The Highland Council

Agenda Item	4.
Report No	CCC/19/23

Committee: Climate Change

Date: 5 December 2023

Report Title: Net Zero Strategy – Action Plan Progress Report

Report By: Interim Depute Chief Executive

1. Purpose/Executive Summary

1.1 The report provides an update on the development of a Net Zero Action Plan for the Highland Council.

2. Recommendations

- 2.1 Members are asked to:
 - i. **Note** progress to date.
 - ii. **Consider and comment** on the draft Thematic Group Action Plans.
 - iii. Note new actions identified by the Net Zero Programme Board.
 - iv. **Discuss and agree** the approach to costing the Action Plan.

3. Implications

3.1 **Resource** - the function of the Net Zero Strategy Group and thematic groups requires significant staff time across all services. Members have reinforced the importance of making progress across all workstreams and have agreed on recommendations to ensure effective governance arrangements are in place to build and deliver the Net Zero Strategy and action plan. The Net Zero Programme Board agreed Terms of Reference on 2 October 2023.

The financial implications of reaching our climate change ambitions must be addressed and identified for the organisation. A detailed and costed action plan will be developed.

The long-term gains of taking a climate-first approach can often come with high additional upfront costs. All councils must align their investments with the decarbonisation of infrastructure, fleet, heat technology and buildings and help with skills and project development to keep pace with the net zero agenda.

Investing now will prevent the Council from facing far greater additional costs in the future. Several public and private funding streams are contingent on a just transition to a net zero economy; therefore, the Council has significant potential to leverage public and private investment to meet our climate change ambitions.

- 3.2 **Legal** the Council has several requirements in respect of reporting against its climate change obligations, in addition to being required to directly support Scotland's target to end its contribution to climate change no later than 2045.
- 3.3 **Community (Equality, Poverty, Rural and Island)** common throughout all the themes of the Net Zero Strategy is the recognition that our work and activities are undertaken in such a way as to ensure the benefits of climate change action are shared widely, while the costs do not unfairly burden those least able to pay, or whose livelihoods are directly or indirectly at risk as the economy shifts and changes.
- 3.4 **Climate Change / Carbon Clever** climate change is the public sector's most complex challenge. The Net Zero Strategy outlines the Council's approach to addressing the climate emergency.
- 3.5 **Risk** failure to proactively address the climate and ecological emergency across all service delivery areas carries significant reputational risk, particularly considering the political ambition at both local and national levels around the climate change agenda. In addition, failure to take a proactive approach to climate change action will limit opportunities to secure external funding.
 - As outlined in Audit Scotland's <u>briefing</u> 'Scotland's councils' approach to addressing climate change', action is needed now to make sure that Scotland is resilient enough to deal with the impacts of the changes to the climate that are already happening. If we do not respond quickly enough to drastically reduce greenhouse gas emissions and increase our resilience, severe widespread impacts are expected. This includes extreme disruption to the systems we depend on for food, water, and shelter.
- 3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** there are no implications arising from this report. However, health and safety will be addressed in the Council's Adaptation Strategy and Action Plan.
- 3.7 **Gaelic** there are no implications arising from this report.

4. Net Zero Action Plan

- 4.1 A detailed and costed Action Plan is currently in development which will outline a clear framework of workstreams each thematic group will manage and implement to contribute towards the delivery of the targets set in the Strategy.
- 4.2 The complexities involved in the development of a cross-service Action Plan were noted at the Climate Change Committee on 5 October 2023. As such, the Committee agreed to extend the timeline for bringing a fully costed Action Plan to the Committee for consideration to March 2024.
- 4.3 The Committee agreed detailed progress reports from each Thematic Group should be brought to the Climate Change Committee for consideration in December 2023 and this would include elements of the Action Plan.
- 4.4 An update on the development of the Action Plans is provided from each Thematic
 Group in Appendix 1. Draft Thematic Group Action Plans are appended at Appendix 2 7.

5. Net Zero Programme Board – New Actions

- 5.1 The following actions were agreed by the Net Zero Programme Board on 2 October 2023:
 - Thematic Group leads to nominate a representative from each thematic group to attend Circular Economy workshops and ensure actions relating to circular economy are embedded into each Thematic Group Action Plan.
 - Additional thematic group to be established to cover Corran Ferry and in-house bus project/Bus Partnership.
 - Active Travel to sit under the Planning, Land Use & Environment thematic group.
 - Thematic groups to ensure actions relating to digital partnership working are captured in the action plan.

6. Costing the Action Plan

- 6.1 The Thematic Groups have consistently highlighted the challenges around fully costing the Action Plans:
 - Lack of understanding of available funding streams.
 - Fully costing requires high staff resource for perceived limited benefit.
 - Time constraints.
 - Preliminary work to be undertaken in first instance to identify full costings.
- 6.2 In December 2021, the Council agreed a corporately coordinated strategy and costed action plan is required, setting out key targets, milestones and budget implications for approval and regular monitoring.
- 6.3 To expediate the development of the Action Plan and address the issues outlined under 5.1, it is proposed that where costings have not been identified, impact indicators will be provided. This will allow Members to gauge the scale of the challenge ahead. Suggested impact indicators are detailed below:
 - Completed
 - Achievable within existing resources, or realistic prospect of additional resources (such as ongoing external funding)
 - Additional resourcing required, potentially self funded subject to approval
 - Additional external resourcing and/or facilitation required
- 6.4 In addition to the cost impact groupings, it is also proposed to include a similar indictor for implementation timeframes as summarised below:
 - Implemented within 2 years
 - Implemented within 2-5 years
 - Over 5 years
 - Ongoing

7. Member Workshops

7.1 At the Climate Change Committee meeting on 5 October 2023, Members agreed that workshops should be held in November 2023 and January 2024 to provide Members with the opportunity to discuss and provide input to the Action Plan development.

- 7.2 The following thematic groups presented to Members on 13 November 2023:
 - Sustainable Business Travel
 - Built Estate & Energy
- 7.3 A recording of the workshop can be found on the Members Intranet. A summary of Member attendance at the workshop is appended at Appendix 9.
- 7.4 The remaining thematic groups will present at Member workshops scheduled in January 2024.

Designation: Interim Depute Chief Executive

Date: 24 November 2023

Authors: Fiona Daschofsky, Project Manager, Climate Change & Energy

Team; Neil Osborne, Climate Change & Energy Team Manager

Background Papers:

Appendix 1 – Action Plan Development update

Appendix 2 – Built Estate & Energy

Appendix 3 – Planning, Land Use & Environment

Appendix 4 – Procurement & Community Wealth Building

Appendix 5 – Sustainable Business Travel

Appendix 6 – Social Housing/HRA

Appendix 7 – Waste

Appendix 8 – Member Workshop Attendance

NET ZERO PROGRAMME ACTION PLAN DEVELOPMENT:

Built Estate & Energy

Progress to date:

The Action Plan has been drafted and reviewed by the Thematic Group members. The Plan currently contains seven overarching actions, some of which have secondary actions. Initial timescales, delivery leads, and planned outcomes have been defined. The Plan is in early development with the areas outlined below still to be evolved. It is the expectation that further overarching and secondary actions will be added as development continues.

