

Agenda Item	4.
Report No	CCC/1/24

The Highland Council

Committee: Climate Change

Date: 20 March 2024

Report Title: Net Zero Strategy – Action Plan and Supporting Workstreams 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.

The report provides an update on a number of workstreams the Climate Change & Energy Team are leading on to support the delivery of the Council's Net Zero Strategy.

2. Recommendations

- 2.1 Members are asked to:

- i. **Agree** a revised approach to the development of the Net Zero Action Plan will be brought to the Committee in May for consideration.
- ii. **Note** a workshop is scheduled in April 2024 to provide Members with the opportunity to provide input to the development of the Climate Change Impact Assessment.
- iii. **Note** a bespoke Climate Training workshop will be delivered to the Council's Corporate Management Team in March/April 2024 prior to wider roll out.
- iv. **Consider** the updates provided for all of the Net Zero Strategy Workstreams set out in the appendices.

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 need to be addressed and identified for the organisation. A detailed and costed action plan will be developed to inform this.

The long-term gains of taking a climate-first approach can 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 Development - Member Workshops

- 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 A series of workshops were held in November 2023 and January 2024 to provide Members with the opportunity to discuss and provide input to the Action Plan development.
- 4.3 The following thematic groups presented to Members on 13 November 2023:
- Sustainable Business Travel
 - Built Estate & Energy
- 4.4 The following thematic groups presented to Members on 15 January 2024:
- Planning, Land Use & Environment
 - Social Housing/HRA
 - Procurement & Community Wealth Building
- 4.5 A further workshop was held on 25 January 2024, with the morning session focused on Net Zero Programme Innovation Funding with the following thematic groups presenting to Members in the afternoon:
- Waste
 - Capital Programme & Net Zero Funding Strategy
- 4.6 The workshops were well attended, and a summary of Member attendance is provided at Appendix 8.

5. Highland Council Targets

- 5.1 The Net Zero Strategy sets out the Council's approach to addressing the climate emergency and contributing towards Scotland's national legally binding target to become Net Zero by 2045.
- 5.2 Highland Council has adopted the Scottish Government's Net Zero by 2045 target, aiming to achieve this sooner. The route map to Net Zero included in the Strategy also sets key interim targets to reduce emissions by at least 75% by 2030 and by at least 90% by 2040.
- 5.3 To meet the 2030 target of at least 75% below baseline, an annual decrease of 10.5% is required. This equates to an average reduction of 2,800 tCO₂e which is equivalent to:
- Operating 56 Primary Schools for a year
 - 752 of the Council's diesel fuelled vans travelling 10,000 miles per annum
 - Running the Corran Ferry on Marine Gas Oil over 3 and a quarter years
 - 20,235 cars travelling the NC500 route
- 5.4 The above examples highlight the scale of the challenge and it's clear that the Council will not achieve the targets outlined in its route map to Net Zero through taking a 'Business as Usual' approach.

6. Net Zero Action Plan – Progress to date

- 6.1 Accelerating our response to the climate and ecological emergency is a key priority for the Council. However, difficulty securing cross-service collaboration in areas deemed

to be Service specific, and the competing priorities of delivering operational services has delayed the development of the Net Zero Action Plan. Given the significant pressures on resources concerning the budget setting, it has not been feasible to develop a fully costed Action Plan for the March Climate Change Committee.

- 6.2 An update from each Thematic Group on progress following the December Climate Change Committee is outlined in Appendix 1. Draft Thematic Group Action Plans are appended at Appendix 2-7.
- 6.3 Notable progress has been made following the December Climate Change Committee by the Waste; Built Estate & Energy; and Sustainable Business Travel Thematic Groups.
- 6.4 As outlined in section 4, Thematic Groups presented to Members at a series of workshops in November 2023 and January 2024. Additionally, a representative from each thematic group attended an introductory session in January 2024 with Zero Waste Scotland regarding Circular Economy. More in-depth sector/thematic group specific sessions will be organised with Zero Waste Scotland in due course covering areas such as procurement, built environment/construction and energy infrastructure.
- 6.5 Work is underway to map workstreams outlined in the Thematic Group Action Plans to Service Plans or external frameworks such as the National Planning Framework 4. This is being led by the Council's Corporate Audit, Performance and Information Governance Team. The team is also working with Thematic Groups to develop Key Performance Indicators for each workstream.

7. Next Steps

- 7.1 The Climate Change Committee has previously noted the complexities involved in the development of a cross-service Action Plan and accordingly agreed to extend the timeline for bringing a fully costed Action Plan to the Committee for consideration to March 2024.
- 7.2 As referenced in section 6.1, difficulty securing cross-service collaboration in areas deemed to be Service specific, and the competing priorities of delivering operational services has delayed the development of the Net Zero Action Plan.
- 7.3 Additionally, the Thematic Groups have consistently highlighted the challenges around fully costing the Action Plans.
- 7.4 The Council is working to an ambitious timeline to achieve the targets outlined in section 5.3. The current approach to developing the Net Zero Action Plan is considerably slowing progress, therefore it is proposed a revised approach is developed that allows the Council to address priority actions now while continuing to develop a rolling detailed Action Plan.
- 7.5 It is proposed a revised approach to the development of a working Action Plan is brought to the Committee in May for consideration.

8. Supporting Workstreams

- 8.1 The Climate Change & Energy team are leading in several areas to support the delivery of the Council's Net Zero Strategy. An update on key workstreams is outlined in subsequent sections of this report.

