

Agenda Item	6
Report No	RB/17/20

HIGHLAND COUNCIL

Committee: Recovery Board

Date: 7th October 2020

Report Title: Climate Change Update

Report By: Executive Chief Officer – Infrastructure and Environment

1. Purpose/Executive Summary

1.1 This report provides an overview of a number of workstreams and projects which are underway across The Highland Council (THC), and where appropriate, with partners, to address the climate and ecological emergency. It also sets out some critical next steps which should be considered by Members to ensure that THC's commitment to climate and ecological emergency action is met and that the principles of a just transition to net zero are embedded within the wider economic recovery work.

2. Recommendations

2.1 Members are asked to:

1. note the contents of this report; and
2. discuss the role of the Recovery Board in respect of the required actions set out at paragraphs 6.6.1 – 6.6.4 to this report.

3. Implications

3.1 Resource

Members will note that the scale and range of work currently underway in respect of addressing the climate and ecological emergency is extensive, and many parts of THC's budget will need to be directed towards the delivery of the outcomes needed.

3.2 Legal

There are no legal implications arising from this report.

3.3 Community (Equality, Poverty and Rural)

The changing climate and the economic impacts of Covid-19 have the potential to disproportionately impact the individuals and communities across Highland who can least afford it. It is therefore vital that THC's response to both the climate and Covid-19 emergencies seek to reduce vulnerability in our communities and ensure a just transition to net zero. This will bring benefits to health, well-being and national security.

3.4 **Climate Change/Carbon CLEVER**

The work undertaken by the Climate Change team as noted in this report directly supports THC's ambition to achieve a carbon neutral Highlands by 2025. In addition, the response of THC and its partners to the Covid-19 pandemic provides an excellent opportunity to reduce region-wide emissions from energy, transport and waste, whilst supporting community wealth building and resilience.

3.5 **Risk**

There is a significant reputational risk to THC of not being seen to deliver on its commitment to achieving a carbon neutral Highlands by 2025. It is therefore vital that the opportunity to deliver a green economic recovery to the Covid-19 pandemic in support of a just transition to net zero is embraced by THC.

3.6 **Gaelic**

There are no Gaelic implications arising from this report.

4. **Background**

4.1 THC declared a climate and ecological emergency in May 2019, and in doing so, renewed its commitment to achieving a carbon neutral Highland by 2025 – the most ambitious target for carbon neutrality of any local authority area in Scotland.

4.2 From a legislative perspective, the Scottish Government set stretching new climate change targets in 2019 under the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, in response to its own declaration of a climate emergency. These targets, which all public bodies in Scotland are legally bound to support, aim to reduce greenhouse gas emissions by 75% by 2030 against 1990 baseline levels, and to end Scotland's contribution to climate change no later than 2045.

4.3 This paper provides a short overview of current resourcing levels, the most pertinent current workstreams related to climate change at THC, with a more detailed breakdown provided at **Appendix 1**. It also sets out some key next steps for THC in meeting its commitment to tackling the climate and ecological emergency.

5. **Current Workstreams**

5.1 As mentioned above, a copy of the Climate Change Team's current work programme is set out at **Appendix 1** to this report. This document is regularly updated by the Climate Change Officer and provides a useful snapshot of the variety of work being undertaken at any given time. For the sake of completeness, other key workstreams which contribute to THC's low carbon ambition but not directly managed by the Climate Change Team (for example the SALIX fund), have also been listed for visibility.

5.2 In terms of the most pertinent workstreams, these can be broadly summarised as follows:

5.2.1 **Electric Vehicle Infrastructure Strategic Control Plan**

This is a strategic piece of work comprising the approach towards future vision, internal structure and funding bids associated with electric vehicle infrastructure. Workshops have been held with both Officers and Members in respect of development of the Strategic Control Plan; the overarching theme within the plan is the application of structure and control to the project development and funding bid process, with three pieces of interdependent work in development:

1. **Vision:** a point of reference – something to substantiate our proposals and bids
2. **Structure:** pragmatic governance with appropriate control, support and scrutiny (including performance management)
3. **Funding:** shaping funding opportunities for Highland through effective relationships and credible project proposals

The process has been designed to be transferable across the climate change agenda; replicating this process for other areas of work, particularly around energy, will further strengthen the overarching commitment to carbon neutrality and help in the development of a wider, cohesive strategy and associated action plan.

