

Agenda Item	4.
Report No	CCC/19/23

The Highland Council

Committee: Climate Change

Date: 5 December 2023

Report Title: Net Zero Strategy – Action Plan Progress Report

Report By: Interim Depute Chief Executive

1. Purpose/Executive Summary

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

2. Recommendations

2.1 Members are asked to:

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

3. Implications

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

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

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

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

- 3.2 **Legal** - the Council has several requirements in respect of reporting against its climate change obligations, in addition to being required to directly support Scotland's target to end its contribution to climate change no later than 2045.
- 3.3 **Community (Equality, Poverty, Rural and Island)** - common throughout all the themes of the Net Zero Strategy is the recognition that our work and activities are undertaken in such a way as to ensure the benefits of climate change action are shared widely, while the costs do not unfairly burden those least able to pay, or whose livelihoods are directly or indirectly at risk as the economy shifts and changes.
- 3.4 **Climate Change / Carbon Clever** - climate change is the public sector's most complex challenge. The Net Zero Strategy outlines the Council's approach to addressing the climate emergency.
- 3.5 **Risk** - failure to proactively address the climate and ecological emergency across all service delivery areas carries significant reputational risk, particularly considering the political ambition at both local and national levels around the climate change agenda. In addition, failure to take a proactive approach to climate change action will limit opportunities to secure external funding.

As outlined in Audit Scotland's [briefing](#) 'Scotland's councils' approach to addressing climate change', action is needed now to make sure that Scotland is resilient enough to deal with the impacts of the changes to the climate that are already happening. If we do not respond quickly enough to drastically reduce greenhouse gas emissions and increase our resilience, severe widespread impacts are expected. This includes extreme disruption to the systems we depend on for food, water, and shelter.

- 3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - there are no implications arising from this report. However, health and safety will be addressed in the Council's Adaptation Strategy and Action Plan.
- 3.7 **Gaelic** - there are no implications arising from this report.

4. Net Zero Action Plan

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

5. Net Zero Programme Board – New Actions

5.1 The following actions were agreed by the Net Zero Programme Board on 2 October 2023:

- Thematic Group leads to nominate a representative from each thematic group to attend Circular Economy workshops and ensure actions relating to circular economy are embedded into each Thematic Group Action Plan.
- Additional thematic group to be established to cover Corran Ferry and in-house bus project/Bus Partnership.
- Active Travel to sit under the Planning, Land Use & Environment thematic group.
- Thematic groups to ensure actions relating to digital partnership working are captured in the action plan.

6. Costing the Action Plan

6.1 The Thematic Groups have consistently highlighted the challenges around fully costing the Action Plans:

- Lack of understanding of available funding streams.
- Fully costing requires high staff resource for perceived limited benefit.
- Time constraints.
- Preliminary work to be undertaken in first instance to identify full costings.

6.2 In December 2021, the Council agreed a corporately coordinated strategy and costed action plan is required, setting out key targets, milestones and budget implications for approval and regular monitoring.

6.3 To expediate the development of the Action Plan and address the issues outlined under 5.1, it is proposed that where costings have not been identified, impact indicators will be provided. This will allow Members to gauge the scale of the challenge ahead. Suggested impact indicators are detailed below:

- Completed
- Achievable within existing resources, or realistic prospect of additional resources (such as ongoing external funding)
- Additional resourcing required, potentially self funded subject to approval
- Additional external resourcing and/or facilitation required

6.4 In addition to the cost impact groupings, it is also proposed to include a similar indicator for implementation timeframes as summarised below:

- Implemented within 2 years
- Implemented within 2-5 years
- Over 5 years
- Ongoing

7. Member Workshops

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

7.2 The following thematic groups presented to Members on 13 November 2023:

- Sustainable Business Travel
- Built Estate & Energy

7.3 A recording of the workshop can be found on the Members Intranet. A summary of Member attendance at the workshop is appended at Appendix 9.