Outstanding activities:

- Costings to be identified. Each action will have its own timeline for when costings will be available.
- Meaningful and achievable KPI's to be determined.
- Resourcing assessment to be considered for some of the actions (this needs further review by the group members to determine how the actions could be approached).

Key Risk/Issue:

- Resources are a key risk in making progression with the Actions identified. The main
 resources risk is staffing resource as it is the same personnel that are required to
 progress many of the actions as well as manage BAU operational and managerial
 workloads. However, particularly in the case of Property staffing, given it is a feeearning service with income targets and additional budget savings targets, the cost of
 time-charging may be a challenge and a decision will be required as to where staff
 should charge their time for work in connection with Net Zero activities.
- Opportunity the Net Zero Programme will present opportunities for undertaking some activities sooner than would have otherwise been achieved.

Planning, Land Use & Environment

Progress to date:

Action Plan is well developed, majority of elements relate to business as usual activity but delivery is dependent on securing funding.

Outstanding activities:

 There is a need to further refine, possibly amalgamate some actions and set achievable targets.

- Preliminary design studies and optional appraisals need to be undertaken in the first instance to identify the full project costs in respect of a number of workstreams highlighted in the Action Plan. There is currently no funding assigned to undertake these activities, therefore full costs will not be defined by March 2024.
- o Resource implications and funding opportunities to be identified.

• Key Risk/Issue:

- A key workstream included in the Action Plan is the mapping of Highland carbon resources and assessment of potential carbon sequestration. There is a risk to this project progressing as The University of the Highlands & Islands (UHI) have indicated they are unable to provide resources as was intended.
- There are a number of current funding streams available to assist for project delivery that the Council is currently unable to bid for without undertaking preliminary work.

Procurement & Community Wealth Building

Progress to date:

First phase complete. A data led approach will be taken in respect of influencing choices and options with regards to Procurement. Work commissioned by the Shared Procurement Service has now concluded in respect of a supply chain and carbon analysis study. This exercise has provided a full analysis of supply chain emissions at a granular level and data that will be used to identify trends/carbon 'hotspots' for Highland Council, Aberdeen City Council and Aberdeenshire Council.

The Action Plan outlines the next stages of key development.

Outstanding activities:

- Action Plan to be reviewed and finalised.
- Next phase will consider implementation/processes in terms of how the Council uses the data/tools developed under phase 1 to make carbon footprint and cost choices e.g., developing carbon budgets. Timeframe for undertaking this will be dependent on staffing resources being available cross-service to take these workstreams forward.

Key Risk/Issue:

- This is a complex area with the Council procuring goods and services from 6,000 suppliers and spend in the region of £400 million.
- Workload impact is extensive and will grow to develop actions.
- Capital procurement not in scope of thematic group work but needs to be added/addressed.
- HRA procurement not in scope of thematic group work but needs to be added/addressed.
- It will not be possible to having a fully costed programme until all phases are completed.

Sustainable Business Travel

Progress to date:

The Council's Approach to Sustainable Business Travel was approved by the Communities & Place Committee on 31 August 2023. This sets out the approach and action plan to 2030. Several actions identified in the Action Plan are already in place.

The thematic group is liaising with the Climate Change & Energy Team to develop workstreams relating to behavioural change for inclusion in the Net Zero Communications & Engagement Action Plan.

The Council has been trialling a range of heavy fleet vehicles including an electric refuse collection vehicle and a diesel engine gritter with electric gritting mechanism will be trialled this winter.

Outstanding activities:

- Action Plan to be populated to include costings and funding opportunities identified to date.
- Costings for the transition of the heavy fleet continue to be investigated with further
 information becoming available all the time that will support a robust understanding of
 all life cycle costs, financial benefits, financing options etc. It is unlikely that this work
 will be completed before the end of March 2024 as this information is not readily
 available and is reliant on the procurement and supply chain being more robust, and
 infrastructure being in place re fuelling whether this is electric or hydrogen.
- Work is underway to develop a communications plan, starting with reinforcing the message about the importance of the travel hierarchy.
- Several actions are already in place, such as quarterly reports on grey fleet and car club mileages.
- The recruitment to the vacant project officer post will enable work to be progressed in line with target dates. It is expected this post will be filled by early 2024.

• Key Risk/Issue:

- Resource required to implement the action plan across all Council services.
- Securing private sector funding will be essential in delivering the Council's Net Zero Action Plan. In conjunction with Aberdeen City Council and Aberdeenshire Council, a joint procurement is underway to invite the private sector to work jointly with the Councils in the provision and maintenance of EV charging infrastructure across the region. The Pathfinder tender will be advertised in December 2023, and it is expected that the contract will be awarded in June 2024.

Social Housing/HRA

Progress to date:

The Council has developed a clear and costed action plan for the Council's domestic stock to meet EESH2 standard. However, whilst these measures will lower carbon emissions, these actions are insufficient to ensure properties are fully 'carbon neutral' because much of the Council's housing stock is not viable for retrofit because of its age and construction type.

Outstanding activities:

- It is difficult to cost a path to Net Zero when a large percentage of the Council's
 housing stock is not viable for retrofit (it is estimated that it is not technically feasible
 for 50% of the Council's housing stock to reach EESH2 standards). However, there
 is costed assessment for retrofitting the properties where there are technical
 solutions.
- A further assessment of stock viability will be undertaken to assess the Council's
 housing stock to understand what measures need to be undertaken to achieve the
 highest energy efficiency status and what is needed to move towards a Net Zero
 Standard. This exercise will highlight where targeted efficiencies can be made and
 recommend properties to be repurposed/areas for regeneration. This work will inform
 the long-term capital programme and will be reported to the Housing & Property
 Committee in August 2024.
- External funding is essential to deliver the required investment in housing stock while keep rents below the local authority average. The thematic group are working with the Climate Change & Energy Team to identify and utilise available public and private sector funding.

• Key Risk/Issue:

As outlined above.

Waste

Progress to date:

• Key priority actions identified. Further work is required cross-service to identify an agreed approach and to determine measures and key performance indicators.

Outstanding activities:

- Pilot to be undertaken in County Buildings, Dingwall and two Primary School to consider what approach is taken in respect of rolling out twin-stream recycling across the Council's estate. The pilot will monitor level fill of bins – this data will be essential in helping to establish costs of in-house recycling infrastructure.
- A number of workstreams relate to behavioural change across the Council's
 workforce and schools. The Council's Waste Aware Team has developed a
 comprehensive communications and engagement plan to support internal services
 through the transition to the new waste and recycling collection service. The Climate
 Change & Energy Team will support where required and will ensure these activities
 are included in the Net Zero Communications & Engagement Action Plan.