9. Policy & Governance

- 9.1 The introduction of a Climate Change Impact Assessment (CCIA) tool into the decision-making process was identified as a priority action in the Net Zero Strategy.
- 9.2 The Climate Change & Energy Team has been leading on the development of the CCIA and supporting guidance with input from the Thematic Groups.
- 9.3 A workshop is scheduled in April 2024 to provide Members with the opportunity to provide input to the development of the CCIA, prior to the draft CCIA being brought to the Climate Change Committee in May for approval.
- 9.4 The Strategic Capital Review report being considered by the Full Council on 14 March reinforces the importance of taking a strategic approach to delivering net zero through the Council's capital investment decisions. This states that a reduction in assets, their replacement with modern facilities and/or investment in existing buildings will all help to reduce the Council's carbon output. Maximising the use of renewable energy sources such as solar PV and targeting energy savings measures across our portfolio will deliver direct financial benefits particularly in regard to cost avoidance and future income generation.

The report presents a proposed "Capital Programme Bid Evaluation and Prioritisation Matrix" which is a criteria based evaluation of investment options which gives weight to a number of factors in order to arrive at a balanced score. Carbon Impact and Improving Sustainability is one of the factors given the highest weighting score of 3.

10. Communications & Engagement

- 10.1 An internal Communications & Engagement Strategy and Action Plan is currently in development aligned to the aims of the Net Zero Strategy and Action Plan.
- 10.2 The Action Plan will include a series of campaigns/events designed around regional, national, and international initiatives such as Clean Air Day, national Climate Weeks, and the global Earth Hour initiative. The Action Plan is being built out to incorporate communications and engagement activities specific to workstreams included in the Thematic Group Action Plans.
- 10.3 The Climate Change & Energy Team has developed and delivered several campaigns and events following the launch of the Net Zero Strategy. This has included a winter campaign focused on energy efficiency at home including a pop-up event in HQ and online staff engagement sessions facilitated by Home Energy Scotland. A campaign was also developed in collaboration with the Waste Aware Team covering issues such as the prevalence of food waste over Christmas and providing positive steps staff could implement at home and in the workplace.
- 10.4 A Net Zero SharePoint Communications Site is currently in development for staff and Members. Additionally, a "Net Zero" community has been set up on the Viva Engage platform which launched at the end of February.

10.5 The Climate Change & Energy Team are developing a new internal staff ambassador network to help embed climate action across Council services, in alignment with the Net Zero Strategy. A series of campaigns and events that could be led or supported by the network is in development and it is envisaged that the Viva Engage platform will be key in facilitating two-way communication.

11. Literacy & Training

11.1 The Climate Change & Energy Team are currently engaging in discussions with the Royal Scottish Geographical Society (RSGS) to deliver a bespoke workshop to the Council's Corporate Management Team in March/April 2024.

11.2 The workshop will cover the following areas:

- **Building an understanding and the case for action**

Why we need to take action on climate change and the urgency around it, what does this mean for the Council and what is already being done?

- **Climate Science**

A solid grounding and understanding of the science so participants can feel confident in their decisions and explain them to others.

- **Policy and Legislation**

A comprehensive round up of relevant policy and legislation covering international, EU, UK and Scotland so participants can understand why governments are taking different approaches, how this is working in Scotland and what impact this may have on the Council.

- **Solutions and taking action**

There are many solutions already out there, the workshop will introduce many of the existing solutions and reflect on which ones are most useful for Council. The workshop will also look at the challenges and opportunities these solutions can provide and share examples of what is being done elsewhere.

11.3 The Climate Change & Energy Team are leading on the development of mandatory online modules for staff with input from the Thematic Groups and the People Development Team. These will also be available for and promoted to all Elected Members.

Designation: Interim Depute Chief Executive

Date: 29 February 2024

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

Recent progress (following December Climate Change Committee):

- The Action Plan has been further reviewed and developed.
- A representative from the thematic group attended an introductory session with Zero Waste Scotland regarding Circular Economy.
- Initial consultation has taken place regarding the Heating Policy.
- A group has been set up to develop Net Zero design standards and first meeting has been held.
- The benchmarking tool is live and being utilised. An awareness workshop has taken place within Property to demonstrate the tool and further encourage use. A workflow has been initiated from the Property system to the Energy Team to capture property changes so the tool can be updated at regular intervals.
- A list of sites for conversion of fossil fuel options appraisals has been determined and is currently being assessed.

Outstanding activities:

- KPI's to be determined and considered.
- Further consideration required regarding resourcing assessment.

Costings

Priority areas for the thematic group to cost	Timeline
The cost effect of the proposed design standards will require to be determined.	12 months
Net Zero energy surveys cost to be determined	24 months
The estimated cost arising from the options appraisals will require to be determined.	12 months
The cost of developing renewable energy generation projects will require to be determined through the development of detailed business cases.	Ongoing

Key Risk/Issue:

- Resources are a key risk in making progression with the actions identified. The main resource risk is staffing as it is the same personnel that are required to progress many of the actions as well as manage BAU operational and managerial workloads. Previously, particularly in the case of Property and Energy Team staffing, the need to undertake fee-earning activity to meet income targets often presented barriers to deliver non capital related work. However, the recent decision to fund core staffing from the revenue budget should provide more scope 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

Recent progress (following December Climate Change Committee):

- Action Plan updated to include elements relating to Active Travel.
- The Planning, Land Use and Environment thematic group presented to Members on 15 January 2024.
- A representative from the thematic group attended an introductory session with Zero Waste Scotland regarding Circular Economy.

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.
- Resource implications and funding opportunities to be identified.