7.4 The remaining thematic groups will present at Member workshops scheduled in January 2024.

Designation: Interim Depute Chief Executive

Date: 24 November 2023

Authors: Fiona Daschofsky, Project Manager, Climate Change & Energy Team; Neil Osborne, Climate Change & Energy Team Manager

Background Papers:

- Appendix 1 – Action Plan Development update
- Appendix 2 – Built Estate & Energy
- Appendix 3 – Planning, Land Use & Environment
- Appendix 4 – Procurement & Community Wealth Building
- Appendix 5 – Sustainable Business Travel
- Appendix 6 – Social Housing/HRA
- Appendix 7 – Waste
- Appendix 8 – Member Workshop Attendance

**NET ZERO PROGRAMME
ACTION PLAN DEVELOPMENT:****Built Estate & Energy****• Progress to date:**

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

• Outstanding activities:

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

• Key Risk/Issue:

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

Planning, Land Use & Environment**• Progress to date:**

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

• Outstanding activities:

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

- Preliminary design studies and optional appraisals need to be undertaken in the first instance to identify the full project costs in respect of a number of workstreams highlighted in the Action Plan. There is currently no funding assigned to undertake these activities, therefore full costs will not be defined by March 2024.
 - Resource implications and funding opportunities to be identified.
- **Key Risk/Issue:**
 - A key workstream included in the Action Plan is the mapping of Highland carbon resources and assessment of potential carbon sequestration. There is a risk to this project progressing as The University of the Highlands & Islands (UHI) have indicated they are unable to provide resources as was intended.
 - There are a number of current funding streams available to assist for project delivery that the Council is currently unable to bid for without undertaking preliminary work.

Procurement & Community Wealth Building

- **Progress to date:**

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

The Action Plan outlines the next stages of key development.

- **Outstanding activities:**

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

- **Key Risk/Issue:**

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

Sustainable Business Travel

- **Progress to date:**

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

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

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

- **Outstanding activities:**

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

- **Key Risk/Issue:**

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

Social Housing/HRA

- **Progress to date:**

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

- **Outstanding activities:**

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

- **Key Risk/Issue:**

As outlined above.

Waste

- **Progress to date:**
 - Key priority actions identified. Further work is required cross-service to identify an agreed approach and to determine measures and key performance indicators.
- **Outstanding activities:**
 - Pilot to be undertaken in County Buildings, Dingwall and two Primary School to consider what approach is taken in respect of rolling out twin-stream recycling across the Council's estate. The pilot will monitor level fill of bins – this data will be essential in helping to establish costs of in-house recycling infrastructure.
 - A number of workstreams relate to behavioural change across the Council's workforce and schools. The Council's Waste Aware Team has developed a comprehensive communications and engagement plan to support internal services through the transition to the new waste and recycling collection service. The Climate Change & Energy Team will support where required and will ensure these activities are included in the Net Zero Communications & Engagement Action Plan.
- **Key Risk/Issue:**
 - The school catering provision is governed by the “Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations amended in 2020” in relation to a number of elements which includes the portion size the Council's Catering service is required to provide per meal. This may have implications for the food waste in schools project.

Appendix 3.

