

The Highland Council

Agenda Item	4iii
Report No	CCC/20/26

Committee: Climate Change

Date: 4 November 2026

Report Title: Net Zero Thematic Group Update – Sustainable Business Travel

Report By: Assistant Chief Executive - Place

1 Purpose/Executive Summary

- 1.1 On 21 May 2025, the Climate Change Committee considered a report on sustainable business travel which presented a summary of staff business travel data for 2024/25.
- 1.2 This report provides an update on staff business travel trends during 2025/26, including analysis of car travel mileage, associated costs and emissions. A detailed breakdown of business travel data is provided in Appendix 1.
- 1.3 The report also presents relevant findings from the Council's Flexible Working, Travel and Asset Survey, undertaken between 11 February and 6 March 2026, which provided insight into staff working patterns, workplace use, travel behaviours and the factors influencing travel choices. A summary of the travel-related survey findings is provided in Appendix 2.
- 1.4 The travel data and survey findings have informed the development of a set of priority actions, set out in Appendix 3.

2 Recommendations

- 2.1 Members are asked to:-
 - i. **Scrutinise and note** the analysis of staff business travel during 2025/26, as outlined in the report and detailed in Appendix 1;
 - ii. **Scrutinise and note** the findings from the Council's Flexible Working, Travel and Asset Survey, as outlined in the report and detailed in Appendix 2; and
 - iii. **Note** the priority actions set out in Appendix 3, which have been informed by the business travel data and survey findings.

3 Implications

- 3.1 **Resource** - Business travel remains a significant operational and financial consideration for the Council. Analysis of 2025/26 travel data, together with findings from the Flexible Working, Travel and Asset Survey, provides an evidence base to support informed decision-making regarding travel demand, vehicle provision and future investment. The actions set out in Appendix 3 will be taken forward within existing service resources where possible, with any future resource requirements subject to normal budget and governance processes.
- 3.2 **Legal** - The Council is required to report annually on its greenhouse gas emissions through the Public Bodies Climate Change Duties reporting framework and to support Scotland's statutory target of net zero emissions by 2045.
- 3.3 **Risk** – Due to the scale and geography of the area served by the Council, including remote and rural communities, business travel remains an essential component of service delivery across Highland. Without effective management, business travel can contribute to increased costs, carbon emissions, additional travel time and continued reliance on private vehicles.

The travel data analysis, staff survey findings and enhanced monitoring arrangements outlined in this report provide an improved evidence base to support decision-making, identify opportunities to reduce unnecessary travel and ensure that business travel arrangements continue to support operational requirements whilst managing financial, environmental and compliance risks.

- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - The Council has procured a new contract with Safe2Drive to support the management and monitoring of staff using private vehicles for business travel (Grey Fleet). While arrangements were already in place to verify driver and vehicle compliance, the new system provides a more consistent and automated approach through a self-service portal.

The system supports periodic verification of driving licence status and endorsements, insurance cover including business use, MOT and Vehicle Excise Duty compliance, and vehicle information such as fuel type, size and age. This will strengthen oversight of Grey Fleet compliance and support the Council's wider health, safety and risk management arrangements.

- 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 Business Travel Data 2025/26

- 5.1 Analysis of business travel during 2025/26 demonstrates that travel continues to play an essential role in service delivery across Highland. Business travel covers the different ways staff travel to undertake their roles on behalf of the Council. This includes travel in Council-provided vehicles, such as fleet vehicles, hired vehicles and Car Club vehicles, as well as the use of private vehicles for business travel, known as Grey Fleet. Business travel also includes public transport and other travel arrangements booked through the Council's Fleet, Hire and Travel Desk, including rail, coach, ferry and air travel. A summary of travel undertaken during 2025/26 is provided within **Appendix 1**.
- 5.2 Comparison with 2024/25 data indicates a reduction in overall car mileage, from 4.5 million miles to approximately 4 million miles. Associated car travel costs reduced from £2.36m to £2.05m, a reduction of approximately £311,000.
- 5.3 Grey Fleet mileage reduced from 2.7 million miles to 2.2 million miles during the reporting period. Despite this reduction, Grey Fleet remains the largest component of business travel activity and expenditure, accounting for approximately 56% of recorded business car mileage and £925,531 of travel costs during 2025/26.

While private vehicle use continues to support service delivery across Highland, particularly in remote and rural areas, Grey Fleet remains the travel mode over which the Council has least influence in terms of vehicle type, fuel source and associated emissions. This highlights the importance of understanding the factors that influence travel choices and identifying opportunities to reduce reliance on private vehicles where viable.

- 5.4 Members should also note that, following approval by the Corporate Resources Committee in August 2026, the HMRC mileage reimbursement rate increased from 45p per mile to 55p per mile for the first 10,000 business miles travelled. While this change does not affect the 2025/26 data presented in this report, it will impact future Grey Fleet costs and should be considered when comparing expenditure trends in future years.
- 5.5 Car Club usage increased by 10% during 2025/26, reaching 884,563 miles. The cost of Car Club travel, based on internal recharges from Fleet, was £589,692. The increase in mileage coincided with the introduction of four additional vehicles into the Car Club scheme, increasing the number of vehicles available to staff.

- 5.6 Fleet-provided vehicles continue to play an important role in supporting business travel across Highland. During 2025/26, Fleet provided cars travelled 682,611 miles at an estimated cost of £423,862, including lease and fuel costs. The majority of Fleet-provided cars (84%) are Ultra-Low Emission Vehicles (ULEVs), supporting the Council's efforts to reduce transport-related emissions.
- 5.7 Car travel also has implications for staff time and productivity. Based on an illustrative average travel speed of 35 mph, it is estimated that approximately 114,300 staff hours were spent undertaking business travel by car during 2025/26. Whilst travel remains essential for delivering services across Highland, reducing unnecessary journeys can support both operational efficiency and emissions reduction.
- 5.8 During 2025/26, public travel booked through the Council's Fleet, Hire and Travel Desk totalled 321,528 passenger miles at a cost of £80,396. Rail travel accounted for the majority of Travel Desk mileage and increased by 26% compared with 2024/25.