Costings

Priority areas for the thematic group to cost	Timeline
<p>With funding provided by Scottish Government specifically for development of Coastal Change Adaptation Plan (CCAP), the Flood team are developing a Highland wide CCAP. This has already narrowed down the areas at risk to those considered the highest priority based on various factors including sea level rise, existing defences, assets at risk and social vulnerability of the areas at risk. Further funding for Case Study projects has been obtained for Nairn Beach and a Pathway Approach developed.</p> <p>The Flood Team have also secured additional case study funding for 2 sites (relic defences) - £49K.</p> <p>Future funding is required to implement any actions, but Highland is a priority area in Scotland and Scottish Government have a strong desire to address coastal erosion and coastal flooding, therefore if we can continue to undertake preliminary studies/case studies, we would be in a strong position to attract larger scale grant funding to implement actions – determine cost required to undertake necessary studies</p>	<p>Plan due to be complete - December 24/25</p> <p>Complete</p> <p>23/24</p>

<p>Nature restoration Projects</p> <p>The greenspace and nature networks project aims to restore native Scottish wildlife across Highland Council owned and managed land. 10 pilot planting projects are underway, and planting is to be completed by April 2024. Further 10 planting projects will be costed and completed during the next planting season - winter 2024/25.</p> <p>In addition to these planting projects nature rich grassland sites will be identified (trial group of 50 sites across Highland Council land) whereby grass will be left to its natural state with one annual cut to allow nature to return and thrive within these areas. These sites will all become part of the Highland Council's nature network providing habitats for wildlife in and around our towns and cities.</p>	<p>Identify costing for Phase 1 10 projects Q1 23/24</p> <p>Phase 2 December 2024</p> <p>Initiated 2024</p>
<p>Adaptation Officer - commence recruitment</p>	<p>March 2024</p>
<p>Ash Die Back</p> <p>Identify a consultant to prepare an ash dieback plan and develop a methodology (or adapt an existing one) to enable the Council to have a more complete understanding of the baseline and the most effective, efficient – and risk aware - way to tackle the disease. On the back of this, it may be that the target dates for subsequent mitigating actions require adjusting to ensure they are both current and deliverable.</p> <p>Further funding will then be required to resource staffing/software to undertake required felling and tree removal and replacement planting – cost unknown at this point until first phase completed but likely to be significant.</p>	<p>End 23/24</p>
<p>Local Nature Conservation Areas (LNCAs) - identify new LNCA in support of Councils/Nature Scots Green network mapping. Funding for this activity will be provided via Nature Restoration Funds (NRF) previously allocated to the Council.</p>	<p>24/25 - (summer period)</p>

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

Recent progress (following December Climate Change Committee):

- The Procurement & Community Wealth Building thematic group presented to Members on 15 January 2024.
- A representative from the thematic group attended an introductory session with Zero Waste Scotland regarding Circular Economy.

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.
- Workshop to be scheduled with officers and then with a blend of council members and officers, to develop the process approach on how to use the co2 data to cover the different spend families like “products”, “Services”, “combined products and services” in terms of what we are buying at the highest level and the carbon journey we have to consider for each type.
- Need to develop a solution with suppliers on carbon options when we are looking at new core list of restrictive products. Business case based options will be developed following the workshops and compare these with options available from the net zero market place and others to seek best fit. The following, Net Zero Market Place link is an example of what is available through frameworks (GCloud in this instance) covering products process options - [Net Zero Marketplace - Carbon Neutral from Co2Analysis.com - Digital Marketplace](#)

Key Risk/Issues:

- 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.
- This is a key step in moving towards reducing the impact of carbon emissions within our supply base and needs to be prioritised to gain maximum impact in the shortest period of time.

Sustainable Business Travel

Recent progress (following December Climate Change Committee):

- Action Plan has been further developed to include planned outcomes, outcome measures and key performance indicators.
- Representatives from the thematic group attended an introductory session with Zero Waste Scotland regarding Circular Economy.

Outstanding activities:

- Action Plan to be updated with costings and funding opportunities where identified.

Costings

Priority areas for the thematic group to cost	Timeline
<p>Costings for the infrastructure (EV charging points) which will be subject to the outcome of the joint procurement exercise with Moray, Aberdeen and Aberdeen city Councils.</p> <p>If this is not successful there will be a significant cost to HC, or an alternative delivery model will have to be found.</p>	June 2024
<p>Cost of transitioning cars and small vans to electric.</p> <p>Work underway to get costings. The replacement programme is being finalised and will determine changeover dates. For each vehicle changeover, an assessment of task, vehicle type and size, range, and fuel infrastructure available will determine the type of replacement.</p> <p>As an indication of cost currently, leasing a car or small van over 5 years is £5k per year, an EV is £6k per year. Based on circa 750 cars and light commercial vehicles, this would increase leasing costs by £750,000 year as a minimum. This would not be fully offset by reduced running costs.</p>	June 2024
<p>Cost of transitions large heavy vehicle to electric or hydrogen.</p> <p>The cost to transition the heavy fleet will be considerable. On average a move to an electric vehicle is 2.5 times more expensive than a standard engine. A hydrogen vehicle is 3 times more expensive.</p> <p>For example, an ICE refuse collection vehicle is approx £200k, and we have 90 of them. Changing to hydrogen would increase that cost to approx. £600k per vehicle. Electric refuse collection vehicles are currently not suitable out with urban hubs. Availability of alternative fuelled</p>	June 2024

<p>engines and fuelling infrastructure will also be a factor when considering HGV replacement.</p> <p>For each vehicle changeover, an assessment of task, vehicle type and size, range, and fuel infrastructure available will determine the type of replacement.</p>	
<p>Cost of Infrastructure Changes</p> <p>As we move forward, we need to consider depot adaptations to allow HC mechanics to work safely on EV and hydrogen vehicles. No costings have been done on this as it will have to be a factor considered as part of the asset/depot rationalisation programme.</p>	<p>Ongoing</p>

Key Risk/Issues:

- There remains a project officer vacancy that is impacting on progressing the phasing of the costings, as well as other action in the action plan.
- 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.
- Uncertainty around the provision of alternatives for heavy fleet in terms of alternative fuel, infrastructure, and availability and affordability of vehicles.
- Uncertainty around the suitability of current sites to be adapted and funding to enable this.

Social Housing/HRA

Recent progress (following December Climate Change Committee):

- The Social Housing/HRA thematic group presented to Members on 15 January 2024.
- A representative from the thematic group attended an introductory session with Zero Waste Scotland regarding Circular Economy.

