Agenda Item	**5i**
Report No	**CCC/11/26**

The Highland Council

Committee: **Climate Change**

Date: **12 August 2026**

Report Title: **Net Zero Programme Update**

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

1 Purpose/Executive Summary

1.1 This report provides an update on the Net Zero Programme and progress in implementing the strategic approach approved by Council through the Climate Change, Energy and Community Resilience Strategic Paper in March 2026.

1.3 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 **scrutinise and note** progress of the Net Zero Programme as outlined in the report and Appendix 1.

3 Implications

3.1 **Resource** - The Climate Change, Energy and Community Resilience Strategic Paper highlighted the need to strengthen long-term organisational capacity, coordination and programme governance. Resource implications (staffing and funding) will continue to be managed under existing arrangements, while proposals to address longer-term capacity and resourcing requirements are developed for consideration by Council.

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, operational and financial risk. These risks were highlighted in the Climate Change, Energy and Community Resilience Strategic Paper and are underpinned by the evidence set out in the Highland Climate Change Risk and Opportunity Assessment (HCCROA).

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – There are no direct Health and Safety implications arising from this report. However, climate-related risks to health, wellbeing and service delivery identified through the Highland Climate Change Risk and Opportunity Assessment will inform future adaptation planning and the development of the Council's Climate Change Adaptation Action Plan.

3.5 **Gaelic** - There are no implications arising as a direct result of 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 Project RAG & Milestones

Workstream: Net Zero Delivery

Project: Net Zero Programme **A**

Deliver Highland Council's programme to achieve net zero emissions.

ACTIVITY:
The Net Zero programme drives transformative change in the Council; orchestrating the shift towards a sustainable, climate ready organisation and plays a pivotal role to incorporate sustainable measures into Council plans, policies and procedures.

PROJECT ELEMENTS:
- Develop and support the Net Zero Programme to embed in all operations / service delivery activities.
- Develop business continuity plans.
- Provide quantitative, data driven insights to inform future planning.
- Cross council policy alignment.

Portfolio: Net Zero, Energy Investment & Innovation

Portfolio Sponsor: Assistant Chief Executive

MILESTONES		CURRENT STATUS
Stats Apr 25 / Completes Aug 25	Net Zero Programme: Approval of an Adaptation Strategy for the Council	**M6 25/26 Completed**
Starts Oct 24 / Completes Sep 25	Net Zero Programme: Shared Procurement Service to evaluate and propose alternative carbon budgeting tools	**M7 25/26 Completed**
Starts Apr 24 / Completes Oct 25	Net Zero Programme: Agreement and introduction of core KPIs to be reported at both a Corporate and Service Level	**M3 26/27 No Significant Progress**
Starts Apr 24 / Completes Nov 25	Net Zero Programme: Net Zero embedded in Capital Programme	**M11 25/26 Completed**
Starts Jun 24 / Completes Jun 26	Net Zero Programme: Service carbon budgets/emissions targets approved	**M3 26/27 Some Slippage**
Starts Apr24 / Completes Mar27	Net Zero Programme: Develop proposed projects for inclusion in Net Zero Programme	**M3 26/27 On Target**

Overall Project Status

While progress continues across several workstreams, the overall status of the Net Zero Programme is currently assessed as **Amber**, due to slippage in the following key milestone: **Agreement and introduction of core KPIs to be reported at both a Corporate and Service Level.**

Milestones

Milestones currently set up in PRMS to monitor progress of the programme are as follows:-

Timeline	Milestone	Current Status	Comments
Completes March 2027	Develop proposed projects for inclusion in Net Zero Programme	On Target	Work is underway to align the Net Zero Programme with the strategic approach approved by Council in March 2026. This includes identifying high-level workstreams to support a more coordinated approach to project development and prioritisation, aligned with the proposed governance model.
Completes September 2025	Shared Procurement Service to evaluate and propose alternative carbon budgeting tools	Completed	
Completes June 2026	Service carbon budgets/emissions targets approved	Some slippage	At the Council meeting on 25 June 2026, Members agreed to approve the proposed approach to strengthening the Council's carbon reporting, management and decision-support capability. Members also agreed that the Council should progress a 12-month managed engagement with Eden Seven to support the delivery of this approach. A robust and consistent baseline of the Council's carbon emissions is essential to support the development and management of carbon budgets across services.

			Carbon budgets provide a key mechanism for managing corporate risk associated with emissions-reduction targets, enabling the Council to set realistic service-level expectations, track performance, and intervene early where delivery is off-track. Without a clear baseline and consistent dataset, it is difficult to allocate meaningful carbon budgets, assess cumulative impacts across services, or direct action effectively in line with the Council's long-term sustainability commitments. A milestone framework will be developed to break down and sequence the key elements required to introduce carbon budgeting.
Completes November 2025	Net Zero embedded in Capital Programme	Completed	
Completes October 2025	Agreement and introduction of core KPIs to be reported at both a Corporate and Service Level	Some slippage	As previously reported, progression of this milestone is dependent on the review of the Net Zero Programme's Terms of Reference and governance structure. A key focus of the Climate Change, Energy and Community Resilience Strategic Paper agreed by Council in March is to strengthen coordination across Council services and to develop proposals for a sustainable, long term delivery model to support the Council's climate change, energy and resilience programme.

			This recognises that effective delivery will require sustained organisational capacity and programme coordination aligned with long term programme delivery rather than short term project funding cycles. Proposals, including an updated governance model for the Net Zero Programme, will be brought to Council.
Completes August 2025	Approval of an Adaptation Strategy for the Council	Completed	Climate Change Adaptation Strategy approved by Council on 18 September 2025.

Revised milestones and measures of success for the Net Zero Programme will be developed, alongside the governance review, in line with the direction set out in the Strategic Paper.

5.2 Key Risks & Measures of Success

Below is an extract of the second page of the PRMS project dashboard which sets out the Key Risks and Measures of Success for the programme.

INVESTMENT

£	Net Zero Programme Investment: EMR	£ 238,000

MEASURES OF SUCCESS		CURRENT STATUS
£	[Archive] Efficiency Savings: Efficiencies within fleet and cross service savings across Car Club, Grey Fleet and private hire - FY 25-28 (Current FY Forecast)	£ 0
£	Efficiency Savings: Staff travel utilisation, grey fleet and car club - FY 25-28 (Current FY Forecast)	£ 0
	Net Zero Programme: Grant funding secured [reporting starts tbc]	
	Net Zero Prog: % Carbon emissions reduction [reporting starts 23/24]	9.5 %
	Net Zero Prog.: The number of projects proposed to the Climate Change Committee [annual]	18
	Net Zero Prog.: % of Business Continuity Plans aligned with Council's Adaptation Strategy and Action Plan [reporting starts 2025/26]	
	Net Zero Prog: % of capital projects that have defined level of carbon impact prior to approval of capital spend [reporting starts 2025/26]	
	Net Zero Prog.: Highland Council Carbon Budget [reporting starts 24/25] - Tonnes of CO2 equivalent (tCO2e)	34,893
	Net Zero Prog.: Service-level Carbon Budget Targets - Corporate [reporting starts 2025/26]	
	Net Zero Prog.: Service-level Carbon Budget Targets - People [reporting starts 2025/26]	
	Net Zero Prog.: Service-level Carbon Budget Targets - Place [reporting starts 25/26]	

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

Key Risks

There are no changes to the assessed likelihood or impact scores of existing programme risks. The governance review and wider programme development work are intended to strengthen management of these risks over the longer term.

