

## Workplace bargaining: carbon management plans (CMP)

Establishing a Prospect response to the introduction of a carbon management plan (or policy) (CMP) is a legitimate focus for bargaining because it will affect daily working life. It is important that the operational implications of targets and policies are properly considered.

This guide aims to equip Prospect members to participate in carbon management plans introduced in their organisations. The guide looks at the impact on working practices and the bargaining considerations in relation to carbon reduction plans.

### What is a carbon management plan?

Carbon management means the measurement and management of the six greenhouse gases (GHG) covered by the Kyoto Protocol. Each gas has a different warming effect on the atmosphere when released and when reported on; they are referred to in terms of their carbon dioxide equivalent impact and indicated as **CO<sub>2</sub>e**. Emissions associated with an organisation can be determined as:

- **Direct emissions**, for example from natural gas-powered water heating, operations or from organisational travel, and
- **Indirect emissions**, for example from purchased electricity, heat and waste.

### Who reports on this?

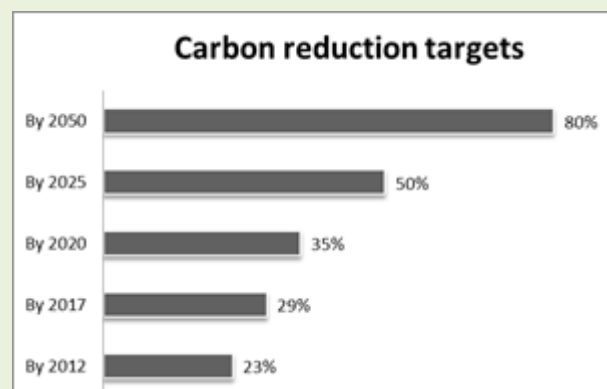
Public sector bodies (UK wide) and private companies are required to report annually on their GHG emissions and environmental performance. A carbon management plan (CMP) is the way organisations organise, measure, manage and report on its CO<sub>2</sub>e emissions.

### Carbon reduction targets

The Climate Change Act 2008 includes a legal obligation to annually report the UK's emissions. It places a restriction on the total amount of greenhouse gases the UK can emit over a 5-year period. Under a system of carbon budgets, *every tonne of greenhouse gases emitted between now and 2050 counts*.

The carbon budgets are established through expert contributions to the [UK's Climate Change Committee](#) (CCC). The carbon budgets

are a useful tool for ensuring that regular progress is being made towards long-term emission reduction targets. The long-term target is to reduce the UK's carbon emissions by 80% by 2050.



### Carbon reduction central to a new global agreement

In December 2015 a [global climate change agreement](#) was finalised in Paris. The deal to cut greenhouse gas emissions unites nearly 200 nations in a single agreement on tackling climate change for the first time in history. They agreed to limit the amount of [greenhouse gases emitted by human activity](#) to the same levels that trees, soil and oceans can absorb naturally.

## GETTING STARTED ON WORKPLACE CARBON MANAGEMENT PLANS

1. If you don't already know, establish if your organisation has a carbon management policy or plan (CMP). This could be found on intranets, staff pages or internet pages dedicated to CSR, Sustainability or Environmental performance. It may also be called the low carbon business strategy, carbon reduction plans, sustainable energy action plan or the corporate sustainability strategy. It is worth noting that:
  - a. In the private sector the CMP is reported in the Company annual report.
  - b. The CMP may not be a stand-alone policy but integrated throughout strategic plans and objectives.
  - c. Public sector bodies (including England, Scotland and Wales) publish detail according to the Government Greening Commitments and/or Public Body duties reporting.

### 2. Review the plan/policy for indicators:

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| <ol style="list-style-type: none"><li>a. Is there mention of the carbon baseline and emissions mapping?</li><li>b. Does the CMP indicate the organisational boundaries (carbon footprint) used to account for emissions?</li><li>c. Are reduction targets published and do they cover:<ol style="list-style-type: none"><li>i. Incremental and specific targets? For example vehicle emissions, energy usage, heating, waste disposal and estate management.</li></ol></li><li>d. Time frames for the overall CMP and/or specific areas of reduction? For example, overall CMP may cover a 5 year period whereas initial energy efficiency measures 12 months.</li><li>e. Evidence of an implementation plan?</li><li>f. Are specific projects mentioned? For example reduction of waste to landfill.</li><li>g. Governance and financial arrangements with designated responsible person, leadership support and lines of reporting.</li><li>h. Employee arrangements to participate. For example, is there an internal carbon club or network for sharing experiences?</li><li>i. Is there guidance or instruction relating to facilities management where this is either outsourced or a shared service?</li><li>j. Do the priorities and targets have guidance for staff?</li><li>k. How will projected savings be used? For example, re-invested into the organisation, staff incentives, training etc)</li><li>l. Are there off-setting initiatives or plans?</li></ol> |  |
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3. **Inform** yourself on the management systems used to manage, monitor and report on the CMP. This will include the projected savings and how the savings will be used.
4. Working with the Branch Committee, consider any gaps in the policy and consider **prioritising** your response, for example:
  - Around the benefits of Union participation which contribute to staff engagement and scope of influence. (Prospect [case study booklet](#) gives examples of this).
  - Activities which will be directly affected and use of savings made.
5. Via your Branch Committee, **advocate and negotiate for** Prospect's involvement or contribution to future plans, surveys or changes to the policy with specific reference to impact of plans on staff. This would be with the appropriate body – for example, an Environment, Sustainability or Financial Committee.
6. **Encourage** promotion of the CMP by raising awareness of the benefits including savings, climate change reporting and climate change plans.