6 Data-Driven Decision Making

- 6.1 Building on ongoing work to improve the availability and use of business travel data, a dashboard tool has been developed to provide enhanced visibility of Grey Fleet and Car Club activity and is currently being piloted with colleagues within Health, Wellbeing and Social Care.
- 6.2 Health, Wellbeing and Social Care account for a significant proportion of Council business travel activity, representing 38% of Grey Fleet mileage and 48% of Car Club utilisation. This provides an opportunity to test the dashboard in a high-use environment and identify data-driven opportunities to improve travel efficiency, manage costs and reduce emissions.
- 6.3 Further reporting tools are also being developed to improve fuel reporting and vehicle utilisation monitoring. Together, these tools will provide enhanced insight into travel patterns, costs and emissions, supporting evidence-based decision making regarding the most appropriate travel modes for operational requirements.

7 Flexible Working, Travel and Asset Survey

- 7.1 Between 11 February and 6 March 2026, the Council undertook a Flexible Working, Travel and Asset Survey to establish baseline data on staff working patterns, workplace use and travel behaviours. The survey received 1,340 responses from employees across all Council clusters and service areas.
- 7.2 The findings relating to travel provide important context to the business travel data, highlighting factors that influence travel choices, barriers to more sustainable travel, and opportunities to support future behaviour change. A summary of the travel-related findings is included at **Appendix 2**, with the key themes emerging from the survey outlined below.

7.3 Public Transport

Commuting is a significant challenge for many staff, with public transport limitations emerging as a key issue that shapes travel behaviour and constrains sustainable choices.

Public transport is widely perceived as inadequate, unreliable, or unavailable, particularly for rural staff. 60% of survey respondents reported that they cannot use public transport for commuting, with a further 10% unsure whether it is a viable option.

Key issues identified by respondents included:-

- Services often do not align with working hours, hybrid working patterns, or school drop-off times.
- Multi-leg journeys with unreliable or poorly coordinated connections.
- Public transport journeys can be significantly longer than travelling by car, for example a 25-minute drive becoming a 1.5-hour bus journey.
- Delays and cancellations leading to stress, lateness, and reduced confidence in services.
- Travel costs perceived as high compared to driving.
- Many staff report having no viable public transport option at all.

These limitations mean that private car is the default mode of travel for many staff, with 80% of respondents identifying driving as their usual commuting mode and a further 7.5% travelling as a car passenger. Responses also highlighted the influence of caring responsibilities, accessibility or mobility needs, and the need for flexibility in managing daily routines.

7.4 Active travel

Respondents identified a number of barriers to active travel, including:-

- Safety concerns, including poor road conditions and lack of infrastructure;
- Long distances and rural terrain; and
- Limited integration with public transport options

7.5 Flexible and Remote Working

The survey highlighted the important role that flexible and remote working arrangements play in reducing travel demand. However, the ability to work remotely varies considerably across the organisation, with nearly one third of respondents reporting that they are unable to work from home due to the nature of their role. In addition, 54% of respondents reported that travel is required as part of their role, reinforcing that both commuting and business travel remain essential for many services.

7.6 Fleet

Staff feedback highlighted the important role fleet vehicles play in supporting service delivery across Highland. Responses demonstrated that access to fleet vehicles is valued; however, a number of challenges were identified that can influence travel choices and operational efficiency.

Key themes included:-

- Fleet vehicles are often in high demand, with some teams reporting high levels of sharing and limited availability relative to operational requirements.
- Access constraints can require advance planning, reducing flexibility for some staff.
- Limited vehicle availability can impact service delivery, including delays to site visits and scheduling.
- Staff may need to travel to collect vehicles or adjust journeys around vehicle availability, creating additional time pressures.
- Some respondents reported using private vehicles for business travel when fleet vehicles were unavailable.
- Feedback also highlighted concerns regarding vehicle condition and suitability for specific operational requirements, including rural and winter travel.

These findings highlight the important role fleet vehicles play in supporting service delivery, while identifying opportunities to improve accessibility, vehicle allocation and utilisation.

7.7 Car Club

Staff feedback highlighted the value of the Council's Car Club in supporting business travel and reducing reliance on private vehicles. However, respondents also identified a number of factors which can influence its use.

Key themes raised by respondents included:-

- Car Club vehicles are reported as frequently unavailable, particularly at short notice.
- The booking system requires advance planning, which can limit flexibility where work demands change at short notice.
- Vehicles are often located at a distance from staff bases, creating additional travel time and reducing convenience.
- There is some uncertainty about when it is appropriate to use Car Club vehicles, particularly for shorter journeys.
- Some comments reflect limited familiarity with vehicles, which can reduce confidence in their use.
- Respondents also highlighted issues relating to vehicle condition and readiness, including cleanliness and the availability of basic maintenance items, consistent with wider feedback on shared vehicles.

These findings suggest opportunities to improve awareness, accessibility and user experience, helping to maximise the benefits of the Car Club and support wider sustainable business travel objectives.

8 Alignment with Highland Local Transport Strategy and Priority Actions for Highland Council

- 8.1 The transport challenges identified through the staff survey, including public transport, barriers to active travel, and wider connectivity and safety issues, are recognised and addressed at a strategic level through the Highland Local Transport Strategy and associated Delivery Plan. This includes actions to improve public, community and shared transport, enhance active travel infrastructure and safety, and support behaviour change across the region.