Treatment Actions for the highest rated risk 'Failure to align our budget expenditure' are:-

Risk Action	RAG Status
Carbon Budgeting	**GREEN**
At the Council meeting on 25 June 2026, Members agreed to approve the proposed approach to strengthening the Council's carbon reporting, management and decision-support capability. Members also agreed that the Council should progress a 12-month managed engagement with Eden Seven to support the delivery of this approach. A robust and consistent baseline of the Council's carbon emissions is essential to support the development and management of carbon budgets across services. A milestone framework will be developed to break down and sequence the key elements required to introduce carbon budgeting.	
Establish Performance Reviews	**AMBER**
Delivery of this measure will be progressed through the proposed programme-led corporate delivery model, subject to Corporate Management Team and Member approval. Programme development proposals include establishing more consistent, structured engagement with each Service Cluster to support periodic performance reviews on the integration of Net Zero and resilience considerations into service planning, capital investment and operational delivery, addressing the misalignment identified in current arrangements.	
Integrate Net Zero into financial decision-making frameworks	**AMBER**
Integration of Net Zero into financial decision-making is being advanced through programme development proposals aligned to the Council approved Climate Change, Energy and Community Resilience strategic paper. This includes active work to embed Net Zero principles within the capital programme, notably through the introduction of whole life carbon assessment, improved capital governance and earlier integration of energy, carbon and lifecycle cost considerations into investment appraisal, capital planning and funding decisions.	

Service Net Zero Programme Reporting	GREEN
Recurring annual target date of November to align with the Public Bodies Climate Change Duties Reporting. Highland Council's Public Bodies Climate Change Duties Report 2024/25 submitted November 2025. PBCCD Return for 25/26 is in development and will be brought to the Climate Change Committee in November 2026 for approval.	

5.3 **Investment** - The Net Zero Programme has approved investment of £630,000 to cover months 1-36 of the Delivery Plan.

The table below shows spend against this investment for 2026/27:-

Net Zero Programme: Investment	M3 26/27	
	Current Forecast	**Actual to Date**
	£238,000	£58,702

Expenditure is currently in line with the approved 2026/27 budget profile, with expenditure to date relating to staffing costs incurred between April and June 2026.

6 Net Zero Programme – Quarterly Projects Updates

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

7 Climate Change, Energy and Community Resilience Strategic Paper

7.1 Following Council approval of the Climate Change, Energy and Community Resilience Strategic Paper in March 2026, Quarter 1 has focused on developing the programme management arrangements required to implement the strategic direction agreed by Council.

7.2 This work has centred on establishing the governance, performance and programme management framework that will support coordinated delivery of the Council's climate change, energy and community resilience priorities. Given the strategic and cross-cutting nature of this work, proposals are not yet at a stage where they are ready for formal consideration by Members.

7.3 Regular progress updates have been provided to the Net Zero, Energy, Investment and Innovation Board throughout the quarter. The emerging governance and performance framework is also being considered through the Net Zero Strategy Group to ensure alignment with the Council's wider strategic objectives and delivery requirements.

7.4 The first stage of the proposed implementation framework is scheduled to be presented to the Corporate Management Team at the end of July 2026. Subject to endorsement through the corporate governance process, this will inform the preparation of a comprehensive report for consideration by Council.

7.5 Accordingly, no individual project templates are presented within this quarter's report. The focus during Quarter 1 has been on developing the strategic framework through which future programmes and projects will be governed, prioritised, monitored and reported. This work reflects Council's agreement that further proposals should be developed for a sustainable long-term delivery model, recognising that effective delivery will require sustained organisational capacity and programme coordination aligned with long-term programme delivery.

Ongoing development includes:-

- Revision of governance arrangements and updated Terms of Reference for the Net Zero Programme to strengthen strategic oversight and cross-service coordination.
- Development of a proposed performance management framework, including Corporate and Service-level Key Performance Indicators aligned with long-term climate, energy and community resilience outcomes.
- Development of an integrated approach to programme planning and investment management across climate mitigation, climate adaptation, energy infrastructure and place-based delivery.
- Continued refinement of programme management processes to strengthen benefits realisation, programme reporting, risk management and strategic oversight across the Council's climate and energy portfolio.

7.6 This work will provide the organisational and governance foundations required to support the next phase of programme delivery. Following completion of the corporate governance process, detailed proposals will be brought forward for Member consideration. Future Committee reports will then transition towards reporting progress against the agreed governance, performance and programme management framework.

Designation:	Assistant Chief Executive - Place
Date:	13 July 2026
Author:	Fiona Daschofsky, Programme Manager Neil Osborne, Climate & Energy Manager
Background Papers:	None
Appendices:	Appendix 1 – Net Zero Programme Project Updates

Appendix 1

Built Estate & Energy						
Project	**Activity**	**Project Elements**	**Measures of Success**	**Milestones**	**Update - May 2026**	**Update - August 2026**
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	• Carry out physical surveys and associated analysis to prepare site-specific reports detailing measures required to transition to Net Zero • Compile database of costed opportunities • Identify, and where deemed cost-effective, to progress implementation of cost reduction opportunities and projects	• Year 1 – 35% of properties surveyed • Year 2 – 65% of properties surveyed • Year 1 – £0.20m of opportunities implemented • Year 2 – £0.45m of opportunities implemented • Year 3 – £0.45m of opportunities implemented	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	203 Energy & Net Zero surveys undertaken, 195 reports/NZ analysis completed. Engagement ongoing with respect to implementation of associated projects. Plans and timescales for progression of opportunities into implemented projects remain undefined. Direct annual savings of approx £179k and 181 tonnes of carbon have been achieved, primarily through heating system setpoint review and behaviour change measures, as well as THC's capital lighting upgrade programme.	Engagement ongoing with respect to implementation of associated 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.	• Identify and rank Council-owned/occupied sites • Undertake any remedial works required • Design and install • Maintenance regimes, compliance and certification built into management of the sites	• 100% existing sites operational and generating energy • Income: £1.3m by year 3 rising to £2m p/a • Increase in installed generation capacity • Reduced electricity costs for service users • Reduction in Council CO2 emissions	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	25/26 revenue for25/26 is £344k. Feed in tariff income received during 25/26, which includes retrospective payments relating to previous years, has totalled £173k. Completed systems • Deshar PS • Uig harbour A further 12 installations have been awarded to contractors for progression within 2025/26. The original system installed at Grantown Grammar School has been replaced and expanded with a new system as part of the roof replacement works. Work is practically complete to bring the ground mounted system at Alness Academy into operation. Projects identified and proposed to be progressed within financial year 26-27 have a combined capacity of 1MW.	Alness Academy now operational. Grantown Grammar due to become operational in the Summer holidays. All new installations are currently on hold due to insurance-related considerations. Scotland's Solar Energy Efficiency Loans Scheme (SSEEL's) funding has been awarded for 26/27 projects, however due to delivery concerns an extension to the end of 2026 has been submitted to the Funders. Maintenance and inspection contract is currently in development with Procurement.
Conversion of Fossil Fuel Systems	Undertake detailed heating system options appraisals for properties with aged and poor condition fossil-fuel based heating systems.	• 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	• Undertake 6 options appraisals on heating systems which have less than 5 years' life expectancy • Define and consult upon report format and content to ensure fitness for purpose • Complete by end of December 2025	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	Work undertaken upon specific request by Property. Projects/sites include • Kilchoan PS • Dornoch PS • Cauldeen PS • HQ	Bid submitted for 2 oil boiler conversion projects, at Nairn Leisure and Dornoch Primary School, through the Capital Board in relation to the Climate Emergency Fund.
Net Zero Design Standards	Determine and agree net zero design standards applicable for non-domestic new builds and refurbishments.	• Review current guidance and legislation to determine the appropriate design standard for all categories • Update and publish technical specifications and associated guidance documentation • Information and knowledge through workshops for dissemination to relevant parties	• Production of technical standards and guidance • Production of compliant life cycle analysis reports for new buildings • Post occupancy evaluation demonstration of meeting operational energy targets • Compliant building carbon strategy documentation	M1 - 08/24: Solar PV technical specification adopted for all new domestic and non-domestic applications M2 - 01/25: Interim technical specification and guidance M3 - 01/26: Update of interim technical specification and guidance M4 - 08/26: Finalised technical specification and guidance published	Work continuing in the development of a Highland Council Net Zero Design Standard with the intention to bring to Committee during summer 2026. For the Highland Investment Plan it has been agreed that the 7 HUB construction projects will attain the Sector Net Zero Standard. Additionally there is an ongoing workstream to evaluate the merits of Passivhaus certification.	Draft Net Zero & Sustainability Standard has been developed and issued internally for review with intention to bring to next NZEII portfolio board, and subsequently to committee.

