carbon” refers to carbon dioxide, which is a colourless, odourless and non-poisonous gas formed by combustion of carbon and in the respiration of living organisms. It is considered a greenhouse gas. Emissions means the release of greenhouse gases or their precursors into the atmosphere over an area during a period of time” (Organisation for Economic Cooperation and Development Dictionary).
- Ref. 1, 5, 6, 7, 8, 9, 11, and 18 are pending due to their interdependencies on the transformation and accommodation review process.
- The CMRP Ref items are categorised into the following emission types:
    - Electricity – Ref. 1a, 2, 3, 4, 5, 6, 7, 10, 11a, 11b, 11c, 12, 16, 19a, 41, 42, ,45, 48, 49, 50
    - Fleet – Ref. 27. 28, 29a, 29b, 30
    - Gas – Ref. 1b, 8, 9, 13, 14, 15, 17, 18, 19b, 43, 46, 47, 51, 52, 53
    - Selected Scope 3 – Ref. 20, 21, 22, 23, 24a-g, 25a, 25b, 26, 31, 32, 33, 34, 35, 36, 37, 38, 39a-d, 40a, 40b