Many of these challenges require long-term investment and partnership working at a regional and national level. The actions set out in **Appendix 3** therefore focus on measures within the Council's direct control, including reducing travel demand, improving access to shared vehicles and infrastructure, and enabling more sustainable travel choices where viable.

Designation: Assistant Chief Executive - Place

Date: 5 October 2026

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Background Papers: Net Zero Thematic Group Update – Sustainable Business Travel [Report](#)

Appendices: Appendix 1: Business Travel Data 2025/26
Appendix 2: Flexible Working, Travel and Asset Survey
Appendix 3: Priority Actions

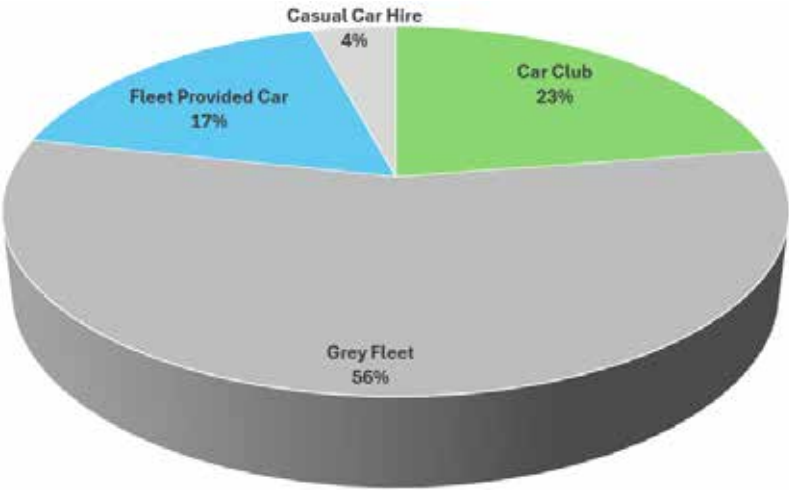
Car Travel Analysis 2025/26

1. Mode of Car Travel by Cluster

FY 2025/26	% Split - Mode of Travel			Car Club			Grey Fleet			Fleet Provided (Car)			Total - Car Club, Grey Fleet, Fleet		
	Car Club	Grey Fleet	Fleet	Miles	Cost	Cost/Mile	Miles	Cost	Cost/Mile	Miles	Cost	Cost/Mile	Miles	Cost	Cost/Mile
People	27%	60%	13%	586,328	£420,922	£0.72	1,311,161	£565,956	£0.43	286,817	£147,012	£0.51	2,184,306	£1,133,890	£0.52
Place	21%	49%	30%	265,788	£151,725	£0.57	630,828	£252,840	£0.40	382,201	£265,468	£0.69	1,278,817	£670,033	£0.52
Corporate	11%	84%	5%	32,447	£17,044	£0.53	245,176	£106,735	£0.44	13,594	£11,382	£0.84	291,217	£135,161	£0.46
Total	24%	58%	18%	884,563	£589,692	£0.67	2,187,165	£925,531	£0.42	682,611	£423,862	£0.62	3,754,339	£1,939,084	£0.52

Due to changes within Travel Desk software used, and data collection, a break down of Casual Car Hire by Cluster is not available for FY 2025/26.	Casual Car Hire			Total - All Car Travel + Car Hire		
	Miles	Cost	Cost/Mile	Miles	Cost	Cost/Mile
	163,389	£106,649	£0.65	3,917,728	£2,045,733	£0.52

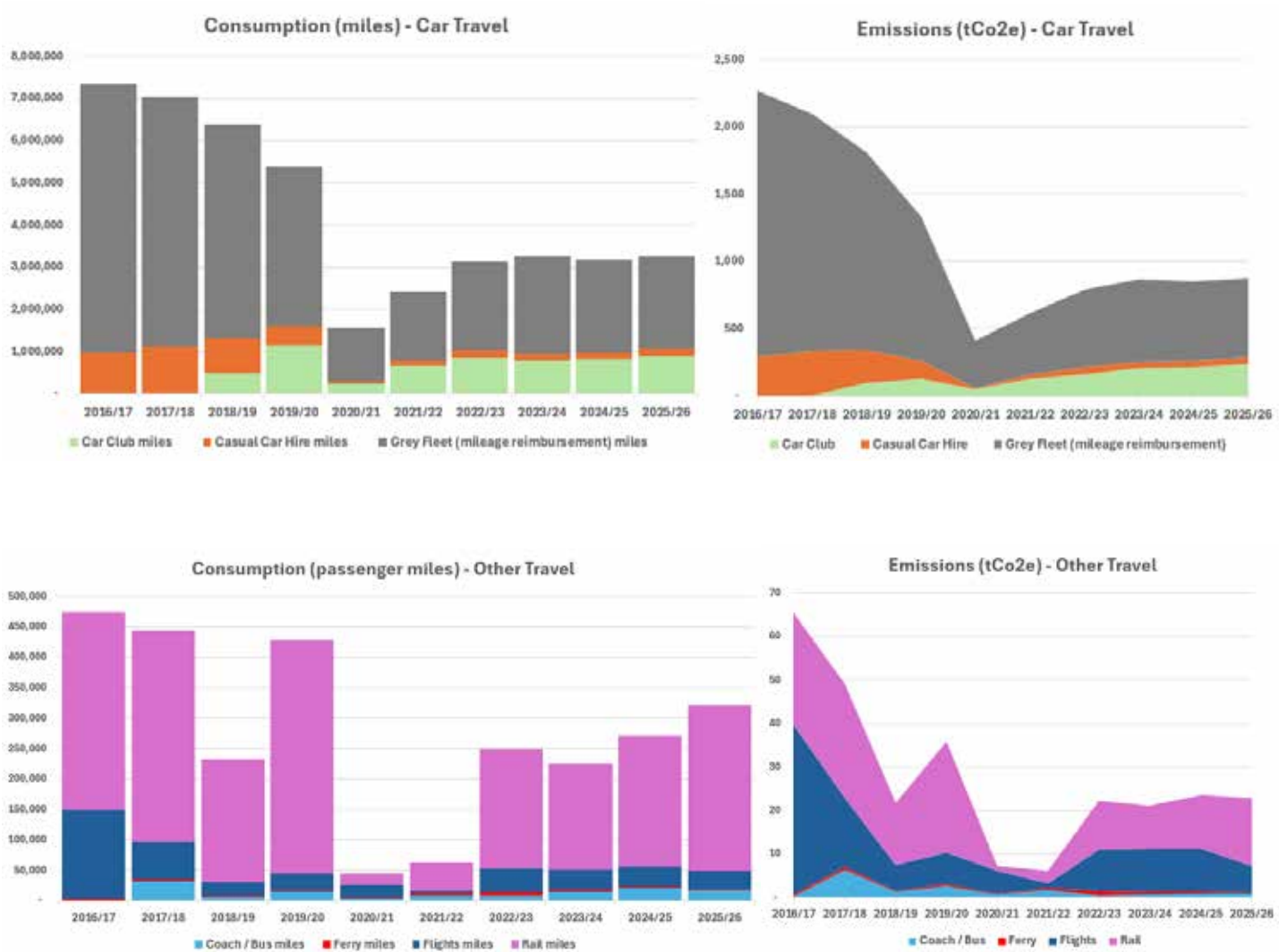
FY 2025/26	% Split - Mode of Travel			
	Car Club	Grey Fleet	Fleet	Car Hire
People	27%	60%	13%	Not Available
Place	21%	49%	30%	
Corporate	11%	84%	5%	
Total	23%	56%	17%	4%