Strategic Asset Management Plan (SAMP)	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	• 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.	• 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.	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 (ROAB) 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.	Strategic Asset Management Plan was approved at Housing and Property Committee. The Action Plan will now be delivered including actions to promote the SAMP principles. A Strategic assessment tool based on the SAMP principles is now being used as part of all asset reviews and options appraisals ensuring multiple climate, net zero and environmental considerations are a key part of each review.	Strategic Asset Management Plan has been approved. Strategic principles and assessment tools embedded in Asset Management processes. No further updates expected until the plan is refreshed in 2027.
Planning, Land Use & Environment						
Project	**Activity**	**Project Elements**	**Measures of Success**	**Milestones**	**Update - May 2026**	**Update - August 2026**
Address Ecological Emergency	Implement priority actions identified in the Council's Ecology Strategy	• Map and quantify greening opportunities across Council Estate • Utilise biodiversity in green space to reduce grass cutting across Council Estate • Develop and deliver a suite of greening projects across Council Estate • Secure external funding to support Council and community greening projects (Nature Restoration Fund) • Strategies and policies developed aligned to the Ecology Strategy • Secure funding and further develop management plan for World Heritage Site (WHS)	• 10 Council estate Greening projects delivered annually • Pipeline of projects identified, and delivered for biodiversity • Management plan for WHS finalised • Ash dieback mapped and managed across the estate • Identify number of policies to be aligned to the Ecology Strategy • Major planning apps assessed in line with NPF4 biodiversity policies • Funding secured for WHS (£600k) • Recruitment of planning ecologists	M1 - Q2 24/25: Nature Restoration Fund Community grant scheme launched M2 - Q3 24/25: Complete recruitment of Planning Ecologist M3 - Q4 24/25: Review and agree approach to Ash dieback M4 - Q4 24/25: First tranche WHS funding secured M5 - Q1 25/26: WHS staff recruited M6 - Q1 25/26: Opportunity map completed M7 - Q3 25/26: Adoption of Forestry and Woodland Strategy	M1/M2 - Complete M3 - Senior Arboricultural Officer now sits within Amenities Services and is leading on Ash Dieback Plan. M4/5 - Complete. Work underway to update WHS Management Plan. M6 - Greenspace Biodiversity Management Strategy to be submitted to C&P Committee on 13 August 2026 M7 - HFWS tender advertised on PCS. Consultant expected to be engaged by May 2026	A draft Greenspace Biodiversity Management Strategy has been developed, with approval being sought from Communities and Place Committee in August 2026 to undertake public consultation. Work is also progressing on the new Highland Forestry and Woodland Strategy, with consultants appointed and Member engagement planned for Autumn 2026. Further detail is provided within the Planning, Land Use & Environment Thematic Group Update to be presented to the Climate Change Committee in August 2026.
Nature Networks	Create Nature Networks by identifying and mapping Nature Networks in Highland and strengthening connections between them to support improved ecological connectivity	• Identify and map potential high level Nature Networks across Highland. • Carry out workshops with partners and stakeholders to refine existing and potential new local Nature Networks • Identify, with partners and stakeholders, and map the first phase of Local Nature Conservation Sites (LNCSs)	• Nature Networks identified and mapped as part of the Local Development Plan. • Identify 10 opportunities to strengthen or create new Nature Networks. • Establish panel to identify and designate LNCSs. • Through the planning process Nature Networks provide opportunities for developers to focus and deliver biodiversity enhancement obligations.	M1 - 11/24: Establish baseline GIS dataset to include statutory and non-statutory designations, HABMap and key geographical map data M2 - 11/24: Start mapping potential existing Nature Networks (focusing on Inner Moray Firth area) M3 - 12/24: Carry out first workshops (focusing on Inner Moray Firth area) with stakeholders to refine map-based Nature Networks M4 - 04/25: Identify LNCS (ongoing) and start the designation process (April 2025) M5 - 08/26: Completion of Highland Nature Networks	M1 - complete M2 - NN 30x30 connections mapped. Mapping of non-30x30 connections ongoing. M3 - complete M4 - LNCS site identification ongoing. Methodology for consultation/designation being developed M5 - Tied to M2. Ongoing process. NB: Milestones need to updated	Alongside the development of Nature Networks, work is underway to identify Local Nature Conservation Sites (LNCS). In May 2026, the Economy and Infrastructure Committee agreed to declare Ardersier Common as Highland's second Local Nature Reserve (LNR), alongside Merkinch. Further detail is provided within the Planning, Land Use & Environment Thematic Group Update to be presented to the Climate Change Committee in August 2026.

Coastal Change Adaptation Plan (CCAP)	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.	• Development of a CCAP • Case Studies – focus on Relic Defences at 2 locations	• Develop a plan to address the highest risk areas of coastal flooding. • Improve community understanding of coastal flooding and erosion risks.	M1 - 10/24: Finalisation of Regional level Coastal Change Adaptation Plan M2 - 04/25: Case Study Report	Local CCAP for Avoch - Project ongoing, with first stage due to be complete April 2026. Golspie pier groyne study ongoing. Partnership working with local community. Design estimated to be complete July 2026. Nairn - Assessment of potential beach recharge. Project ongoing.	Members are referred to the Planning, Land Use & Environment Thematic Group Update to be presented to the Climate Change Committee in August 2026, including updates on the Regional Coastal Change Adaptation Plan, Local CCAP development and correspondence with Scottish Government regarding future funding arrangements for flood protection and coastal resilience.
Highland Local Development Plan (HLDP) – Evidence Report	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 slide focuses on the development of Chapter 4: Climate Change and Energy.	A comprehensive review has been undertaken by the Climate Change & Energy Team to inform the development of Chapter 4: Climate Change and Energy of the HLDP. This Chapter summarises key evidence and insights relating to: • National Context • Climate Emissions and Impacts • Climate Mitigation and Adaptation • Energy • Heat and Cooling	• 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.	07/25: Engagement with relevant CCET members. 08/25: Completion of evidence review across all five areas. 08/25: Revisions to Chapter 4 based on feedback from CCET. 09/25: Feedback from Key Agencies on draft Chapter 4. 10/25: Finalisation of Chapter 4 content, with statements of agreement from Key Agencies and integration into HLDP Evidence Report. 11/25 Report to E&I Committee on HLDP Evidence Report update.	04/26: Updated Chapter 4 with latest publications from NESO and SSE and Highland Climate Change Risk and Opportunity Assessment. Updated Statements of Agreement for these Chapter 4 stakeholders where relevant.	Highland Local Development Plan Evidence Report approved by Highland Council on 25 June 2026 and submitted to Scottish Ministers for Gate Check on 1 July 2026. Chapter 4 (Climate Change and Energy) updated with latest evidence relating to mitigation, adaptation, energy, heat and cooling, including input from the Climate Change and Energy Team. Further progression of the HLDP is now dependent upon successful completion of the Gate Check process.
Nature Restoration Fund	Highland Council has been allocated funding of £600K for 2025/26 through the Nature Restoration Fund. This is a capital and revenue fund designed to help support projects that will deliver nature restoration, safeguard wildlife, and tackle the causes of biodiversity loss due to climate change. This funding will enable the delivery of targeted projects.	•Funding of £300K will be made available for community groups and organisations. •Funding of £300K will be directed to internal Council-led projects. Projects currently under consideration include: •Woodland Management Plans for key Council woodlands •Initial works to support the establishment of a new Local Nature Reserve at Ardersier Common •Work with Amenities to deliver a range of grassland/biodiversity projects Urban tree planting to restock areas where mature trees have been lost through age or disease •Support delivery of Nature Networks	•Number of community applications received •Number of successful applications and the associated outputs identified to deliver •Number of Council projects delivered •Area of improved habitats created/restored/safeguarded	•August 2025: Launch of NRF Community Grant Programme •October 2025: Recruitment of officer to manage grant programme •March 2026: Commitment of Funds by March 2026 •April 2026: Annual report to Scottish Government	M1 - Complete M2 - Complete M3 - Ongoing. To date 30 applications received over 3 funding rounds with a value of £318,273. M4 - Due Q1 26/27 Council projects underway/under consideration - Ezytreev (arboricultural management software): Complete - 6 x Woodland Management Plans for Council woodlands: Underway - Tree survey for Culloden Avenue: Completed - Tree planting in Dingwall: Scheduled for October - Hydrological survey of Muir of Ord pond: Underway - Ardersier Common Local Nature Reserve: Underway - Amenity Services cut and lift equipment - Biological Recording Centre business plan for income generation: Pending	Delivery of Nature Restoration Fund projects continues to support implementation of the Council's Ecology Strategy, including biodiversity enhancement, habitat restoration, nature recovery and community-led projects across Highland. A detailed update on funding allocations, project delivery and planned activity was presented to the Economy and Infrastructure Committee in May 2026 and can be found here: https://www.highland.gov.uk/download/meetings/id/86962/Item%25208.%2520Nature%2520Restoration%2520Fund
Social Housing & HRA						
Project	**Activity**	**Project Elements**	**Measures of Success**	**Milestones**	**Update - May 2026**	**Update - August 2026**

