

# The Highland Council

Agenda Item	6i
Report No	CCC/18/25

**Committee:** Climate Change

**Date:** 13 August 2025

**Report Title:** Net Zero Programme Update

**Report By:** Assistant Chief Executive - Place

## 1 Purpose/Executive Summary

- 1.1 The purpose of this report is to provide an update on the Net Zero Programme and to present the fifth tranche of projects for inclusion in the Programme.
- 1.2 The content and structure of the report is intended to:-
- assist Member scrutiny and performance management;
  - inform decision making and aid continuous improvement; and
  - provide transparency and accessibility

## 2 Recommendations

- 2.1 Members are asked to:-
- i. **Scrutinise** and **note** progress to date as outlined in the report and Appendix 1 of the report; and
  - ii. **Agree** to recommend to Council the approval of the project brief templates in Appendix 2 of the report for inclusion in the Council's Net Zero Programme.

## 3 Implications

- 3.1 **Resource** – A [revised approach](#) for the future delivery of the Net Zero Strategy was approved by the Climate Change Committee in May 2024. The Climate Change and Energy Team (CCET) continues to work closely with services to develop and deliver projects that will accelerate the Council's transition to Net Zero and becoming a climate-ready organisation. Resource implications (staff and funding) will be considered on a project-specific basis.

- 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 **Risk** - Failure to proactively address the climate and ecological emergency across all service delivery areas carries significant reputational and operational risk. It may also limit access to external funding limit opportunities to secure external funding.

Audit Scotland's [briefing](#) highlights that urgent action is needed to build resilience against climate impacts already underway. Without swift action to reduce emissions and improve adaptation, severe and widespread disruption is expected, particularly to essential systems such as food supply, water resources, housing and infrastructure.

- 3.4 **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 which is being developed as part of the Net Zero Programme.
- 3.5 **Gaelic** - there are no implications arising from this report.

#### **4 Impacts**

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is a monitoring and update report and therefore an impact assessment is not required.

#### **5 Net Zero Programme**

##### **5.1 Overall RAG Status**

The Programme has been ragged as **Amber** due to slippage in respect of the following key milestone:-

- **Shared Procurement Service to evaluate and propose alternative carbon budgeting tools**

Slippage in respect of the evaluation of the carbon budgeting tools will impact the timeline for the introduction of service carbon budgets/emissions targets. This milestone is not only critical to the success of the Net Zero Programme but is also listed as a mitigating action in the Council's Corporate Risk Register, with a due date of August 2025.

## 5.2 Scope 3 Emissions

Scope 3 emissions account for the largest share of the Council's overall carbon footprint. These indirect emissions arise from the wider value chain - including the procurement of goods, works, and services, as well as construction activities - and will be critical to address in achieving Net Zero.

Highland Council is not alone in facing challenges in this area. Public sector organisations across Scotland are grappling with how to measure and reduce Scope 3 emissions. These emissions are inherently complex, and there is currently no standardised or universally accepted methodology for their calculation. Across the sector, work is ongoing to pilot tools and develop new methodologies to support more consistent and transparent reporting.

To date, the Council's statutory climate reporting has focused primarily on Scope 1 and Scope 2 emissions - those directly associated with building energy use and fleet operations. However, future reporting requirements will increasingly include Scope 3 emissions, in line with the national and international shift toward whole-system decarbonisation.

Developing the capability to measure, report, and reduce Scope 3 emissions will be essential in building a complete understanding of the Council's climate impact. This in turn will support more effective prioritisation of actions and resources where the greatest emissions reductions can be achieved.

## 5.3 Key Milestones

Progress regarding milestones is outlined in the table below:-

Timeline	Milestone	Current status	Comments
Completes March 2027	Develop proposed projects for inclusion in Net Zero Programme	On Target	27 projects have been approved to date.  The Climate Change & Energy Team continues to work closely with services across the Council to develop projects that will be brought to the Climate Change Committee.
Completes May 2025	Shared Procurement Service to evaluate and propose alternative carbon budgeting tools	Slippage	Oxygen has submitted a first draft of their report; however, it requires further refinement. The Shared Procurement Service has raised several queries to assess the robustness of the data provided. To date, no response has been received from Oxygen, and the matter has been escalated as a potential risk.

			<p>A meeting between the Head of Service and Oxygen has been scheduled to address the outstanding issues. Following this, an update or change request will be issued based on the agreed outcomes.</p>
Completes August 2025	Service carbon budgets/emissions targets approved	Slippage	<p>The above milestone is an essential component in the development and introduction of service carbon budgets and emissions targets.</p> <p>Slippage in respect of the evaluation of the carbon budgeting tools will impact the timeline for the introduction of service carbon budgets/emissions targets.</p>
Completes September 2025	Net Zero embedded in Capital Programme	On Target	<p>On 26 May, the Capital Board agreed to a three-month trial to evaluate various tools to assess embodied, operational, and maintenance carbon emissions.</p> <p>It was agreed that three live projects (new build, retrofit, infrastructure) would be identified and nominated, with the trial commencing in July.</p> <p>At the Capital Board on 23 June, the Corran Ferry was confirmed as the infrastructure project. The retrofit and new build projects will be agreed at the upcoming Property and Education &amp; Learning Capital Programme Board meeting.</p>
Completes June 2025	Agreement and introduction of core KPIs to be reported at both a Corporate and Service Level	On Target	<p>Draft Key Performance Indicators (KPIs) to support the embedding of Net Zero across the organisation are currently under review by the Climate Change &amp; Energy Team. These indicators are being assessed for relevance, measurability, and alignment with strategic targets.</p>

			The draft KPIs will be presented to the Net Zero Strategy Group in July for feedback and refinement. Following this stage, the finalised KPIs will be submitted to the Portfolio Board for approval.
Completes August 2025	Approval of an Adaptation Strategy for the Council	On Target	Draft Adaptation Strategy to be brought to the Climate Change Committee in August.

## 5.4 **Key Risks**

The key risks for the programme currently being managed and monitored via PRMS are as follows:-

KEY RISKS ASSESSED / RESPONSE	CURRENT RISK RATING	RESPONSE
Net Zero: Failure to align our budget expenditure	16	Treat
Net Zero: Emissions Targets Not Met	9	Tolerate
Net Zero: Service Engagement with Net Zero Agenda	9	Tolerate

Further information regarding key risks for the programme are detailed within the Delivery Plan Reporting – Progress Update Q1 2025/26 on this agenda.

## 6 **Net Zero Programme – Quarterly Projects Update**

6.1 **Appendix 1** outlines progress of the projects approved to date.

## 7 **Net Zero Thematic Group Updates**

7.1 A [revised approach](#) for reporting was agreed by the Climate Change Committee in May 2024. This includes each thematic group reporting to the Committee on at least an annual basis, providing an update on progress/achievements, challenges, and proposed actions. An update from the Capital Programme and Net Zero Funding Strategy thematic group, presented at the May Committee, concluded the first full cycle of annual updates from all seven thematic groups.

### 7.2 **Waste**

At the Climate Change Committee in May 2025, Members requested an overview of the waste audits recently undertaken in schools. This information is detailed within the Waste Thematic Group Update report, included on this agenda as Item 6ii.

### 7.3 **Planning, Land Use & Environment**

An update from the Planning, Land Use and Environment Thematic Group is included on this agenda as Item 6iii.

## 8 **Net Zero Programme – fifth tranche of projects**

- 8.1 Six project templates within **Appendix 2** have been developed for consideration by the Committee detailing the planned activity, milestones and measures of success for each project.

Designation: Assistant Chief Executive - Place

Date: 10 July 2025

Authors: Fiona Daschofsky, Programme Manager  
(Climate Change & Energy Team)

Background Papers: None

Appendices: Appendix 1 – Net Zero Programme – Project Updates  
Appendix 2 – Project Brief Templates