5.2.2 **Highland Adapts**

The Highland Adapts initiative is a collaborative piece of work which seeks to develop a place-based, partnership approach to climate change adaptation in Highland, rather than identifying and implementing adaptation solutions at an individual organisation level. Work continues to attract additional partners to the initiative, and to refine the outline business case to reflect the increasing need for robust adaptation action in light of the Covid-19 pandemic. Funding has now been formally committed by three partners (THC, NatureScot (SNH), and NHS Highland), totalling £45k per year for at least 2 years. A meeting will be held with committed partners in late September/early October to discuss recruitment of Project Manager to lead on the further development of this initiative and establishment of a formal partnership board.

5.2.3 **Programme Alignment**

A piece of work was commissioned in February 2020 to identify opportunities for THC to better align its programme, policies and project with the Scottish Government, with a view to putting ourselves in a better position to secure funding for low carbon initiatives. The work has involved various workshops and interviews with key officers, and the Climate Change Officer has had ongoing liaison with the contractor to identify critical opportunities and gaps which need to be addressed, to ensure THC is better positioned to secure low carbon funding identified in the Programme for Government announcement on 1st September. It is expected that the draft report will be presented to the next meeting of the Climate Change Working Group on 6th November 2020; a verbal update on progress can be provided to Members of the Recovery Board.

5.2.4 **Greenhouse Gas Inventory Report**

In January 2020, THC commissioned a greenhouse gas inventory report for the whole Highland region, which will provide a baseline level of emission sources and sinks for the reporting year 2018. This report will, for the first time, allow us to assess the net emissions arising within the region, and to use this as an evidence base to drive policy change as well as leverage funding for project work to reduce emissions from critical sectors such as energy & transport. The draft report is expected to be completed by the end of September 2020, and a paper setting out the key findings will be presented to the meeting of the Climate Change Working Group on 6th November 2020.

5.2.5 **Green Impact**

Significant work has been undertaken in collaboration with HIE, UHI and the Council's Eco Officer network to develop plans for roll-out of the National Union for Students (NUS) Green Impact behaviour change tool later in 2020. Green Impact is a United Nations award-winning programme designed to support environmentally and socially sustainable practice in a range of organisations. It has been developed over the last 12 years by NUS and is now delivered by Students Organising for Sustainability (SOS), an

educational charity created by NUS in response to the climate emergency and ecological crisis. Green Impact is delivered through online toolkit software, which is custom-made to fit the requirements of each organisation which adopts it.

The toolkit offers a platform on which “teams” within an organisation, such as THC, can set, record and evaluate sustainability goals over the course of a year THC supported by UHI students, who will be trained by SOS. This support will include using the online toolkit, setting appropriate sustainability goals, uploading sufficient evidence of completed goals and carrying out an end of year audit to evaluate the successes of each team. The training received by UHI students will aid their understanding of sustainability and social justice, as well as aiding their professional development.

5.2.6 **Highland Environment Forum**

The Climate Change Officer chaired and presented at the first online meeting of the Highland Environment Forum on 10th September, with the theme for the session being Climate Change in the Highlands: Opportunities for Large Scale Change, with a particular focus on the need for robust adaptation action across the region in response to the changing climate. Another session, focussed on how nature can help reduce climate impacts, was also held on 24th September.

5.2.7 **Climate Change Conference**

Work is well underway for a virtual Highland Climate Change Conference which will be held via Microsoft Teams on Friday 30th October 2020. A range of speakers have been approached to present to the conference, and a suite of workshops will also be held with a view to shaping aspects of THC’s net zero plan. The conference will focus on 4 key themes, namely:

- Biodiversity, Habitat Restoration & the Climate Emergency
- Our Local, National & International Role
- What Can Individuals Do, and What Support is Available?
- The Green Recovery

5.2.8 **Public Bodies Climate Change Duties**

Work continues to gather data in respect of our statutorily required climate change return for 2019/20. It is anticipated that a draft of this report will be presented to Members of the Climate Change Working Group at its next meeting on 6th November 2020, prior to submission to the Scottish Government on 30th November 2020.