Housing Strategy/ Policy	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." 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. Review of HRA Capital Plan to remove barriers in achieving targets while incorporating the requirement to secure external funding to support delivery.	• 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). • Review HRA budget allocations • 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. • Undertake feasibility studies for energy efficiency projects including costings. • Review current process for tenant opt-out.	• Approach established for achieving proposed SHNZS and alleviating fuel poverty in the Highlands. • Establish accurate costing against housing stock types. • 5 whole house retrofit feasibilities completed per annum. • Increased HRA capital budget allocation to energy efficiency works. • Pipeline of shovel-ready energy efficiency projects. • Tracking the reduction in carbon emissions (aligned with Highland Council carbon emission targets).	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. M2 - 11/25: Review of Policy approach/Amendment Review progress of Local Housing Strategy. M3 - Ongoing: Identification of priority projects.	The Housing Revenue Account budget for 2026/27 was approved at January Housing & Property Committee. This included a 8% uplift in the approved 2026/27 HRA Capital Programme to provide an additional £1.692m of funding for priority energy and external fabric investment. A new HRA Capital Plan 2027-2032 is being submitted to May Housing & Property Committee. This will focus on sustained investment in the energy efficiency of housing stock and a targeted approach to works to ensure that external funding is maximised and that the houses which most need insulation, heating and fabric works are prioritised across Highland communities.	A new HRA Capital Plan 2027-2032 is being submitted to Housing & Property Committee. This will focus on sustained investment in the energy efficiency of housing stock and a targeted approach to works to ensure that external funding is maximised and that houses which most need insulation, heating and fabric works are prioritised across Highland communities.
Energy Efficient Homes - Caol	Utilise grant funding to support the delivery of a retrofit project to 32 properties located in Caol. 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). Project to achieve a minimum of 50% external funding on eligible works.	• Align delivery of retrofit works to social & private properties in Caol. • Maximise and manage external funding, including ECO4 and Scottish Government EES:ABS enabling funds. • Improve condition of housing stock and reduce fuel poverty.	• 90% of allocated properties improved • 50% (min) of external funding leveraged • 100% of properties EPC C or above • Meeting standards, including EESSH2 • Delivery of place-based project including socially and privately owned properties.	M1 - 07/24: Completion of 2 pilot properties M2 - 08/24: Building Warrants approved M3 - 06/25: Project completion M4 - 09/25: Project close report, including monitoring and evaluation	This project is in defects period	M1 - M4 complete. This project is in defects period
Energy Efficient Homes – Balintore (mixed tenure)	Utilise SHNZF, ECO4 and EES:ABS funding to support the delivery of a mixed-tenure retrofit project to properties located in Balintore. Properties are all Norwegian Timber construction and off gas. Scope of works includes; external wall insulation, new windows & doors, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps (some properties already have a heat pump). Project to achieve a minimum of 50% external funding on eligible works.	• Align delivery of retrofit works to social & private properties in Balintore. • Secure external Social Housing Net Zero Funding (SHNZF) and ECO4 funding. • Improve condition of housing stock and reduce fuel poverty. • Support regeneration of the area.	• 80% of allocated properties improved • 50% (min) of external funding leveraged • 100% of properties EPC C or above • Meeting standards, including EESSH2 • Delivery of place-based project including socially and privately owned properties.	M1 - 07/24: Submit revised project plan to SG M2 - 08/24: Procurement complete M3 - 09/24: Building warrants approved M4 - 10/24: Installations commence M5 - 06/25: Project completion M6 - 09/25: Project close report, including monitoring and evaluation	This project is in defects period	M1 - M6 complete This project is in defects period

Energy Efficient Homes – Full Retrofit Balintore (Highland Council)	Prioritise economies of scale and full house retrofit approach while delivering Energy Efficiency measures as part of Capital Investment in Highland Council properties. 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. Introduce ECO4 funding to our current capital works delivery programme to enhance project's scope. Properties are all Timber construction and off gas. Scope of works includes; external wall insulation, new windows & doors, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps.	• Steer capital investment towards a retrofit approach. • Explore externally funded opportunities and mix tenure project delivery. • Improve condition of housing stock and reduce fuel poverty. • Support regeneration of the area.	• 100% of properties EPC C or above • Meeting standards, including EESSH2 and future compliance • 80% of allocated properties improved • 50% (min) of external funding leveraged	M1 - 01/24: Initial tenant engagement and opt-in exercise M2 - 07/24: Two projects initiated – 2 contractors appointed M3 - 08/24: Second tenant engagement – Housing needs M4 - 09/24: Technical specifications agreed M5 - 10/24: Installations commence M6 - TBC: Project completion M7 - TBC: Project close report, including lessons learnt	M1 - Completed M2 - Completed M3 - Completed M4 - Completed M5 - Completed M6 - Awaiting installation certificates and EPCs before issue of Practical Completion - which will be backdated.	M1 - Completed M2 Completed M3 - Completed M4 - Completed M5 - Completed M6 - Awaiting insulation certificates and EPCs before issue of practical completion - which will be backdated. Issues with Sureserve have resulted in going to senior management to progress
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.	• Determine eligible properties • Maximise and manage external funding • Improve the energy efficiency of properties • Undertake external drill tests to confirm property suitability • Review opportunities to scale up the project	• 100 properties to receive CWI • 97% external funding leveraged • Delivery of place-based project including socially and privately owned properties • EPC improvements, including increase in SAP rating and reduction in carbon emissions	M1 - 09/24: Project approval M2 - 03/25: Project completion M3 - 05/25: Project close report, including evaluation M4 - Ongoing: Identification of priority areas	Project closed - has been superseded by the D-C Highland Project.	Project closed - has been superseded by the D-C Highland Project.
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.	• Determine eligible properties • Maximise and manage external funding • Improve the energy efficiency of Council properties • Undertake external drill tests to confirm property where required suitability • Review opportunities for fully and partially funded projects.	• % of dwellings with a SAP rating of C or above after energy efficiency works • Leverage over £6m of external funding • Delivery of place-based project including socially and privately owned properties • % tenant opt-in for energy efficiency works	M1 - 01/25: Project approval M2 - 12/25: Project completion M3 - 05/26: Project close report, including evaluation M4 - Ongoing: Identification of priority areas	Currently reviewing options to restart project. Following UK Governments decision to not renew ECO schemes there has been uncertainty and new restrictions on this funding mechanism which are currently under review.	D-C Highlands has now reopened, funding mechanism has changed and there is a 50/50 split on costs per measure. **Progress to date:** 42 properties completed covering 59 measures. Surveys are ongoing