Thematic Group Name **Planning, Land Use & Environment**

Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Key Performance Indicators	Resource Assessment		Costs		Financial Assessment
						Are additional resources required to deliver? E.g. Staffing, software, etc Are the required skills and tools already available? <i>(Please detail associated costs)</i>	Capital	Revenue	Are additional financial resources required to deliver?	
		Target completion date				Initiation	Ongoing			
1 Enhance Biodiversity and Carbon Sequestration	Service Lead - Environment Development Active Travel	Ongoing	Suite of projects and policies.							Staff
Map and identify opportunity for biodiversity enhancement/insetting across Council estate	Green Space Officer	2022 - 2024	First phase Map produced	Detailed understanding/baseline of potential with X no. of projects identified and instigated	TBC	Funding in place	E will be required if Nature Restoration Fund (NRF) ends	Yes	Yes	Need to support staff associated with this activity on a permanent basis - funds in place for 24/25 possible 25/26
Deliver suite of Council Biodiversity Projects as part of Green Space mapping project	Project Manager, Nature-Based Solutions and Green Finance / Ecology Assistant	10 projects completed by 2025	Ten biodiversity enhancement projects across Highland		Increased quality and/or quantity of habitat		E will be required if NRF ends			Yes - for future delivery costs
Delivery of Community Biodiversity Projects via Nature Restoration Fund	Service Lead - Environment Development Active Travel	20+ projects delivered annually until 2025		% Land managed for Biodiversity - utilise Scottish Government (SG) reporting requirements		Funds in place	Funds in place			Dependant on external SG funding
Greenspace management - create more set aside, wildflower roundabouts, corridors/meadows and reduced cutting	Amenity Services Manager	Ongoing	Create more areas of set aside with reduced cutting required	m2 of set aside created						In house staff time
Purchase more battery operated plant and equipment to reduce carbon footprint and manage land for wildlife	Amenity Services Manager	01/03/2024	To purchase numerous items of electric plant for grounds maintenance operations; strimmers, blowers, remote mowers, chippers and walk behind mowers	No. of items purchased						
Map Highland Nature Networks	Environment Team Leader	01/02/2024	Wildlife connectivity map, habitat opportunity map, draft spatially defined nature network & robust methodology.	Spatially defined draft Nature Network designed for consultation.						The Council will take part in a CivTech project which should deliver the design phase at no additional cost to the Council. The identification of other projects will be delivered through an NRF funded project in partnership with HEF
Identify additional community projects that can feed into Highland nature network	Environment Team Leader / Highland Environment Forum (HEF)	April 2024	Spatially defined map of local areas being managed for nature							
Develop an Ecological Strategy for the Council	Project Manager, Nature-Based Solutions and Green Finance / Ecology Assistant	Q4 2023 - consultation Q1 2024	A Strategy document which pulls together biodiversity enhancement work across the Council and sets clear targets.	Strategy produced. Annual review + ratchet function to reassess targets.						Minimal staff hours required each year to review targets and reassess if necessary.
Develop a strategy for Local Nature Conservation Sites (LNCS)	Environment Team Leader	Underway by 2024	LNCS across Highland identified (with local community and local stakeholder input) and designated. Pilot site identified - Sluggans Peatlands Skye - complete 2024	LNCS form part of Nature Networks, are considered as part of development proposals that may impact them and are valued by local communities						In house staff time
Develop suite of policies to reverse decline of nature e.g. verge management, Pollinator, invasive species, Biodiversity planning guidance	Environment Team Leader	April 2024 and ongoing	Suite of policies and guidance that will support the work of the Highland Council in responding to the climate and nature emergency and maximising associated benefits							In house staff time
Update existing Highland Council Protected Species policy and develop suite of planning guidance to support delivery of biodiversity requirements of NPF4, and roll out complimentary training programme	Environment Team Leader / Ecology Officer	December 2023 - April 2024	Suite of policies and guidance that can be used by planning officers and developers to ensure a consistent, transparent and fair implementation of NPF4 Policy 3 (and cross-cutting policies). Planning officers have received biodiversity training, understand the methodologies, tools and policies available and are confident decision makers.	All development of all scales consistently deliver biodiversity mitigation, compensation and enhancement in accordance with legislation, policy and guidance.						Delivered with existing resources, although requires planning ecologist to be withdrawn from planning work to develop suite of policy/guidance
ECOLOGICAL PLANNING ADVICE Embed ecological advice into the planning system to support delivery of ecological mitigation, compensation and enhancement in accordance with legislative and policy requirements. Provide required input into planning decisions helping ensure statutory targets are met, input into Priority Determination Service, avoid judicial review, maximise income opportunities (through financial compensation payments) and provide consistent advice for developers maximising opportunities for biodiversity and climate	Ecology Officer	April 2024 and ongoing	All major/national developments and developments >0.5ha receive specialist ecological input; planning officers can make informed decisions on whether development complies with NPF4 Policy 3 supported by specialist advice; developers receive consistent advice on their requirements to satisfy with Policy 3	All major and national developments and developments >0.5ha deliver biodiversity mitigation, compensation and enhancement		Staffing: 1x senior planning ecologist and 2x planning ecologist	153,757			Additional financial resources required to provide adequate staffing levels of specialist ecological staff to advise planning. Part of internal service resource discussions.

Appendix 4.