2. Grey Fleet and Car Club – Composition by Cluster/Service

Grey Fleet 2025/26							
Cluster	Directorate Description	Miles	Reimbursement Claims	Miles (% of Total)		Reimbursement Claims (% of Total)	
Corporate	Depute Chief Executive	3,684	£1,363	11%	0%	12%	0%
	Financing & Accounting	- 338	-£89		0%		0%
	Performance & Governance	207,303	£92,353		9%		10%
	Resources & Finance	34,527	£13,108		2%		1%
People	Education & Learning	488,302	£190,415	60%	22%	61%	21%
	Health, Wellbeing & Social Care	822,859	£375,541		38%		41%
Place	Communities & Place	57,010	£24,300	29%	3%	27%	3%
	HRA	118,393	£48,871		5%		5%
	Infrastructure & Environment	95,609	£34,896		4%		4%
	Property & Housing	359,816	£144,773		16%		16%
Grey Fleet - Total		2,187,165	£925,531				
Car Club 2025/26							
Cluster	Directorate Description	Miles	Recharge Amount	Miles (% of Total)		Recharge Amount (% of Total)	
Corporate	Depute Chief Executive	7,158	£2,508	4%	1%	3%	0%
	Performance & Governance	10,522	£6,669		1%		1%
	Resources & Finance	14,767	£7,867		2%		1%
People	Education & Learning	134,759	£99,136	66%	15%	71%	17%
	Health, Wellbeing & Social Care	422,901	£307,047		48%		52%
	Communities & Place	28,668	£14,739		3%		3%
Place	HRA	43,793	£31,344	30%	5%	26%	5%
	Infrastructure & Environment	130,471	£79,312		15%		13%
	Property & Housing	91,524	£41,069		10%		7%
Car Club - Total		884,563	£589,692				

3. Consumption / Emissions – 10 Year Trend



4. Fleet Car / Car Club Composition

	All Fuel Types			of which ULEV		
Vehicle Type	2025	2026	% Change	2025	2026	% Change
Car - Fleet Provision	87	82	-6%	73	69	-5%
Car Club - Dedicated	52	56	+8%	25	5	-80%