Educational Resources	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.	• 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.	• % reduction of tenant opt-outs for energy efficiency works.	M1 09/25: Creation of resources. M2 09/25: Approval of resources. M3 10/25: Roll-out of resources. M4 Ongoing: Review to identify any additional requirements incorporating feedback from users.	Materials have been reviewed by Housing, and feedback has been provided. Word documents will be updated to reflect feedback and further discussion to confirm what edits can be made to videos to ensure the messaging aligns with the Council's current delivery model.	The new Council website is live, the Energy Efficiency Homes page includes videos, case studies and further information. This has been developed for private households and resources are being tailoured for Council tenants. FAQs documents have been adapted for the below measures, these have been developed in conjunction with housing collegues and updated following tenant feedback from the April tenant forum. - air source heat pumps - solar PV - cavity wall insulation - external wall insulation - loft insulation Link to website **https://www.highland.gov.uk/climate-change-net-zero/energy-efficient-homes** **Next steps** Review and adapt existing videos for use with Council tenants, including any required content amendments. There is expected to be a cost associated for video editing.
Integration of ECO funding	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.	• Determine eligible properties • Maximise and manage external funding alongside HRA budget • Improve the energy efficiency of Council properties	• % 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	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.	This project is to be closed following UK Governments decision to not renew ECO schemes. The Council is currently reviewing alternative external funding opportunities.	This project is to be closed following UK Governments decision to not renew ECO schemes. The Council is currently reviewing alternative external funding opportunities.
Sustainable Travel						
Project	**Activity**	**Project Elements**	**Measures of Success**	**Milestones**	**Update - May 2026**	**Update - August 2026**
Sustainable Travel Through Operational Efficiencies	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. 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.	• Data collection: - Gather data on white fleet, grey fleet, car club and casual car hire. - Review relevant policies, contracts and existing reporting mechanisms • Analysis and reporting • Develop comprehensive reporting detailing findings and recommendations for potential cost savings and emission reductions • Dashboard design • Create a user-friendly dashboard that integrates relevant data and established key performance indicators for efficient business travel • Implementation and training • Pilot dashboard with key services and gather feedback • Monitoring and continuous improvement	• Improved vehicle utilisation in alignment with prescribed travel hierarchy • Utilise data to inform demonstratable reductions in travel costs across all Services • Utilise data to inform demonstratable reductions in emissions across all Services • Improved fleet utilisation through the reduction in use of more expensive travel options • Adoption of use of dashboards across Services	M1 - (Date TBC): Data collection M2 - (Date TBC): Delivery of analysis report M3 - (Date TBC): Dashboard prototype developed M4 - (Date TBC): Pilot testing of dashboard completed M5 - (Date TBC): Dashboard rollout M6 - (Date TBC): Training/comms around use of dashboards M7 - (Date TBC): Implementation review	Process of "right sizing" the fleet is underway. Reduction of 2 RCV's agreed for 26/27 and will take place shortly. Review of dedicated winter maintenance fleet has resulted in move to contract hire of these. Newer vehicles will have positive benefits. Hired Fleet review ongoing with new approval process in place.	Dashboards are currently being developed to provide a monthly overview of staff travel across services. The Climate Change & Energy Team has provided analysis of Grey Fleet, Car Club usage and fleet utilisation to the Health and Social Care Travel Working Group and continues to support this work as a member of the group. An interim wider fleet utilisation report has been shared with key officers and is currently being reviewed. This work will support evidence-based decision making to optimise business travel, reduce emissions and improve value for money.

Active Travel	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. 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.	• Develop, implement and analyse an employee travel survey • Refresh the existing Travel Plan for the Council HQ building in Inverness, considering both health and wellbeing, equalities and sustainability requirements • Design and facilitate focus groups with staff to help encourage greater engagement with the Highland Council Travel Plan • Provide a summary presentation/briefing of survey findings and subsequent actions/approaches as appropriate • Work with key stakeholders such as HITRANS to maximise impact	• Increase in active travel • Removal of barriers to staff using active travel	M1 - 09/24: Creation of an online employee travel survey M2 - 10/24: Focus Group sessions held M3 - 12/24: Production of a summary presentation/ briefing with findings and subsequent actions M4 - 01/25: Refreshed Highland Council Travel Plan M5 - 01/25 and ongoing: Delivery of actions	High-level findings from the recent staff survey, open 11 February to 6 March, presented to Corporate Management Team on 20 April 2026. The staff survey responses cut across several Delivery Plan workstreams, including Future Operating Model, Reconfiguring Our Asset Base, Net Zero, Flexible and Hybrid Working, and Travel. Further analysis and collective consideration of the dataset will be important to support a shared understanding across services, ensure coherence between related policies and initiatives, and avoid fragmented responses.	Analysis of the Staff Survey has been completed and priority actions identified. These have informed the development of a draft Staff Travel Action Plan. The survey findings and draft action plan were presented to both the Local Transport Strategy Steering Group and Officer Working Group and have helped shape a programme of actions focused on improving awareness of sustainable travel options, addressing barriers identified by staff and supporting increased uptake of walking, wheeling and cycling for both commuting and business travel.
EV Policy	Development of policy around the efficient use of council-operated electric vehicles (EVs) charging infrastructure	• Development of policy • Development and delivery of communications and training to support the policy implementation	• Increased network availability • Enhanced staff awareness and behavioural change • Mitigated reputational risk for the Council	M1 - 04/25: Policy Drafted M2 - 05/25: Present draft policy to Communities & Place Committee for approval M3 - 06/25: Roll out of communications and training	This work has been delayed due to migration of the existing EV network onto the EZO platform. Will resume once the migrated network is in a steady state H2 2026.	Development of the EV charging policy has been incorporated into the wider Net Zero Design Standard. This will provide a consistent framework for the use and management of Council-operated EV charging infrastructure.
Elected Member Travel	Develop reporting to provide meaningful and understandable information regarding Member Travel, including associated costs and carbon emissions.	• Review of current Member Travel including mode e.g. car club, lift share, own vehicle (grey fleet) • Create a user-friendly dashboard that integrates relevant data • Implementation and training in respect of dashboard • Identify champion to encourage other Members to carpool, use car club or alternatives to travel	• Adoption of dashboard • Reduction in mileage, leading to decreased carbon emissions and costs • Improved utilisation of Council vehicles e.g. car club instead of Grey Fleet • Increased levels of lift share, carpooling	M1 - 03/25: Data collection M2 - 05/25: Delivery of analysis report to Climate Change Committee M3 - 05/25: Identification of champion M4 - 05/25: Development and testing of dashboard M5 - 06/25: Training/comms around use of dashboard	Ongoing - member workshop to be programmed in Q1/ early Q2 in financial year 26/27	Following requests from the Climate Change Committee, a Members workshop on sustainable travel remains to be scheduled.
Light Fleet - Optimal Utilisation	Review utilisation levels and actual business requirements for the Council's light fleet	• Develop a vehicle report template to highlight and report key metrics • Analysis of fleet data and individual vehicle reports to adopt a data driven approach for determining the optimal fleet size • Identify underutilised vehicles and opportunities to downsize the fleet or vehicle size, and determine where vehicles could be shared to ensure full utilisation • Strengthen guidance around misuse of vehicles to develop awareness across all members of staff as to the appropriate use of vehicles	• Improved fleet utilisation • Transition of high grey fleet usage/mileage to fleet vehicles • Reduction in the use of more expensive travel options, such as casual car hire • Additional financial savings, including reduced maintenance and insurance costs	M1 - 03/25: Data modelling completed M2 - 04/25: Completion of high-level Light Fleet Utilisation reporting M3 - 05/25: Individual vehicle reporting template finalised M4 - Ongoing: Monitoring and engagement with Services	Process of "right sizing" the fleet is underway. Reduction of 2 RCV's agreed for 26/27 and will take place shortly. Review of dedicated winter maintenance fleet has resulted in move to contract hire of these. Newer vehicles will have positive benefits. Hired Fleet review ongoing with new approval process in place.	Dashboards are currently being developed to support ongoing monitoring of fleet utilisation. Depot reports for Diriebught and Carrs Corner have been expanded into an interim fleet utilisation report covering a wider range of Council vehicles. The report has been shared with key officers and is currently being reviewed. A fuel reporting tool is also being developed and verified, providing information on vehicle mileage, fuel consumption, spend and efficiency. This will form the basis of a monthly Fleet Utilisation Dashboard, supporting evidence-based decision making around fleet provision, utilisation and opportunities for operational and carbon savings.