Thematic Group Name		Procurement & Community Wealth Building									
Description of Action	Delivery Lead	Timeline	Planned Outcome(s)	Outcome Measure(s)	Key Performance Indicators	Resource Assessment		Costs		Financial Assessment	
						Are additional resources required to deliver? (e.g. staffing, software, etc. Are the resources skills and costs already available? Please detail investment cost)	Capital	Revenue	Are additional financial resources required to deliver?		
Procurement element of the Thematic Group Sliding the carbon value - conclude scope three emissions calculation for the last four years using CO2 Global and methodology.	Strategic Procurement Manager (Commercial and Procurement Shared Service)	31st October 2023	View created on carbon values by Service, for suppliers, for spends and products - each year for last four years.	Quantified data on carbon kg for transactions, suppliers, services.	N/A	Calculation resources provided by CO2 Global.	May need to repeat subscription in future years to provide tracking - cost is estimated at £10k per year per Council.	N/A	£10,000 per year	N/A	
Allocating the Scope 3 carbon value - Develop Council and Service carbon budget approach with acceptance to using this data and in this way.	Climate Change & Energy Team (CCT)	01/03/2024	Agree use of carbon budget approach to rank priorities and services - understanding that Journey of Net Zero will take many years to reduce carbon in these budgets and across the Council, that costs and savings associated with the delivery of each phase will only then be determined through business cases developed at that time and choices made on options which themselves will have different costs and outcomes. page	In each time period /yearly phase carbon budget broken down by Service and covering all spends.	Carbon budget broken down by Service and covering all spends.	Staffing and include Capital, health, housing budget, HRA etc. May need to load in new data for these areas and re-run analysis to cover all.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.	
Appoint ranking and subsequent teams to work on reducing Scope 3 carbon budget - Using service carbon budgets and ranking develop change team starting with appointing resources and roles.	CCET	01/06/2024	Have appointed action developers and owners including by service carbon supply chain champion, finance business partner (helping with business cases for change), category manager for contract suppliers, performance improvement team project manager, environment team manager.	Timely appointment of necessary dedicated team members free to spend time to develop carbon budget options.	Timely appointment of necessary dedicated team members free to spend time to develop carbon budget options.	Staffing and include Capital, health, housing budget, HRA etc. May need to load in new data for these areas and re-run analysis to cover all.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.	
Recognise Scope 3 work is complex and will take multiple years, set priorities first - Allocate phased approach and map out each year what spend and carbon budget areas will be developed to reduction.	CCET	01/09/2024	Map out phasing year and allocate to Services and budgets	Phasing approach and schedule agreed with Council.	Phasing approach and schedule agreed with Council.	Staffing and include Capital, health, housing budget hra etc. may need to load in new data for these areas and re-run analysis to cover all.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.	
Develop example approach - approach used for each phasing - For Phase 1 round of carbon budget/suppliers/processes/products - develop approach covering Suppliers and their Net Zero journeys. Processes that can be changed to lower carbon, products that can be substituted to lower carbon.	Performance Improvement Manager - needs PMO resource and leadership on its delivery to push this forwards.	Phase one starts in 2024 and aims to finish by 01/09/2025.	Developed business cases covering different change factors costed and savings identified - Council to agree options, fund costs and sponsor, support changes to deliver phase 1 with lowest possible risk.	Project change risk register, register of business cases, project plans to implement each agreed change.	KPIs that support project change risk register, register of business cases, project plans to implement each agreed change.	Staffing and include Capital, health, housing budget hra etc. may need to load in new data for these areas and re-run analysis to cover all.	Ongoing each year to track progress.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.	
Apply same approach for capital spends, for HRA, for Health funding in terms of teams, carbon budgets etc.	Capital Board working with CCET	Depends upon phasing position.	This is not one project with one time line but multiple spend areas with resource constraints and other factors (technology, funding etc) that need to be factored into phasing and then have a plan of phasing of multiple projects developed for each year/time period over the next decade.	Project change risk register, register of business cases, project plans to implement each agreed change.	KPIs that support project change risk register, register of business cases, project plans to implement each agreed change.	Needs commitment - needs ownership and participation from these teams who are not part of the Shared Service but are part of procurement and the net zero journey.	Needs ownership and participation from these teams who are not part of the Shared Service but are part of procurement and the net zero journey.	Business case chosen option with costs.	Business case chosen option with costs.	Will need business partner finance support for developing each business case option for budget insight and baselining.	
Report on carbon budget tracking each time period (yearly).	CCET	Yearly	Revise reports with latest data, include feeder systems into this mapping, update carbon budgets and seek reports on variances from appropriate Services.	Quantified data on carbon kg for transactions, suppliers, services.	N/A	Calculation resources provided by CO2 Global.	May need to repeat subscription in future years to provide tracking - cost is estimated at £10k per year per Council.	N/A		N/A	
Community Wealth Building element of the Thematic Group Net Zero Journey (ESG Environmental Social Governance) that wealth is generated, circulated, and retained in communities and localities.	Strategic Procurement Manager (Commercial and Procurement Shared Service)	September 2024 for pilots to report results.	Use Sustain IQ tools to support CWB and ESG through the four pillars of Responsible Procurement, Environmental Management, People, Health & Diversity and Community Engagement & Partnering. Projects including CWB outcomes to be input into Sustain IQ tool and ran as delivery pilots - Use of Sustain IQ tool for CWB etc - needs clear action plan and engagement support - for these projects it will be used to record emissions data and actions against the social value and sustainability clauses in the Council's community benefits plan.	Tracking delivery of benefits committed to and performed.	Tracking delivery of benefits committed to and performed.	Needs resource to enter projects and be trained on the use of the tool - 2-3 supplier slots available and we have used two for now with pilots - Needs bigger buy-in from Capital on using CWB clauses and approach to increase the number of CWB support.	Continue to use Sustain IQ and complete the 25 programme pilots to achieve the most value.	N/A	£21,250 yearly subscription cost for sustain IQ and onboarding up to 25 suppliers.	N/A	
Incorporation of CWB into joint Procurement Strategy (JPS) and roll out.	Strategic Procurement Manager (Commercial and Procurement Shared Service)	01/03/2024	Approve JPS at Committees, communicate to stakeholders and internally to Council, externally to the market.	% of spend with local suppliers	% of spend with local suppliers	Needs resource to enter projects and be trained on the use of the tool - 2-3 supplier slots available and we have used two for now with pilots - Needs bigger buy-in from Capital on using CWB clauses and approach to increase the number of CWB support.	Continue to market the JPS.	N/A	N/A	N/A	
Develop a Community Wealth Building Strategy.	Membership of Working Group to be determined at workshop on 6/12/23	01/09/2024	Resilient and Sustainable Communities - Work with partners to develop a Community Wealth Building Strategy - identify stakeholders, meet and consult to develop CWB strategy - develop approval through Governance.	Develop KPIs from strategy objectives agreed with CWB.	Develop KPIs from strategy objectives agreed with CWB.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	
Develop a strategy to map funding opportunities aimed at community energy projects following July 2023 development of Regional Renewable Fund.	Renewables Investment Team under CCET	01/06/2024	Recognise that this will evolve over time - the first version of this is to be developed between now and June 2024.	Develop KPIs from strategy objectives agreed with energy projects and CWB.	Develop KPIs from strategy objectives agreed with energy projects and CWB.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	
Watch for and implement the new legislative proposal for advancing the CWB approach through an ambitious new CWB duty.	Strategic Procurement Manager (Commercial and Procurement Shared Service), Community Benefits Manager, Community Support & Engagement	01/12/2024	The proposed Community Wealth Building Bill will encourage diverse and inclusive local economies, finance, land, and ownership models. It will include the following: Working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and micro-businesses, and improved access to training and labour markets for disadvantaged communities and individuals. Encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers. Where possible, to base public sector capital and revenue funding decisions on targeted social, economic, and environmental outcomes.	Develop KPIs from new policy objectives agreed and CWB.	Develop KPIs from new policy objectives agreed and CWB.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	Dependent upon the work required to support and implement the new policy.	
Challenge to CWB - funding - Consider the use of net zero fuels, consult approach to include the identification of commercial opportunities which in turn can be used to reinvest into CWB projects, can be used to identify and aid in grant funding (applications supported by demonstrating the development of detailed strategic vision on net zero journey and options for fuels, for developing partnerships local and regional).	Strategic Procurement Manager (Commercial and Procurement Shared Service)	27/02/2024	Strategy developed	Strategy document - then integrate into CWB plan, funding options, use to aid in the development of a commercial strategy.	Develop KPIs from new strategy covering commercial opportunities too.	Appoint Mott MacDonald and project resources for 12 weeks.	Dependent upon the work required to support and implement the new strategy, recognising that the hardest work will come from performing implementation and this may be in phases.	Dependent upon the work required to support and implement the new strategy, recognising that the hardest work will come from performing implementation and this may be in phases.	£55,000.00	Dependent upon the work required to support and implement the new strategy, recognising that the hardest work will come from performing implementation and this may be in phases.	