Outstanding activities:

- It is difficult to cost a path to Net Zero when a large percentage of the Council's housing stock is not technically viable for full retrofit measures (it is estimated that it is not technically feasible for approximately 50% of the Council's housing stock to reach EESSH2 standards). However, there is a 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 during 2024.
- External funding is essential to deliver the required investment in housing stock while keeping 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.

Costings

Priority areas for the thematic group to cost	Timeline
Potential to receive external funding and to prioritise capital programming for projects where this can be delivered	December 2024
Analysis into potential implications of proposed Net Zero Social Housing Standard	December 2024
Review of asset database to create a targeted Capital Plan which will focus on delivering more focused energy projects (i.e. where a higher % of stock will receive a greater energy uplift)	December 2024

Key Risk/Issue:

The Scottish Government are consulting on the Net Zero Social Housing Standard to replace the Energy Efficiency Standard for Social Housing. The requirements of a new standard may be significant and require extensive analysis. For example, the proposed target to replace all gas heating by 2045 will prove extremely difficult to implement as it may involve moving over 8,000 homes from the current cheapest form of energy tariff to alternative energy pricing.

Waste

Recent progress (following December Climate Change Committee):

- The Waste thematic group presented to Members on 25 January 2024.
- A representative from the thematic group attended an introductory session with Zero Waste Scotland regarding Circular Economy.
- A group of officers has been established to consider food in schools – delivering sustainability.
- A pilot is being undertaken within three Schools and Dingwall Council office in respect of rolling out twin-stream recycling across the Council's estate.
- All Council premises in the Ross and Cromarty area have been emailed detailing the changes that will be made to their Recycling Collection service. This approach will be replicated for all other areas on a timescale aligned to a phased service change.
- 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.

Outstanding activities:

- A number of workstreams relate to behavioural change across the Council's workforce and schools. The Climate Change & Energy Team will support where required and will ensure these activities are included in the Net Zero Communications & Engagement Action Plan.

Costings

Priority areas for the thematic group to cost	Timeline
Providing internal recycling bins to schools and Council offices.	6 – 12 months

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.
- Difficulties securing cross-service representation on the Waste thematic group has impacted the proposed approach and costing of a number of the work streams to be implemented across the Council. Additionally, it has been challenging to achieve necessary buy-in from internal services/building users. This is being mitigated by the recent progress made on direct engagement with Services in the Ross and Cromarty area.

Appendix 2.

Thematic Group Name **Built Estate & Energy**

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? Please detail associated costs	Are additional financial resources required to deliver?		
						Initiation	Ongoing		
1.0 Implementation of Corporate Heating Policy (non-domestic estate)	Built Estate & Energy Thematic Group	Implemented within 2 years	Heating policy in use	Heating policy guidelines and settings applied consistently		Consultation with Services and Unions - add to agenda for E&L H&S meeting with Unions (Anne MacPherson) - add to agenda for Property H&S meeting with Unions (Mark Rodgers) - Termly parent council meetings and pupil councils	Property & Energy Teams maintain oversight against compliance.	Achievable within existing resources, or realistic prospect of additional resources	Expected to reduce consumption and associated costs.
1.1	Property	Implemented within 2 years	Prepare guidance on controls and make available to building users	Heating policy guidelines and settings applied consistently				Achievable within existing resources, or realistic prospect of additional resources	
2.0 Energy and Carbon performance assessment (non-domestic estate)	CCET	Implemented within 2 years	Performance benchmarking tool	Tool up to date, available and accessible publicly		Energy Team lead with input from all services. Identify all heating systems that require converted to non-fossil fuel.	To be updated annually with potential for expanded scope and information provision	Achievable within existing resources, or realistic prospect of additional resources	N/A
2.1	Built Estate & Energy Thematic Group	Ongoing	Performance benchmarking tool	Review data		Series of meetings with FM, Property, Asset Management and Surveyor teams.		Achievable within existing resources, or realistic prospect of additional resources	
3.0 Net Zero Design Standard established	Property	Implemented within 2 years	Determine net zero carbon standards for all new buildings	Net zero carbon standards determined for all new buildings		Consider the actions required to design to net zero standards (Property service working group)		Achievable within existing resources, or realistic prospect of additional resources	Short term uplift compared to current standards, however external funding provision unlikely without compliance
	Property	Implemented within 2 years	Achieve zero carbon standards in all refurbished buildings, with respect to systems and areas refurbished.			Consider the actions required to design to net zero standards (Property service working group)		Achievable within existing resources, or realistic prospect of additional resources	Short term uplift compared to current standards, however external funding provision unlikely without compliance
4.0 Programme of energy awareness and training	Built Estate & Energy Thematic Group	Ongoing	Improved energy awareness and efficiency in non-domestic estate	Reduce utility consumption by 10% by raising awareness of ways to reduce energy	Metric to be developed based on participant feedback. Council and building assessment of energy consumption and carbon emissions.	ECO officer network to be re-established and supported. Delivery of staff training and awareness sessions. Training to be rolled out to Members and Senior Management.	Provision of associated information and materials on website and directly to staff.	Achievable within existing resources, or realistic prospect of additional resources	
4.1	CPAM	Ongoing	Hybrid Working Policy, flexible office guidance and Asset Management staff comms to include energy awareness information, guidance on Council expectations around behaviour and best practice and links to Heating Policy	Contribute to reduced energy consumption by raising awareness of ways to reduce energy in the workplace and when working from home. <i>(Are emissions associated with agile and home working to be reflected within general reporting? Mechanism for assessment may need to be developed?)</i>	Council and building assessment of energy consumption and carbon emissions	NWOW project not currently resourced – HR working to appoint a policy officer to develop hybrid working policies		Achievable within existing resources, or realistic prospect of additional resources	No additional costs forecast - Policy Officer to be appointed using existing funding from NWOW
5.0 Net Zero & Energy surveys	CCET	Implemented within 2 years	Knowledge and awareness of actions required to be undertaken to transition to Net Zero	Site specific reports detailing measures required to transition to Net Zero carbon emissions. Database of associated projects, detailing cost/benefit analysis.	No of properties surveyed and reports prepared.	Energy Team re-purposed to focus on undertaking. Additional temporary staff recruited to support.	After initial phase, to be delivered as part of Energy Team BAU.	Additional resourcing required, potentially self funded subject to approval	
6.0 Convert all fossil-fuel heating systems to low or zero carbon alternatives	Property	Over 5 years	Convert all fossil-fuel heating systems to net zero carbon alternatives					Additional external resourcing and/or facilitation required	<p>Non-Domestic £12.5M (based on 50 properties with an average cost of £250k)</p> <p>Social Housing £22.5M (based on 5,500 properties with an average cost of £4k)</p> <p><i>(If) There are currently 162 non-domestic properties with oil or gas heating plant. Most of these would need complete heating system replacements (pipes, pumps, emitters) if heat pumps were to be installed - average costs are likely to be considerably higher than the £250k quoted above.</i></p>