Key Risk/Issue:

 The school catering provision is governed by the "Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations amended in 2020" in relation to a number of elements which includes the portion size the Council's Catering service is required to provide per meal. This may have implications for the food waste in schools project. Thematic Group Name Built Estate & Energy

	Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Key Performance Indicators		Assessment	Costs	Financial Assessment
			Target completion date				Are the required skills a	to deliver? E.g. staffing, software, eb nd tools already available? associated costs		Are additional financial resources required to deliver?
							Initiation	Ongoing		
1.0	Implementation of Corporate Heating Policy (non-domestic estate)	Built Estate & Energy Thematic Group	Easter 2024	Heating policy in use.	Heating policy guidelines and settings applied consistently.		Consultation with Services and Unions: - add to agenda for Education & Learning Health & Safety meeting with Unions (Head of Support Services, Education & Learning) - add to agenda for Property Health & Safety meeting with Unions (ECO of Property & Housing) - Termly Parent Council meetings and Pupil Councils	Property & Energy Teams maintain oversight against compliance.	Met from existing resources.	Expected to reduce consumption and associated costs.
1.1		Property	Easter 2024	Prepare guidance on controls and make available to building users.	Heating policy guidelines and settings applied consistently.					
2.0	Energy and Carbon performance assessment (non-domestic estate)	Climate Change & Energy Team	Dec 2023	Performance benchmarking tool in use.	Tool up-to-date, available and accessible publicly.		Energy Team lead with input from all Services. Identify all heating systems that require conversion to non-fossil fuel.	To be updated annually with potential for expanded scope and information provision.	Met from existing resources.	N/A
2.1		Built Estate & Energy Thematic Group	Dec 2023 and ongoing	Performance benchmarking tool in use.	Review data.		Series of meetings with Facilities Management, Property, Asset Management and Surveyor teams.			
3.0	Net Zero Design Standard established	Property	Dec 2024	Determine net zero carbon standards for all new buildings.	Net zero carbon standards determined for all new buildings.		Consider the actions required to design to net zero standards (Property Service working group).		Capital budgets and funding applications to take due account of required standards.	Short term uplift compared to current standards, however external funding provision unlikely without compliance.
		Property	Dec 2024	Achieve zero carbon standards in all refurbished buildings, with respect to systems and areas refurbished.			Consider the actions required to design to net zero standards (Property service working group).		Capital budgets and funding applications to take due account of required standards.	Short term uplift compared to current standards, however external funding provision unlikely without compliance.
4.0	Programme of energy awareness and training	Built Estate & Energy Thematic Group	Initialise Easter 2024 and ongoing	Improved energy awareness and efficiency in non-domestic estate.	Reduce utility consumption by 10% by raising awareness of ways to reduce energy.	Metric to be developed based on participant feedback. Council and building assessment of energy consumption and carbon emissions.	Eco Officer Network to be re-established and supported. Delivery of staff training and awareness sessions. Training to be rolled out to Members and Senior Management.	Provision of associated information and materials on website and directly to staff.	Staff related	
5.0	Net Zero & Energy surveys	Climate Change & Energy Team	2-3yr survey programme. Priority on larger energy consuming buildings and those with identified inefficiencies.	Knowledge and awareness of actions required to be undertaken to transition to Net Zero.	Site specific reports detailing measures required to transition to Net Zero carbon emissions. Database of associated projects, detailing cost/benefit analysis.	No. of properties surveyed and reports prepared.	Energy Team re-purposed to focus on undertaking. Additional temporary staff recruited to support.	After initial phase, to be delivered as part of Energy Team BAU.	Staff related	
6.0	Convert all fossil-fuel heating systems to low or zero carbon alternatives	Property	April 2038	Convert all fossil-fuel heating systems to net zero carbon alternatives.						Non-Domestic £12.5M (based on 50 properties with an average cost of £250k) Social Housing £22.5M (based on 5,500 properties with an average cost of £4k)
6.1	Options appraisal to be carried out at 6 properties to determine how the heating systems can be converted to non-fossil fuel		Dec 2024	Completed options appraisal reports.			Options appraisal to be carried out on heating systems with life expectancy less than 5 years.			
7.0	Investigate, develop and install renewable energy generation projects on Council buildings and land.	Climate Change & Energy Team	To be determined	Increased renewable energy generation.	Capacity (kW) of energy generation installed.					

Thematic Group Name Planning, Land Use & Environment

Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Key Performance Indicators	Resource a	Assessment		Costs	Financial Assessment
		Target completion date						Capital	Revenue	Are additional financial resources required to
		Tallget completion date				Are the required skills ar	to deliver? E.g. staffing, software, etc and tools already available? associated costs	Capitai	kevenue	deliver?
						Initiation	Ongoing			
1 Enhance Biodiversity and Carbon Sequestration	Service Lead - Environment Development Active Travel	Ongoing	Suite of projects and policies.							Staff
Map and identify opportunity for biodiversity enhancement/insetting across Council estate	Green Space Officer	2022 - 2024	First phase Map produced	Detailed understanding/baseline of potential with X no. of projects identified and instigated	TBC	Funding in place	£ will be required if Nature Restoration Fund (NRF) ends	Yes	Yes	Need to support staff associated with this activity on a permanent basis - funds in place for 24/25 possible 25/26
Deliver suite of Council Biodiversity Projects as part of Green Space mapping project	Project Manager, Nature Based Solutions and Green Finance / Ecology Assistant	- 10 projects completed b 2025	y Ten biodiversity enhancement projects across Highland		Increased quality and/or quantity of habitat		£ will be required if NRF ends			Yes - for future delivery costs
Delivery of Community Biodiversity Projects via Nature Restoration Fund	Service Lead - Environment Development Active Travel	20+ projects delivered annually until 2025		% Land managed for Biodiversity - utilise Scottish Government (SG) reporting requirements		Funds in place	Funds in place			Dependant on external SG funding
Greenspace management - create more set aside, wildflower roundabouts, corridors/meadows and reduced cutting	Manager	Ongoing	Create more areas of set aside with reduced cutting required							In house staff time
Purchase more battery operated plant and equipment to reduce carbon footprint and manage land for wildlife	Manager	01/03/2024	To purchase numerous items of electric plant for grounds maintenance operations; strimmers, blowers, remote mowers, chippers and walk behind mowers							
Map Highland Nature Networks	Environment Team Leader	01/02/2024	Wildlife connectivity map, habitat opportunity map, draft spatially defined nature network & robust methodology.	Spatially defined draft Nature Network designed for consultation.						The Council will take part in a CivTech project which should deliver the design phase at no additional cost to the Council. The identification of other
Identify additional community projects that can feed into Highland nature network	Environment Team Leader / Highland Environment Forum (HEF)	April 2024	Spatially defined map of local areas being managed for nature							projects will be delivered through an NRF funded project in partnership with HEF
Develop an Ecological Strategy for the Council	Project Manager, Nature Based Solutions and Green Finance / Ecology Assistant	- Q4 2023 - consultation Q1 2024	A Strategy document which pulls together biodiversity enhancement work across the Council and sets clear targets.	Strategy produced. Annual review + ratchet function to reassess targets.						Minimal staff hours required each year to review targets and reassess if necessary.
Develop a strategy for Local Nature Conservation Sites (LNCS)	Environment Team Leader	Underway by 2024	LNCS across Highland identified (with local community and local stakeholder input) and designated. Pilot site identified - Sluggans Peatlands Skye - complete 2024	LNCS form part of Nature Networks, are considered as part of development proposals that may impact them and are valued by local communities						In house staff time
Develop suite of policies to reverse decline of nature e.g. verge management, Pollinator, invasive species, Biodiversity planning guidance	Environment Team Leader	April 2024 and ongoing	Suite of policies and guidance that will support the work of the Highland Council in responding to the climate and nature emergency and maximising associated benefits	by local communics						In house staff time
Update existing Highland Council Protected Species policy and develop suite of planning guidance to support delivery of biodiversity requirements of NPF4, and roll out complimentary training programme	Environment Team Leader / Ecology Officer	December 2023 - April 2024	Suite of polices and guidance that can be used by planning officers and developers to ensure a consistent, transparent and fair implementation of NPF4 Policy 3 (and cross-cutting policies). Planning officers have received biodviersity training, understand the methodologies, tools and policies available and are confident decision maker.	All development of all scales consistently deliver biodiversity mitigation, compensation and enhancement in accordance with legislation, policy and guidance.						Delivered with existing resources, although requires planning ecologist to be withdrawn from planning work to develop suite of policy/guidance
ECOLGGICAL PLANNING ADVICE Embed ecological advice into the planning system to support delivery of ecological mitigation, compensation an enhancement in accordance with legislative and policy requirements. Provide required input into planning decisions helping ensure statutory targets are met, input into Priority Determination Service, avoid judicial review, maximise income opportunities trivough financial compensation payments) and provide consistent advice for developers maximising opportunities for biodiversity and climate		April 2024 and ongoing		All major and national developments and developments and developments >0.5 ha deliver biodiversity mitigation, compensation and enhancement		Staffing: Ix senior planning ecologist and 2x planning ecologist	153,757			Additional financial resources required to provide adequate staffing levels of specialist ecological staff to advise planning. Part of Internal service resource discussions.