## BROAD BARGAINING POSITIONS

- **Consultation, consultation, consultation** - either as an official stakeholder as defined by standards or codes but ideally as the elected voice of the workforce as part of the bargaining agenda.
- Ensure that any change of policy or off-setting does not shift carbon emissions from the organisation's carbon footprint to the individual member.
- Sharing the benefits from savings from carbon reduction (for example electricity) should be invested in people, skills, retaining jobs and continuous efficiency improvement.
- The scope, priorities and duration of a CMP will determine direct implications on member work behaviour and performance – briefings and information on targets, ambitions and pathways to change are also important.
- Where there is new equipment and new low carbon process re-training is vital. Also, disruption of work due to new installations or refurbishment of buildings should be taken into consideration where this is linked to performance indicators.
- Risk assessments (heating & lighting for example) and thorough consultation specific to work processes and shift patterns is vital.
- CMP implementation should be well communicated to staff with reporting routes and responsible person/department identified.

## SPECIFIC BARGAINING CONSIDERATIONS

Personal workplace carbon budgets

These are established from a base line and normally set for a twelve month period. The base line will take into consideration all elements of the members work life including:

- equipment used to perform tasks
- low carbon behaviours, practices and processes
- possible energy savings
- commuting practices for work
- materials consumption (for example, paper for printing)
- The type of work undertaken must be taken into consideration and risk assessed\* in terms of overall cost on changing equipment, processes or work pattern.
- If the personal budget is included in performance indicators, low carbon behaviour training, guidance and support must be provided.
- Punitive measures on exceeding allowances must be avoided at all costs.
- In some organisations personal carbon budgets are determined by function – it is therefore important that the function takes consideration of variances for example geographical location.
- Where individuals are responsible for low carbon choices, such as travel, guidance on alternatives must be provided.

*\*Risk assessment in this context refers to the impact of doing this job or process differently. For example going paperless for outdoor inspections.*

Team or departmental carbon budgets	<p>This is similar to a personal carbon budget but calculated across a group of people in a team or department. Flexibility to trade and no punitive measures are critical.</p> <ul style="list-style-type: none"> <li>• Support, training and guidance should be provided to encourage low carbon behaviours.</li> <li>• Incentives that recognise low carbon positive behaviours and best practice could also be negotiated for.</li> <li>• Access to team and organisational data at regular frequencies is important to manage performance.</li> <li>• In instances such as low carbon travel there should be clear and well publicised information on how to apply for exceptions (for example, for air travel where there is a no flying policy).</li> </ul>
Zero waste policy (resource efficiency)	<p><b>This is more than removing office bins!</b> It includes the cradle to grave concept, material consumption, sourcing, recovering, disposal and improving resource efficiency. Waste from computers, laptops, electronic equipment, food and catering, glass, printing, chemicals and batteries may be covered in a zero waste policy as part of the CMP.</p> <ul style="list-style-type: none"> <li>• Risk assessments, impact on performance and outputs should be thoroughly consulted on.</li> <li>• Information, guidance and access to data should be communicated and available to members.</li> <li>• Expectations and timescales for implementation must be clearly communicated.</li> </ul>
Energy saving initiatives	<p>We have published detailed guidance on carbon reduction initiatives linked to <a href="#">reducing emissions through saving energy</a>. The guide looks at areas of work impacted by energy efficiency and future trends of a low carbon workplace and covers:</p> <ul style="list-style-type: none"> <li>• The virtual office, telecommuting, remote working and flexible working</li> <li>• Relocation, refurbishment, retrofitting and new builds</li> <li>• Paperless offices</li> </ul>
Travel and transport	<p>The Prospect guide on <a href="#">ultra-low to zero carbon travel &amp; transport</a> covers the 2050 vision where almost every car and van will be an ultra-low emission vehicle. A sample policy is provided with bargaining considerations on:</p> <ul style="list-style-type: none"> <li>• transition to hybrid or electric vehicles (green fleets and personal cars)</li> <li>• On site commuting, cycling schemes and public transport</li> <li>• Air travel</li> </ul>
Heating, cooling & ventilation	<p>The <a href="#">Money to Burn toolkit</a>, linked to <a href="#">ESOS regulations</a>, outlines the relationship between carbon dioxide and energy usage. It contains novelty facts, regulation and sources of information. For each topic there are:</p>
Lighting & equipment	<ul style="list-style-type: none"> <li>• negotiating considerations</li> <li>• audit checklists and case studies</li> <li>• Domestic (individual) energy efficiency guidance</li> </ul>