Built Estate & Energy						
Project	Activity	Project Elements	Measures of Success	Milestones	Update - May 2025	Update - August 2025
Net Zero Transition Surveys	Undertake surveys of 300 non-domestic Council properties to evaluate and identify measures required to transition to Net Zero carbon emissions	<ul style="list-style-type: none"> <li>Carry out physical surveys and associated analysis to prepare site-specific reports detailing measures required to transition to Net Zero</li> <li>Compile database of costed opportunities</li> <li>Identify, and where deemed cost-effective, to progress implementation of cost reduction opportunities and projects</li> </ul>	<ul style="list-style-type: none"> <li>Year 1 – 35% of properties surveyed</li> <li>Year 2 – 65% of properties surveyed</li> <li>Year 1 – £0.20m of opportunities implemented</li> <li>Year 2 – £0.45m of opportunities implemented</li> <li>Year 3 – £0.45m of opportunities implemented</li> </ul>	M1 - Plan agreed - Apr 24 - Aug 24 M2 - 1st Tranche properties surveyed - Apr 24 - Mar 25 M3 - 2nd Tranche properties surveyed - Apr 25 - Mar 26	Staff recruitment complete, programme progressing well. Presentations ongoing with occupying services, including progression of behaviour-related measures.  Desktop reviews completed 68 Site visits completed 98 ECM analysis completed 21 NZA Report in review 12 NZA report completed 22	Programme progressing in line with schedule.  Cumulatively 163 surveys undertaken, 75 reports completed. Liaison ongoing with Property with respect to scheduling and implementation of related energy efficiency projects.
Solar PV Council Estate	Optimisation and expansion of solar PV across the Council's non-domestic, non-commercial estate to supply green energy by direct wire; delivering a financial and carbon saving and protecting against future carbon tax liability.	<ul style="list-style-type: none"> <li>Identify and rank Council-owned/occupied sites</li> <li>Undertake any remedial works required</li> <li>Design and install</li> <li>Maintenance regimes, compliance and certification built into management of the sites</li> </ul>	<ul style="list-style-type: none"> <li>100% existing sites operational and generating energy</li> <li>Income: £1.3m by year 3 rising to £2m p/a</li> <li>Increase in installed generation capacity</li> <li>Reduced electricity costs for service users</li> <li>Reduction in Council CO2 emissions</li> </ul>	M1 - 04/24: >50% of total generation re-activated M2 - 04/24: Financial model signed off M3 - 05/24: 2024/26 Project and Programme in place M4 - 03/25: 60% of 1MW of new installation completed M5 - 09/25: 1MW of additional new installation completed M6 - 03/26: 1MW additional generation p/a up to 5 years	Significant strides have been made in 2024/25 to re-energise our energy assets across the estate, delivering financial savings, reducing emissions, and laying the foundation for further investment in renewable energy.  Key Achievements in 2024/25 •Energy Generated: Over 1.29 million kWh of electricity was generated across operational solar PV systems. •Cost Savings: This generation has resulted in estimated savings of over £400,000. •Recommissioning Programme: The first re-energised system came back online in August 2024. •New Installations: An additional 256 kW of solar PV capacity was installed. •Operational Capacity: As of March 2025, 88% of the Council's total installed generation capacity is operational.  Following 6 sites identified for priority progression. Detailed design to be co-ordinated in-house to be taken to next stage of business case submission. •Grant House Resource Centre •Highland Folk Museum •Deshar PS •Waste Transfer Station – Longman •Rugby Club •Aquadome	Work progressing with respect to implementing an inspection and maintenance programme utilising the Council's Energy Efficiency Framework. (10 Solar PV Contractors).  Deshar PS scheduled for installation Jul/Aug 25 (summer holiday period). Remaining scheduled sites continue to be developed, however SSEN engagement and approval for grid connections have proven to be longer than anticipated.  To maintain momentum the following sites, which have no SSEN limitations, are planned to be progressed in the short term: Thurso Swimming Pool, Broadford Roads Depot, Poolewe PS, Cromarty PS, Deshar PS (Nursery), Banavie PS. Inverlochry PS.
Conversion of Fossil Fuel Systems	Undertake detailed heating system options appraisals for properties with aged and poor condition fossil-fuel based heating systems.	<ul style="list-style-type: none"> <li>Carry out options appraisals to determine how the heating systems can be converted to non-fossil fuel alternatives that support the transition to Net Zero carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Undertake 6 options appraisals on heating systems which have less than 5 years' life expectancy</li> <li>Define and consult upon report format and content to ensure fitness for purpose</li> <li>Complete by end of December 2025</li> </ul>	M1 - 08/24 - Agree selected properties M2 - 12/24 - Complete options appraisals and associated reports for internal issue for review M3 - 02/25 – Incorporation into planned maintenance works for approved projects	Workstream flowchart developed and approved. Additional sites awaiting inspection, however staff resources currently allocated to other priority workstreams.	Work undertaken upon specific request by Property, including Council HQ and Kilchoan PS.

Net Zero Design Standards	Determine and agree net zero design standards applicable for non-domestic new builds and refurbishments.	<ul style="list-style-type: none"> <li>Review current guidance and legislation to determine the appropriate design standard for all categories</li> <li>Update and publish technical specifications and associated guidance documentation</li> <li>Information and knowledge through workshops for dissemination to relevant parties</li> </ul>	<ul style="list-style-type: none"> <li>Production of technical standards and guidance</li> <li>Production of compliant life cycle analysis reports for new buildings</li> <li>Post occupancy evaluation demonstration of meeting operational energy targets</li> <li>Compliant building carbon strategy documentation</li> </ul>	<p>M1 - 08/24: Solar PV technical specification adopted for all new domestic and non-domestic applications</p> <p>M2 - 01/25: Interim technical specification and guidance</p> <p>M3 - 01/26: Update of interim technical specification and guidance</p> <p>M4 - 08/26: Finalised technical specification and guidance published</p>	Progress has stalled over the last couple of months due to staffing resources, relating to long-term staff illness and resources in the Energy Team tasked with carrying out the review have been deployed on other priorities. The review of the initial draft is planned to take place in April by the Energy Team and external resources are being sought to cover the Design & Construction resource gap.	No further progress.
<b>Planning, Land Use &amp; Environment</b>						
<b>Project</b>	<b>Activity</b>	<b>Project Elements</b>	<b>Measures of Success</b>	<b>Milestones</b>	<b>Update - May 2025</b>	<b>Update - August 2025</b>
Address Ecological Emergency	Implement priority actions identified in the Council's Ecology Strategy	<ul style="list-style-type: none"> <li>Map and quantify greening opportunities across Council Estate</li> <li>Utilise biodiversity in green space to reduce grass cutting across Council Estate</li> <li>Develop and deliver a suite of greening projects across Council Estate</li> <li>Secure external funding to support Council and community greening projects (Nature Restoration Fund)</li> <li>Strategies and policies developed aligned to the Ecology Strategy</li> <li>Secure funding and further develop management plan for World Heritage Site (WHS)</li> </ul>	<ul style="list-style-type: none"> <li>10 Council estate Greening projects delivered annually</li> <li>Pipeline of projects identified, and delivered for biodiversity</li> <li>Management plan for WHS finalised</li> <li>Ash dieback mapped and managed across the estate</li> <li>Identify number of policies to be aligned to the Ecology Strategy</li> <li>Major planning apps assessed in line with NPF4 biodiversity policies</li> <li>Funding secured for WHS (£600k)</li> <li>Recruitment of planning ecologists</li> </ul>	<p>M1 - Q2 24/25: Nature Restoration Fund Community grant scheme launched</p> <p>M2 - Q3 24/25: Complete recruitment of Planning Ecologist</p> <p>M3 - Q4 24/25: Review and agree approach to Ash dieback</p> <p>M4 - Q4 24/25: First tranche WHS funding secured</p> <p>M5 - Q1 25/26: WHS staff recruited</p> <p>M6 - Q1 25/26: Opportunity map completed</p> <p>M7 - Q3 25/26: Adoption of Forestry and Woodland Strategy</p>	<p>M1 Complete</p> <p>M2 Complete</p> <p>M3 Started in post end March 25</p> <p>M4/M5 - Staff funding secured and World Heritage Coordinator and Flow Country Partnership Manager advertised</p> <p>M6 - Underway - Opportunity map for Community food growing nearing completion.</p> <p>M7 - to be actioned this F/Y</p>	<p>M1 complete</p> <p>M2 complete</p> <p>M3 Started in post end March 2025. Currently reviewing methodology for identifying and mapping ash dieback.</p> <p>M4 complete</p> <p>M5 complete. Both Flow Country Partnership Manager (start date 7 July 25) and World Heritage Site Coordinator recruited (start date 11 August 25)</p> <p>M6 Community food growing opportunity mapping completed - internal consultation to be arranged.</p> <p>M7 Pending.</p> <p>NRF - Community grant scheme to be relaunched later this quarter.</p> <p>New shared Biodiversity Officer post created to lead on delivering against Actions in the Ecology Strategy and to support Amenity Services.</p>
Nature Networks	Create Nature Networks by identifying and mapping Nature Networks in Highland and strengthening connections between them to support improved ecological connectivity	<ul style="list-style-type: none"> <li>Identify and map potential high level Nature Networks across Highland.</li> <li>Carry out workshops with partners and stakeholders to refine existing and potential new local Nature Networks</li> <li>Identify, with partners and stakeholders, and map the first phase of Local Nature Conservation Sites (LNCSS)</li> </ul>	<ul style="list-style-type: none"> <li>Nature Networks identified and mapped as part of the Local Development Plan.</li> <li>Identify 10 opportunities to strengthen or create new Nature Networks.</li> <li>Establish panel to identify and designate LNCSSs.</li> <li>Through the planning process Nature Networks provide opportunities for developers to focus and deliver biodiversity enhancement obligations.</li> </ul>	<p>M1 - 11/24: Establish baseline GIS dataset to include statutory and non-statutory designations, HABMap and key geographical map data</p> <p>M2 - 11/24: Start mapping potential existing Nature Networks (focusing on Inner Moray Firth area)</p> <p>M3 - 12/24: Carry out first workshops (focusing on Inner Moray Firth area) with stakeholders to refine map-based Nature Networks</p> <p>M4 - 04/25: Identify LNCSS (ongoing) and start the designation process (April 2025)</p> <p>M5 - 08/26: Completion of Highland Nature Networks</p>	<p>M1 - Completed</p> <p>M2 - Underway for IMF, Methodology agreed and Nature Networks are currently being mapped.</p> <p>M3 - Slippage - workshops likely to be instigated Q1. Initial meeting with NatureScot to agree draft NN</p> <p>Q2 - 4 - wider stakeholder engagement</p> <p>M4 - Underway, part of above NN programme, identify LNS sites in tandem with NN mapping.</p>	<p>M1 complete</p> <p>M2 Underway for the IMF area.</p> <p>M3 Workshops and stakeholder group meeting completed on 9th June and 26th June. Further engagement to take place with NatureScot 1 July 25.</p> <p>M4 Underway for IMF area. This is a component part of Nature Network mapping. LNCSS currently being identified and mapped - consultation and designation aligned with LDP timescales.</p> <p>M5 first iteration of Nature Networks will be completed in line with LDP timescales.</p>