Develop and keep up-to-date spatial	Ecology Officer,	December 2023 - April	Areas set aside and managed for	Spatial mapping layer developed					In house staff time
mapping layer for areas set aside for	Environment Team	2024	nature/biodiversity through planning are	and updated. Areas set aside for					
biodiversity through habitat	Leader, Forestry Officers		protected from future development and	biodiversity protected					
management plans, biodiversity			planning officers are able to make informed						
enhancement, Nature Networks,			decisions and not inadvertently permit						
compensatory planting and restocking			development on areas being managed for						
directions to function as constraints			nature as a requirement of planning						
layer in Uniform			permission						
Map Highland Carbon resource and	University of the	tbc?			Completion of report				Transformation funds in place but UHI
assess potential carbon sequestration	Highlands & Islands /								resources unavailable - risk to progress
	Highland Council								
Instigate Highland Ecosystem Service	Project Manager, Nature	04 2024	A Partnership of interested parties across	More coordinated approach to					Staff hours required to allow HC to
Partnership	Based Solutions and	- Q4 2024	Highland who collaborate and knowledge	nature restoration in Highland and					create and chair this Partnership.
T di	Green Finance		share on projects, initiatives, funding and	less duplication of efforts.					create and chair and rathership.
	Green i manee		policies for ecosystem services from habitat	icas dupileation of errores.					
			restoration.						
Maximise opportunities to secure Gree	n Project Manager, Nature	- Scottish Charitable		tbc					
Finance	Based Solutions and	Incorporated							
	Green Finance / Climate	Organisation (SCIO) now							
	Change & Energy Team	created. 2024 target to							
		bring in 3-5 pilot sites for	r						
		proof of concept.							
		· ·							
2 Build Climate resilience into natural									
environment and Land use practices									
					1				
Update Highland Forest and Woodland	Environment Tear	31/03/2025	HFWS aligns with NPF4 policies and provides	HEIME adopted					in house staff time
Strategy (HFWS)	Leader, Forestry Officers		a clear pathway for afforestation across	nrvvo adopted					in nouse starr time
Strategy (nrws)	Leader, Forestry Officers	'	Highland						
			nigilialiu						
Develop Ash Dieback Plan (ADP)	Environment Team	1 April 2024 (ADB plan)	Ash trees identified; infected ash trees in			Staffing/software - for survey		yes	Budget not identified
including survey and zoning based on	Leader, Forestry Officers	1 April 2024-2027 survey	, areas of highest risk assessed and necessary			Consultant - for undertaking required felling			
risk. Remove infected trees and		mitigation and	actions taken; dead, dying and dangerous			and tree removal and replacement planting			
undertake replacement planting with		replacement planting	ash trees removed and replacement planting						
climate resilient species			with resilient species undertaken						
Identify Priority areas at risk of Flooding	Principal Engineer	Ongoing	Cycle 2 (2022-2028) Local Flood Risk	Plan developed and published.		Complete	Current Capital Programme does not have	yes no	Current Capital Programme does not
across Highland	(Infrastructure)		Management Plan has been produced.				required funding to allow for interim report	,	have required funding to allow for
	(and final report to be done for cycle 2 or for		interim report and final report to be
							cycle 3 plan to be developed. This is a statutory		done for cycle 2 or for cycle 3 plan to
							duty.		be developed. This is a statutory duty.
							,		, , , ,
Implement Local Flood Risk	Principal Engineer	Cycle 2 of Local FRM Plan	Undertake flood studies to assess the coastal	Completion of a Options Appraisal		Limited budget means not all areas identified	Limited budget means not all areas identified	yes no	Further finance is required for future
Management (FRM) Plans	(Infrastructure)	- 2022-2028	flood risk to various communities and	Report		will have a study undertaken.	will have a study undertaken.		years to enable any necessary
			identify potential solutions.						consultant input to coastal hydraulic
									modelling.
Maintain watercourse inspections	Principal Engineer	Ongoing	Maintain watercourse inspections /small		KPIs for number of P1, P2, P3 and		New software being trialled to allow more	no yes	Potentially an annual cost for
/small scale maintenance works	(Infrastructure)		scale maintenance works		P4 inspections carried out each		efficient inspections process and a safer and		inspection software will be required.
					month produced and updated in		more user friendly data storage process.		
					PRMS.				
Develop flood studies in Nairn and	Principal Engineer	Cycle 2 of Local FRM Plan	Completion of Options Appraisal Reports						
Kingussie with a focus on nature based		- 2022-2028	with identified preferred solutions.						
solutions	,,								
Secure Coastal Adaptation Funds for	Principal Engineer	2023 -2029	Development of a Coastal Change	Completion of plan					
future works	(Infrastructure)		Adaptation Plan (CCAP) - Highland wide		1				
Community Food Growing (CFG)	Community Food	28/02/2023	Community groups setting up or developing	Community groups setting up or	KPIs not set as part of this action	Council community grants (ward discretionary,	Dedicated coordinator staffing capacity ends in		Currently there is no dedicated budget
Strategy - continue to work through	Growing Coordinator		community food growing projects are	developing community food	plan.	common good fund) are often applied to by	March 2024. Actions within the strategy action		to this strategy or action plan. Small
actions			supported and enabled. Council land for CFG	growing projects are supported	ſ	community groups for set up and development	plan will be led by the relevant services.		scale funding for early project costs
			is identified and communities supported to	and enabled. Council land for CFG		costs	,		was identified as a barrier for
			access land for CFG projects.	is identified and communities					community groups in the strategy and
				supported to access land for CFG					the action plan includes exploration of
				projects.	1				a Council fund to support these, action
									not yet delivered.
	1		1		1	1		<u> </u>	
Review Councils' Allotment Strategy	Community Food	31/12/2023	Updated allotment policy in place and	Allotments annual report. Policy		No costs associated with the policy review	Ongoing staff capacity annually for strategic	Resource implications:	Yes , costs are not yet assessed
	Growing Coordinator		actions identified in line with community	paper and action plan.		itself but it is likely that the need for new	meetings and project development when need	project development and	
			empowerment act duties and need		1	allotment sites will be identified and project	is identified for new sites.	infrastructure costs for	
			identified with the community.		1	costs will follow.		new allotment sites	
Highland Good Food Partnership -	Community Food	Ongoing	Deliver series of CFG training /skills	Council's active participation in	1		Staff capacity to participate. Consideration as		
continue involvement	Growing Coordinator		development workshops - seek future	the partnership, meetings			to how to staff this after March 2024 and the		
			funding to continue	attended, collaborative projects	1		CFGC role ends.		
				worked on.	1				
3 Development Plan and Place Plan	Development Plans	1	+		+	+			
Approach	Manager								
	1	1	T.	l .	1	1	l .	1	
	1								

