

Agenda Item	4.
Report No	CCC/12/24

The Highland Council

Committee: Climate Change

Date: 28 August 2024

Report Title: Net Zero Programme and Thematic Group Leads Update

Report By: Assistant Chief Executive – Place

1 Purpose/Executive Summary

1.1 The purpose of this report is to provide an update on the Net Zero Programme and to present the first tranche of projects for inclusion in the Programme.

2 Recommendations

2.1 Members are asked to:

- i. **Consider and agree** the project brief templates as set out in Appendix 1; and
- ii. **Note** this is an iterative process and further project brief templates will be brought to the Climate Change Committee for consideration.

3 Implications

3.1 **Resource** - The Net Zero Strategy Group and thematic groups require significant staff time. Effective governance arrangements are essential to implement the strategy and action plan. The Net Zero Programme Board agreed on the Terms of Reference on 2 October 2023. Financial implications for achieving climate goals will be addressed in a fully costed action plan. Initial investments in decarbonisation are necessary to avoid higher future costs and leverage public and private funding for a just transition to a net-zero economy.

3.2 **Legal** - the Council has several requirements in respect of reporting against its climate change obligations, in addition to being required to directly support Scotland's target to end its contribution to climate change no later than 2045.

3.3 **Risk** - failure to proactively address the climate and ecological emergency across all service delivery areas carries significant reputational 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.

As projects within the programme develop, project specific risks and issues will be captured and managed according to project management best practice and in compliance with the Risk Management Policy. Where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).

3.4 **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 which is being developed as part of the Net Zero Programme.

3.5 **Gaelic** - there are no implications arising from this report.

4 Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 This is an update report and therefore an impact assessment is not required.

5 Revised Approach / Background

5.1 On 9 May 2024, Highland Council approved its Operational Delivery Plan for 2024-27. The Delivery Plan includes a programme dedicated to the delivery of the Council's Net Zero Strategy.

5.2 A revised approach for the future delivery of the Net Zero Strategy was approved by the Climate Change Committee in May 2024.

5.3 To streamline efforts and maximise impact, a more focused approach will be taken to enable the Climate Change & Energy Team (CCET) to work closely with services to develop and deliver projects that will accelerate the Council's transition to Net Zero and becoming a climate-ready organisation.

5.4 The CCET will work with each of the Thematic Groups to adopt a strategic approach by aligning key actions and workstreams into key objective delivery plans following the same format of project brief templates utilised within the Council's Operational Delivery Plan.

- 5.5 This iterative process will start with projects delivering short-term carbon reductions and operational efficiencies.
- 5.6 Project brief templates within **Appendix 1** have been developed for consideration by the Committee detailing the planned activity, milestones and measures of success for each project.

6 Measures of Success

- 6.1 Success measures, milestones, and key risks will be recorded in the Performance and Risk Management System (PRMS). The Climate Team will monitor progress and support reporting to the Net Zero Energy Investment & Innovation Board and the Climate Change Committee.
- 6.2 The CCET will continue work with the Net Zero strategy group to identify short, medium, and long-term opportunities for impact.
- 6.3 Agreed success measures will become Key Performance Indicators (KPIs) in the relevant service plans, providing clear benchmarks for progress.

7 Governance Model

- 7.1 The Council's Route Map to Net Zero requires a cross-service collaborative approach. A governance model now sits with the Net Zero, Energy, Investment and Innovation Board. The strategy group and Thematic groups approved on 9 December 2021 remain an integral part of the approach.
- 7.2 The Net Zero Energy Investment and Innovation Portfolio will be governed by a Strategic Portfolio Board, meeting every six weeks.
- 7.3 The Net Zero Strategy Group, comprising senior managers across Council services, will continue meeting every six weeks to develop and deliver the Net Zero Action Plan.