Kingussie Flood Protection	<p>The Gynack Burn, which flows through Kingussie, overtops during high rainfall events, resulting in flood damage to roads, railway, parks and buildings within the village. Previous modelling work by the Council has established the main cause of the problem being reduced capacity under road and rail bridges due to build-up of sediment and gravel beneath the bridges. Flooding leads to costly and energy intensive clear up operations as well as increased watercourse maintenance works to remove the large build-up of sediment that has raised the bed of the channel. The works proposed involve the stabilisation of the banks of the Gynack Burn further upstream where erosion is prevalent, the methods proposed are green bank protection providing a natural response, reducing sediment load in the watercourse.</p>	<ul style="list-style-type: none"> <li>• Identification of environmental constraints</li> <li>• Design of natural bank protection works</li> <li>• Establishment of joint working with Network Rail</li> <li>• Collaboration with Estate</li> <li>• Procurement of Contractor to undertake works.</li> <li>• Construction Works</li> <li>• Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Stabilisation of previously erodible banks</li> <li>• Reduction in sediment transportation in watercourse and subsequent deposition below road/rail bridges.</li> <li>• Reduction in future watercourse maintenance works (dredging)</li> <li>• THC/Network Rail collaboration to deliver project.</li> <li>• Progression to next section of erodible banks.</li> </ul>	<p>M1 - 02/24: Fluvial Audit (complete)  M2 - 04/24: Bank stabilisation design (complete)  M3 - 09/24: Return of Tenders for works  M4 - 10/24: Award construction works  M5 - 12/24: Complete works on site</p>	<p>External review of proposed natural bank restoration work concluded that scope of works was prohibitive to reducing value of tenders. Estates Team were also concerned about the scale of interventions planned. Decision taken to withdraw this particular element of works. Ongoing review of alternative interventions is being looked at that will reduce likelihood of culvert/bridge blocking in future. No works within financial year 24/25.</p>	<p>Review of potential in channel interventions identified no feasible measures.</p> <p>Property level resilience for at risk properties being investigated.</p> <p>No works within financial year 24/25.</p>
Coastal Change Adaptation Plan (CCAP)	<p>Within The Highland Council area, the coastal zone is home to much of the population, and contains significant infrastructure such as roads, railway lines, bridges, harbours etc. These coastal areas help to drive the economy within the Council area and as such a more adaptive approach is required to ensure our communities and infrastructure remain resilient in the future. The CCAP will provide an overview of the risks across The Highland Council coastal area, identifying locations and infrastructure that are least resilient to climate change and rising sea levels, providing a framework and flexible approach to address these risks over time.</p>	<ul style="list-style-type: none"> <li>• Development of a CCAP</li> <li>• Case Studies – focus on Relic Defences at 2 locations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan to address the highest risk areas of coastal flooding.</li> <li>• Improve community understanding of coastal flooding and erosion risks.</li> </ul>	<p>M1 - 10/24: Finalisation of Regional level Coastal Change Adaptation Plan  M2 - 04/25: Case Study Report</p>	<p>Regional Coastal Change Adaptation Plan being taken to May I, E &amp; E Committee for approval.</p> <p>Case Study - Relic Defences - 1 of 2 - Golspie. Awaiting finalisation of report. Work has led to bid for further Case Study funding in 25/26 for surveys, detailed design and obtaining approvals for groyne feature at old pier.</p> <p>Case Study - Relic Defences - 2 of 2 - Nairn. Project awarded to JBA Consulting to review relic defences at Nairn Beach.</p>	<p>Regional Coastal Change Adaptation Plan approved at May I, E &amp; E Committee.</p> <p>Local CCAP for Avoch - Study currently out to tender.</p> <p>Golspie - Successful bid for further case study to develop design and obtain approvals for new groyne at old pier. Partnership working with local community. Design estimated to be complete July 2026.</p> <p>Nairn - Ongoing relic defences study currently underway. Estimated completion Dec 2025. Further case study funding bid successful to undertake assessment of potential beach recharge. Project anticipated to be complete October 2026.</p>
Social Housing & HRA						
Project	Activity	Project Elements	Measures of Success	Milestones	Update - May 2025	Update - August 2025

Housing Strategy/ Policy	<p>Enhance the Council's approach to achieving the Local Housing Strategy 2023-28 Outcome 4, "Partnership and innovation builds capacity in Highland so that housing condition and energy efficiency improve and all homes to move towards net zero."</p> <p>This will be achieved through reviewing existing housing stock with a focus on energy efficiency status, adopting whole house retrofit approach to support the reduction of fuel poverty and improving the efficiency of Council properties in line with Net Zero Standards.</p> <p>Review of HRA Capital Plan to remove barriers in achieving targets while incorporating the requirement to secure external funding to support delivery.</p>	<ul style="list-style-type: none"> <li>• Review stock information to derive a clear understanding of current energy efficiency status and the works required to achieve proposed Social Housing Net Zero Standard (SHNZS).</li> <li>• Review HRA budget allocations</li> <li>• Revise area-based funding allocation to ensure that properties of the greatest need (energy inefficient, off-gas, rural properties in Council tax bands E-G) are prioritised for energy efficiency works.</li> <li>• Undertake feasibility studies for energy efficiency projects including costings.</li> <li>• Review current process for tenant opt-out.</li> </ul>	<ul style="list-style-type: none"> <li>• Approach established for achieving proposed SHNZS and alleviating fuel poverty in the Highlands.</li> <li>• Establish accurate costing against housing stock types.</li> <li>• 5 whole house retrofit feasibilities completed per annum.</li> <li>• Increased HRA capital budget allocation to energy efficiency works.</li> <li>• Pipeline of shovel-ready energy efficiency projects.</li> <li>• Tracking the reduction in carbon emissions (aligned with Highland Council carbon emission targets).</li> </ul>	<p>M1 - 11/25: Report to Housing and Property Committee outlining analysis of stock, understanding of current energy efficiency and requesting approval to change current HRA funding structure.</p> <p>M2 - 11/25: Review of Policy approach/Amendment Review progress of Local Housing Strategy.</p> <p>M3 - Ongoing: Identification of priority projects.</p>	<p>Delivery of the 2024-25 HRA Capital Programme is near completion and will be reported to August Housing &amp; Property Committee. This involves a significant number of energy works across the HRA stock. The estimated HRA Capital investment in energy efficiency works is £16.9m. There have been ongoing discussions with Finance and colleagues involved in asset management as to:</p> <ol style="list-style-type: none"> <li>1. stock viability assessment and 30-year capital programming and</li> <li>2. HRA</li> </ol>	<p>Significant progress has been made with Finance colleagues to provide a rent model to develop a longer-term rent strategy. The focus of the rent strategy is to ensure that borrowing against the Housing Revenue Account is sustainable and that this provides the funding needed for a new Housing Capital Programme 2027-2032. The new Capital Programme will target energy efficiency work to our stock and the allocated investment will allow external funding to maximise the extent of energy and external fabric works across more of our houses. The proposals around the new Capital Programme and the funding to sustain it, will be presented to November Housing &amp; Property Committee.</p>
Energy Efficient Homes - Caol	<p>Utilise grant funding to support the delivery of a retrofit project to 32 properties located in Caol.</p> <p>Properties are all Swedish Timber construction, off gas and existing roof contains asbestos. Scope of works includes; external wall insulation, removal of asbestos roof, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps (some properties already have a heat pump).</p> <p>Project to achieve a minimum of 50% external funding on eligible works.</p>	<ul style="list-style-type: none"> <li>• Align delivery of retrofit works to social &amp; private properties in Caol.</li> <li>• Maximise and manage external funding, including ECO4 and Scottish Government EES:ABS enabling funds.</li> <li>• Improve condition of housing stock and reduce fuel poverty.</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of allocated properties improved</li> <li>• 50% (min) of external funding leveraged</li> <li>• 100% of properties EPC C or above</li> <li>• Meeting standards, including EESSH2</li> <li>• Delivery of place-based project including socially and privately owned properties.</li> </ul>	<p>M1 - 07/24: Completion of 2 pilot properties</p> <p>M2 - 08/24: Building Warrants approved</p> <p>M3 - 06/25: Project completion</p> <p>M4 - 09/25: Project close report, including monitoring and evaluation</p>	<p>M1 - complete</p> <p>M2 - complete</p> <p>M3 - on track</p> <p>M4 - on track</p> <p><b>Additional comments:</b></p> <ul style="list-style-type: none"> <li>- 29 properties complete, pending final snagging list review and sign off</li> <li>- 2 further tenant opt-outs midway through installations.</li> <li>- DNO approval received</li> </ul> <p>Works to 48 private properties underway, SSE Renewables approved additional grant funding to support private households.</p>	<p>M1 - complete</p> <p>M2 - complete</p> <p>M3 - Delayed by 2 weeks</p> <p>M4 - on track</p> <p>- DNO approval received</p> <p><b>Additional comments:</b></p> <p>32 Council properties instructed</p> <p>- 2 opt-outs</p> <p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>- 23 properties complete, pending final snagging list review and sign off by the 11-July-25</li> <li>- 7 properties signed off</li> <li>- 2 partial opt-outs.</li> </ul> <p>Works to 49 private properties are complete.</p>