Finalise and implement Inner Moray		Spring - Summer 2024	Adoption of Plan in second quarter 2024	Target to adopt in line with	Performance measures are	Costs associated with LDP Examination are not	Ongoing monitoring and delivery of the LDP	The costs for the Examination stage
Firth Local Development Plan (IMF LDP)				Development Plan Scheme	carried out through an annual	budgeted	and Delivery Programme will provide	will need to be met from Service
					Planning Performance Framework		intelligence to the organisation on	budgets
					to Scottish Government		asset/infrastructure planning and related	
							funding requirements. This will need adequate	
							resourcing from across team and related	
							services	
Develop new Highland wide		Evidence report	Adoption of plan by autumn/winter 2027	Target to adopt in line with	Performance measures are	Costs associated with a new Gatecheck stage	The plan introduces a number of new	Costs associated with a new Gatecher
Development Plan - reinforcing NPF4		autumn/winter 2024	ahead of S.Govt target of May 2028	Development Plan Scheme	carried out through an annual	and the Examination are not budgeted	requirements but in turn these aim to bring	stage and the Examination are not
		Draft LDP			Planning Performance Framework		efficiencies and improved coordination	budgeted
		Autumn/winter 2025			to Scottish Government - the		opportunities for the Council	
		Adoption			measures may be updated			
		Autumn/winter 2027			following an ongoing review			
Develop Adaptation Strategy	Climate Change & Energy	Tbc as resource becomes	tbc	Adaptation Strategy				Currently no staff in place
	Team	available						
Support communities/partners to	Dev Plans &		Support is being provided to a number of				Corporate multi-service approach required for	Further cross-service discussions
prepare Local Place Plan/Area Plans -	Communities & Place		community groups on the preparation of				the preparation and delivery of Area Place	required regarding long-term funding
include net zero and climate resilience			community-led Local Place Plans, and				Plans	
medde net zero and emilite resmence			provided guidance on how these can inform					
			the new Local Development Plan.					
			The Council is also leading and supporting					
			the preparation of Area Place Plans for each					
			Local Committee area to coordinate					
			investment and development. One Area					
			place plan per Committee area.					
National Marine Plan (NMP)	Scottish Government	Draft NMP2 -	Appropriate representation of Highland's					
,		Spring/Summer 2024	coastline and issues in the new National					
			Marine Plan					
		Summer 2025						
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Appendix 4.