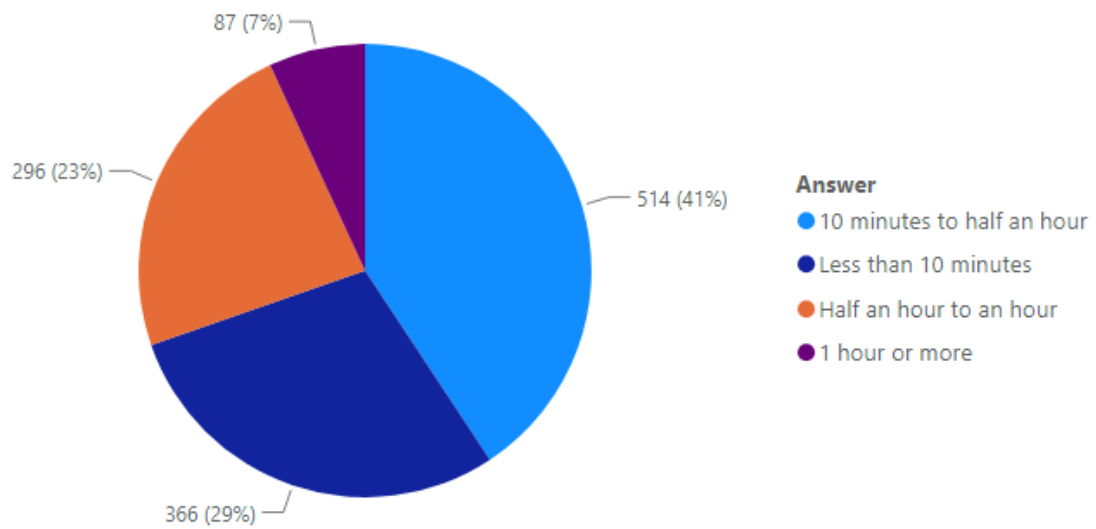
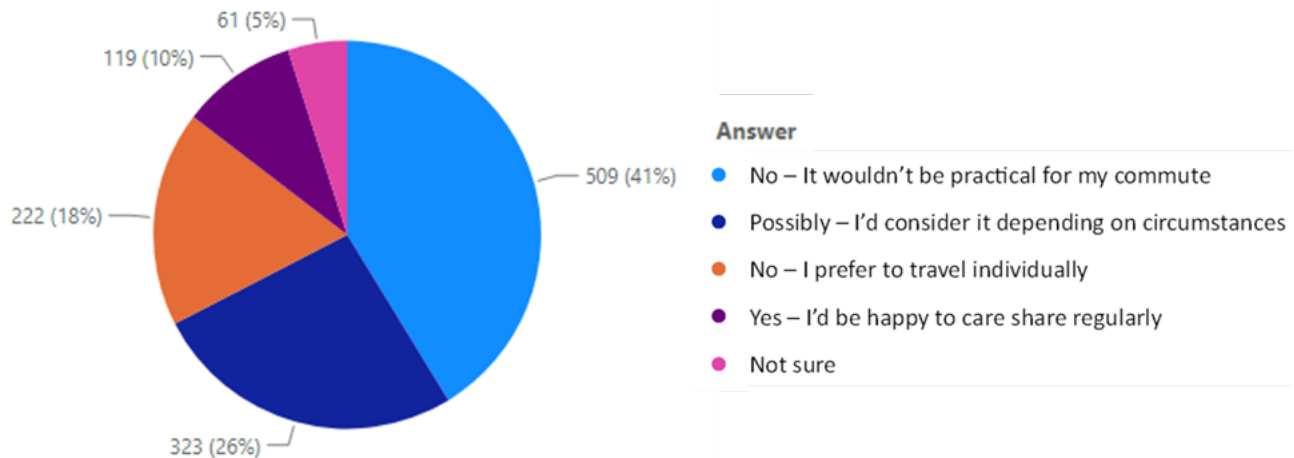
5. Public Transport Mileage / Cost

	Miles	Cost	Cost / mile
Rail	271,957	£63,767	£0.23
Flights	29,641	£9,737	£0.33
Ferry*	1,923	£3,570	£1.86
Coach / Bus	18,007	£3,323	£0.18
Total	321,528	£80,396	£0.25

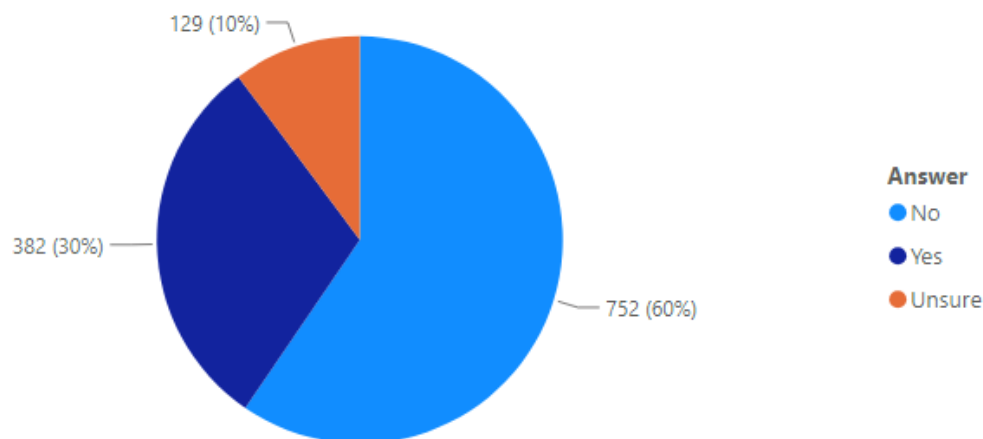
* Proportion of costs may include carriage of vehicle

Notes:

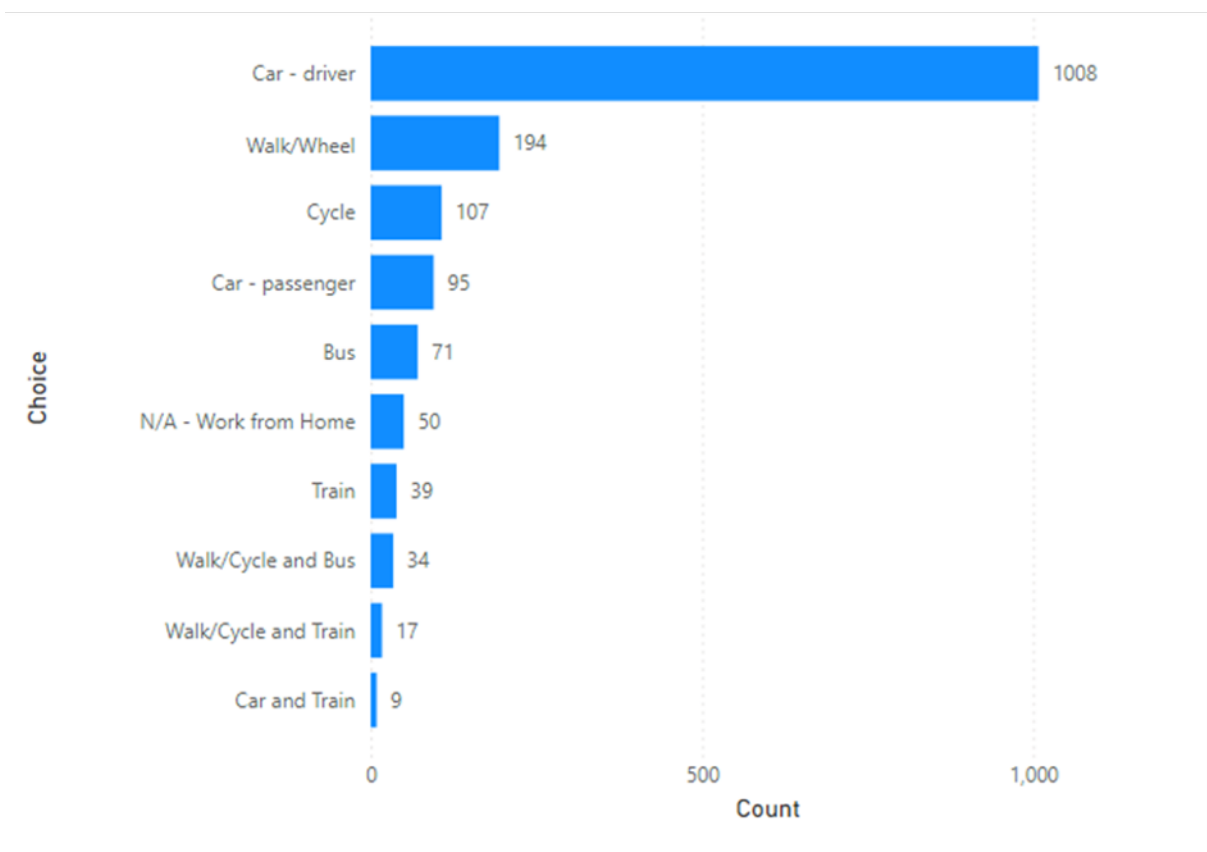
- Highlife Highland and Valuation Joint Board are not included within the above analysis.
- Car Club - Costs exclude any claims for damage. Costs shown are those recharged internally - i.e. £3.50 per hour up to £21 per day, plus £0.15 per mile. A revision of Car Club recharges was introduced in September 2025, with new charges set at £5 per hour up to £27 per day, plus £0.22 per mile. A penalty charge of £20 per hour is incurred where a vehicle is booked and not driven to disincentivise misuse of the Car Club scheme.
- Casual Car Hire is defined as cars hired for up to a maximum of 28 days. Casual Car Hire is booked through the Travel Desk.
- Fleet Provided - The data used consists of all cars (smaller than pick-ups of a Ford Ranger size, or car derived van by example) provided by Fleet. Where mileage data does not exist for individual vehicles, an average value has been used based on similar vehicle types. Costs have been obtained through Tranman, the Council's vehicle asset register, with costs added per mile at an estimate of £0.12 for petrol and diesel cars, £0.11 for petrol/hybrid and £0.06 for electric vehicles.
- Grey Fleet - Mileage excludes passenger mileage to eliminate double counting of miles travelled, however this has been added to grey fleet cost.
- In addition to the above figures, long term car hire may add to this total. Data in relation to this is not currently available, however is thought to be minimal in comparison to the above four modes.
- A minor discrepancy of 144 miles occurs in Grey Fleet between this appendix and the main body of the report. This was a result of Grey Fleet mileage miscoding to a Capital Project budget code which has been omitted within the above tables.

How long is your average one-way commute to your primary work location?**Would you consider lift share (e.g. travelling with other colleagues or others) if available to commute to your work base?**

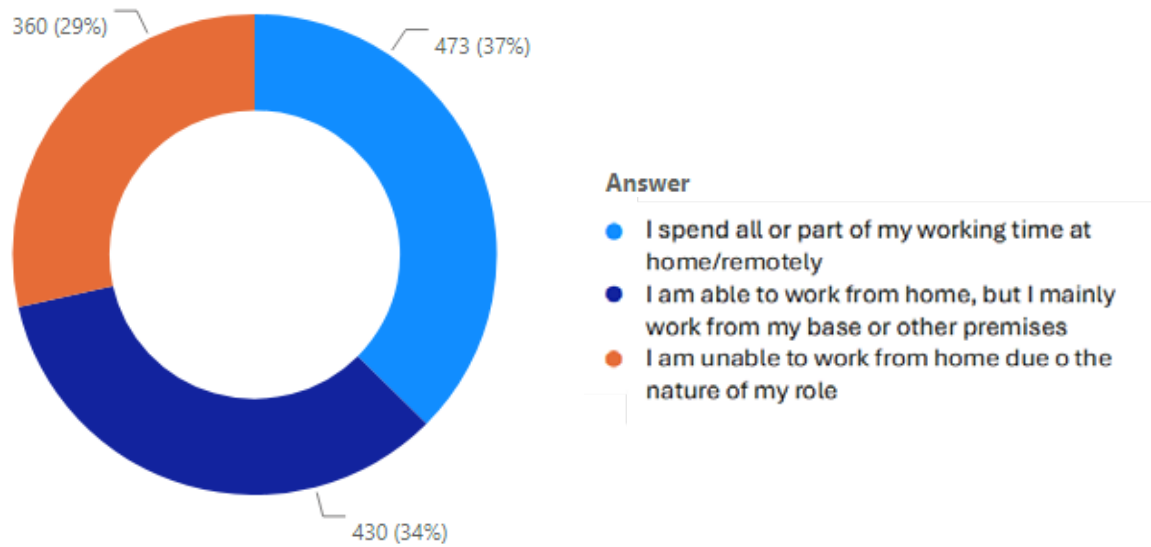
Can you use public transport to commute to work?