Energy Efficient Homes – Balintore (mixed tenure)	<p>Utilise SHNZF, ECO4 and EES:ABS funding to support the delivery of a mixed-tenure retrofit project to properties located in Balintore.</p> <p>Properties are all Norwegian Timber construction and off gas.</p> <p>Scope of works includes; external wall insulation, new windows &amp; doors, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps (some properties already have a heat pump).</p> <p>Project to achieve a minimum of 50% external funding on eligible works.</p>	<ul style="list-style-type: none"> <li>Align delivery of retrofit works to social &amp; private properties in Balintore.</li> <li>Secure external Social Housing Net Zero Funding (SHNZF) and ECO4 funding.</li> <li>Improve condition of housing stock and reduce fuel poverty.</li> <li>Support regeneration of the area.</li> </ul>	<ul style="list-style-type: none"> <li>80% of allocated properties improved</li> <li>50% (min) of external funding leveraged</li> <li>100% of properties EPC C or above</li> <li>Meeting standards, including EESSH2</li> <li>Delivery of place-based project including socially and privately owned properties.</li> </ul>	<p>M1 - 07/24: Submit revised project plan to SG</p> <p>M2 - 08/24: Procurement complete</p> <p>M3 - 09/24: Building warrants approved</p> <p>M4 - 10/24: Installations commence</p> <p>M5 - 06/25: Project completion</p> <p>M6 - 09/25: Project close report, including monitoring and evaluation</p>	<p>M1 - complete</p> <p>M2 - complete</p> <p>M3 - complete</p> <p>M4 - complete</p> <p>M5 - on track</p> <p>M6 - on track</p> <p><b>Additional comments:</b></p> <ul style="list-style-type: none"> <li>30 properties complete as of 31-Mar-25, pending final snagging list review and sign off.</li> <li>8 Properties signed off</li> <li>DNO approval received</li> <li>1 Property opted out mid-way through installations.</li> </ul> <p>11 Private properties have been surveyed, 10 will be included in the programme.</p>	<p>M1 - complete</p> <p>M2 - complete</p> <p>M3 - complete</p> <p>M4 - complete</p> <p>M5 - delayed 2 weeks</p> <p>M6 - on track</p> <p>DNO approval received</p> <p><b>Additional comments:</b></p> <p>8 additional properties were instructed</p> <ul style="list-style-type: none"> <li>1 opt-out</li> <li>1 opted-out mid-way through</li> </ul> <p>A further 20 additional properties instructed</p> <ul style="list-style-type: none"> <li>works commenced mid-June 25</li> </ul> <p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>10 properties complete, pending final snagging list review and sign off</li> <li>35 Properties signed off</li> </ul> <p>Works to 10 Private properties have been completed.</p>
Energy Efficient Homes – Full Retrofit Balintore (Highland Council)	<p>Prioritise economies of scale and full house retrofit approach while delivering Energy Efficiency measures as part of Capital Investment in Highland Council properties.</p> <p>Utilise available capacity to deliver 2 simultaneous projects to one area, 2 project management teams – 2 contractors, same energy efficiency measures. 59.55% properties in area included.</p> <p>Introduce ECO4 funding to our current capital works delivery programme to enhance project's scope.</p> <p>Properties are all Timber construction and off gas.</p> <p>Scope of works includes; external wall insulation, new windows &amp; doors, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps.</p>	<ul style="list-style-type: none"> <li>Steer capital investment towards a retrofit approach.</li> <li>Explore externally funded opportunities and mix tenure project delivery.</li> <li>Improve condition of housing stock and reduce fuel poverty.</li> <li>Support regeneration of the area.</li> </ul>	<ul style="list-style-type: none"> <li>100% of properties EPC C or above</li> <li>Meeting standards, including EESSH2 and future compliance</li> <li>80% of allocated properties improved</li> <li>50% (min) of external funding leveraged</li> </ul>	<p>M1 - 01/24: Initial tenant engagement and opt-in exercise</p> <p>M2 - 07/24: Two projects initiated – 2 contractors appointed</p> <p>M3 - 08/24: Second tenant engagement – Housing needs</p> <p>M4 - 09/24: Technical specifications agreed</p> <p>M5 - 10/24: Installations commence</p> <p>M6 - TBC: Project completion</p> <p>M7 - TBC: Project close report, including lessons learnt</p>	<p>M1 - Completed</p> <p>M2 - Completed</p> <p>M3 - Completed</p> <p>M4 - Completed</p> <p>M5 - On track</p> <p>M6 - On track</p>	

GBIS - CWI for Social Properties	Utilise Great British Insulation Scheme (GBIS) to deliver cavity wall insulation (CWI) to Council-owned houses. Eligible properties will be insulated and ventilation upgraded (where required) as part of this project. Align delivery of HRA and private properties to create economies of scale and maximise external funding.	<ul style="list-style-type: none"> <li>Determine eligible properties</li> <li>Maximise and manage external funding</li> <li>Improve the energy efficiency of properties</li> <li>Undertake external drill tests to confirm property suitability</li> <li>Review opportunities to scale up the project</li> </ul>	<ul style="list-style-type: none"> <li>100 properties to receive CWI</li> <li>97% external funding leveraged</li> <li>Delivery of place-based project including socially and privately owned properties</li> <li>EPC improvements, including increase in SAP rating and reduction in carbon emissions</li> </ul>	M1 - 09/24: Project approval M2 - 03/25: Project completion M3 - 05/25: Project close report, including evaluation M4 - Ongoing: Identification of priority areas	M1 - complete M2 - on track M3 - on track M4 - ongoing, initial areas have been identified  <b>Additional comments:</b> - 9 CWI completed under GBIS - The 9 properties were located in Ross & Cromarty  - Project has been superseded to the <b>D-C Highlands Project</b> (ECO) from 6-Jan-25 to include Solar PV, ASHPs, CWI extractions and all other insulation measures excluding external wall insulation (EWI) at this stage.	Project superseded to the D-C Highlands Project (ECO).
D-C Highlands - Council Properties (ECO funded)	Utilise the Energy Company Obligation (ECO) funding to deliver insulation measures, including cavity wall insulation extraction and fill, room-in-roof insulation, loft insulation, internal wall insulation, and cavity internal wall insulation but excluding external wall insulation (EWI) at this stage. Additionally, install Solar Photovoltaic (Solar PV) panels and Air Source Heat Pumps (ASHP) in Council-owned properties. Where insulation is installed, ventilation will be upgraded as required. Measures will be installed based on the properties' eligibility and suitability as outlined by the funding criteria.  Align the delivery of Housing Revenue Account (HRA) and private properties to create economies of scale and maximise external funding.	<ul style="list-style-type: none"> <li>Determine eligible properties</li> <li>Maximise and manage external funding</li> <li>Improve the energy efficiency of Council properties</li> <li>Undertake external drill tests to confirm property suitability where required</li> <li>Review opportunities for fully and partially funded projects.</li> </ul>	<ul style="list-style-type: none"> <li>% of dwellings with a SAP rating of C or above after energy efficiency works</li> <li>Leverage over £6m of external funding</li> <li>Delivery of place-based project including socially and privately owned properties</li> <li>% tenant opt-in for energy efficiency works</li> </ul>	M1 - 01/25: Project approval M2 - 12/25: Project completion M3 - 05/26: Project close report, including evaluation M4 - Ongoing: Identification of priority areas	M1 - complete M2 - on track M3 - on track M4 - ongoing, initial areas have been identified  <b>Additional comments:</b> - Works commenced 6-Jan-25 - GBIS Project has been superseded to D-C Highlands Project (ECO funded) from 6-Jan-25 to include Solar PV, ASHPs, CWI extractions and all other insulation measures excluding external wall insulation (EWI) at this stage.  <b>Progress to date:</b> - 38 Surveys booked - 90 Surveys complete - 130 Installs booked - 63 Properties complete - 10 Partially installed properties - 12 CWI Extractions complete - 10 CWI fills complete total - 73 Solar PV installs complete - 4 ASHP installs complete - 53 Refusals - This has been completed mostly in the Ross and Cromarty area and we have now started contacting properties in Caithness from WC 10.03.25	M1 - complete M2 - on track M3 - on track M4 - ongoing, initial areas have been identified  <b>Additional comments:</b> - Installations have been completed or partially completed in Ross and Cromarty, Caithness, and Lochaber. We are now in the process of contacting residents and scheduling surveys in Badenoch and Strathspey, as well as Inverness.  <b>Progress to date:</b> - 19 Surveys booked - 474 Surveys complete, booking for install (including partial installs) - 207 Projects complete (including submitted)  <b>Measures installed (complete):</b> - 48 Cavity wall insulation - extraction and refill - 10 Cavity wall insulation - virgin fills - 217 Solar PV - 73 Air source heat pumps - 6 Room-in-roof insulation - 23 Loft insulation
Waste Project	Activity	Project Elements	Measures of Success	Milestones	Update - May 2025	Update - August 2025