5.2.9 **Landscapes as Carbon Sinks**

The Climate Change Coordinator has been liaising with the Edinburgh Centre for Carbon Innovation (ECCI) and the University of Edinburgh (UoE) for some time in respect of their [Landscapes as Carbon Sinks](#) project, which aims to design a systemic transformation of the land use sector to help Scotland achieve its 2045 net zero ambition. A partnership has now been facilitated between ECCI, UoE, NatureScot (SNH) and the Peatlands Partnership to ensure that a significant focus of the work undertaken throughout this project will be within The Flow Country.

5.2.10 **Climate Week 2020**

A range of online events were organised to mark Climate Week 2020, which ran from 14th to 20th September 2020. These included 5 separate community sessions on the future of low carbon transport in Highland, a session focussing on the importance of “growing your own” to help tackle the climate and ecological emergency, and a

presentation on the work THC has undertaken to date around the climate change agenda to mark the launch of the Sustainable Scotland Network's new strategy.

5.2.11 **The Flow Country World Heritage Site Project**

The Flow Country successfully passed the first stage of the World Heritage Site process earlier in the year and THC continues to work closely with other members of the Peatlands Partnership to prepare for the second stage. In the coming months a Project Coordinator will be employed, with the two aims of carrying out a community consultation and submitting a nomination document to UNESCO. THC is one of several partners funding this project.

6. Green Economic Recovery and Next Steps

- 6.1 Members of the Recovery Board have already recognised the importance of green recovery for the Highlands. In April 2020, the Scottish Government suggested that it would consider incorporating a green recovery into the new Climate Change Plan (CCP). In June 2020, the Cabinet Secretary for Environment, Climate Change and Land Reform, announced that Ministers hope to publish a revised CCP in December to align with the Scottish Budget and meet climate targets to 2032.
- 6.2 Members will recognise that there is unlikely to be a “one size fits all” solution to the economic crisis resulting from the Covid-19 pandemic. To deliver a truly green recovery, Local Authorities will require a new transformative model of governance which provides the flexibility and accountability needed to respond locally to challenges, now and in the future, around economic change as well as future health and the climate and ecological emergency.
- 6.3 A successful green recovery should be one that delivers for the long term, catalyses job creation into growth industries, empowers citizens, improves public health and drives innovation whilst tackling climate change. Such actions can only realistically be delivered through central and local government working together to enable change, with input from business, the third sector and citizens.
- 6.4 A green recovery in Highland requires the national and local legislative, policy and fiscal environment to:
1. Provide sufficient public investment and stimulus to realise the economic opportunities of a green recovery;
 2. Develop investment programmes targeting projects which combine strong short-term benefits (such as job creation) whilst contributing to climate action and our own 2025 carbon neutral aspirations;
 3. Stimulate local business supply chains and deliver community wealth building opportunities – through strategic use of public and major private sector procurement budgets, targeting development of strategically important supply chains for a net zero economy. Highland is uniquely placed in many respects to deliver this.
 4. Embed and build on the increased local powers and flexibility brought about by the emergency response to the pandemic;
 5. Prioritise place-based solutions built around strong relationships with communities, backed up by investment in community capacity and wealth building;
 6. Recognise the importance of our open and green space and our Highland landscapes to the physical and mental resilience of communities, the economic attractiveness of the region, and to its contribution to the wider climate change agenda.