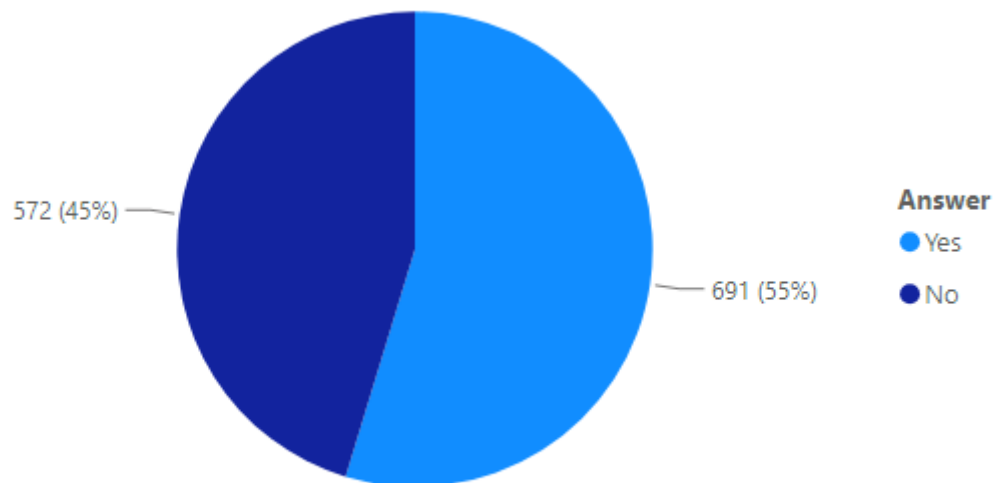
Which of the following travel methods do you normally use to commute to and from your work location?



Which best describes your ability to work from home or remotely?

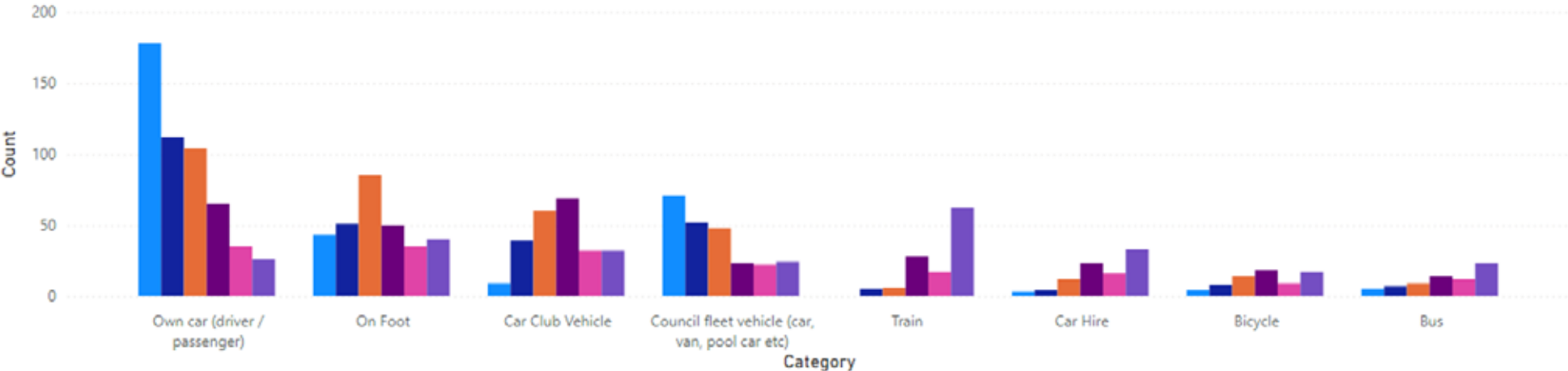


Do you have to travel for work in your role at the council?



In the last 12 months, how often have you undertaken the following types of travel for work purposes?

Answer 1; 3 or more times per week 2; 1 or 2 times per week 3; At least once per month 4; At least once per quarter 5; At least once every 6 months 6; At least once per year



Priority Actions

Appendix 3

Workstream	Action	Desired outcome
Communication, engagement and training	Develop and deliver a comprehensive communication and engagement programme to promote a consistent approach to sustainable travel, aligned with organisational priorities.	Provide clear guidance to support decision-making on whether travel is necessary, and to identify the most effective and sustainable way to deliver services.
	Develop practical tools to support implementation of the sustainable travel hierarchy (Appendix 2).	Low carbon travel practices embedded across the organisation, supported by improved awareness, guidance and tools.
	Promote and expand the use of local and touchdown working locations, aligned with the Future Operating Model.	Reduction in unnecessary travel, supported by improved decision-making and increased use of digital and flexible working approaches.
	Refresh the travel calculator where cost has previously been the main driver.	Increased adoption of more sustainable travel options, where viable.
	Develop and promote case studies and examples of best practice, highlighting alternatives to travel and infrastructure in place to enable active travel and promoting the range of benefits including health, reduced travel time etc.	
	Deliver targeted engagement initiatives to support uptake of sustainable travel options, including: · Dr Bike sessions to provide maintenance support and improve confidence in active travel. · Engagement sessions and guidance on joining and using the car club, to improve awareness, confidence and uptake.	Reduced barriers to participation in sustainable travel, including those related to confidence, knowledge and access.
	Deliver targeted training to support sustainable travel behaviours, including:	Increased understanding of how travel choices impact costs, emissions and

	· Fuel-efficient driving techniques to reduce emissions and costs. · Electric vehicle (EV) use and charging, including addressing common concerns such as range and infrastructure. · Vehicle familiarisation and confidence-building. · Guidance on safe driving in all weather conditions.	efficiency, supported by improved driving behaviours. Increased confidence in the use of electric and low-emission vehicles, including charging processes. Improved confidence and capability in using shared vehicles, addressing barriers linked to unfamiliarity and accessibility. Enhanced awareness and preparedness for driving in all weather conditions, supporting safer and more reliable travel. Overall improvement in driver behaviour and vehicle use, contributing to reduced emissions, improved efficiency and safer travel.
	Develop and provide simple, accessible supporting materials, including: · Quick-start guides for shared vehicles (booking, use, and basic pre-use checks) · Practical guidance for different travel scenarios	Improved ease of use and accessibility of shared vehicle provision. Increased confidence in preparing for and undertaking journeys. More consistent and efficient travel planning across services.
	Engage with services and teams to: · Understand specific operational travel needs and constraints. · Promote consistent application of guidance. · Support local solutions where appropriate.	Improved understanding of service-specific travel needs and constraints, enabling more tailored and effective solutions.