## WHAT A CARBON MANAGEMENT POLICY AND PLAN COULD LOOK LIKE

Organisations use a **plethora of models and terminology** depending on which primary management tool or standard they adopt. However it is phrased, evidence of short, medium and long term goals, clear targets followed by organisational arrangements and dedicated resources should be stated. The introduction to a CMP will include a statement of intent:

**A statement of intent or commitment:** Typically this will be a commitment to reduce GHG emissions in line with legislation and wider climate change ambitions. It may also indicate the intent to minimise and reduce the environmental impact of the organisation. In broad terms the statement should include:

- What the policy or plan aims to achieve and the time frame,
- What the policy or plan covers and it's governance structure,
- Overall expectations, ambitions and how savings will be will used, and
- Who the stakeholders are or partnerships with (including trade union representation)

### Example of short term objectives:

*Getting started or setting up stage:*

- Establish a working group (including trade union representation);
- Measure and set baseline data for [energy consumption, waste to landfill, fuel etc];
- Map consumption and usage to identify "hot-spots" and areas for immediate and long term remediation;
- Determine methodology, standards and data sources to be used;
- Establish targets and through consultation agree an implementation plan;
- Establish time frame for the policy or plan;
- Agree a communication strategy to raise awareness, promote and educate on the CMP.

*Once or if established, for example:*

- Set and publish performance standards or improvement achievements every [quarter, annually etc];
- Establish and communicate procedures for efficient operation of buildings, plant, vehicles and equipment. This should include the hierarchy of reporting and leadership.
- Reduce the environmental impact of fuels used by reducing emissions of [x] tonnes of CO<sub>2</sub> by x% over x# of years;
- Reduce energy consumption by [x] with x# of years;
- Reduce waste to landfill by [x] over x# months;
- Depending on the implementation plan there should be guidance available on the areas of focus; for example:
  - **Travel & transport:** introduction of low carbon travel policy to reduce associated emissions by [x%] over 12 months with monthly reporting on emissions and cost.
  - **Energy efficiency:** an initial mapping of all electronic equipment within [6months] with energy savings expected to be reduced by [x%] over [12 months].

*Long and medium turn goals that a CMP could include:*

- Establish reporting on continuous improvement and past performance. For example:
  - Emissions of CO<sub>2</sub> have increased/decreased by x%
  - Waste to landfill has decreased by x%
- Reward and share best practice through continuous engagement with staff;
- Review reductions of life-cycle carbon emissions related to procurement;
- Invest in modifications to buildings and equipment;
- Invest in clean, energy efficient technologies

## NATIONAL CARBON REDUCTION ARRANGEMENTS

Climate change adaptation, mitigation, emission reduction and environmental management is a devolved issue. Workplace and corporate CMPs are in line and contribute to national, regional and international emission reduction targets.

Whilst the UK's Climate Change Act 2008 does not set specific targets for the devolved administrations, it places a duty on them to contribute to the long-term emissions reduction goal. The governments of the devolved administrations have adopted different emission reduction policies as well as varying strategies for monitoring their progress towards emission targets. The table below outlines how the carbon reduction strategy is organised within the United Kingdom and cascaded through the Devolved Administrations.