2.2 Fleet ULEV Replacement	Fleet Service	Annually (from 2023)								
<p>a)Continue to implement a prioritised fleet replacement programme to transition the light fleet to ULEV, including full electric EV and hybrid technology.</p> <p>b)Agree standardised vehicles across region. Research the market for ULEV alternatives</p> <p>c)For each potential procurement, review whole life cost model and lease period, in liaison with Finance Manager to provide a value for money assessment along with an assessment of carbon emissions from ULEV and other fuel type vehicles. Replacements will be subject to adequate budget being available.</p>		September 2023								
2.3 Fleet EV Charging Infrastructure										
<p>a)Develop and implement an installation programme for charging infrastructure that corresponds with the fleet transition, at Council depots, offices, public buildings, and home charge points. This will be subject to adequate funding (internal or external) being available. Facilitated by the Pathfinder project.</p>	CCET /Procurement Fleet Service	Ongoing to 2027								
2.4 Establish Infrastructure Funding Model										
<p>a)Review current procurement model.</p> <p>b)Identify and utilise external funding opportunities for fleet renewal and associated infrastructure.</p> <p>c)Investigate private sector funding opportunities for fleet infrastructure, through pathfinder project.</p> <p>d)Electronic vehicle charging infrastructure installation. Facilitated by the Pathfinder project.</p>	<p>Procurement/ Fleet/Finance Service</p> <p>Fleet Service / Finance / CCET</p> <p>Procurement / Fleet / Finance Service / CCET</p> <p>Fleet Service/CCET</p>	<p>December 2023</p> <p>Ongoing</p> <p>March 2024</p> <p>Ongoing</p>								
2.5 Infrastructure Collaboration										
<p>Investigate collaborating with other organisations on charging infrastructure, sharing assets where possible. Building partnerships that deliver to help accelerate the wider Highland climate change agenda. Facilitated via the Pathfinder project.</p>	Fleet Services	Ongoing								
2.6 Grey fleet, car club and casual car hire policy										
<p>a)Review policy on grey fleet, car club and casual car vehicle hire.</p> <p>(b) Consider whether non ULEV cars can be used for Council business and consider reducing or stopping mileage rates for non ULEV cars from 2025.</p>	HR/ Fleet Service	April 2024								
Theme 3: Continue to implement low emission approach for the Heavy Fleet										
3.1 Fleet assessment, route optimisation and rationalisation										
<p>Fleet assessment, route optimisation and rationalisation.</p> <p>All LGVs include telematics as part of specification, which provides data allowing for:</p> <p>a)Analysis of LGV utilisation and requirements.</p> <p>b)Identification of possible vehicles for downsizing or rationalisation.</p> <p>c)Reduction in mileage and number of vehicles through route optimisation:</p> <ul style="list-style-type: none"> -Waste – RCV route optimisation reduces mileage and emissions. Optimisation allows for additional future housing to be serviced by current fleet size. -Winter fleet – Reconsider existing route boundaries and multi-use vehicles. 	All Services / NZWG / Fleet Service	Ongoing								
3.2 Vehicle Improvements										