- 6.5 It seems clear that the remit and role of locally provided public services in delivering a green recovery must be reflected in the budget settlement. It is hoped that the budget will deliver the additional resources THC needs to initiate actions, enable the scaling up of projects and fund the significant economic and infrastructure changes that need to take place to achieve a green and sustainable recovery.
- 6.6 However, it is unlikely the budget settlement alone will be sufficient to fully address both the economic and climate crisis. It is therefore essential that THC puts itself in the best possible position to secure external funding to support both agendas. In order to do so, some key work needs to be undertaken:
- 6.6.1 **Embedding Low Carbon Action within all Council Projects**
Climate change mitigation is not a siloed activity. The challenge for THC is to embed low carbon activity within everything that THC does – in relation to normal service delivery and in terms of capital funding. This needs strong leadership, joined up thinking and a recognition that whilst some costs may increase in the short term, the life cycle cost and carbon savings will be significant. This is a key focus of service redesign work currently underway.
- 6.6.2 **Target Setting**
Whilst THC has set a target for a carbon neutral Highland by 2025, it has not set a corporate target to achieve net zero emissions from its operations. This will hinder future funding bids, and it is proposed that a series of workshops are held with Members and senior officers to scope out scenarios and set a target date for net zero Council emissions. In conjunction, a Strategic Control Plan will be established for THC's climate change work.
- 6.6.3 **Training**
There is considerable political and operational risk if THC does not meet the targets set out in its declaration of a climate and ecological emergency, but conversely, there is potential for significant opportunities and benefits if it does. It is therefore essential to raise awareness of climate change issues and opportunities amongst THC's Senior Leadership Team and Elected Members, to provide confidence to funders that we are taking this issue seriously and are embedding climate action across our service delivery. The Climate Change Team have developed an outline training proposal alongside APSE, which could be rolled-out online over the coming weeks.
- 6.6.4 **Budget Setting**
As part of THC's commitment to the climate and ecological emergency, it could set an annual "carbon budget". Aberdeenshire Council were the first Council in Scotland to implement such a budget, to ensure that as much focus is placed on its carbon footprint as on its financial budgets. Management of the necessary annual reduction in emissions is the responsibility of the Senior Leadership Team, with support from key services and Aberdeenshire Council's Sustainability Team. However, setting a carbon budget ensures that ownership of the responsibility to reduce emissions is shared across services, and such an approach also provides an opportunity to ensure that the financial budget directly supports and maximises carbon reduction.

Designation: Executive Chief Officer – Infrastructure & Environment
Date: 16th September 2020
Author: Keith Masson

Appendix 1

Action Plan & Priorities 2020 – Climate Change Team

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<p>Development of Net Zero Strategy & Action Plan</p> <ul style="list-style-type: none"> • Review CMP 2013-2020 • Re-engage key officers & Members (ELT & Climate Change Working Group) • Collaborate with service leads re revised targets / Climate Change Act / climate & ecological emergency ambition • Explore carbon budgeting options (utilisation of Aberdeenshire Council model?) • Explore procurement & land use as essential sectors for inclusion • Identify relevant projects & actions (current & future) & scope out funding opportunities (SALIX, PWLB, capital programme etc) – links to programme alignment work detailed below. 	<ul style="list-style-type: none"> • Improved management of internal carbon emissions • Reduced costs • Increased ownership of emissions at Service level • Public facing demonstration of Council’s commitment to climate change agenda • Identification of partnership opportunities 	<ul style="list-style-type: none"> • All 	Keith Masson	31/12/20	High
<p>Establish <i>Highland Adapts</i> Partnership</p> <ul style="list-style-type: none"> • Finalise business case & circulate to partners • Secure funding for Project Manager post (HC & SNH contributions secured) • Recruit Project Manager 	<ul style="list-style-type: none"> • Highland-wide, place-based approach to climate risk • Reduced internal adaptation burden • Increased local resilience to extreme weather events 	<ul style="list-style-type: none"> • Adaptation • Energy • Engagement Strategy • Land Use & resources • Economy • Transport 	Keith Masson	31/12/2023	High