<p><b>United Kingdom</b></p>	<p>The UK Climate Change Act of 2008 places the following legal requirements for all of the UK:</p> <ul style="list-style-type: none"> <li>• GHG emission reduction target of at least 80% by 2050. The 80% target includes GHG emissions from the devolved administrations, which currently account for approximately 20% of the UK's total emissions;</li> <li>• Interim GHG targets of 34% reductions by 2020;</li> </ul> <p>Each year the Department for Energy and Climate Change (DECC) publishes updated energy projections (UEPs) and <a href="#">greenhouse gas emissions in the UK</a>. These reports monitor progress towards meeting the UK's carbon budgets.</p>
<p><b>Scotland</b></p>	<p>The <a href="#">Climate Change Scotland Act 2009</a> commits Scotland to:</p> <ul style="list-style-type: none"> <li>• A 42% reduction in GHG emissions by 2020;</li> <li>• Annual reduction targets from 2010 to 2022 and reporting duties;</li> <li>• Duties on <a href="#">public bodies relating</a> to climate change;</li> <li>• Powers to establish a Scottish CCC;</li> <li>• Development of a Scottish climate change adaptation programme.</li> </ul>
<p><b>Wales</b></p>	<p><a href="#">The Environment (Wales) Bill</a>, to be enacted in spring 2016 contains a long term GHG emissions reduction target of 80% by 2050. An interim target of 40% reduction by 2020 is in place. The <a href="#">Climate Change Strategy for Wales</a> sets out where action will be taken to reduce the greenhouse gas emissions that Wales produces. It also shows the preparation for the impacts of climate change and the transition <a href="#">plan for low carbon energy</a></p>
<p><b>Northern Ireland</b></p>	<p>Under the UK Climate Change Act 2008, there is a requirement for Northern Ireland to produce a climate change adaptation programme. Northern Ireland has an Executive Programme for Government target of a 35% reduction in GHG emissions by 2025.</p> <p>The recent (9 February) <a href="#">Environment Better Regulation Act (Northern Ireland) 2015</a> paves the way to establish standards and objectives for emissions and setting overall limits. UK Committee on Climate Change (CCC) evidence paper to the Northern Ireland Assembly, '<a href="#">The appropriateness of a Northern Ireland Climate Change Act</a>', underpins the case for a stand-alone climate change Act.</p>



## THE BUSINESS CASE with PROSPECT INVOLVEMENT

Tom Proudfoot, Branch Environment Representative and participant in the TUC's Greening the Workplace project played a pivotal role in getting the National Library of Scotland (NLS) to establish a carbon management plan. The success of the initial CMP paved the way for a second 5 year plan.

**Starting out:** The Carbon Trust of Scotland working in partnership with the Unions and Management developed the plan. The Carbon Management Plan committed the organisation to a target of reducing CO<sub>2</sub> by 30% by 2014/15.

[Retrofit Scotland](#) in their case study of the NLS report, "The Carbon Management programme resulted in CO<sub>2</sub> emission reductions of 623 tonne per annum, equal to 18.4%. In addition, cost savings of £75,000 per year were realised."

Staff awareness raising resulted in predicted CO<sub>2</sub> reductions of 170 tonnes per year, and replacement lighting produced CO<sub>2</sub> emission reductions of 27 tonnes per annum. Consolidating the server equipment into one area resulted in CO<sub>2</sub> savings of 108 tonnes per annum.

The initial investment in lighting, environmental controls and staff engagement were paid back within one year. Staff engagement is estimated to have saved £24,000 each year, with virtually no initial outlay. Replacements to lighting cost £26,500, with annual savings of £3,900; server consolidation cost £41,500 with annual savings of £15,600.

## CARBON MANAGEMENT SCHEMES, STANDARDS AND CODES OF CONDUCT

In the 2016 budget it was confirmed that a planned single reporting framework, the details of which the government said it would consult on later this year, will integrate the existing compliance and reporting requirements of climate change agreements (CCAs), the energy savings opportunity scheme (ESOS) and the EU emissions trading scheme (EU ETS).

<a href="#">Greenhouse gas protocol standard</a> : provides standards and guidance - it covers the accounting and reporting of the six greenhouse gases - includes <a href="#">Scope 1,2 &amp; 3</a>	<a href="#">EMAS (European Eco-Management &amp; Audit Scheme)</a> : is a voluntary environmental management instrument based on a harmonised scheme throughout the EU.
<a href="#">Greening Government Commitments</a> : Plan and targets for reducing the environmental effect of government estates and operations.	<a href="#">ISO 14000 environment management series</a> : an integrated set of tools to reducing greenhouse gas emissions. ISO 14064-1:2006 specifically for greenhouse gas emissions management.
<a href="#">The Carbon Trust Standard for Carbon</a> : a voluntary certification scheme for manage carbon reduction.	<a href="#">Carbon Masters Standard</a> : a carbon emission reduction and certification scheme with a focus on carbon management software.
<a href="#">The climate change reporting framework</a> : Climate Change Reporting Framework is a voluntary reporting framework designed for carbon reporting in financial reports.	<a href="#">Investors in the Environment</a> : an environmental accreditation scheme aimed at reducing environmental impact & carbon reduction.
The <a href="#">IEMA Acorn Scheme</a> : phased implementation plan of an environmental management system.	<a href="#">The Green Mark</a> : an implementation and accreditation scheme.
<a href="#">United Nations Global Compact</a> : A code of conduct that encourages companies to move beyond traditional approaches based largely on compliance and narrow risk assessments.	<a href="#">Ceres Principles</a> : a ten-point code of corporate environmental conduct for organisations to publicly endorse as an environmental mission statement or ethic.