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).	• Review whole end to end process for light fleet • Develop new process and form for instigating a request for new or replacement light fleet vehicles • Develop decision making process / hierarchy to outline where a dedicated light fleet vehicle may not be the most appropriate option	• Data driven decision making • Robust approval process • Increased scrutiny • Cost and carbon savings	M1 - 04/25: Identify Key Performance Indicators M2 - 04/25: Review and revise current processes and policies M3 - 05/25: Light Fleet Request platform developed, tested and launched M4 - Ongoing: Monitoring	Ongoing - process will be utilisation driven as part of fleet reduction project. Continually reviewing fuel types of vehicles required. HVO trial underway.	Ongoing. The review and approval process for new and replacement light fleet vehicles is being aligned with the wider fleet reduction and utilisation programme.
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	• Evaluation of E-cargo bike pilot • Assess leasing options to include the provision of e-bikes/e cargo bikes, servicing, maintenance and insurance • Undertake comparison of resources (staffing and costs) to deliver in-house vs leasing • 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	•Expansion of accessible e-bike scheme • Alleviation of current challenges regarding maintenance and insurance • Increased uptake of low-emission business travel • Reduction in fleet usage and associated emissions and costs	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	Further work is required to determine an appropriate future e-bike delivery model within the Council's fleet.	Staff Travel Survey findings identified interest in active travel, while also highlighting barriers including access to bikes, infrastructure and confidence. Actions to support greater uptake of active travel have subsequently been incorporated into the draft Staff Travel Action Plan. Discussions are underway regarding the future development of the Council's bike fleet, including options for leasing, maintenance and servicing arrangements, to support increased use of e-bikes and e-cargo bikes for business travel. The recent installation of charging infrastructure at Headquarters, Inverness, has helped address a key barrier identified through the pilot scheme and will support future expansion of the programme.
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).	• Replacement of 41 diesel small light commercial vans with 41 plug-in hybrid small vans • Development and roll-out of staff training/induction process around the use of ULEVs and charging infrastructure • 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)	• Increase in number/percentage of ULEV vehicles in the Council's fleet • Reduced carbon emissions and running costs	07/25: Policy on EV infrastructure use 09/25: Training on use of ULEVs and Charging Infrastructure 11/25: Replacement of 41 vans	Hybrid vans in place. However, government grant removed for Plug in hybrid vans. New or replacement fleet to be assessed if ULEV can be utilised. Fleet replacement strategy to be developed once fleet is right size.	New vehicle leases remain suspended while fleet utilisation reviews and fleet reduction measures are progressed. This approach is ensuring that fleet replacement decisions are informed by evidence of operational need and vehicle utilisation, helping to right-size the fleet and maximise opportunities to transition to lower-emission vehicles where operationally feasible.

Local Transport Strategy 2025-2035 Delivery Plan	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.	• 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.	• 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.	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.	• Q2: LTS Steering Group established and Terms of Reference finalised: in place Feb 2026. • Q3: Actions identification - preparation of database: in place Feb 2026 for committee report. • *Q3/4: Production of Delivery Plan and Monitoring Proposals:* in place Feb 2026 for committee report. • *Q4: Delivery Plan presented to the E&I Committee:* In place Feb 2026 and passed by Committee along with the annual Progress Template which includes the M&E of Priority Actions. • Governance: Steering Group of COs established and meeting quarterly. Working Group of Officers delivering on Priority Actions across different workstreams established and meeting monthly, reporting to the SG.	Two working group meetings have been held, featuring presentations on Community Transport and in-house bus operations to support knowledge sharing across departments. Two steering group meetings have also taken place, including presentations on the new Local Development Plan, with a particular focus on the transport appraisal process. From these discussions, two key workstreams have been identified; (1) Urgent need to review and update the Roads and Transport Guidelines for New Developments. Meeting held to agree the next steps for progressing this work. (2) The development of Transport Area Profiles for each committee area. These profiles will bring together transport-related information from a range of existing plans and strategies. As part of this work, officers are also exploring how Transport Forums and Community Support colleagues can contribute to establishing a closed-loop system for identifying, communicating and responding to community priorities. Consideration is also being given to how transport priorities are assessed and balanced across different areas, with officers exploring the potential for a criteria-based approach to prioritisation.
E-bike Charging Infrastructure	A key barrier to the effective use and wider adoption of e-cargo and e-bikes has been the charging and storage of batteries. Funding has been secured to install safe, secure, and accessible external charging infrastructure at Highland Council HQ. This will enable reliable charging, support the expansion of the e-bike fleet and promote sustainable business travel across Council services.	•Charging infrastructure site identification and assessment •Procurement of appropriate infrastructure •Installation of charging infrastructure •Development of operational framework, including usage guidelines, safety protocols, and maintenance schedule •Communication and engagement activities to promote e-bike travel and raise awareness of infrastructure developments	•Increased uptake of e-bike and e-cargo bike use •Reduction in business miles travelled by diesel and petrol vehicles •Enhanced safety and security of charging infrastructure •Fleet vehicles offset through increased use of sustainable travel options •Health and wellbeing benefits reported by staff using active travel modes	•Q3 2025/26: Infrastructure site identified and approved •Q3 2025/26: Procurement process completed and installation initiated •Q4 2025/26: Charging infrastructure installed and operational •Q4 2025/26: Communication and engagement activities delivered to promote uptake and raise awareness	Electrical works and installation of lockers completed March 2026.	Installation of e-bike charging infrastructure at Council Headquarters has now been completed and the facility is operational. This addresses a key barrier identified through previous e-bike trials relating to the safe charging and storage of batteries. The infrastructure supports delivery of actions identified through the Staff Survey and emerging Staff Travel Action Plan, which highlight the need to enable and encourage greater uptake of active travel. Future work will focus on promoting the facility, supporting staff confidence in the use of e-bikes and e-cargo bikes, and exploring opportunities to expand the Council's bike fleet and associated maintenance and servicing arrangements.
HVO Trial	Trial to assess feasibility and performance of hydrotreated vegetable oil (HVO) as a low-carbon fuel alternative.	• Implement HVO fuel in two Council vehicles - a public bus and a refuse collection vehicle. • Assess feasibility and performance including technical compatibility, operational reliability, and stakeholder engagement. • Collect and analyse data on emissions reduction, fuel efficiency, maintenance requirements, and cost implications compared to diesel baseline. • Evaluate trial results to inform recommendations for scalability and wider fleet adoption.	• Carbon Reduction: % decrease in emissions compared to diesel baseline • Operational Reliability: No significant downtime or technical issues • Cost Impact: Comparative analysis of fuel and maintenance costs • Scalability Assessment: Recommendations for wider fleet adoption	• **Quarterly Ongoing** - Assessment of operational functionality, as well as analysis of emissions and expenditure. • **Quarterly Ongoing** – Assessment of wider fleet adoption / closure of trial based on benefit realisation.	Update to be presented to the Climate Change Committee in May.	Since the introduction of HVO-fuelled vehicles in November 2025, the pilot has expanded to include five double-decker buses and two refuse collection vehicles. The decision to increase the number of vehicles participating in the pilot was driven by several positive outcomes: (1) Tailpipe emissions reductions have been demonstrated at 100%. (2) Significant cost savings have been identified through the lower cost of HVO compared with diesel. (3) A reduction in AdBlue-related faults and other maintenance issues has been observed. During June, the pilot delivered fuel cost savings of approximately £2,000 compared with equivalent diesel operation. Vehicles achieved an average fuel economy of 7.8 mpg, compared with a diesel equivalent of 7.6 mpg. No maintenance issues have been reported across the fleet since the transition to HVO. Discussions are continuing with Procurement to identify options for extending the pilot beyond the current spending threshold. Expenditure currently stands at approximately £38,000 against a £50,000 threshold.
Net Zero Delivery						