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<ul style="list-style-type: none"> Develop governance arrangements (proposals included in business case) Draft & agree operational plan with partners. 					
<p>Carbon Baseline Report for Highland</p> <ul style="list-style-type: none"> Support contractor in securing appropriate and relevant data sets Review draft report and agree on communication of findings Report to Council in Autumn 2020 Use findings to frame both internal and external aspects of Net Zero Plan 	<ul style="list-style-type: none"> Develop clear overall emissions profile for Highland More focus on key emissions envelopes areas e.g. transport & energy. Ability to deliver evidence-based climate policy in Highland 	<ul style="list-style-type: none"> Adaptation Energy Engagement Strategy Land Use & resources Economy Transport 	Keith Masson	30/09/2020	High
<p>Programme Alignment - Council programme & Scottish Government programme</p> <ul style="list-style-type: none"> Support contractor in securing and understanding appropriate and relevant documents / data sets Assist in coordination of stakeholder workshops Scrutinise draft report and seek amends as required. Report to Council (late Summer / Autumn 2020) 	<ul style="list-style-type: none"> Create opportunities to secure external funding for low carbon projects Develop more robust project planning / development mechanisms Better alignment of Council aspirations with SG. 	<ul style="list-style-type: none"> Adaptation Energy Engagement Strategy Land Use & resources Economy Transport Waste 	Keith Masson	30/09/2020	High

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<p>COVID-19 – Green Economic Recovery</p> <ul style="list-style-type: none"> Support Recovery Board to ensure that economic recovery in Highland is shaped by net zero and Just Transition agendas Support key officers in embedding climate change considerations as part of Council redesign. Collate detailed list of Council & partnership projects which contribute to both net zero & economic recovery, identify opportunities for better project alignment. 	<ul style="list-style-type: none"> Will assist in Members' aspirations for a carbon neutral region by 2025 Opportunities for economic development for local businesses which embrace low carbon / circular economy principles 	<ul style="list-style-type: none"> Adaptation Engagement Strategy Economy Transport Energy 	Keith Masson Joe Perry	31/12/2020	High
<p>EV Infrastructure Programme</p> <ul style="list-style-type: none"> Roll-out of Electric A9 and other publicly accessible EV chargers Liaison with key partners Identification of key funding opportunities (non-TS) which align with other Council priorities linked to net zero ambition Development of Strategic Control Plan - vision, structure & governance. 	<ul style="list-style-type: none"> Key infrastructure priority for Highland Significant inward investment Expedited decarbonisation or road transport in Highland 	<ul style="list-style-type: none"> Energy Engagement Strategy Economy Transport 	Jackie Sayer Anna Myeshkova (Martin MacDonald)	Ongoing	High
<p>Green Impact Pilot - Research, Develop & Launch</p> <ul style="list-style-type: none"> Develop business case for Green Impact at HC / regional level Secure Graduate support from UHI to develop programme 	<ul style="list-style-type: none"> Promote low carbon behaviours to staff Financial & carbon savings Demonstration of collaborative pan- 	<ul style="list-style-type: none"> Energy Transport Waste 	Joe Perry	30/10/2020, then ongoing	High

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<ul style="list-style-type: none"> Procure Green Impact platform, design, build & launch Promote scheme via press releases, website, In Brief etc 	Highland approach to tackling climate emergency				
Climate Change Working Group <ul style="list-style-type: none"> Facilitate 6-weekly meetings of climate change panel. Prepare, coordinate and arrange papers relevant to climate actions being undertaken. Liaise with Chair and Leader regarding agendas 	<ul style="list-style-type: none"> Increased Member and public scrutiny of climate change action 	<ul style="list-style-type: none"> All 	Keith Masson Joe Perry	On-going	High
Highland Climate Change Conference <ul style="list-style-type: none"> Organise venue, speakers, themes, agenda etc for 2-day climate change conference in Autumn 2020 (TBC depending on situation re COVID-19) 	<ul style="list-style-type: none"> Increased visibility of climate action across Highland Develop partnerships for future action. 	<ul style="list-style-type: none"> Adaptation Energy Engagement Strategy Land Use & resources Economy Transport 	Keith Masson Joe Perry	31/10/2020	Med
Annual Public Bodies Climate Change Duties Reports <ul style="list-style-type: none"> Gather required data from services (from Apr 2020 onwards) Update Master Data spreadsheet for annual data comparison Arrange with committee services for items on committee agendas (Climate Change Working Group & Economy & Infrastructure Committee) 	<ul style="list-style-type: none"> Legally required to report on progress (PBCCD) Opportunity to analyse progress / gaps / opportunities re CMP 	<ul style="list-style-type: none"> Economy Energy Land Use & Resources Transport Engagement Strategy 	Joe Perry Keith Masson	30/11/2020	Med