Recycling Infrastructure Improvements across the Estate	<p>Introduce twin-stream recycling systems across the Council Estate to accelerate progress towards meeting targets. Reducing non-recycling waste and increasing the quality and quantity of recycling will reduce carbon emissions associated with residual waste treatment, additionally, costs associated with waste disposal and processing recycling will reduce.</p> <p>These changes will also be accompanied by the expansion of food waste collection in specific geographical areas.</p>	<ul style="list-style-type: none"> <li>• Benchmarking recycling rates in schools to gauge progress.</li> <li>• Improve recycling infrastructure across the Council estate through the roll out of twin-stream recycling systems.</li> <li>• Expand the food waste collections in schools and other Council premises in specific geographical areas.</li> <li>• Targeted communications campaign to support the roll out of new recycling systems.</li> <li>• Development of Waste E-learning module as part of Mandatory Net Zero training</li> </ul>	<ul style="list-style-type: none"> <li>• 15% reduction of total waste by 2025</li> <li>• Reduce food waste by 33% by 2025</li> <li>• Recycle 70% of remaining waste by 2025</li> <li>• Send no more than 5% of remaining waste to landfill by 2030</li> <li>• Cost savings benefits (£0.365m 24/25 and £1.695m 25/26 – total external and internal waste) associated with waste disposal.</li> <li>• Net reduction in carbon emissions</li> </ul>	<p>Recycling infrastructure improvements initiated aligned to the following phased service change timeline:</p> <p>M1 - 05/24: Ross &amp; Cromarty M2 - 07/24: Nairn and Inverness M3 - 09/24: Badenoch &amp; Strathspey M4 - 10/24: Sutherland M5 - 11/24: Caithness M6 - 03/25: Skye &amp; Lochalsh M7 - 09/25: Lochaber</p>	<ul style="list-style-type: none"> <li>• Twin-stream recycling infrastructure rolled out to date in Dingwall County Buildings; HQ, Inverness; Wick; Drummie, Nairn and Osprey House.</li> <li>• Communications issued on Staff Connections, Viva Engage and targeted comms to staff at the above locations.</li> <li>• Recycling infrastructure will be piloted in Kingussie High School and Inverness Royal Academy, with a view to building the case for resource to enable the further roll-out of infrastructure to all schools across Highland.</li> <li>• Kingussie High School, outwith food waste collection area, will also consider piloting composting.</li> <li>• Waste audits undertaken in Kingussie High School and Inverness Royal Academy during March to benchmark waste and recycling rates in schools and to inform recycling infrastructure requirements.</li> <li>• Waste audit scheduled for HQ, Inverness for w/c 28 April.</li> <li>• Representatives from CCET and Waste attended FM Area Meetings in March (North and South) to highlight the roll-out of recycling infrastructure, the pilot projects, and to seek feedback from FM staff.</li> </ul>	<p>An update on the work being progressed through the Waste Thematic Group will be presented to the Climate Change Committee in August. This will include:</p> <ul style="list-style-type: none"> <li>• An overview of the waste audits completed at Kingussie High School, Inverness Royal Academy and HQ, Inverness.</li> <li>• A summary of next steps, including the development of a Corporate Waste Strategy for all Council premises.</li> </ul>
Re-Use Portal	<p>Develop and pilot an in-house portal to redistribute resources within the organisation such as furniture, fixtures, fittings, school materials and office consumables.</p> <p>Additionally, identify companies that would purchase used furniture, and/or organisations/charities that would take assets no longer required by the Council to avoid items being sent for disposal</p>	<ul style="list-style-type: none"> <li>• Development of platform that allows activities to be user-led or automated to minimise the resources required to run the platform</li> <li>• Development of guidance including items that can be redistributed via the portal (e.g. ICT equipment must be returned directly to ICT)</li> <li>• Identification of companies and/or organisations/charities that would buy or reuse assets no longer required by the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced procurement spend</li> <li>• Reduced waste disposal costs</li> <li>• Minimisation of waste</li> <li>• Reduced associated carbon emissions</li> <li>• Cost avoidance – subscription fees of using an external provider in respect of the portal</li> </ul>	<p>M1 - 01/25: Develop and test portal M2 - 02/25: Draft guidance to address potential issues such as electric items with no current PAT test; suitably trained officers for heavy lifting; expected minimum condition of furniture etc. M3 - 02/25: Launch and promotion of portal M4 - 08/25: Evaluate pilot</p>	<ul style="list-style-type: none"> <li>• Several cross-service meetings have been held with representatives from CCET, Waste, Facilities Management, Business Support and Asset Management. The pilot was also highlighted at the FM Team Meetings (North and South) held in March.</li> <li>• Draft processes developed regarding the redistribution of Council assets.</li> <li>• Storage remains a key challenge. A number of assets are currently stored at Dochfour Huts which are due to be demolished. Asset Management team will look to create an inventory for Dochfour, including items reserved. The team are also looking to identify an alternative storage location.</li> <li>• New Start Highland have expressed interest in terms of bulky items whilst the Highlands &amp; Islands Climate Hub have advised they would be able to share potential opportunities with community groups etc. Information can also be included in the Community Briefing issued fortnightly by the Council to Community Councils and Social Enterprises.</li> <li>• ILM Highland have expressed interest in electrical items.</li> <li>• Colleagues from CCET, Waste and Asset Management have met with the Secretariat to the Environment and Economy Leaders' Group (EELG) who are looking to find opportunities to recycle unwanted office furniture; mainly in the Inverness area. This was followed up with an introductory meeting with Forestry Land Scotland.</li> <li>• The Asset Management team is working with Principal Estates Surveyor, Scottish Government, representing the EELG group on asset consolidation and aligning the Council's approach with their single Scottish estate project/concept.</li> </ul>	<ul style="list-style-type: none"> <li>• Storage and transport of assets remain key challenges. However, a dedicated storage solution has been established in Inverness to help address this issue.</li> <li>• In parallel, new processes are in development.</li> </ul>

Reusable Lunch Packaging Pilot	<p>Pilot reusable lunch packaging in Kingussie High School with the aim of reducing the amount of single-use canteen containers disposed of.</p> <p>This activity is part of a wider project to benchmark waste and recycling rates in schools.</p>	<ul style="list-style-type: none"> <li>• Conduct waste audit to identify baseline waste composition and associated carbon and cost.</li> <li>• Identify and implement recycling infrastructure requirements in KHS.</li> <li>• Communication and engagement activities to support the roll out of new infrastructure and reusable pilot.</li> <li>• Roll-out reusable lunch packaging to Kingussie High School.</li> <li>• Promote, support and integrate waste hierarchy principles into the Sustainable Learning Settings' 4 C's (Curriculum, Campus, Culture and Community) through engagement, learning and incentives.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced procurement spend</li> <li>• Reduction in waste, associated disposal costs and carbon emissions</li> </ul>	<p>M1 - 03/25: Waste audit undertaken at Kingussie High School</p> <p>M2 - 03/25: Cross-service meeting held with representatives from KHS, Facilities Management, Catering, Waste and CCET</p> <p>M3 - 09/25: Programme of Communication and Engagement activities to support the roll out of recycling infrastructure and reusable pilot</p> <p>M4 - 09/25: Roll out of recycling Infrastructure at KHS</p> <p>M5 - 09/25: Roll out reusable Lunch packaging at KHS</p> <p>M6 - 04/26: Evaluate pilot and consider further roll-out</p>		<ul style="list-style-type: none"> <li>•Waste audit results will be presented to the Climate Change Committee in August.</li> <li>•Reusable items have been ordered.</li> <li>•Communications and engagement materials are in development to support the pilot of the reusables and the recycling infrastructure.</li> </ul>
Members' Catering	<p>At the January Climate Change Committee, Members requested a project template be developed and brought to the May Committee regarding Members' catering and the potential to reduce food waste.</p> <p>Avoidable food waste costs Scotland £1.1billion a year. A third of all food produced globally is thrown away, while food production and consumption account for around a third of global greenhouse gas emissions. When we waste food, we also waste all the energy and resources that went into producing, processing, transporting, and cooking it.</p>	<ul style="list-style-type: none"> <li>• Review current process for ordering catering</li> <li>• Assess feasibility to introduce process to determine understanding of in-person Member attendance (will require Member engagement)</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced food waste</li> <li>• Reduced costs</li> </ul>	<p>M1 - 05/25: Review current process</p> <p>M2 - 08/25: Provide recommendations to Members Group</p>		<p>A proposal will be presented to the Senior Leadership Group, following recess, outlining the key issues relating to food waste in relation to Members catering, and proposing recommendations aimed at reducing waste.</p>
Sustainable Travel						
Project	Activity	Project Elements	Measures of Success	Milestones	Update - May 2025	Update - August 2025