Thematic Group Name Procurement & Community Wealth Building

Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Key Performance Indicators	Resource Assessn	ent Eg. staffing, software, etc	Cc	sts	Financial Assessment
		Target completion date				Are additional resources required to delivery Are the required skills and tools all Please detail associated	u.g. statning, somware, etc ready available? costs	Capital	Revenue	Are additional financial resources required to deliver?
						Initiation	Ongoing			
Procurement element of the Thematic Group Siting the carbon value - conclude scope three emissions calculation for the last four years using CO2 Global and methodology.	Shared Service)		View created on carbon values by Service, for suppliers, for spends and products - each year for last four years.	Quantitfied data on carbon kgs for transactions, suppliers, services.	N/A	Calculation resources provided by CO2 Global.	May need to repeat subscription in future years to provide tracking - cost is estimated at £10k per year per Council.	N/A	£10,000 per year	N/A
acceptance to using this data and in this way.	Climate Change & Energy Team (CCET)		Agree use of carbon budget approach to rank priorities and services - understanding that journey of Net Zero will take many years to reduce carbon in these budgets and across the Council, that costs and aswings associated with the delivery of each phase will only then be determined through business case developed at that time and choices made on options which themselves will have different costs and outcomes, pace	carbon budget broken down by Service and covering all spends.	Service and covering all spends	Staffing and include Capital, health, housing budget, HRA etc. May need to load in new data for these areas and re-run analysis to cover all.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.
Appoint ranking and subsequent teams to work on reducing Scope 3 carbon budget - Using service carbon budgets and ranking develop change team starting with appointing resources and roles.	CCET	01/06/2024	Have appointed action developers and cowners including by private carbon supply chain champion, finance business partner flegging with business cases champel, category manager for contract suppliers, performance improvement team project manager, environment team manager.	Timely appointment of necessary dedicated team members free to spend time to develop carbon budget options.		Staffing and include Capital, health, housing budget, HRA etc. May need to load in new data for these areas and re-run analysis to cover all.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.
Recognise Scope 3 work is complex and will take multiple years, set priorities first - Allocate phased approach and map out each year what spend and carbon budget areas will be developed to reduction.	CCET	01/09/2024	Map out phasing year year and allocate to Services and budgets	Phasing approach and schedule agreed with Council.	Phasing approach and schedule agreed with Council	Staffing and include Capital, health, housing budget hra etc. may need to load in new data for these areas and re-run analysis to cover all.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.
Develop example approach - approach used for each phasing - For Phase 1 round of carbon			Developed business cases covering different change factors costed and savings identified - Council to agree	Project change risk register,	KPIs that support project	Staffing and include Capital, health, housing budget hra etc.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with	Will need business partner finance support for developing each business
budget/suppliers/processes/products - develop approach covering Suppliers and their Net Zero journeys, Processes that can be changed to lower carbon, products that can be substituted to lower carbon.	Manager - needs PMO resource and leadership on its delivery to push this forwards.	01/09/2025.	options, fund costs and sponsor, support changes to deliver phase 1 with lowest possible risk.	register of business cases, project plans to implement each agreed change.	business cases, project plans to implement each agreed change				costs.	support for developing each dusiness case option for budget insight and baselining.
Apply same approach for capital spends, for HBA, for Health funding in terms of teams, carbon	Capital Board working with CCET	Depends upon phasing position.	This is not one project with one time line but multiple spend areas with resource constraints and other factors (section-logy, funding city) than each of section disp phasing and then have a plan of phasing of multiple projects developed for each year/time period over the next decade.	Project change risk register, register of business cases, project plans to implement each agreed change.	KPIs that support project t change risk register, register of business cases, project plans to implement each agreed change	Needs commitment - needs ownership and participation from these teams who are not part of the Shared Service but are part of procurement and the net zero journey.	Needs ownership and participation from these teams who are not part of the Shared Service but are part of procurement and the net zero journey.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.
budgets etc.										
Report on curbon budget tracking each time period (yearly).	CCI	Yearly	Revise reports with latest data, include feeder systems into this mapping, update carbon budgets and seek reports on variances from appropriate Services.	Quantified data on carbon kgs for transactions, suppliers, services.	10/2	Calculation resources provided by CO2 Global.	May need to repeat subscription in future years to provide tracking - cost is estimated at £10k per year per Council.	70/4		(N) A
Community Wealth Building element of the Thematic Group Net Zero Journey (ISG- Environmental Social Governance) that wealth is generated, circulated, and retained in communities and localities.	Strategic Procurement Manage (Commercial and Procurement Shared Service)		Use Soutain (1) tools to support CWB and SSG through the four pillars of Responsible Procurement, Environmental Management, People, Health & Diversity and Community Engagement & Partnering Projects including CWB outcomes to be input in its Soutain (1) tool and run as of levely pillors. Use of Soutain (1) tool for CWB etc needs clear action pillar and engagement support of for these projects it will be used to record envisions and and actions against the social value and suitabalishy (Jasuss in the Court's Community People pillars).	Tracking delivery of benefits committed to and performed.	Tracking delivery of benefits committed to and performed.	Needs resource to enter projects and be trained on the use of the tool - 25 supplier slots available and we have used two for now with pilots Needs bigger buy-in from Capital on using CVB clauses and approach to increase the number of CVB support.	Continue to use Sustain IQ and complete the 25 programme slots to achieve the most value.	N/A	£21,250 yearly subscription cost for sustain IQ and onboarding up to 25 suppliers.	N/A
Incorporation of CWB into Joint Procurement Strategy (IPS) and roll out.	Strategic Procurement Manage (Commercial and Procurement Shared Service)	01/03/2024	Approve JPS at Committees, communicate to stakeholders and internally to Council, externally to the market.	% of spend with local suppliers	% of spend with local suppliers	Needs resource to enter projects and be trained on the use of the tool- 2.5 supplier slots available and we have used two for now with plots Needs bigger buy-in from Capital on using CWB clauses and approach to increase the number of CWB support.	Continue to market the JPS.	N/A	N/A	N/A
Develop a Community Wealth Building Strategy.	Membership of Working Group to be determined at workshop on 6/12/23		Resilient and Sustainable Communities - Work with partners to develop a Community Wealth Building Strategy- identify stakeholders, meet and consult to develop CWB strategy - develop approval through Governance.	Develop KPIs from strategy objectives agreed with CWB.	Develop KPIs from strategy objectives agreed with CWB.		Continue to market the subsequent CWB strategy.	sources and commercial opportunities to revenue need to be developed to help create a fund for energy projects and CWB projects.	to revenue need to be developed to help create a fund for CWB projects.	sources and commercial opportunities to revenue need to be developed to help create a fund for CWB projects.
Develop a strategy to map funding opportunities aimed at community energy projects following July 2023 development of Regional Renewable Fund.	Renewables Investment Team under CCET		Recognise that this will evolve over time- the first version of this is to be developed between now and June 2024.	objectives agreed with energy projects and CWB.	Develop KPIs from strategy objectives agreed with energy projects and CWB.		Continue to market the subsequent CWB strategy.	N/A at this stage, however investment sources and commercial opportunities to revenue need to be developed to help create a fund for CWB projects.	to revenue need to be developed to help create a fund for CWB projects.	sources and commercial opportunities to revenue need to be developed to help create a fund for CWB projects.
Watch for and implement the new legislative proposal for advancing the CWB approach through an ambitious new CWB dufy.	Strategic Procurement Manage (Commercial and Procurement Shared Service) Community Benefits Manager, Community Support & Engagement		The proposed Community Wealth building fill will encourage diverse and inclusive local excoromes, finance, had and ownership models. It will include the following: Working within and developing procurement practices to support local excoromies, including final and Medium street finance (SMR) and micro-businesses, and improved access to training and lostour markets for disabilizingles communities and infollubulation. Excoromination of the support of	objectives agreed and CWB.	Develop KPIs from new policy objectives agreed and CWB.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.
Challenge to CWB - funding. Consider the use of net zero fusit, consult approach to include the identification of commercial apportunities which in turn can be used to reinvest list of projects, can be used to identify and asi in grant funding (applications supported by demonstrating the development of detailed strategic vision on net zero journey and options for fusit, for developing partnerships local and regional.	Strategic Procurement Manage (Commercial and Procurement Shared Service)	27/02/2024	Strategy developed	Strategy document - then integrate into CWB plan, funding options, use to aid in the development of a commercial strategy.	Develop KPIs from new strateg covering commercial opportunities too.	Appoint Mott Macdonald and project resources for 12 weeks.	Dependent upon the work required to support and implement the new strategy, recognising that the hardest work will come from performing implementation and this may be in phases.	Dependent upon the work required to support and implement the new strategy, recognising that the hardest work will come from performing implementation and this may be in phases.	ESS,000.00	Dependent upon the work required to support and implement the new strategy, recognising that the hardest work will come from performing implementation and this may be in phases.

Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Key Performance Indicators	Resource	Assessment		Costs	Financial Assessment
		Target completion date	1				o deliver? E.g. staffing, software, etc id tools already available?	Capital	Revenue	Are additional financial resources required to
		a gat completion date				Please detail a	ssociated costs	Capital	nevenue	deliver?
Theme 1: Reduce through behave	iour change					initiation	Ongoing			
Theme 1: Reduce through behave	nour change									
1.1 Employee Modal Shift										
Reduce miles travelled and need for transport by providing training,	Climate Change &	Annual report to strategic committees								
communications, and ongoing engagement with the Sustainable	Energy Team (CCET)/ Fleet support									
Travel Hierarchy. a) Continue the New Ways of										
Working (NWOW) approach and promote remote working										
technologies. b) Encourage staff to choose the										
most sustainable travel option by										
providing incentives such as pool ebikes / bikes.										
c) Continue Cycle to Work scheme.										
1.2 Driver Behaviours	1									
 a) Reduce mileage and emissions to providing policies, procedures, and 		Review March 2024								
training opportunities to ensure drivers understand their										
responsibilities in relation to their vehicles and driving behaviours.										
b) Quarterly telematics reports to										
Service managers highlighting area for improvement.	15									
1.3 Service Level Targets										
a) Support Services with target	All Services with Net	Review April 2024								
setting and monitoring carbon budg and annual targets to reduce travel	l, (NZSG) and Fleet									
fuel consumption and emissions by all methods.		Review April 2024								
 b) Agree service fleet requirements with ECOs. 	All Services with Fleet support									
1.4 Communications										
a)Ensure services are aware of	Fleet Service	Quarterly reporting								
their fleet replacement dates and when their vehicles will be										
rationalised or replaced with ULEV. b)Develop policy and guidance	. CCET/Fleet Service	March 2024								
around use of the charging infrastructure for Council network.	22277 1001 0014100	- STEEL								
Theme 2: Rationalise and renew	the light fleet	+	+	1	+	+	<u> </u>	1	1	+
2.1 Fleet Rationalisation		1		1	I	Ī		I		
a										
Review Council fleet and rationalise a)Rationalise additional vehicles	e: Senior Leadership Team (SLT)/NZWG/	September 2023								
acquired in response to the Covid										
pandemic. b)Implement criteria and review		Annually (from 2023)								
policy to deliver a 20% reduction in fleet size by 2025 (benchmark 2019	9).									
		-				•				

2.2 Fleet ULEV Replacement				
a)Continue to implement a Fleet Service	Annually (from 2023)			
prioritised fleet replacement				
programme to transition the light fleet to ULEV, including full electric EV and	0			
hybrid technology.	September 2023			
b)Agree standardised vehicles	Ongoing			
across region. Research the market	Ongoing			
for ULEV alternatives				
c)For each potential procurement,				
review whole life cost model and				
lease period, in liaison with Finance				
Manager to provide a value for				
money assessment along with an				
assessment of carbon emissions from ULEV and other fuel type				
vehicles. Replacements will be				
subject to adequate budget being				
available.				
2.3 Fleet EV Charging				
Infrastructure				
a)Develop and implement an CCET /Procurement	Ongoing to 2027			
installation programme for charging Fleet Service	• •			
infrastructure that corresponds with				
the fleet transition, at Council depots,				
offices, public buildings, and home				
charge points. This will be subject to				
adequate funding (internal or external) being available. Facilitated				
by the Pathfinder project.				
2.4 Establish Infrastructure				
Funding Model				
a)Review current procurement Procurement/	December 2023			
model. Fleet/Finance Service				
	Ongoing			
b)Identify and utilise external Fleet Service / Finance				
funding opportunities for fleet renewal / CCET				
	March 2024			
Procurement / Fleet /				
c)Investigate private sector funding opportunities for fleet infrastructure, CCET	Ongoing			
through pathfinder project.	Origonia			
Fleet Service/CCET				
d)Electronic vehicle charging				
infrastructure installation. Facilitated				
by the Pathfinder project.				
2.5 Infrastructure Collaboration				
Investigate collaborating with other Fleet Services	Ongoing			
organisations on charging infrastructure, sharing assets where				
possible. Building partnerships that				
deliver to help accelerate the wider				
Highland climate change agenda.				
Facilitated via the Pathfinder project.				
2.6 Grey fleet, car club and casual				
car hire policy				
a)Review policy on grey fleet, car HR/ Fleet Service				
	April 2024			
club and casual car vehicle hire.	April 2024			
	April 2024			
(b) Consider whether non ULEV cars	April 2024			
(b) Consider whether non ULEV cars can be used for Council business and	April 2024			
(b) Consider whether non ULEV cars can be used for Council business and consider reducing or stopping	April 2024			
(b) Consider whether non ULEV cars can be used for Council business and consider reducing or stopping mileage rates for non ULEV cars	April 2024			
(b) Consider whether non ULEV cars can be used for Council business and consider reducing or stopping mileage rates for non ULEV cars from 2025.				
(b) Consider whether non ULEV cars can be used for Council business and consider reducing or stopping mileage rates for non ULEV cars from 2025. Theme 3: Continue to implement low emission approach f 3.1 Fleet assessment, route				
(b) Consider whether non ULEV cars can be used for Council business and consider reducing or slopping mileage rates for non ULEV cars from 2025. Theme 3: Continue to implement low emission approach f 3.1 Fleet assessment, route ootimisation and rationalisation.	or the Heavy Fleet			
(b) Consider whether non ULEV cars can be used for Council business and consider reducing or stopping mileage rates for non ULEV cars from 2025. Theme 3: Continue to implement low emission approach f 3.1 Fleet assessment, route optimisation and rationalisation. Fleet assessment, route optimisation All Services / NZWG /	or the Heavy Fleet			
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(b) Consider whether non ULEV cars can be used for Council business and consider reducing or stopping mileage rates for non ULEV cars from 2025. Theme 3: Continue to implement low emission approach f 3.1 Fleet assessment, route optimisation and rationalisation. Fleet assessment, route optimisation and rationalisation. Fleet assessment, route optimisation and rationalisation. Fleet Service / Fle	or the Heavy Fleet			
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Vehicle Improvements	Fleet Service	Ongoing					
a)Continue to reduce emissions	1 1001 001 1100	Oligonia					
through installation of electric tail lifts							
on RCVs.							
b)Continue to introduce fully electric							
street sweepers (Green machines).							
c)Invest in vehicle technology							
improvements. E.g. GPS technology							
to optimise gritting requirements on							
winter fleet offering cost and carbon							
savings.							
ŭ .							
3.3 Vehicle Trials							
a)Identify possible funding streams	NZWG/Fleet Service	Ongoing					
or partners to support ULEV LGV							
trials.							
b)Trial low emission LGVs in urban							
areas, including:							
 Low emission RCV. Gain confidence 							
and assess the feasible range and							
possible routes.							
Other urban area vehicles e.g.							
electric excavator and dumper, E-		March 2024					
transits, electric pavement gritter.							
c)Engage with suppliers/partners to		1					
c)Engage with suppliers/partners to investigate and trial alternative fuel		1					
LGVs (HVO, hydrogen). This is		1					
dependent on vehicle availability and							
fuel supply. With support from							
Aberdeen City Council, investigate							
retrofit of hydrogen fuel tanks to							
Highland Council vehicles.							
3.4 Identify preferred alternative							
fuel type and refuelling							
infrastructure requirements							
a)Research the market and identify	NZWG /Fleet Service	Ongoing					
preferred ULEV alternatives for each							
vehicle type. Due to geographical and supply constraints of the Highland	٩						
supply constraints of the Highland							
region, in many cases electric or hydrogen may not be possible and							
ICE vehicles may be required in the		December 2023					
long term.		December 2023					
b)Assess hydrogen demand and		December 2023					
refuelling requirements and potential		December 2020					
supply and/or generation.							
c)Assess number, size, and type of							
charge points. Investigate renewable							
sources of energy for EV charging.							
3.5 Heavy Fleet ULEV							
Replacement	<u> </u>	<u> </u>		 	 		
a)Agree standardised vehicles	Fleet Service	March 2024	-	 	 		
across region.		September 2023					
b)Develop and implement a							
replacement programme for		Ongoing					
replacement or conversion of LGV to							
ULEV.							
c)For each potential procurement,		1					
review whole life cost model and							
lease period, in liaison with Finance Manager to provide a value for							
money assessment along with an							
assessment of carbon emissions							
from ULEV and other fuel type							
vehicles.							
3.6 Establish Infrastructure		1					
Funding Model							
 a) Investigate private sector funding 	NZWG /	April 2024					
opportunities for fleet infrastructure,	Fleet Service	1					
through the fleet pathfinder project.	Finance Service	September 2023					
b) Council budget for infrastructure		1 1					
installation will be confirmed.							
3.7 Infrastructure Collaboration							