Project	Activity	Project Elements	Measures of Success	Milestones	Update - May 2026	Update - August 2026
Capital Projects - Net Zero	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. An assessment process for capital projects will be developed to ensure statutory climate and ecological targets are met.	• Working group established. • Develop clear guidance for incorporating Net Zero into Capital Project planning and design. • Develop pilot projects to validate and refine the approach. • 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. • Revise policy documents reflecting the integration of Net Zero considerations.	• Establish business case model to ensure consistency of assessment of projects • Approval of guidelines and implementation of process • Successful delivery of two pilot projects that demonstrate whole life cost approach • Approval of standardised business case documentation and reporting frameworks for all new Capital Projects • 100% compliance with new guidelines adopted after policy change	M1 - 08/24: Project initiation M2 - 11/24: Development of clear guidance M3 - 11/24: Develop pilot projects M4 - 01/25: Implementation of framework M5 - 03/25: Policy updated and approved by Council	A separate agenda item from the Capital Programme & Net Zero Funding Strategy thematic group provides an update on progress.	The Councils adoption of the Net Zero Standard fo Hip projects is informing decision for other projects going forward. The documentation under review by the Assistant Chief Executive - Place will help set the approach to all capital projects.
Inverness Castle – Sustainable Operations	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.	• Baseline assessment – review current/proposed sustainability practices. • Identify and address key operational, environmental and engagement factors across core sustainability themes, including: Energy & Carbon; Water Use; Waste Management; Sustainable Procurement; Biodiversity & Nature; Community & Destination Engagement; Transport & Travel; and Communication & Marketing. • Implement sustainable technologies and policies. • Apply for certification.	• Environmental, Social and Governance solutions embedded in operations and practices. • Implementation of measures to reduce carbon footprint. • Achievement of sustainability certification. • Enhanced reputation – competitive advantage.	M1 - 03/25: Identify cross-service representatives for working group. M2 - 04/25: Inception meeting of working group. M3 - 04/25: Assess current & proposed sustainability measures. M4 - 05/25: Set goals – identify key focus areas. M5 - 07/25: Engagement. M6 - 07/25: Develop training and educational resources. M7 - 10/25: Implement sustainable policies & technologies. M8 - 01/26: Apply for certification, working with assessors. Ongoing: Continuous monitoring and improvement.	Progress continues, building on earlier groundwork; however, competing operational pressures within High Life Highland have impacted the pace of delivery.	No substantive progress during this reporting period due to competing operational priorities associated with the Inverness Castle Experience. The action remains under review and will be progressed as resources allow.
Highland Climate Change Risk & Opportunity Assessment	Highland Adapts is leading on the first regional Climate Change Risk & Opportunity Assessment to identify and prioritise climate-related risks across Highland. A regional scoring workshop will be held in December. To ensure the Council's input is reflected, an internal workshop will be held shortly after to review and refine scoring. This approach supports alignment with the Council's Climate Change Adaptation Strategy and will directly inform the development of the Council's Climate Change Corporate Risk & Opportunity Assessment.	•Attendance at regional workshop by the Net Zero Programme Manager and Climate Change Coordinator (Adaptation). •Internal workshop held following the regional session. •Engagement with key Council services including Resilience, Flood Prevention, Planning, Infrastructure, Environment, Economy, Housing, Energy, Transport, and Tourism. •Review and sense-check of scores from regional workshop to ensure Council priorities are accurately reflected. •Outputs to inform development of the Council's Corporate Risk & Opportunity Assessment.	•Internal workshop held with broad cross-service participation •Strengthened regional priorities through Council contribution •Reduced duplication between regional and internal assessments •Council's Corporate Risk & Opportunity Assessment and Adaptation Action Plan informed by regional assessment	Q3 2025/25: Regional workshop held - 11 December 2025. Q3 2025/25: Internal workshop – planning, delivery, and outputs shared Q3 2025/25: Synthesis of workshop outputs for internal alignment Q4 2025/25: Production of the Council's Corporate Climate Risk & Opportunity Assessment Q4 2025/25: Publication of Highland Climate Change Risk & Opportunity Assessment	Update provided as a separate agenda item on the Highland Climate Change Risk & Opportunity Assessment.	HCCROA published and now provides the principal regional evidence base informing adaptation planning and resilience activity across Highland. Members are referred to the Highland Adapts Update and Funding Request report presented to Climate Change Committee in August 2026 for further information on proposed next steps and delivery priorities.

Integrating Net Zero into HIP Projects	Embed Net Zero and sustainability principles into Community Points of Delivery (PODs) projects, ensuring climate and resilience outcomes are integrated from the outset.	• CCET and Net Zero Strategy Group to define all sustainability and Net Zero components for Community PODS. • Corporate approach to be agreed for embedding climate and resilience principles consistently across the full lifecycle of projects, ensuring these requirements are applied from early feasibility through design, procurement, construction, and operational phases. • Governance model and Community PODs team structure to reflect required input from CCET and Net Zero Strategy Group.	• Sustainability components (Whole Life Carbon, Energy, Adaptation, Circularity, Water, Biodiversity, Travel) integrated into PODs design, delivery, and operation • Carbon Gateway Reviews completed at all key stages; Whole Life Carbon targets achieved • Key performance outcomes delivered (energy efficiency, renewables, biodiversity) • PODs operational as resilience hubs	**Dec 2025:** Initial meeting held with Property, CCET representatives and hub North Scotland **Dec 2025:** Confirm governance model and PODs team structure to ensure appropriate input from CCET and Net Zero Strategy Group **Jan 2026:** Define and agree all sustainability and Net Zero components for Community PODs **March 2026:** Paper to be presented to Members outlining corporate approach for embedding climate and resilience principles		The Hip projects have now committed to developing projects in alignment with the Scottish Net Zero Building Design Standards The specification metrics have been agreed between Hub North , The design team and CCET. The Council's net zero design standard document is currently under review with Assistan Chief Executive - Place.
Waste						
Project	**Activity**	**Project Elements**	**Measures of Success**	**Milestones**	**Update - May 2026**	**Update - August 2026**
Recycling Infrastructure Improvements across the Estate	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. These changes will also be accompanied by the expansion of food waste collection in specific geographical areas.	• Benchmarking recycling rates in schools to gauge progress. • Improve recycling infrastructure across the Council estate through the roll out of twin-stream recycling systems. • Expand the food waste collections in schools and other Council premises in specific geographical areas. • Targeted communications campaign to support the roll out of new recycling systems. • Development of Waste E-learning module as part of Mandatory Net Zero training	• 15% reduction of total waste by 2025 • Reduce food waste by 33% by 2025 • Recycle 70% of remaining waste by 2025 • Send no more than 5% of remaining waste to landfill by 2030 • Cost savings benefits (£0.365m 24/25 and £1.695m 25/26 – total external and internal waste) associated with waste disposal. • Net reduction in carbon emissions	Recycling infrastructure improvements initiated aligned to the following phased service change timeline: M1 - 05/24: Ross & Cromarty M2 - 07/24: Nairn and Inverness M3 - 09/24: Badenoch & Strathspey M4 - 10/24: Sutherland M5 - 11/24: Caithness M6 - 03/25: Skye & Lochalsh M7 - 09/25: Lochaber	Recycling workshops delivered to pupils at Inverness Royal Academy in March 26, as part of the trial of new recycling infrastructure. Meeting with CCFM to discuss operational arrangements across a number of premises with regards to waste and recycling is scheduled for w/c 27th April 2026. Waste audit undertaken in South Lodge Primary school. Funding for the recycling infrastructure for all council premises still to be identified. Kingussie High School follow up waste audit to be programmed before June 26.	Waste audits have identified opportunities to improve recycling infrastructure across Council premises, with funding options continuing to be explored. Members are referred to the Waste Thematic Group Update to be presented to the Climate Change Committee in August 2026 for further detail.
Re-Use Portal	Develop and pilot an in-house portal to redistribute resources within the organisation such as furniture, fixtures, fittings, school materials and office consumables. 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	• Development of platform that allows activities to be user-led or automated to minimise the resources required to run the platform • Development of guidance including items that can be redistributed via the portal (e.g. ICT equipment must be returned directly to ICT) • Identification of companies and/or organisations/charities that would buy or reuse assets no longer required by the Council	• Reduced procurement spend • Reduced waste disposal costs • Minimisation of waste • Reduced associated carbon emissions • Cost avoidance – subscription fees of using an external provider in respect of the portal	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	No substantive progress has been made during this period. Initial discussions with Net Start Highland remain pending.	Work is underway to develop a corporate approach to the reuse, redistribution and responsible disposal of Council assets, including electrical equipment and other resources. The Waste Thematic Group is also identifying opportunities to make better use of resources across the organisation and reduce the volume of materials sent for disposal. Further details are provided within the Waste Thematic Group Update to be presented to the Climate Change Committee in August 2026.