The responsibilities of members of the Net Zero Strategy Group remain unchanged and are set out here for reference:-

- responsible for the operational development and delivery of the Net Zero Strategy and Net Zero Programme;
- lead the work of the Thematic Groups/Teams;
- prioritisation of project programme and proposals from the Thematic Groups/Teams, ensure these are integrated into relevant work programmes;
- monitor delivery of Thematic Group Action Plans to ensure progress towards net zero targets;
- review and update the Strategy, at least annually, to reflect developments and consideration of changing market conditions, innovations, and approaches to climate change challenges;
- oversee communications and engagement activities aligned with the Net Zero Programme;
- identify the capability and capacity gap within Services to determine where skills development is required across the Council in respect of delivering Net Zero;
- identify opportunities for cross-service collaboration; and

- approve review of plans, policies, strategies, and procedures and include adaptation, mitigation, and sustainability measures where relevant to align with the Net Zero Strategy and Action Plan.

7.4 Thematic Groups will focus on project-based work with membership and meeting frequency determined by project needs.

7.5 A responsible officer from the Net Zero strategy group will report on progress and provide annual updates on their relevant themes to the Climate Change Committee.

Designation: Assistant Chief Executive - Place

Date: 26 July 2024

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

Background Papers: None

Appendices: Appendix 1 – Project Brief Templates

Workstream

Net Zero
Delivery

Project

Capital Projects
– Net Zero

Responsible Officer:
CCET Manager



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

The Highland Council is committed to achieving Net Zero carbon emissions, in line with national targets. Capital projects represent the Council's largest source of carbon emissions, making it crucial to adopt a rigorous approach to reducing these emissions.

An assessment process for capital projects will be developed to ensure statutory climate and ecological targets are met.

Project Elements

- Working group established.
- Develop clear guidance for incorporating Net Zero into Capital Project planning and design.
- Develop pilot projects to validate and refine the approach.
- Establish a framework to track and report on metrics and weighting as outlined in Capital Programme Bid Evaluation and Prioritisation Matrix approved by Council on 14/03/24.
- Revise policy documents reflecting the integration of Net Zero considerations.

Measures of Success

- Establish business case model to ensure consistency of assessment of projects
- Approval of guidelines and implementation of process
- Successful delivery of two pilot projects that demonstrate whole life cost approach
- Approval of standardised business case documentation and reporting frameworks for all new Capital Projects
- 100% compliance with new guidelines adopted after policy change

Milestones

- 08/24: Project initiation
- 11/24: Development of clear guidance
- 11/24: Develop pilot projects
- 01/25: Implementation of framework
- 03/25: Policy updated and approved by Council

Programme Theme: 4 A Sustainable Highland Environment and
Global Centre for Renewable Energy

Links to Performance
Plan targets:

4.7
(i)

Links to Programme:

Place – Achieve Net Zero targets.

Key Risks

- Services fail to align with policy intention

Workstream

**Built Estate
and Energy**

Project

Net Zero
Transition
Surveys

Responsible Officer:

Energy Manager



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:

CCET Manager

Portfolio Sponsor:

Assistant Chief Executive - Place

Activity

Undertake surveys of 300 non-domestic Council properties to evaluate and identify measures required to transition to Net Zero carbon emissions.

Measures of Success

- Year 1 – 35% of properties surveyed
- Year 2 – 65% of properties surveyed
- Year 1 – £0.20m of opportunities implemented
- Year 2 – £0.45m of opportunities implemented
- Year 3 – £0.45m of opportunities implemented

Project Elements

- Carry out physical surveys and associated analysis to prepare site-specific reports detailing measures required to transition to Net Zero
- Compile database of costed opportunities
- Identify, and where deemed cost-effective, to progress implementation of cost reduction opportunities and projects

Milestones

- 08/24: 1st tranche of properties commenced
- 03/25: 1st tranche of properties completed
- 04/25: 2nd tranche of projects commenced
- 10/25: 2nd tranche of projects completed