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<ul style="list-style-type: none"> • Write report • Present findings to Members at Committees • Data – new baseline for Net Zero Plan 					
<p>Cromarty Firth Freeport Proposal</p> <ul style="list-style-type: none"> • Work with partners to develop a Roadmap to Net Zero vision for the Cromarty Firth Freeport proposal 	<ul style="list-style-type: none"> • Significant opportunities for Highland if Cromarty Firth secures freeport status 	<ul style="list-style-type: none"> • Economy • Transport • Energy 	Keith Masson	31/12/2020	Med
<p>Climate Change Workshops for Members, Executive Chief Officers & Heads of Service</p> <ul style="list-style-type: none"> • Arrange sessions in 2020 for Members & ECOs to identify key interventions and opportunities to reduce emissions from service delivery. 	<ul style="list-style-type: none"> • Increase levels of understanding and participation in climate change agenda across the Council 	<ul style="list-style-type: none"> • Adaptation • Energy • Engagement Strategy • Land Use & resources • Economy • Transport • Waste 	Keith Masson Joe Perry	31/12/2020	Med
<p>Committee Papers / Business Cases</p> <ul style="list-style-type: none"> • Develop guidance and mechanisms to ensure climate & ecological emergency related issues are properly considered and factored into committee papers, business cases & project development from outset. 	<ul style="list-style-type: none"> • Increase awareness of impact of Council decisions on ability to meet net zero targets. • Improve accountability re climate change agenda 	<ul style="list-style-type: none"> • All 	Joe Perry Keith Masson	31/10/2020	High

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<p>Community Empowerment (Scotland) Act 2015 – Allotments & Food Growing Strategy</p> <ul style="list-style-type: none"> • Consult public on draft FGS (delayed due to COVID-19 pandemic and moratorium on consultations) • Present draft strategy to Climate Change Working Group / Economy & Infrastructure Committee for approval • Publish final strategy • Implement HC actions arising from plan 	<ul style="list-style-type: none"> • Comply with legislative requirements. • Engage with communities, especially Areas of Multiple Deprivation. 	<ul style="list-style-type: none"> • Land Use & Resources • Economy • Engagement Strategy 	Keith Masson Emma Whitham (consultant)	31/10/2020	Med
<p>Climate Week 2020 – 14th–20th Sept</p> <ul style="list-style-type: none"> • Develop ideas for online events to support climate week. • Engage with Eco Officers to maximise number and scope of events. 	<ul style="list-style-type: none"> • Opportunity to achieve buy-in to climate action • 	<ul style="list-style-type: none"> • All sectors 	Joe Perry Anna Myeshkova	20/09/2020	Med
<p>Eco Officer Network</p> <ul style="list-style-type: none"> • Monitor key aims / objectives • Develop robust package / campaign for each new quarter • Recruit new members & officers • Develop training • Maintain regular communication with network • Develop newsletters • Utilise network to maximise uptake of low carbon alternatives throughout the Council. 	<ul style="list-style-type: none"> • Embed message around low carbon behaviours across organisation, thus reducing costs and emissions. 	<ul style="list-style-type: none"> • Energy • Transport • Waste • Engagement Strategy 	Joe Perry	On-going	Med

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<ul style="list-style-type: none"> Link network to Green Impact to maximise carbon reduction / behaviour change. 					
<p>Carbon CLEVER Declaration</p> <ul style="list-style-type: none"> Development of ideas / proposals regarding how to refresh and relaunch the Carbon CLEVER Declaration in light of climate & ecological emergency declaration / need to ensure green economic recovery post-COVID-19 Development of new “brand” / title for the initiative 	<ul style="list-style-type: none"> Increase region-wide buy-in to Council’s declaration of climate and ecological emergency Support local businesses / 3rd sector in achieving low carbon outcomes. 	<ul style="list-style-type: none"> All 	Joe Perry	31/03/2021	Med
<p>Staff engagement re TRIADS</p> <ul style="list-style-type: none"> Email all staff on likely TRIAD dates Investigate automated email on TRIAD dates Build in wider energy efficiency message to communications Utilise Eco Officers in delivery of messaging 	<ul style="list-style-type: none"> Reduction in energy costs Reduction in carbon emissions 	<ul style="list-style-type: none"> Energy Engagement Strategy 	Keith Masson Richard Bamborough	29/02/2021	Low