Reusable Lunch Packaging Pilot	Pilot reusable lunch packaging in Kingussie High School with the aim of reducing the amount of single-use canteen containers disposed of. This activity is part of a wider project to benchmark waste and recycling rates in schools.	• Conduct waste audit to identify baseline waste composition and associated carbon and cost. • Identify and implement recycling infrastructure requirements in KHS. • Communication and engagement activities to support the roll out of new infrastructure and reusable pilot. • Roll-out reusable lunch packaging to Kingussie High School. • 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.	• Reduced procurement spend • Reduction in waste, associated disposal costs and carbon emissions	M1 - 03/25: Waste audit undertaken at Kingussie High School M2 - 03/25: Cross-service meeting held with representatives from KHS, Facilities Management, Catering, Waste and CCET M3 - 09/25: Programme of Communication and Engagement activities to support the roll out of recycling infrastructure and reusable pilot M4 - 09/25: Roll out of recycling Infrastructure at KHS M5 - 09/25: Roll out reusable Lunch packaging at KHS M6 - 04/26: Evaluate pilot and consider further roll-out	The trial at Kingussie High has been going for six months and engagement has been good. The school are keen to continue with the reusable containers after the end of the trial and they have incorporated this into their daily operations. A lot of meals have been served on traditional crockery as well as the reusable container, as education have requested pupils to now eat in the dining hall rather than throughout the school. Since the start of the trial we have seen a massive reduction in disposables purchased which is a great outcome for sustainability. We are currently looking to roll the process out to two newly opening secondary schools within the Highland Council Area.	Reusable lunch packaging pilot at Kingussie High School continues to deliver positive outcomes. Follow-up waste audits show a reduction in single-use packaging from 9% to 5% of the waste stream, with reusable containers and standard crockery now incorporated into day-to-day catering operations. Further engagement is planned to improve recycling performance and embed sustainable behaviours.
Members' Catering	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. 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.	• Review current process for ordering catering • Assess feasibility to introduce process to determine understanding of in-person Member attendance (will require Member engagement)	• Reduced food waste • Reduced costs	M1 - 05/25: Review current process M2 - 08/25: Provide recommendations to Members Group	Initial data collection has commenced to support monitoring of Members' catering food waste.	Initial data collection and monitoring of Members' catering food waste is ongoing and will be used to establish a baseline understanding of food waste levels and inform future recommendations.
Highland Reuse & Repair Fund	Funding of £500k has been allocated through the Council's Revenue Budget (2025/26 – 2027/28) to create a fund that supports community-led projects that reduce waste, promote reuse and repair, and help build a circular economy in the Highland region.	• Allocate £500k through the delivery of two funding rounds with grants ranging from £2k-£50k for capital and revenue costs. • Support community-led projects that reduce waste, promote reuse and repair, and advance a circular economy across the Highland region. • Assess applications for technical eligibility, waste reduction impact, socioeconomic benefits, and alignment with sustainability objectives. • Monitor funded projects and collect and analyse data on waste diversion, skills development, and infrastructure outcomes to inform future circular economy initiatives.	• Number of projects and funding allocated per round • Estimated waste diverted from landfill contributing to emissions reduction • Number of workshops delivered and participant engagement • Establishment or expansion of repair cafes, tool libraries, reuse hubs.	• **November 2025:** Launch of fund • **February 2026:** Commitment of Round 1 applications by February 2026 • **May 2026:** Deadline for Round 2 applications • **Ongoing**: Support and monitoring of funded projects • **August 2027:** Evaluation and reporting on waste reduction, skills development and circular economy outcomes	Round 1 awarded £272,366 to 12 community-led projects across Highland, supporting reuse centres, repair cafes, upcycling workshops and skills-based initiatives that reduce waste and strengthen the local circular economy. Round 2 of the Fund opened on 2 April and closes on 22 May.	A total of £546,019 has now been awarded through the first two funding rounds, supporting 29 projects across Highland that increase repair and reuse capacity, divert materials from disposal, and deliver wider environmental, social and community benefits. Members are referred to the Waste Thematic Group Update to be presented to the Climate Change Committee in August 2026 for further detail.

Waste Strategy 2026-2031	Development of a Waste Strategy for the five-year period April 2026 to March 2031, to maximise reuse and recycling, with a focus on reducing and decarbonising non-recycling waste.	• Draft Waste Strategy for April 2026-March 2031, setting out objectives, actions, and performance measures. • Policy readiness assessment to ensure compliance with future national waste policies, including: • Circular Economy Strategy and targets • Packaging Extended Producer Responsibility • Deposit Return Scheme • Household Recycling Code of Practice • Digital Waste Tracking; and • Emissions Trading Scheme	• Clear and approved roadmap for compliance with upcoming national waste policies • Defined and measurable targets for increasing reuse and recycling rates across the Highland region • Quantifiable and reportable reduction in emissions from non-recycling waste streams	**04/26:** Stakeholder engagement with internal services, communities, and industry partners to align strategy with local needs and national requirements **05/26:** Approval process through Communities & Place Committee **05/26:** Commence implementation of approved strategy actions Annual: Annual review to track progress against reuse, recycling, and carbon reduction targets	The Development of the Waste Strategy has been deferred due to ongoing proposed regulatory and statutory changes under consultation. A paper will be presented to the Communities and Place Committee during May 2026 setting out the approach to updating the Waste Strategy.	Development of the Waste Strategy remains subject to ongoing regulatory and policy developments at a national level. Members are referred to the Waste Strategy Development Plan considered by the Communities and Place Committee in May 2026, which sets out the proposed approach to reviewing and updating the Strategy. In the meantime, the Waste Thematic Group continues to progress a range of practical actions focused on waste reduction, reuse, recycling, food waste prevention and circular economy principles across the Council estate.