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

4.7, 4.8
& 4.9

Links to Programme:

- **Place** – Achieve Net Zero targets
- **Place** – Energy renewable opportunities
- **Place** – Renewable energy investments to reduce energy costs

Key Risks

- Ability to recruit staff to undertake workstream
- Failure to secure funding
- Cross service buy-in

Workstream

**Built Estate
and Energy**

Project

Solar PV
Council Estate

Responsible Officer:

Energy Manager



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:

CCET Manager

Portfolio Sponsor:

Assistant Chief Executive - Place

Activity

Optimisation and expansion of solar PV across the Council's non-domestic, non-commercial estate to supply green energy by direct wire; delivering a financial and carbon saving and protecting against future carbon tax liability.

Measures of Success

- 100% existing sites operational and generating energy
- Income: £1.3m by year 3 rising to £2m p/a
- Increase in installed generation capacity
- Reduced electricity costs for service users
- Reduction in Council CO2 emissions

Project Elements

- Identify and rank council-owned/occupied sites
- Undertake any remedial works required
- Design and install
- Maintenance regimes, compliance and certification built into management of the sites

Milestones

- 04/24: > 50% of total generation re-activated
- 04/24: Financial model signed off
- 05/24: 2024/26 Project and Programme in place
- 03/25: 60% of 1MW of new installation completed
- 09/25: 1MW of additional new installation completed
- 03/26: 1MW additional generation p/a up to 5 years

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

4.7, 4.9
& 4.10

Links to Programme:

- **Place** – Achieve Net Zero targets
- **Economy** – renewable energy investments
- **Economy** – use immense natural capital to deliver alternative energy solutions

Key Risks

- Risk of legal/regulatory exposure.
- Identifying sufficient skilled contractors to inspect, certify, install and maintain assets.

Workstream

**Built Estate
and Energy**

Project

Conversion of
fossil fuel
systems

Responsible Officer:

Energy Manager



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:

CCET Manager

Portfolio Sponsor:

Assistant Chief Executive - Place

Activity

Undertake detailed heating system options appraisals for properties with aged and poor condition fossil-fuel based heating systems.

Measures of Success

- Undertake 6 options appraisals on heating systems which have less than 5 years life expectancy
- Define and consult upon report format and content to ensure fitness for purpose
- Complete by end of December 2025

Project Elements

- Carry out options appraisals to determine how the heating systems can be converted to non-fossil fuel alternatives that support the transition to Net Zero carbon emissions

Milestones

- 08/24 - Agree selected properties
- 12/24 - Complete options appraisals and associated reports for internal issue for review
- 02/25 – Incorporation into planned maintenance works for approved projects

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

4.7 & 4.8

Links to Programme:

- **Place** – Achieve Net Zero targets
- **Place** – Energy renewable opportunities

Key Risks

- Resource availability internally
- Cross service buy-in

Workstream

**Built Estate
and Energy**

Project

Net Zero Design
Standards

Responsible Officer:

Head of Property & FM



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:

CCET Manager

Portfolio Sponsor:

Assistant Chief Executive - Place

Activity

Determine and agree net zero design standards applicable for non-domestic new builds and refurbishments.

Measures of Success

- Production of technical standards and guidance
- Production of compliant life cycle analysis reports for new buildings
- Post occupancy evaluation demonstration of meeting operational energy targets
- Compliant building carbon strategy documentation

Project Elements

- Review current guidance and legislation to determine the appropriate design standard for all categories
- Update and publish technical specifications and associated guidance documentation
- Information and knowledge through workshops for dissemination to relevant parties

Milestones

- 08/24: Solar PV technical specification adopted for all new domestic and non-domestic applications
- 01/25: Interim technical specification and guidance
- 01/26: Update of interim technical specification and guidance
- 08/26: Finalised technical specification and guidance published

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

4.7

Links to Programme:

Place – Achieve Net Zero targets

Key Risks

- Resource availability internally
- Change in further Policy or Regulation updates

Workstream

Planning,
Land Use &
Environment

Project

Address
Ecological
Emergency

Responsible Officer:
Service Lead –
Environment,
Development & Active
Travel



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Implement priority actions identified in the Council's Ecology Strategy

Project Elements

- Map and quantify greening opportunities across Council Estate
- Utilise biodiversity in green space to reduce grass cutting across Council Estate
- Develop and deliver a suite of greening projects across Council Estate
- Secure external funding to support Council and community greening projects (Nature Restoration Fund)
- Strategies and policies developed aligned to the Ecology Strategy
- Secure funding and further develop management plan for World Heritage site (WHS)

Measures of Success

- 10 Council estate Greening projects delivered annually
- Pipeline of projects identified, and delivered for biodiversity
- Management plan for WHS finalised
- Ash dieback mapped and managed across the estate
- Identify number of policies to be aligned to the Ecology Strategy
- Major planning apps assessed in line with NPF4 biodiversity policies
- Funding secured for WHS (£600k)
- Recruitment of planning ecologists

Milestones

- Q2 24/25:** Nature Restoration Fund Community grant scheme launched
- Q3 24/25:** Complete recruitment of Planning Ecologist
- Q4 24/25:** Review and agree approach to Ash dieback
- Q4 24/25:** First tranche WHS funding secured
- Q1 25/26:** WHS staff recruited
- Q1 25/26:** Opportunity map completed
- Q3 25/26:** Adoption of Forestry and Woodland Strategy

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

4.7
(i)

Links to Programme:

Place – Achieve Net Zero targets.

Key Risks

- Availability of Council/SG resources to implement greening projects
- Slower than anticipated finance - WHS
- Competing demand for Council land

Workstream

Planning,
Land Use &
Environment

Project

Nature
Networks

Responsible Officer:
Service Lead –
Environment,
Development & Active
Travel



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Create Nature Networks by identifying and mapping Nature Networks in Highland and strengthening connections between them to support improved ecological connectivity

Measures of Success

- Nature Networks identified and mapped as part of the Local Development Plan.
- Identify 10 opportunities to strengthen or create new Nature Networks.
- Establish panel to identify and designate LNCSS.
- Through the planning process nature networks provide opportunities for developers to focus and deliver biodiversity enhancement obligations.

Project Elements

- Identify and map potential high level Nature Networks across Highland.
- Carry out workshops with partners and stakeholders to refine existing and potential new local Nature Networks
- Identify, with partners and stakeholders, and map the first phase of Loch Nature Conservation Sites (LNCSS)

Milestones

- **11/24:** Establish baseline GIS dataset to include statutory and non-statutory designations, HABMap and key geographical map data
- **11/24:** Start mapping potential existing Nature Networks (focusing on Inner Moray Firth area)
- **12/24:** Carry out first workshops (focusing on Inner Moray Firth area) with stakeholders to refine map-based Nature Networks
- **04/25:** Identify LNCS (ongoing) and start the designation process (April 2025)
- **08/26:** Completion of high-level Nature Works.

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

4.7
(i)

Links to Programme:

Place – Achieve Net Zero targets.

Key Risks

- Access to resources/expertise
- Unable to fit with LDP delivery programme
- Possible conflict with landowners/managers

Workstream

Sustainable Travel

Project

Sustainable Travel through operational efficiencies

Responsible Officer:
Head of Community Operations & Logistics



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

The Council currently utilises a range of vehicles for business travel including white fleet (vehicles under 3.5T), grey fleet (employee-owned vehicle use for work purposes), car club and car hire. This project aims to conduct a comprehensive review of these travel methods with the aim of optimising costs, reducing carbon emissions and improving efficiency while ensuring compliance with relevant policies and regulations.