Sustainable Travel Through Operational Efficiencies	<p>The Council currently utilises a range of vehicles for business travel including white fleet (vehicles under 3.5T), grey fleet (employee owned vehicle use for work purposes), car club and car hire.</p> <p>This project aims to conduct a comprehensive review of these travel methods with the aim of optimising costs, reducing carbon emissions and improving efficiency while ensuring compliance with relevant policies and regulations.</p>	<ul style="list-style-type: none"> <li>• Data collection: <ul style="list-style-type: none"> <li>- Gather data on white fleet, grey fleet, car club and casual car hire.</li> <li>- Review relevant policies, contracts and existing reporting mechanisms</li> </ul> </li> <li>• Analysis and reporting</li> <li>• Develop comprehensive reporting detailing findings and recommendations for potential cost savings and emission reductions</li> <li>• Dashboard design</li> <li>• Create a user-friendly dashboard that integrates relevant data and established key performance indicators for efficient business travel</li> <li>• Implementation and training</li> <li>• Pilot dashboard with key services and gather feedback</li> <li>• Monitoring and continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Improved vehicle utilisation in alignment with prescribed travel hierarchy</li> <li>• Utilise data to inform demonstratable reductions in travel costs across all Services</li> <li>• Utilise data to inform demonstratable reductions in emissions across all Services</li> <li>• Improved fleet utilisation through the reduction in use of more expensive travel options</li> <li>• Adoption of use of dashboards across Services</li> </ul>	<p>M1 - (Date TBC): Data collection</p> <p>M2 - (Date TBC): Delivery of analysis report</p> <p>M3 - (Date TBC): Dashboard prototype developed</p> <p>M4 - (Date TBC): Pilot testing of dashboard completed</p> <p>M5 - (Date TBC): Dashboard rollout</p> <p>M6 - (Date TBC): Training/comms around use of dashboards</p> <p>M7 - (Date TBC): Implementation review</p>	<p>High-level data will be presented to Members as part of a separate report on this agenda - Net Zero Thematic Group Update - Sustainable Business Travel.</p>	<p>High-level data presented to Climate Change Committee in May.</p> <p>Further analysis of the data has identified opportunities to target under-utilised vehicles. The second phase of the fleet replacement programme is currently on hold, pending a comprehensive fleet review.</p> <p>A summary of the high-level data will form the basis of a reporting dashboard currently in development.</p>
Active Travel	<p>Developing infrastructure to enable and encourage staff to choose active travel is a key area of focus highlighted in the Council's Net Zero Strategy.</p> <p>An employee travel survey will be conducted in Autumn 2024 to provide an updated evidence base to help identify actions to support a shift in travel choices for employee travel for commuting and work-related purposes.</p>	<ul style="list-style-type: none"> <li>• Develop, implement and analyse an employee travel survey</li> <li>• Refresh the existing Travel Plan for the Council HQ building in Inverness, considering both health and wellbeing, equalities and sustainability requirements</li> <li>• Design and facilitate focus groups with staff to help encourage greater engagement with the Highland Council Travel Plan</li> <li>• Provide a summary presentation/briefing of survey findings and subsequent actions/approaches as appropriate</li> <li>• Work with key stakeholders such as HITRANS to maximise impact</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in active travel</li> <li>• Removal of barriers to staff using active travel</li> </ul>	<p>M1 - 09/24: Creation of an online employee travel survey</p> <p>M2 - 10/24: Focus Group sessions held</p> <p>M3 - 12/24: Production of a summary presentation/ briefing with findings and subsequent actions</p> <p>M4 - 01/25: Refreshed Highland Council Travel Plan</p> <p>M5 - 01/25 and ongoing: Delivery of actions</p>	<p>Concerns highlighted regarding length and design of survey. Initial cross-service discussions suggest survey is reframed to provide baseline data to assist in planning for asset rationalisation and the provision of fleet vehicles etc. (e.g. staff location/working patterns/etc.). Survey questions/design to be reworked.</p>	<p>A cross-service team is currently developing a survey to gather data from Council and High Life Highland staff. Several key workstreams under the Delivery Plan are seeking similar baseline data. To reduce survey fatigue and secure buy-in from the Corporate Management Team, a collaborative approach has been adopted. Input has been provided to date from HR, Asset Management, New Ways of Working, and the Climate Change &amp; Energy Team.</p> <p>The survey includes questions relating to commuting to work and work-related travel. The draft survey is currently under review to capture any further requests or issues prior to circulation.</p>
EV Policy	<p>Development of policy around the efficient use of council-operated electric vehicles (EVs) charging infrastructure</p>	<ul style="list-style-type: none"> <li>• Development of policy</li> <li>• Development and delivery of communications and training to support the policy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased network availability</li> <li>• Enhanced staff awareness and behavioural change</li> <li>• Mitigated reputational risk for the Council</li> </ul>	<p>M1 - 04/25: Policy Drafted</p> <p>M2 - 05/25: Present draft policy to Communities &amp; Place Committee for approval</p> <p>M3 - 06/25: Roll out of communications and training</p>	<p>Initial working group meeting held - currently reviewing examples of best practice.</p>	<p>First draft in development.</p>
Elected Member Travel	<p>Develop reporting to provide meaningful and understandable information regarding Member Travel, including associated costs and carbon emissions.</p>	<ul style="list-style-type: none"> <li>• Review of current Member Travel including mode e.g. car club, lift share, own vehicle (grey fleet)</li> <li>• Create a user-friendly dashboard that integrates relevant data</li> <li>• Implementation and training in respect of dashboard</li> <li>• Identify champion to encourage other Members to carpool, use car club or alternatives to travel</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of dashboard</li> <li>• Reduction in mileage, leading to decreased carbon emissions and costs</li> <li>• Improved utilisation of Council vehicles e.g. car club instead of Grey Fleet</li> <li>• Increased levels of lift share, carpooling</li> </ul>	<p>M1 - 03/25: Data collection</p> <p>M2 - 05/25: Delivery of analysis report to Climate Change Committee</p> <p>M3 - 05/25: Identification of champion vehicles</p> <p>M4 - 05/25: Development and testing of dashboard</p> <p>M5 - 06/25: Training/comms around use of dashboard</p>	<p>High-level data will be presented to Members as part of a separate report on this agenda - Net Zero Thematic Group Update - Sustainable Business Travel. As highlighted in the report, there are limitations around the development of a dashboard due to the availability of data.</p>	<p>High-level data presented to Climate Change Committee in May.</p> <p>Members workshop to be arranged as per request at the Committee meeting in May.</p>

Light Fleet - Optimal Utilisation	Review utilisation levels and actual business requirements for the Council's light fleet	<ul style="list-style-type: none"> <li>• Develop a vehicle report template to highlight and report key metrics</li> <li>• Analysis of fleet data and individual vehicle reports to adopt a data driven approach for determining the optimal fleet size</li> <li>• Identify underutilised vehicles and opportunities to downsize the fleet or vehicle size, and determine where vehicles could be shared to ensure full utilisation</li> <li>• Strengthen guidance around misuse of vehicles to develop awareness across all members of staff as to the appropriate use of vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Improved fleet utilisation</li> <li>• Transition of high grey fleet usage/mileage to fleet vehicles</li> <li>• Reduction in the use of more expensive travel options, such as casual car hire</li> <li>• Additional financial savings, including reduced maintenance and insurance costs</li> </ul>	<p>M1 - 03/25: Data modelling completed</p> <p>M2 - 04/25: Completion of high-level Light Fleet Utilisation reporting</p> <p>M3 - 05/25: Individual vehicle reporting template finalised</p> <p>M4 - Ongoing: Monitoring and engagement with Services</p>	High-level data will be presented to Members as part of a separate report on this agenda - Net Zero Thematic Group Update - Sustainable Business Travel.	As above, a comprehensive review of the Council's fleet is now underway following analysis of high-level data.
Light Fleet - Process	Comprehensive review of process to acquire a new fleet vehicle or replace an existing vehicle. Staff will be signposted to alternative options such as Car Club where mileage does not justify allocation of a fleet vehicle. In cases where a vehicle is approved, a ULEV will be provided as standard wherever possible. The process will also consider the opportunity to 'pool' vehicles to ensure the correct size and type of vehicle is utilised. This would negate the need to lease larger vehicles required infrequently (e.g. where a smaller vehicle is sufficient most of the time).	<ul style="list-style-type: none"> <li>• Review whole end to end process for light fleet</li> <li>• Develop new process and form for instigating a request for new or replacement light fleet vehicles</li> <li>• Develop decision making process / hierarchy to outline where a dedicated light fleet vehicle may not be the most appropriate option</li> </ul>	<ul style="list-style-type: none"> <li>• Data driven decision making</li> <li>• Robust approval process</li> <li>• Increased scrutiny</li> <li>• Cost and carbon savings</li> </ul>	<p>M1 - 04/25: Identify Key Performance Indicators</p> <p>M2 - 04/25: Review and revise current processes and policies</p> <p>M3 - 05/25: Light Fleet Request platform developed, tested and launched</p> <p>M4 - Ongoing: Monitoring</p>	<p>CCET have obtained the current acquisition / replacement form used by Fleet, and have initiated a plan on shaping this into an online form. This will have benefits including;</p> <ul style="list-style-type: none"> <li>•Automation wherever possible, freeing up resource while reducing potential for human error while enhancing the 'user experience'</li> <li>• A review of questions and business case requirements to ensure correct size and type of vehicle are supplied, including low emission wherever suitable</li> <li>•Estimated costs (both up front and whole life + emissions) available at the time of submitting a form to provide an evidence base to base decisions on CCET to pilot new business process modelling software</li> </ul>	In development. In parallel, a new cross-service fleet-user group will be established to support two-way communication around fleet processes and policies.