<p>a) Continue to investigate and develop partnerships with other local authorities, commercial operators, and fuel providers. This includes taking a joint approach to procurement with partner organisations through our shared procurement service with Aberdeen City and Aberdeenshire Councils.</p> <p>b) Investigate collaborating with other organisations on charging infrastructure, sharing assets where possible. Building partnerships that deliver to help accelerate the wider Highland climate change agenda.</p>	<p>Fleet Service, other partners as appropriate, i.e. NHS etc</p>	<p>Ongoing</p> <p>Ongoing</p>								
<p>Theme 4: Building Resilience into the Council's travel projects, guidance, and policies.</p>										
<p>4.1 Assist with the development of the Council's Local Climate Impact Profile.</p> <p>a) Provide data and information on how the service has been impacted by weather events.</p>	<p>Climate Change Coordinator (Adaptation) / Fleet Service</p>	<p>December 2023</p>								
<p>4.2 Review guidance for officers</p> <p>a) Winter Travel Policy b) Adverse Weather c) Management of Occupational Road Risk d) Adverse Weather Guidance</p>	<p>Fleet Service / Occupational Health and Safety.</p>	<p>October 2023</p>								

Appendix 6.

Thematic Group Name **Social Housing/HRA**

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

7 Assess the stock viability and net present value (including reviewing the affordability of capital investment given borrowing demands on tenant rents)	Head of Housing & Building Maintenance (H&P)	30/06/2024	Housing & Property Committee to consider a stock viability review to influence future asset management planning	Targeted capital investment that meets affordability criteria	Housing may have to undertake consultancy support to determine stock viability. There are challenges for Finance and Development officers as their input is crucial in determining the affordability of the programme.	Consultancy work costs	Cost of appointing consultancy support
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Appendix 8.