Project Elements

- Data collection:
 - Gather data on white fleet, grey fleet, car club and casual car hire.
 - Review relevant policies, contracts and existing reporting mechanisms
- Analysis and reporting
- Develop comprehensive reporting detailing findings and recommendations for potential cost savings and emission reductions
- Dashboard design
- Create a user-friendly dashboard that integrates relevant data and established key performance indicators for efficient business travel
- Implementation and training
- Pilot dashboard with key services and gather feedback
- Monitoring and continuous improvement

Measures of Success

- Improved vehicle utilisation in alignment with prescribed travel hierarchy
- Utilise data to inform demonstratable reductions in travel costs across all Services
- Utilise data to inform demonstratable reductions in emissions across all Services
- Improved fleet utilisation through the reduction in use of more expensive travel options
- Adoption of use of dashboards across Services

Milestones

- (Date TBC)** Data collection
- (Date TBC)** Delivery of analysis report
- (Date TBC)** Dashboard prototype developed
- (Date TBC)** Pilot testing of dashboard completed
- (Date TBC)** Dashboard rollout
- (Date TBC)** Training/comms around use of dashboards
- (Date TBC)** Implementation review

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.2

4.7
(i)

Links to Programme:

Place – Achieve Net Zero targets.

Key Risks

- Accuracy of data
- Lack of resource to fully develop project

Workstream

Sustainable Travel

Project

Active Travel

Responsible Officer:
Service Lead –
Environment,
Development & Active
Travel



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Developing infrastructure to enable and encourage staff to choose active travel is a key area of focus highlighted in the Council's Net Zero Strategy.

An employee travel survey will be conducted in Autumn 2024 to provide an updated evidence base to help identify actions to support a shift in travel choices for employee travel for commuting and work-related purposes.

Project Elements

- Develop, implement and analyse an employee travel survey
- Refresh the existing Travel Plan for the Council HQ building in Inverness, considering both health and wellbeing, equalities and sustainability requirements
- Design and facilitate focus groups with staff to help encourage greater engagement with the Highland Council Travel Plan
- Provide a summary presentation/briefing of survey findings and subsequent actions/approaches as appropriate
- Work with key stakeholders such as HITRANS to maximise impact

Measures of Success

- Increase in active travel
- Removal of barriers to staff using active travel

Milestones

09/24: Creation of an online employee travel survey

10/24: Focus Group sessions held

12/24: Production of a summary presentation/ briefing with findings and subsequent actions

01/25: Refreshed Highland Council Travel Plan

01/25 and ongoing: Delivery of actions

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.7
(i)

Links to Programme:

Place – Achieve Net Zero targets.

Key Risks

- Low number of Council staff participating and feeding into the online survey
- Insufficient representation in the Focus Groups
- Incomplete inclusion and consideration of relevant barriers and issues as well as existing and developmental plans.

Workstream

Social Housing and HRA

Project

Housing Strategy/Policy

Responsible Officer:
Head of Housing & Building Maintenance



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Enhance the Council's approach to achieving the Local Housing Strategy 2023-28 Outcome 4, "Partnership and innovation builds capacity in Highland so that housing condition and energy efficiency improve and all homes to move towards net zero".

This will be achieved through reviewing existing housing stock with a focus on energy efficiency status, adopting whole house retrofit approach to support the reduction of fuel poverty and improving the efficiency of Council properties in line with Net Zero Standards.

Review of HRA Capital Plan to remove barriers in achieving targets while incorporating the requirement to secure external funding to support delivery.

Project Elements

- Review stock information to derive a clear understanding of current energy efficiency status and the works required to achieve Social Housing Net Zero Standard (SHNZS)
- Review HRA budget allocations
- Revise area-based funding allocation to ensure that properties of the greatest need (energy inefficient, off-gas, rural properties in Council tax bands E-G) are prioritised for energy efficiency works.
- Undertake feasibility studies for energy efficiency projects including costings.
- Review current process for tenant opt-out.