		Increased consistency in the application of travel guidance across services. Delivery of local, practical solutions aligned to operational requirements.
Alternatives to Grey Fleet	Continual development and rollout of car club, improving availability and accessibility. Continual review of utilisation data and increase provision of car club vehicles where demand is identified.	Reduced reliance on grey fleet. Improved availability and accessibility of shared vehicles, supporting more flexible and efficient travel.
	Explore opportunities to provide access for partner organisations and the public, building on work underway with NHS Highland.	Strengthen long-term sustainability and viability of car club scheme. Align with Scottish Government and Council ambitions for low carbon travel across Scotland.
Liftshare	Promote and enable car sharing opportunities for staff and Elected Members, including tools to share journey information and coordinate travel. Explore introduction of designated parking spaces for car sharing, to incentivise and support uptake.	Reduce single-occupancy car journeys. Reduced transport-related emissions. More efficient use of journeys and available parking capacity.
Active Travel	Adopt, promote, and provide infrastructure to enable and encourage staff to choose active travel, including facilities such as bike shelters, showers, lockers and drying facilities.	Reduced barriers to active travel, enabling more staff to choose active travel options where feasible.

		Reduction in mileage travelled by car and van, particularly for short-distance journeys. Increased uptake of active and more sustainable travel options.
	Expand workplace bike pool scheme, supported by dedicated budget for maintenance and servicing.	Enabling more staff to undertake short and medium-distance journeys using low-carbon, active travel options.
Light fleet	Review utilisation levels and actual business requirements for light fleet vehicles, including the distribution and location of vehicles to ensure they are aligned with demand.	Improved alignment between fleet provision and operational need, reducing over or under-utilisation.
	Development of a flexible approach to fleet provision, enabled by the sharing of fleet between teams and clusters.	Higher availability of fleet assets at any time, and also an opportunity to "right-size" the vehicle based on requirements. Fleet reduction through higher utilisation of a smaller fleet holding.
	Review the end-to-end process for light fleet provision and management, identifying opportunities to improve efficiency and access. Develop new process and form for requesting new or replacement light fleet vehicles. Develop decision making process / hierarchy to assess whether a dedicated vehicle is required or whether alternative options (e.g. car club, shared use) are more appropriate.	Reduced reliance on unnecessary dedicated vehicles, with greater use of shared or alternative travel options where appropriate.

	Develop reporting and monitoring tools to capture key fleet data and provide accessible insights to support data-driven decision-making on fleet use, efficiency and emissions.	Increased scrutiny of light fleet usage, carbon emissions and spend. Increased consistency and transparency in decision-making around fleet provision.
	Undertake engagement with key stakeholders and services to ensure processes reflect operational needs and secure buy-in.	Improved stakeholder understanding and buy-in, supporting more effective and sustainable fleet management.
Monitoring, Reporting and Governance	Develop a user-friendly dashboard to provide a consolidated view of travel data, including fleet, grey fleet, car club and business travel. Embed a data-driven approach to decision-making, enabling services to track performance and identify opportunities for improvement.	Improved visibility and understanding of travel, emissions and performance, enabling more informed, data-driven decision-making.
	Embed the sustainable travel hierarchy within travel planning and approval processes, requiring consideration of whether travel is necessary and ensuring the most appropriate and sustainable option is selected where travel is required.	Consistent application of the sustainable travel hierarchy, supporting reduced unnecessary travel and increased uptake of sustainable travel options.
	Produce regular reports on Elected Member travel, in response to a request from the Climate Change Committee, to support transparency and accountability and encourage a reduction in grey fleet mileage through increased uptake of more sustainable travel options, supported by identified champions.	Reduced reliance on grey fleet and single-occupancy travel, including among Elected Members.
Procurement	Continue to implement a prioritised fleet replacement programme, where it is not feasible to reassign an underutilised vehicle from existing fleet holding, transitioning the light fleet to ULEV.	Transition to a low and zero emission fleet, aligned with national and Council climate commitments.
	Continue to implement an installation programme for charging infrastructure that aligns with the fleet transition.	Improved access to charging infrastructure, enabling effective use of

		ultra-low emission vehicles across the Council estate.
	Collaborate with partner organisations to explore opportunities for shared use of assets, including vehicles, bikes and charging infrastructure.	More efficient use of resources and assets, supported by shared use of vehicles and infrastructure where appropriate.
	Monitor and assess emerging technologies to ensure appropriate solutions are adopted as the sector and market evolves.	Identify new opportunities in terms of technologies available and funding opportunities.
	Review current procurement process to: · Adopt a whole life cost assessment approach. · Ensure ULEVs are the default option for fleet, car club and casual car hire. · Progressively phase out procurement of ICE vehicles.	Procurement decisions consistently reflect whole-life cost and environmental impact, supporting long-term value and sustainability. Transition away from ICE vehicles, with ULEVs established as the default option across fleet, car club and hired vehicles.
	Review the salary sacrifice scheme, including assessing the feasibility of restricting access to ultra-low emission vehicles (ULEVs) only, in line with net zero commitments.	Increased adoption of low emission private vehicles through salary sacrifice, supporting reduced emissions where car use remains necessary.
Review and update relevant policies to align with Net Zero Strategy	Review the Travel & Subsistence Policy to better understand the types of vehicles used for grey fleet travel, including consideration of capturing vehicle fuel type (e.g. petrol, diesel, hybrid, electric) through mileage claims to support reporting.	Improved understanding of grey fleet vehicle types, supporting more accurate emissions reporting and future policy development.