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. Q2 2024 completion	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.

Develop and keep up-to-date spatial mapping layer for areas set aside for biodiversity through habitat management plans, biodiversity enhancement, Nature Networks, compensatory planting and restocking directions to function as constraints layer in Uniform	Ecology Officer, Environment Team Leader, Forestry Officers	December 2023 - April 2024	Areas set aside and managed for nature/biodiversity through planning are protected from future development and planning officers are able to make informed decisions and not inadvertently permit development on areas being managed for nature as a requirement of planning permission	Spatial mapping layer developed and updated. Areas set aside for biodiversity protected								In house staff time
Map Highland Carbon resource and assess potential carbon sequestration	University of the Highlands & Islands / Highland Council	tbc?			Completion of report							Transformation funds in place but UHI resources unavailable - risk to progress
Instigate Highland Ecosystem Service Partnership	Project Manager, Nature-Based Solutions and Green Finance	Q4 2024	A Partnership of interested parties across Highland who collaborate and knowledge share on projects, initiatives, funding and policies for ecosystem services from habitat restoration.	More coordinated approach to nature restoration in Highland and less duplication of efforts.								Staff hours required to allow HC to create and chair this Partnership.
Maximise opportunities to secure Green Finance	Project Manager, Nature-Based Solutions and Green Finance / Climate Change & Energy Team	Scottish Charitable Incorporated Organisation (SCIO) now with OSCAR for approval.	2024 target to bring in 3-5 pilot sites for proof of concept.	tbc								
2 Build Climate resilience into natural environment and Land use practices												
Update Highland Forest and Woodland Strategy (HFWS)	Environment Team Leader, Forestry Officers	31/03/2025	HFWS aligns with NPF4 policies and provides a clear pathway for afforestation across Highland	HFWS adopted								in house staff time
Develop Ash Dieback Plan (ADP) including survey and zoning based on risk. Remove infected trees and undertake replacement planting with climate resilient species	Environment Team Leader, Forestry Officers	1 April 2024 (ADB plan) 1 April 2024-2027 survey, mitigation and replacement planting	Ash trees identified: infected ash trees in areas of highest risk assessed and necessary actions taken; dead, dying and dangerous ash trees removed and replacement planting with resilient species undertaken			Staffing/software - for survey Consultant - for undertaking required felling and tree removal and replacement planting		yes				Budget not identified
Identify Priority areas at risk of Flooding across Highland	Principal Engineer (Infrastructure)	Ongoing	Cycle 2 (2022-2028) Local Flood Risk Management Plan has been produced.	Plan developed and published.		Complete	Current Capital Programme does not have required funding to allow for interim report and final report to be done for cycle 2 or for cycle 3 plan to be developed. This is a statutory duty.	yes	no			Yes : Further finance is required for future years to enable progression of works/plans as necessary. Business case to be presented for consideration by the Capital Programme Board, prioritising flood protection schemes
Implement Local Flood Risk Management (FRM) Plans	Principal Engineer (Infrastructure)	Cycle 2 of Local FRM Plan -2022-2028	Undertake flood studies to assess the flood risk to various communities and identify potential solutions.	Completion of a Options Appraisal Reports		Limited budget means not all areas identified will have a study undertaken.	Limited budget means most areas identified will not have a study undertaken.	yes	no			Yes as above : Further finance is required for future years to enable progression of works/plans as necessary. Business case to be presented for consideration by the Capital Programme Board, prioritising flood protection schemes
Maintain watercourse inspections /small scale maintenance works	Principal Engineer (Infrastructure)	Ongoing	Maintain watercourse inspections /small scale maintenance works		KPIs for number of P1, P2, P3 and P4 inspections carried out each month produced and updated in PRMS.		New software being trialled to allow more efficient inspections process and a safer and more user friendly data storage process.	no	yes			Potentially an annual cost for inspection software will be required.
Develop flood studies in Nairn and Kingussie with a focus on nature based solutions	Principal Engineer (Infrastructure)	Cycle 2 of Local FRM Plan -2022-2028	Completion of Options Appraisal Reports with identified preferred solutions.				No funding currently available to resource the project.	Yes	No			
Secure Coastal Adaptation Funds for future works	Principal Engineer (Infrastructure)	2023 -2029	Development of a Coastal Change Adaptation Plan (CCAP) - Highland wide	Completion of plan			Member of Flood Team currently working on CCAP.	Funding allocated in Capital Programme for plan development only. Bid has been placed with Scottish government to enable additional focussed work on 2 key locations.	no			Funding available will enable development of plan to identify areas at greatest risk and potential future actions, but no funding in place to implement the actions.
Community Food Growing (CFG) Strategy - continue to work through actions	Community Food Growing Coordinator	28/02/2023	Community groups setting up or developing community food growing projects are supported and enabled. Council land for CFG is identified and communities supported to access land for CFG projects.	Community groups setting up or developing community food growing projects are supported and enabled. Council land for CFG is identified and communities supported to access land for CFG projects.	KPIs not set as part of this action plan.	Council community grants (ward discretionary, common good fund) are often applied to by community groups for set up and development costs	Dedicated coordinator staffing capacity ends in March 2024. Actions within the strategy action plan will be led by the relevant services.					Currently there is no dedicated budget to this strategy or action plan. Small scale funding for early project costs was identified as a barrier for community groups in the strategy and the action plan includes exploration of a Council fund to support these, action not yet delivered.
Review Councils' Allotment Strategy	Community Food Growing Coordinator	31/12/2023	Updated allotment policy in place and actions identified in line with community empowerment act duties and need identified with the community.	Allotments annual report. Policy paper and action plan.		No costs associated with the policy review itself but it is likely that the need for new allotment sites will be identified and project costs will follow.	Ongoing staff capacity annually for strategic meetings and project development when need is identified for new sites.	Resource implications: project development and infrastructure costs for new allotment sites				Yes , costs are not yet assessed
Highland Good Food Partnership - continue involvement	Community Food Growing Coordinator	Ongoing	Deliver series of CFG training /skills development workshops - seek future funding to continue	Council's active participation in the partnership, meetings attended, collaborative projects worked on.			Staff capacity to participate. Consideration as to how to staff this after March 2024 and the CFGC role ends.					