Measures of Success

- Approach established for achieving SHNZS and alleviating fuel poverty in the Highlands
- Establish accurate costing against housing stock types.
- 5 whole house retrofit feasibilities completed per annum
- Increased HRA capital budget allocation to energy efficiency works.
- Pipeline of shovel ready energy efficiency projects
- Tracking the reduction in carbon emissions (aligned with Highland Council carbon emission targets).

Milestones

- 04/25:** Report to Housing and Property Committee outlining analysis of stock, understanding of current energy efficiency and requesting approval to change current HRA funding structure
- 09/25:** Creation of Policy approach/Amendment of Local Housing Strategy.
- Ongoing:** Identification of priority projects.

Programme Theme: 3) Accessible and Sustainable Highland Homes
4) A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

3.2

(i-ii)

4.7, 4.11

(iv - v), (ii)

Links to Programme:

People – Provide warm and energy efficient homes

Place – Promote a just transition

Place – Reduce CO2 emissions area wide

Key Risks

- Availability of resource to conduct stock review, data analysis and surveyance.
- Delivery of HRA capital programme within context of construction industry challenges relating to capacity, flexibility and affordability.

Workstream

**Social
Housing and
HRA**

Project

Energy Efficient
Homes - Caol

Responsible Officer:
Domestic Heating
Programme Manager



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Utilise grant funding to support the delivery of a retrofit project to 32 properties located in Caol.

Properties are all Swedish Timber construction, off gas and existing roof contains asbestos. Scope of works includes; external wall insulation, removal of asbestos roof, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps (some properties already have a heat pump).

Project to achieve a minimum of 50% external funding on eligible works.

Project Elements

- Align delivery of retrofit works to social & private properties in Caol.
- Maximise and manage external funding, including ECO4 and Scottish Government EES:ABS enabling funds.
- Improve condition of housing stock and reduce fuel poverty.

Measures of Success

- 90% of allocated properties improved
- 50% (min) of external funding leveraged
- 100% of properties EPC C or above
- Meeting standards, including EESSH2
- Delivery of place-based project including socially and privately owned properties.

Milestones

07/24: Completion of 2 pilot properties

08/24: Building Warrants approved

06/25: Project completion

09/25: Project close report, including monitoring and evaluation

Programme Theme: 3) Accessible and Sustainable Highland Homes
4) A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

3.2
(i-ii)

Links to Programme:

People – Provide warm and energy efficient homes

Key Risks

- Tenant opt out
- Availability and adaptability of funds
- Weather

Workstream

Social Housing and HRA

Project

Energy Efficient Homes – Balintore (mixed tenure)

Responsible Officer:
Domestic Heating Programme Manager



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Utilise SHNZF, ECO4 and EES:ABS funding to support the delivery of a retrofit project to 50 properties (38 Council & 12 private) located in Balintore.

Properties are all Norwegian Timber construction and off gas.

Scope of works includes; external wall insulation, new windows & doors, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps (some properties already have a heat pump).

Project to achieve a minimum of 50% external funding on eligible works.

Project Elements

- Align delivery of retrofit works to social & private properties in Balintore.
- Secure external Social Housing Net Zero Funding (SHNZF) and ECO4 funding.
- Improve condition of housing stock and reduce fuel poverty.
- Support regeneration of the area.

Measures of Success

- 80% of allocated properties improved
- 50% (min) of external funding leveraged
- 100% of properties EPC C or above
- Meeting standards, including EESSH2
- Delivery of place-based project including socially and privately owned properties.