 a) Continue to investigate and 	Fleet Service, other	Ongoing					
develop partnerships with other loca							
authorities, commercial operators,	appropriate, i.e. NHS						
and fuel providers. This includes	etc						
taking a joint approach to							
procurement with partner		Ongoing					
organisations through our shared							
procurement service with Aberdeen							
City and Aberdeenshire Councils.							
 b) Investigate collaborating with other 	er						
organisations on charging							
infrastructure, sharing assets where							
possible. Building partnerships that							
deliver to help accelerate the wider							
Highland climate change agenda.							
Theme 4: Building Resilienceinto			olicies.	•			
4.1Assist with the development of the control of		December 2023					
Council's Local Climate Impact	Coordinator						
Profile.	(Adaptation) / Fleet						
	Service						
 a) Provide data and information on 							
how the service has been impacted							
by weather events.							
4.2 Review guidance for officers	Fleet Service /	October 2023					
ý	Occupational Health	·					
a) Winter Travel Policy	and Safety.			1			
	and baloty.						
b) Adverse Weather	and carety.						
	and dately.						
b) Adverse Weather c) Management of Occupational	and salety.						

Thematic Group Name Social Housing/HRA

	Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Resource Assessment	Costs	Financial Assessment
			Target completion date			Are additional staff resources required to deliver? Are the required skills and tools already available?		Are additional financial resources required to deliver?
	that there is a clear understanding of	Service Lead - Housing Investment & Building Maintenance (H&P)	01/04/2024	Assessment of the estate to understand what measures need to be undertaken to achieve the highest energy efficiency status and move closer to the Net Zero Standard	Progress towards Energy Standard compliance; Progress towards Net Zero Standard compliance	Significant analysis undertaken by Changeworks in 2022 to assess what works are technically feasible in HRA stock. Ongoing analysis of stock as part of increased asset management focus.	budgets	Some data analyst support may be required; surveyor input may be needed to quantify particular costs
2	for retrofit and new build energy works	Service Lead - Housing Investment & Building Maintenance (H&P) Service Lead - Design & Construction (H&P) Housing Development Manager (H&P)		Embed zero carbon standard for both new build and retrofit initiatives, increasing efficiency of our housing stock and alleviating fuel poverty	compliance; Progress towards Net	The Passivhaus Standard will be included from 2024 for all new build.	2024	Housing Development Team continuing to discuss an increase in subsidies with the Scottish Government to accurately reflect the anticipated increase in new build costs (including future revenue pressures)
	sources such as Energy Company Obligation. Review existing governance to ensure alignment with all available	Service Lead - Housing Investment & Building Maintenance Climate Change & Energy Team		Optimise funding opportunities to maximise the benefit in efficiency improvements to the estate	_	I =	Within existing HRA budgets	Potential to resource this through external funding opportunities.
	development through energy efficiency projects and reviewing the procurement and delivery of these projects	Service Lead - Housing Investment & Building Maintenance (H&P) Service Lead - Design & Construction (H&P)	01/04/2024	Increasing local construction industry capacity and skillset to deliver and maintain energy efficiency improvements to our stock	Delivery of HRA Capital Programme	Formal options for procurement and construction industry growth to link with other thematic groups		No
5	•	Climate Change & Energy Team		Work towards decarbonising the Council's housing stock and buildings, improve energy efficiency and remove poor energy efficiency as a driver of fuel poverty	District heating units achieved through delivery of HRA Capital Programme		Additional investment required depending on nature of district heating projects and levels of external funding and nondomestic funding available	Detailed financial assessment is essential as part of the viability modelling at the concept stage
	funding within the current Capital Plan,	Service Lead - Housing Investment & Building Maintenance (H&P)	30/06/2024	Housing & Property Committee to consider a revised Housing Revenue Account Capital Plan	Delivery of HRA Capital Programme	Within existing officer establishment	Review of HRA Capital Programme affordability	Additional support may be required from Finance

Assess the stock viability and net	Head of Housing &	30/06/2024	Housing & Property Committee to consider a	Targeted capital investment that	Housing may have to undertake consultancy	Consultancy work costs	Cost of appointing consultancy suppor
present value (including reviewing the	Building Maintenance		stock viability review to influence future	meets affordability criteria	support to determine stock viability. There are		
affordability of capital investment given	(H&P)		asset management planning		challenges for Finance and Development		
borrowing demands on tenant rents)					officers as their input is crucial in determining		
					the affordability of the programme.		

Thematic Group Name Waste

Thematic Group Name (Waste										
Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Key Performance Indicators	Resource Assessment		Costs		Financial Assessment
		Target completion date				Are additional resources re Are the required	quired to deliver? E.g. staffing, software, etc skills and tools already available? c detail associated costs	Capital	Revenue	Are additional financial resources required to deliver?
						Initiation	Ongoing			
Identify educational and training needs to embed behavioural change across services and schools.										
1										
Briefings and training to be delivered across the Council, particularly in relation to the Customer Services Team and Waste Collection Crew.										
Develop and deliver a comprehensive		January 2024 - April 202	5							
communications and engagement plan.										
Deliver awareness raising campaigns to encourage staff and pupils to reduce, re use and recycle.	144									
2.1										
Benchmarking schools to ensure the waste and recycling is comparable across schools with a similar school roll to drive up recycling rates and reduce										
2.2 waste.										
Improve recycling infrastructure across the Council estate.		January 2024 - April 202	5							
Pilot to be undertaken in County										
Buildings, Dingwall and two Primary School to consider what approach is taken in respect of rolling out twin- stream recycling across the Council's										
3.2 estate. Transition to Digital by Default and paperless working across all viable										
services to reduce paper consumption and waste.										
Expand the food waste collections in Schools and other Council premises.										
Strengthen partnership working between catering and education staff in Schools to reduce food waste.										
6										

Appendix 8.