3 Development Plan and Place Plan Approach	Development Plans Manager									
Finalise and Implement Inner Moray Firth Local Development Plan (IMF LDP)		Spring - Summer 2024	Adoption of Plan in second quarter 2024	Target to adopt in line with Development Plan Scheme	Performance measures are carried out through an annual Planning Performance Framework to Scottish Government	Costs associated with LDP Examination are not budgeted	Ongoing monitoring and delivery of the LDP and Delivery Programme will provide intelligence to the organisation on asset/infrastructure planning and related funding requirements. This will need adequate resourcing from across team and related services			The costs for the Examination stage will need to be met from Service budgets
Develop new Highland wide Development Plan - reinforcing NPF4		Evidence report autumn/winter 2024 Draft LDP Autumn/winter 2025 Adoption Autumn/winter 2027	Adoption of plan by autumn/winter 2027 ahead of S.Govt target of May 2028	Target to adopt in line with Development Plan Scheme	Performance measures are carried out through an annual Planning Performance Framework to Scottish Government - the measures may be updated following an ongoing review	Costs associated with a new Gatecheck stage and the Examination are not budgeted	The plan introduces a number of new requirements but in turn these aim to bring efficiencies and improved coordination opportunities for the Council			Costs associated with a new Gatecheck stage and the Examination are not budgeted
Develop Adaptation Strategy	Climate Change & Energy Team	Tbc as resource becomes available	tbc	Adaptation Strategy						Currently no staff in place
Support communities/partners to prepare Local Place Plan/Area Plans - include net zero and climate resilience	Dev Plans & Communities & Place		Support is being provided to a number of community groups on the preparation of community-led Local Place Plans, and provided guidance on how these can inform the new Local Development Plan. The Council is also leading and supporting the preparation of Area Place Plans for each Local Committee area to coordinate investment and development. One Area place plan per Committee area.				Corporate multi-service approach required for the preparation and delivery of Area Place Plans			Further cross-service discussions required regarding long-term funding
National Marine Plan (NMP)	Scottish Government	Draft NMP2 - Spring/Summer 2024 Adoption - Spring / Summer 2025	Appropriate representation of Highland's coastline and issues in the new National Marine Plan							
Active Travel										
Local Transport Strategy (LTS)	Sustainable Transport Team Leader	Spring/Summer 2023 - Case for Change - 23/24 LTS completed	A suite of corporate policies on Council Sustainable Transport functions and responsibilities approved by IEE Committee and kept live online	Document will be published		Yes - Funds required to complete LTS - external consultant			£20 - 40K	yes - external support needed to complete LTS
Active Travel Strategy (ATS)	Sustainable Transport Team Leader	Q4 Draft Strategy produced - Q2 24/25 with Committee for approval	Agreed strategy & pipeline of projects	Strategy published		yes - Funds will be required to design, develop and implement active travel interventions.	significant			Funds in place to finalise strategy. A suite of pipeline projects have been identified for IMF - total estimated cost £250M. Projects to be taken forward in a phased manner and as funds (external) allow

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. staff, software, etc. Are the resources skills and costs already available? Please document well)	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 kgs 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 kgs 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 run 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 fuel, 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 Matt 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.	