Milestones

07/24: Submit revised project plan to SG

08/24: Procurement complete

09/24: Building warrants approved

10/24: Installations commence

06/25: Project completion

09/25: Project close report, including monitoring and evaluation

Programme Theme: 3) Accessible and Sustainable Highland Homes
4) A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

3.2
(i-ii)

Links to Programme:

People – Provide warm and energy efficient homes

Key Risks

- Tenant opt out
- Availability and adaptability of funds
- Weather

Workstream

Social Housing and HRA

Project

Energy Efficient Homes – Full Retrofit Balintore (Highland Council)

Responsible Officer:
Head of Housing & Building Maintenance



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Prioritise economies of scale and full house retrofit approach while delivering Energy Efficiency measures as part of Capital Investment in Highland Council properties. Utilise available capacity to deliver 2 simultaneous projects to one area, 2 project management teams – 2 contractors, same energy efficiency measures. 59.55% properties in area included.

Introduce ECO4 funding to our current capital works delivery program to enhance projects scope.

Properties are all Timber construction and off gas. Scope of works includes; external wall insulation, new windows & doors, new roof with in-roof solar, insulation lofts (where required) and installing air source heat pumps.

Project Elements

- Steer capital investment towards a retrofit approach.
- Explore externally funded opportunities and mix tenure project delivery.
- Improve condition of housing stock and reduce fuel poverty.
- Support regeneration of the area.

Measures of Success

- 100% of properties EPC C or above
- Meeting standards, including EESSH2 and future compliance
- 80% of allocated properties improved
- 50% (min) of external funding leveraged

Milestones

01/24: Initial tenant engagement and opt in exercise
07/24: Two projects initiated – 2 contractors appointed
08/24: Second tenant engagement – Housing needs
09/24: Technical specifications agreed
10/24: Installations commence
TBC: Project completion
TBC: Project close report, including lessons learnt

Programme Theme: 3) Accessible and Sustainable Highland Homes
4) A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

3.2
(i-ii)

Links to Programme:

People – Provide warm and energy efficient homes

Key Risks

- Tenant opt out
- Timely project delivery
- Retrofit coordination - schedule of measures
- Simultaneous collaboration of contractors
- Budget commitment

Workstream

Waste

Project

Recycling
Infrastructure
Improvements
across the Estate

Responsible Officer:
Strategic Lead for Waste
Strategy and Operations



Net Zero, Energy Investment & Innovation

Senior Responsible Officer:
CCET Manager

Portfolio Sponsor:
Assistant Chief Executive - Place

Activity

Introduce twin-stream recycling systems across the Council Estate to accelerate progress towards meeting targets, by increasing the amount of waste diverted from landfill to recycling and to reduce carbon emissions associated with landfilling waste. Additionally, as the quality and quantity of recycling improves, this will reduce the costs associated with waste disposal.

These changes will also be accompanied by the expansion of food waste collection in specific geographical areas.

Project Elements

- Benchmarking recycling rates in schools to gauge progress.
- Improve recycling infrastructure across the Council estate through the roll out of twin-stream recycling systems.
- Expand the food waste collections in schools and other Council premises in specific geographical areas.
- Targeted communications campaign to support the roll out of new recycling systems.
- Development of Waste E-learning module as part of Mandatory Net Zero training.

Measures of Success

- 15% reduction of total waste by 2025
- Reduce food waste by 33% by 2025
- Recycle 70% of remaining waste by 2025
- Send no more than 5% of remaining waste to landfill by 2030
- Cost savings benefits (£0.365m 24/25 and £1.695m 25/26 – total external and internal waste) associated with waste disposal.
- Net reduction in carbon emissions

Milestones

Recycling infrastructure improvements initiated aligned to the following phased service change timeline:

05/24: Ross & Cromarty

07/24: Nairn and Inverness

09/24: Badenoch & Strathspey

10/24: Sutherland

11/24: Caithness

03/25: Skye & Lochalsh

04/25: Lochaber

Programme Theme: 4 A Sustainable Highland Environment and
Global Centre for Renewable Energy

**Links to Performance
Plan targets:**

4.7
(i)

Links to Programme:

Place – Achieve Net Zero targets.

Key Risks

- Failure of building users to adopt twin-stream recycling practices.