E-Bike Scheme	As part of the Council's approach to fleet decarbonisation, the Council has participated in an E-cargo bike pilot scheme for business travel. The pilot has highlighted challenges around the storage of bikes; charging/storage of batteries; and staff being unable to use the bikes for commuting purposes due to insurance exclusions. Initial feedback has suggested e-bikes would be preferable for several teams that have participated in the pilot. Further work is required to determine the future delivery model	<ul style="list-style-type: none"> <li>• Evaluation of E-cargo bike pilot</li> <li>• Assess leasing options to include the provision of e-bikes/e cargo bikes, servicing, maintenance and insurance</li> <li>• Undertake comparison of resources (staffing and costs) to deliver in-house vs leasing</li> <li>• Work with key stakeholders such as HITRANS to determine future delivery model, including the feasibility of a shared scheme with partner organisations/open access to the public</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of accessible e-bike scheme</li> <li>• Alleviation of current challenges regarding maintenance and insurance</li> <li>• Increased uptake of low-emission business travel</li> <li>• Reduction in fleet usage and associated emissions and costs</li> </ul>	M1 - 01/25: Evaluation of pilot M2 - 02/25 Identify journeys currently undertaken using fleet vehicles, where use of an e@bike may be more appropriate M3 - 03/25 Comparison of costings M4 - 08/25 Determine future delivery model following discussions with partner organisations	<ul style="list-style-type: none"> <li>• HITRANS have purchased the E-cargo bikes following Velocity going into liquidation.</li> <li>• A new loan agreement, between HITRANS and the Council, is in development.</li> <li>• The E-cargo bikes have been serviced and repaired, where necessary.</li> <li>• Highland Council's Bikeability Instructors recently completed Cycling Scotland E-Cargo bike training to deliver road safety training to local primary schools.</li> <li>• Storage and charging of the bikes remain an issue.</li> <li>• HC to explore feasibility of upgrading the HQ bike shelter to include charging facilities and whether this would be eligible under the Active Travel Workplaces Grant within the People &amp; Place Programme.</li> <li>• The Council has a small number of e-bikes (5) which require servicing/maintenance. Several Council employees have expressed interest in having access to an e-bike as an alternative to a fleet vehicle. Request made for funding from the Local Authority Direct Award for servicing the e-bikes.</li> <li>• Meeting date to be firmed up with HITRANS regarding business use of Hi-Bike scheme available in Inverness and Fort William.</li> <li>• Meeting to be set up with Sustainable Travel Policy and Delivery Team Lead, Transport Scotland, regarding lessons learnt/examples of best practice.</li> </ul>	<p>Funding secured from HITRANS to install external charging infrastructure at HQ, Inverness.</p> <p>A number of e-bikes have been issued to teams with the intention of alleviating the need for a fleet vehicle.</p>
Transitioning the Light Fleet	Within our light commercial fleet (vehicles under 3.5T), Highland Council has introduced 93 low emissions vehicles, representing 13% of the light fleet total (715 vehicles). The 93 low emission vehicles can be broken down to 30 electric and 63 petrol hybrid. The Fleet Service will continue to implement a prioritised fleet replacement programme to transition the light fleet to Ultra Low Emission Vehicles (ULEV).	<ul style="list-style-type: none"> <li>• Replacement of 41 diesel small light commercial vans with 41 plug-in hybrid small vans</li> <li>• Development and roll-out of staff training/induction process around the use of ULEVs and charging infrastructure</li> <li>• Policy around the efficient use of council-operated EVs charging infrastructure (this project element was brought to the Climate Change Committee in January but is highlighted as an essential component in transitioning the light fleet)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number/percentage of ULEV vehicles in the Council's fleet</li> <li>• Reduced carbon emissions and running costs</li> </ul>	07/25: Policy on EV infrastructure use 09/25: Training on use of ULEVs and Charging Infrastructure 11/25: Replacement of 41 vans		First phase (replacement of 41 vehicles) on track. The second phase of the fleet replacement programme is currently on hold, pending a comprehensive fleet review.
Net Zero Delivery						
Project	Activity	Project Elements	Measures of Success	Milestones	Update - May 2025	Update - August 2025

Capital Projects - Net Zero	<p>The Highland Council is committed to achieving Net Zero carbon emissions, in line with national targets. Capital projects represent the Council's largest source of carbon emissions, making it crucial to adopt a rigorous approach to reducing these emissions.</p> <p>An assessment process for capital projects will be developed to ensure statutory climate and ecological targets are met.</p>	<ul style="list-style-type: none"> <li>• Working group established.</li> <li>• Develop clear guidance for incorporating Net Zero into Capital Project planning and design.</li> <li>• Develop pilot projects to validate and refine the approach.</li> <li>• Establish a framework to track and report on metrics and weighting as outlined in Capital Programme Bid Evaluation and Prioritisation Matrix approved by Council on 14/03/24.</li> <li>• Revise policy documents reflecting the integration of Net Zero considerations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish business case model to ensure consistency of assessment of projects</li> <li>• Approval of guidelines and implementation of process</li> <li>• Successful delivery of two pilot projects that demonstrate whole life cost approach</li> <li>• Approval of standardised business case documentation and reporting frameworks for all new Capital Projects</li> <li>• 100% compliance with new guidelines adopted after policy change</li> </ul>	<p>M1 - 08/24: Project initiation</p> <p>M2 - 11/24: Development of clear guidance</p> <p>M3 - 11/24: Develop pilot projects</p> <p>M4 - 01/25: Implementation of framework</p> <p>M5 - 03/25: Policy updated and approved by Council</p>	<p>As agreed at the Capital Board on 24/03/25; the Climate Change &amp; Energy Team will now lead on developing a process that measures and monitors embodied and operational carbon in all projects with a view to achieving reductions in line with the Council's Net Zero Strategy. A high-level approach will be presented to the Capital Board on 28/04/25; following which, the approach will be developed further in collaboration with colleagues cross-service.</p> <p>An additional interim milestone has been set to bring the final version of the Climate Change Impact Assessment and guidance to the Capital Board on 28/04/25.</p>	<p>On 26 May, the Capital Board agreed to a three-month trial to evaluate various tools to assess embodied, operational, and maintenance carbon emissions.</p> <p>It was agreed that three live projects (new build, retrofit, infrastructure) would be identified and nominated, with the trial commencing in July.</p> <p>At the Capital Board on 23 June, the Corran Ferry was confirmed as the infrastructure project. The retrofit and new build projects will be agreed at the upcoming Property and Education &amp; Learning Capital Programme Board meeting.</p>
Inverness Castle – Sustainable Operations	<p>The Inverness Castle Experience (ICE), set to open in 2025, aims to become a premier visitor attraction. There is an expectation ICE will look to attain gold standard in the Green Tourism Award, as an exemplar to tourist attractions throughout the Highlands.</p>	<ul style="list-style-type: none"> <li>• Baseline assessment – review current/proposed sustainability practices</li> <li>• Identify and address key operational, environmental and engagement factors across core sustainability themes, including: Energy &amp; Carbon; Water Use; Waste Management; Sustainable Procurement; Biodiversity &amp; Nature; Community &amp; Destination Engagement; Transport &amp; Travel; and Communication &amp; Marketing.</li> <li>• Implement sustainable technologies and policies</li> <li>• Apply for certification</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental, Social and Governance solutions embedded in operations and practices</li> <li>• Implementation of measures to reduce carbon footprint</li> <li>• Achievement of sustainability certification</li> <li>• Enhanced reputation – competitive advantage</li> </ul>	<p>M1 - 03/25: Identify cross-service representatives for working group</p> <p>M2 - 04/25: Inception meeting of working group</p> <p>M3 - 04/25: Assess current &amp; proposed sustainability measures</p> <p>M4 - 05/25: Set goals – identify key focus areas</p> <p>M5 - 07/25: Engagement</p> <p>M6 - 07/25: Develop training and educational resources</p> <p>M7 - 10/25: Implement sustainable policies &amp; technologies</p> <p>M8 - 01/26: Apply for certification, working with assessors</p> <p>Ongoing: Continuous monitoring and improvement</p>		<p>Criteria for the Green Tourism Award has been reviewed, with tailored guidance and signposting developed to support compliance.</p> <p>An internal working group has been established to embed sustainability practices and address the diverse requirements necessary to achieve the award.</p> <p>Ongoing collaboration with HLH includes regular meetings to develop and implement an action plan that evidences sustainable operations.</p>

Thematic Group

## Built Estate & Energy

Project

## Strategic Asset Management Plan (SAMP)

Responsible Officer:  
Net Zero Programme  
Manager/Energy  
Manager



# Net Zero Programme

Senior Responsible Officer:  
Property Manager – Asset  
Management

Project Sponsor:  
ACE - Place

### Activity

Embed Net Zero and climate resilience principles across the three core components of the Council's Strategic Asset Management Plan (currently in development):

- Asset Management Policy
- Asset Management Strategy
- Asset Management Working Action Plan

### Measures of Success

- The SAMP acknowledges and supports the Council's Route-Map to Net Zero and associated targets
- Net Zero considerations are integrated as part of asset management processes and evaluations
- Public and private sector investment is leveraged with respect to Net Zero alignment and compliance

### Project Elements

- Ensure the Strategic Asset Management Plan fully aligns with the Council's Net Zero Strategy
- Integrate carbon reduction and climate adaptation measures into a whole lifecycle approach to asset management, ensuring that sustainability, operational efficiency, and climate resilience are considered at every stage

### Milestones

**05/25:** First draft developed, led by members of the Built Estate & Energy Thematic Group  
**06/25:** Review of SAMP by CCET  
**08/25:** Strategic Asset Management Plan brought to Reconfiguring Our Asset Base Portfolio Board (07/08) and Redesign Board (28/08)  
**09/25:** Approval of SAMP by Members (HC meeting 18/09)  
**10/25:** Implementation of SAMP and supporting comms to all relevant stakeholders to ensure strategy is embedded  
**10/26:** Annual review of Asset Management Strategy  
**Ongoing:** Continuous management, monitoring, and updating of the Asset Management Action Plan

**Programme Theme** 4) A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance  
Plan targets:

4.7  
5.8

### Links to Programme:

**Place** – Achieve our Net Zero Targets; Accelerate the delivery of our Asset Management approach

### Links to Delivery Plan:

Reconfiguring Our Asset Base: Develop a Strategic Asset Management Plan

### Key Risks

- Failure to incorporate Net Zero considerations may result in buildings that are non-compliant, leading to significant future retrofit costs and associated reputational risk.
- Inadequate integration of Net Zero considerations risks the Council's progress towards achieving its Net Zero targets.