Description of Action	Delivery Lead	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?		Capital	Revenue	Are additional financial resources required to deliver?
				Initiation	Ongoing			
Theme 1: Reduce through behaviour change								
1.1 Employee Modal Shift								
Reduce miles travelled and need for transport by providing training, communications, and ongoing engagement with the Sustainable Travel Hierarchy. a) Continue the New Ways of Working (NWOW) approach and promote remote working technologies. b) Encourage staff to choose the most sustainable travel option by providing incentives such as pool ebikes / bikes. c) Continue cycle to work scheme.	All Services with CCET/ Fleet support	Each Service to report year on year reduction in miles travelled, and emissions to their strategic committee.	Each Service to set targets in relation to reduction in miles travelled and emissions.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -comms support will come from CCET.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -comms support will come from CCET.	n/a	Staffing budget sits within CCET team.	Review April 2024
1.2 Driver Behaviours								
a) Reduce mileage and emissions by providing policies, procedures, and training opportunities to ensure drivers understand their responsibilities in relation to their vehicles and driving behaviours. b) Quarterly telematics reports to Service managers highlighting areas for improvement.	All Services with CCET/Fleet support	Each Service to report on year on year reduction in miles travelled, and emissions.	Each Service to set targets in relation to reduction in miles travelled and emissions.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting issued to ECOs and senior managers by fleet team.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting issued to ECOs and senior managers by fleet team.	n/a	Staffing budget sits within CCET team and Fleet team.	Review April 2024.
1.3 Service Level Targets								
a) Support Services with target setting and monitoring carbon budget and annual targets to reduce travel, fuel consumption and emissions by all methods. b) Agree service fleet requirements with ECOs	All Services with NZWG and Fleet support All Services with Fleet support	Each Service to report on year on year reduction in miles travelled, and emissions. Report on reduction in vehicle numbers where target was set.	Each Service to set targets in relation to reduction in miles travelled and emissions. Where appropriate, set a target for reducing vehicle numbers.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	n/a	Staffing budget sits within CCET team and Fleet team.	Review April 2024.
1.4 Communications								
a)Ensure services are aware of their fleet replacement dates and when their vehicles will be rationalised or replaced with ULEV. b)Develop policy and guidance around use of the charging infrastructure for Council network.	Fleet Service CCET/Fleet Service	Services will be able to consider and plan for their fleet requirements against fleet reduction target. Policy developed and implemented.	Each Service to set targets in relation to reduction in fleet numbers.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	n/a	Staffing budget sits within CCET team and Fleet team.	Review April 2024.
Theme 2: Rationalise and renew the light fleet								
2.1 Fleet Rationalisation								
Review Council fleet and rationalise: a)Rationalise additional vehicles acquired in response to the Covid pandemic. b)Implement criteria and review policy to deliver a 20% reduction in fleet size by 2025 (benchmark 2019).	SLT/NZWG/ Fleet Service	Fleet will be reduced by 20% by March 2025.	Fleet will be reduced by 20% by March 2025.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	n/a	Staffing budget sits within CCET team and Fleet team.	Review April 2024.
2.2 Fleet ULEV Replacement								
a)Continue to implement a prioritised fleet replacement programme to transition the light fleet to ULEV, including full electric EV and hybrid technology. b)Agree standardised vehicles across region. Research the market for ULEV alternatives 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.	Fleet Service	Fleet will be reduced by 20% by March 2025. List of standardised vehicle types that will cover the majority of fleet, is developed. A finance options appraisal is carried out for each procurement exercise - already in place. Emission element to be factored in to the process.	Fleet will be reduced by 20% by March 2025. Where appropriate, electric vehicles will be the default replacement vehicle type. Target can be set once we know the outcome of the shared services procurement exercise for EV infrastructure.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	n/a	Staffing budget sits within CCET team and Fleet team.	Review April 2024.
2.3 Fleet EV Charging Infrastructure								

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.	CCET /Procurement Fleet Service	A transition plan will be developed once there is clarity on funding and fleet availability.	% of sites with EV infrastructure installed over target time frame. Will be developed once the outcome of the procurement is known, and installation plan is agreed.	External resources from EV infrastructure provider. Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	External resources from EV infrastructure provider. Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Costs to be determined. There will be a capital requirement if Pathfinder does not deliver an outcome for Highland.	Costs to be determined. There will be a capital requirement if Pathfinder does not deliver an outcome for Highland.	Service lead, Transport and Logistics
2.4 Establish Infrastructure Funding Model								
a)Review current procurement model. b)Identify and utilise external funding opportunities for fleet renewal and associated infrastructure. c)Investigate private sector funding opportunities for fleet infrastructure, through pathfinder project. d)Electronic vehicle charging infrastructure installation. Facilitated by the Pathfinder project	Procurement/ Fleet/Finance Service Fleet Service / Finance / CCET Procurement / Fleet / Finance Service / CCET Fleet Service/CCET	Financial options appraisal are carried out for every procurement exercise and will determine best funding model. The pathfinder project		External resources from EV infrastructure provider. Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	External resources from EV infrastructure provider. Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Current capital budget is £2.5m. This enables a change over of approx. 10 vehicles per year. To facilitate a faster move towards decarbonising the fleet will require a much more significant capital budget or review of how fleet is funded.		Service lead, Transport and Logistics
2.5 Infrastructure Collaboration								
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.	CCET/Procurement/Fleet Services	Enabling transition to electric vehicles through access to EV infrastructure across Highland.	Partnership agreements in place.	CCET/Procurement/Fleet and other HC services to engage with other potential partners to explore shared service opportunities.	CCET/Procurement/Fleet and other HC services to engage with other potential partners to explore shared service opportunities.	n/a	Staffing budget sits within CCET/Procurement and Fleet teams. May be legal and Estates costs.	Review April 2025
2.6 Grey fleet, car club and casual car hire policy								
a)Review policy on grey fleet, car club and casual car vehicle hire. (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	CCET/HR/ Fleet Service	Policy reviewed. Travel and subsistence policy updated to include whether non ULEV vehicles can be used post 2025.	Polices reviewed within timescale.	CCET/HR/ Fleet Service to review and draft policy updates. Climate change officer, once in post will lead.	n/a	n/a	n/a	Not expected but will review March 2024
Theme 3: Continue to implement low emission approach for the Heavy Fleet								
3.1 Fleet assessment, route optimisation and rationalisation.								
Fleet assessment, route optimisation and rationalisation. All LGVs include telematics as part of specification, which provides data allowing for: a)Analysis of LGV utilisation and requirements. b)Identification of possible vehicles for downsizing or rationalisation. c)Reduction in mileage and number of vehicles through route optimisation: •Waste – RCV route optimisation reduces mileage and emissions. Optimisation allows for addition future housing to be serviced by current fleet size. •Winter fleet – Reconsider existing route boundaries and multi-use vehicles.	All Services / NZWG / Fleet Service	Services to report on year on year reduction in miles travelled, and emissions. Report on reduction in vehicle numbers where target was set.	Services to set targets in relation to reduction in miles travelled and emissions. Route optimisation will be used where appropriate. Where appropriate, set a target for reducing vehicle numbers.	All Services / NZWG / Fleet Service	All Services / NZWG / Fleet Service	n/a	There will costs associated with expanding route optimisation software where this has been identified as an enabler.	Review March 2024
3.2 Vehicle Improvements								
Vehicle Improvements a)Continue to reduce emissions through installation of electric tail lifts on RCVs. b)Continue to introduce fully electric street sweepers (Green machines). c)Invest in vehicle technology improvements. E.g. GPS technology to optimise gritting requirements on winter fleet offering cost and carbon savings.	Fleet Service	Carbon emissions reduce by x% by x year.	Carbon emissions reduce by x% by x year.	All Services /Fleet	All Services /Fleet	n/a	There will costs associated with expanding software where this has been identified as an enabler.	There will costs associated with expanding software where this has been identified as an enabler.
3.3 Vehicle Trials								