Associated Workstreams (not managed by Climate Change team – list not exhaustive)

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<p>SALIX</p> <ul style="list-style-type: none"> • £3.5m recycling fund to support Council projects which meet Salix funding requirements in respect of carbon reduction, payback etc. • Examples include: <ul style="list-style-type: none"> ○ River Ness Hydro ○ Fossil fuel boiler replacements ○ Lighting upgrades – LED 	<ul style="list-style-type: none"> • Reduced energy consumption, carbon emissions and costs • Improved reputation re climate change targets / ambition 	<ul style="list-style-type: none"> • Energy • Transport • Economy 	Martin MacDonald	On-going	High
<p>Grey & White Fleet Reviews</p> <ul style="list-style-type: none"> • Implement range of solutions identified through Grey Fleet report & work to-date on White Fleet • Continue roll out of car club vehicles • Complete baseline report & analysis for white fleet • Develop costed action plan and recommendations for future of white fleet, supported by business cases where required 	<ul style="list-style-type: none"> • Reduced emissions, cost, travel and risk for HC. • Increased productivity of staff. 	<ul style="list-style-type: none"> • Transport • Energy • Engagement strategy 	Fiona Daschofsky Andrew Morgan Caroline Campbell	31/12/2020	Med
<p>Solar PV Programme</p> <ul style="list-style-type: none"> • Installation of solar PV arrays at various sites across Council estate • £2.5m programme of work, over 6 phases 	<ul style="list-style-type: none"> • Renewable energy generation for Council • Reduced reliance on grid-supplied electricity 	<ul style="list-style-type: none"> • Energy 	Allan Henderson	On-going	High

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
	<ul style="list-style-type: none"> • Cost & carbon savings 				
SMART Cities <ul style="list-style-type: none"> • SMART Highlands, SMART Buildings – programme that aims to use information & control to achieve sustainable energy savings for Council • Provides control of use & consumption of energy, automation of warnings and user reports. • 30 sites initially targeted. 	<ul style="list-style-type: none"> • Reduction in energy consumption • Better management information • Increased ownership of consumption at building level. 	<ul style="list-style-type: none"> • Energy • Economy • Engagement strategy 	Brian Robertson	On-going	High
Energy Efficient Scotland Programme <ul style="list-style-type: none"> • Provides support and advice to improve energy efficiency of Highland homes • Targets fuel-poor areas & offers insulation measures • Funded by Scottish Government 	<ul style="list-style-type: none"> • Reduction in fuel poverty • Home improvements for Highland residents • Reduced carbon emissions 	<ul style="list-style-type: none"> • Energy 	Isla MacMillan	On-going	Med
NPF4, IMFLDP & IRSS <ul style="list-style-type: none"> • Setting the vision for a low carbon Highlands from a planning context, out to 2050. • Sets framework for investment & development, contributing to Scotland's aim to end its contribution to climate change by 2045. 	<ul style="list-style-type: none"> • Provide new economic opportunities re low carbon agenda • Increasing focus on low carbon development 	<ul style="list-style-type: none"> • All 	Scott Dalgarno Development Plans Team	Various	High

Activity / Project & Key Tasks	Corporate / Community Benefit	Relevant Carbon Management Plan 2013-2020 Strategic Theme(s)	Lead Officer(s)	Timescale / Dates	Priority Level
<p>Spaces for People</p> <ul style="list-style-type: none"> • Increase in local community-based cycling & walking as result of COVID-19 • Enhancement of key access routes whilst reducing interaction with vehicular traffic. • Ensuring appropriate social distancing. 	<ul style="list-style-type: none"> • Increasing levels of active travel. • Reduced carbon emissions from road transport. 	<ul style="list-style-type: none"> • Transport • Fleet • Economy 	Colin Howell Craig Baxter	On-going	High