Thematic Group

**Sustainable  
Travel**

Project

**Local Transport  
Strategy 2025-  
2035 Delivery  
Plan**

**Responsible Officer:  
Team Leader  
Sustainable Transport**



## Net Zero Programme

**Senior Responsible Officer:**  
CO Facilities & Fleet Management

**Project Sponsor:**  
ACE - Place

### Activity

The Highland Local Transport Strategy (LTS) 2025 to 2035 sets out the future policy direction and focus for how the transport system in Highland will be maintained, managed and improved, and responds to national Net Zero commitments over the next 10 years.

Following the Council's adoption of the LTS in February 2025, a detailed Delivery Plan will be developed.

### Project Elements

- Establishment of Steering Group, comprising senior representatives from across the Council and other relevant organisations, to provide strategic oversight and support the delivery of the LTS
- Develop a detailed set of actions to progress the LTS policies to achieve the overarching vision and objectives for the transport network in Highland as laid out in the LTS
- Review of existing plans and strategies including the Council's Net Zero Strategy
- Collaboration with Council teams to gather insights from existing work plans, including the in-house bus service and other initiatives
- Identification of roles and responsibilities for each action to embed accountability and facilitate effective delivery

### Measures of Success

- Delivery Plan includes a prioritised list of actions aligned with LTS objectives
- 100% of actions assigned to relevant team/organisations
- Monitoring framework established with KPIs and reporting schedule (annual report template)
- Delivery Plan approved within target timeframe

### Milestones

**Q2:** LTS Steering Group established and Terms of Reference finalised

**Q3:** Actions identification – preparation of database

**Q3/4:** Production of Delivery Plan and Monitoring Proposals

**Q4:** Delivery Plan presented to the Economy & Infrastructure Committee

**Programme Theme 4)** A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance  
Plan targets:**

4.2  
4.7

### Links to Programme:

**Place** – Achieve our Net Zero Targets

**People** – Promote greener transport

### Links to Delivery Plan:

Roads and Infrastructure Improvement Programme; In-house Bus Service; EV Infrastructure

### Key Risks

- Limited participation or siloed input
- Incomplete or delayed action identification due to lack of data or unclear policy translation
- Reliance on external partners for delivery of key actions
- Availability of financial resources to deliver LTS

Thematic Group

**Planning, Land  
Use &  
Environment**

Project

**Highland Local  
Development  
Plan (HLDP) –  
Evidence Report**

**Responsible Officer:  
Climate Change &  
Energy Team Leads**



## Net Zero Programme

**Senior Responsible Officer:**  
Climate Change & Energy Manager

**Project Sponsor:**  
ACE - Place

### Activity

The Development Plans Team is progressing the HLDP, in close collaboration with statutory key agencies, wider Council services, the development industry, and local communities.

The first mandatory milestone is the submission of the HLDP Evidence Report. This project template slides focuses on the development of the Climate Change and Energy Chapter.

### Project Elements

A comprehensive review will be undertaken by Climate Change & Energy Team to inform the development of the Climate Change and Energy Chapter of the HLDP. This Chapter will summarise key evidence and insights relating to:

- National Context
- Climate Emissions and Impacts
- Climate Mitigation and Adaptation
- Energy
- Heat and Cooling

### Measures of Success

- All five areas are comprehensively covered
- Evidence sources are up-to-date, and aligned with national policy and the Council's Net Zero Strategy
- Peer review confirms the robustness of the evidence base
- Climate Change & Energy Team engagement completed within agreed timeframe

### Milestones

**07/25:** Engagement with relevant CCET team members  
**08/25:** Completion of evidence review across all five areas  
**08/25:** Revisions based on feedback from CCET  
**09/25:** Finalisation of chapter content and integration into HLDP Evidence Report

**Programme Theme** 4) A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance  
Plan targets:**

4.7

**Links to Programme:**

**Place** – Achieve our Net Zero Targets

**Links to Delivery Plan:**

### Key Risks

- Incomplete or outdated evidence base
- Missed opportunities for integration or alignment with existing work

Thematic Group

**Social Housing  
& HRA**

Project

**Educational  
Resources**

**Responsible Officer:  
Domestic Heat &  
Energy Efficiency  
Programme Manager**



## Net Zero Programme

**Senior Responsible Officer:**  
Climate Change & Energy Manager

**Project Sponsor:**  
ACE - Place

### Activity

Development of educational resources to support behaviour change and raise awareness of energy efficiency measures. Energy efficiency improvements can result in lower energy costs for tenants which in turn can reduce fuel poverty.

This initiative aims to reduce the number of tenant opt-outs per project, particularly in relation to air source heat pumps. Tenant opt-out rates can impact the Council's ability to leverage external funding for energy efficiency programmes.

### Project Elements

- Development of new website
- Creation of series of engaging videos showcasing the energy efficiency measures delivered as part of the various projects
- Produce FAQ documents
- Resources will be developed in conjunction with tenant feedback

### Measures of Success

- % reduction of tenant opt-outs for energy efficiency works

### Milestones

**09/25:** Creation of resources

**09/25:** Approval of resources

**10/25:** Roll out of resources

**Ongoing:** Review to identify any additional requirements incorporating feedback from users

**Programme Theme** 4) A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance  
Plan targets:**

3.2  
4.7

### Links to Programme:

**Place** – Achieve our Net Zero Targets

**People** – Provide warm and energy efficient homes

### Links to Delivery Plan:

Energy Efficient Homes

### Key Risks

- Householders fail to engage with resources

Thematic Group

**Social Housing  
& HRA**

Project

**D-C Highlands**

**Responsible Officer:  
Domestic Heat &  
Energy Efficiency  
Programme Manager**



## Net Zero Programme

**Senior Responsible Officer:**  
Climate Change & Energy Manager

**Project Sponsor:**  
ACE - Place

### Activity

Utilise Energy Company Obligation (ECO) funding to deliver energy efficiency measures to Council-owned housing. Where insulation is installed, ventilation will be upgraded as required. Measures will be determined based on the properties eligibility and suitability as outlined in the funding criteria.

Align the delivery of Housing Revenue Account (HRA) and private properties to create economies of scale and maximise external funding.

### Project Elements

- Determine eligible properties
- Maximise and manage external funding
- Improve the energy efficiency of Council properties
- Review opportunities for fully and partially funded projects

### Measures of Success

- % of dwellings with a SAP rating of C or above after energy efficiency works
- Leverage over £9m of external funding
- Delivery of place-based project including socially and privately owned properties
- % tenant opt-in for energy efficiency works

### Milestones

**01/25:** Project approval

**12/25:** Project completion

**05/26:** Project close report, including evaluation

**Ongoing:** Identification of priority areas

**Programme Theme** 4) A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance  
Plan targets:**

3.2  
4.7

### Links to Programme:

**Place** – Achieve our Net Zero Targets

**People** – Provide warm and energy efficient homes

### Links to Delivery Plan:

Energy Efficient Homes

### Key Risks

- Tenant opt out
- Contractor capacity
- Data discrepancies/limitations



Thematic Group

**Social Housing  
& HRA**

Project

**Integration of  
ECO funding**

**Responsible Officer:  
Repairs Manager (Asset  
Strategy)**



## Net Zero Programme

**Senior Responsible Officer:**  
Strategic Lead – Housing & Customer  
Services

**Project Sponsor:**  
ACE - Place

### Activity

Integration of Energy Company Obligation (ECO) funding to support the delivery of works under the current Heating Framework to maximise Council HRA budget and increase delivery.

Work with contractors on the Heating Framework to identify opportunities for ECO funding and support to access funds.

### Measures of Success

- % of dwellings with a SAP rating of C or above after energy efficiency works
- Leverage over £1m of external funding
- % tenant opt-in for energy efficiency works
- Positive feedback from tenants

### Project Elements

- Determine eligible properties
- Maximise and manage external funding alongside HRA budget
- Improve the energy efficiency of Council properties

### Milestones

**M1 ongoing:** Discussions with contractors to secure external funding

**M2 ongoing:** Identification of eligible properties

**M3 Q3 25/26:** Project approval

**M4 Q3 25/26:** Project Delivery

**Programme Theme** 4) A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance  
Plan targets:**

3.2  
4.7

### Links to Programme:

**Place** – Achieve our Net Zero Targets

**People** – Provide warm and energy efficient homes

### Links to Delivery Plan:

Energy Efficient Homes

### Key Risks

- Availability of funding
- Tenant opt out
- Contractor availability
- Data discrepancies/limitations