<p>a)Identify possible funding streams or partners to support ULEV LGV trials.</p> <p>b)Trial low emission LGVs in urban areas, including: •Low emission RCV. Gain confidence and assess the feasible range and possible routes. •Other urban area vehicles e.g. electric excavator and dumper, E-transits, electric pavement gritter.</p> <p>c)Engage with suppliers/partners to investigate and trial alternative fuel LGVs (HVO, hydrogen). This is dependent on vehicle availability and fuel supply. With support from Aberdeen City Council, investigate retrofit of hydrogen fuel tanks to Highland Council vehicles.</p>	NZWG/Fleet Service	Future procurement decisions are based on real life driving experiences in Highland with regards to for example, range, recharging.	n/a	All Services /Fleet	All Services /Fleet	n/a Trials are generally free from manufacturers	n/a Trials are generally free from manufacturers	n/a Trials are generally free from manufacturers
3.4 Identify preferred alternative fuel type and refuelling infrastructure requirements								
<p>a)Research the market and identify preferred ULEV alternatives for each vehicle type. Due to geographical and supply constraints of the Highland region, in many cases electric or hydrogen may not be possible and ICE vehicles may be required in the long term.</p> <p>b)Assess hydrogen demand and refuelling requirements and potential supply and/or generation.</p> <p>c)Assess number, size, and type of charge points. Investigate renewable sources of energy for EV charging.</p>	NZWG /Fleet Service	A transition plan will be developed once there is clarity on funding and fleet and fuel availability.	A transition plan is developed that considers vehicle and alternative fuel type availability.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Costs to be determined. There will be a capital requirement if Pathfinder does not deliver an outcome for Highland.	Costs to be determined. There will be a revenue requirement if Pathfinder does not deliver an outcome for Highland.	Costs to be determined. There will be a capital requirement if Pathfinder does not deliver an outcome for Highland.
3.5 Heavy Fleet ULEV Replacement								
<p>a)Agree standardised vehicles across region.</p> <p>b)Develop and implement a replacement programme for replacement or conversion of LGV to ULEV.</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.</p>	Fleet Service/Services	List of standardised vehicle types that will cover the majority of fleet, is developed. A finance options appraisal is carried out for each procurement exercise - already in place. Emission element to be factored in to the process.	List of standardised vehicle types that will cover the majority of fleet, is developed. A finance options appraisal is carried out for each procurement exercise - already in place. Emission element to be factored in to the process.	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Staffing -data analysis and reporting. Climate change officer - data- will produce reports. Sits within CCET. -telematics reporting and vehicle usage reports carried out by fleet team. - Service lead, Transport and Logistics will meet with ECOS and SMTs	Current capital budget is £2.5m. This enables a change over of approx. 10 vehicles per year. To facilitate a faster move towards decarbonising the fleet will require a much more significant capital budget or review of how fleet is funded. The financial options appraisal indicates the most cost effective way of procuring vehicles.	Staffing budget sits within CCET team and Fleet team.	Costs and phasing to be determined.
3.6 Establish Infrastructure Funding Model								
<p>a) Investigate private sector funding opportunities for fleet infrastructure, through the fleet pathfinder project.</p> <p>b) Council budget for infrastructure installation will be confirmed.</p>	NZWG / Fleet Service Finance Service	A finance options appraisal is carried out for each procurement exercise - already in place. Emission element to be factored in to the process.	n/a	Procurement/Finance/Fleet	Procurement/Finance/Fleet	n/a	n/a	No
3.7 Infrastructure Collaboration								
<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>	Procurement/Fleet Service/ partners as appropriate, i.e. NHS etc	Enabling transition to alternative fuel types.	Partnership agreements in place.	CCET/Procurement/Fleet and other HC services to engage with other potential partners to explore shared service opportunities.	CCET/Procurement/Fleet and other HC services to engage with other potential partners to explore shared service opportunities.	n/a	Staffing budget sits within CCET/Procurement and Fleet teams. May be legal and Estates costs.	Review April 2025
Theme 4: Building Resilience into the Council's travel projects, guidance, and policies.								
4.1 Assist with the development of the Council's Local Climate Impact Profile.	Climate Change Coordinator (Adaptation) / Fleet	n/a	n/a	Service lead, Transport and Logistics	Service lead, Transport and Logistics	n/a	Staffing budget within CCET &Fleet team.	No
4.2 Review guidance for officers	Fleet Service / Occupational Health and Safety.	n/a	n/a	Fleet Service / Occupational Health and Safety.	Fleet Service / Occupational Health and Safety.	n/a	Staffing budget within Fleet and H&S teams.	No
<p>a) Winter Travel Policy</p> <p>b) Adverse Weather</p> <p>c) Management of Occupational Road Risk</p> <p>d) Adverse Weather Guidance</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)	30/06/2024	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)	30/06/2024	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)	31/12/2024	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 – Workshop Attendance

