

Agenda Item	4i.
Report No	CCC/1/25

The Highland Council

Committee: Climate Change

Date: 29 January 2025

Report Title: Net Zero Programme Update

Report By: Assistant Chief Executive – Place

1 Purpose/Executive Summary

- 1.1 The Delivery Plan 2024-27 consists of 64 projects/programmes, managed through 6 Portfolio Boards. Each project is reported to a relevant committee for consideration and scrutiny in terms of the Portfolio Reporting Cycle agreed at Council on 9 May 2024. As outlined in the Delivery Plan, the Net Zero Programme is reported to the Climate Change Committee on a quarterly basis.
- 1.2 The purpose of this report is to provide an update on the Net Zero Programme and to present the third tranche of projects for inclusion in the Programme.
- 1.3 The content and structure of the report is intended to: -
 - assist Member scrutiny and performance management.
 - inform decision making and aid continuous improvement; and
 - provide transparency and accessibility

2 Recommendations

- 2.1 Members are asked to:-
 - i. **Scrutinise** and **note** progress to date as outlined in this report and Appendix 1; and
 - ii. **Agree to recommend to Council** the approval of the project brief templates in Appendix 2 for inclusion in the Council's Net Zero Programme.

3 Implications

- 3.1 **Resource** - A [revised approach](#) for the future delivery of the Net Zero Strategy was approved by the Climate Change Committee in May 2024. The Committee agreed that to streamline efforts and maximise impact, a more focused approach should 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.

The Council's Route Map to Net Zero requires a cross-service collaborative approach. As highlighted in the Net Zero Programme [report](#) presented to the Climate Change Committee in August, 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 with the Strategy Group responsible for the operational development and delivery of the Net Zero Strategy and Net Zero Programme.

- 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.

Key risks at a Programme level are outlined in section 5.3. 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.

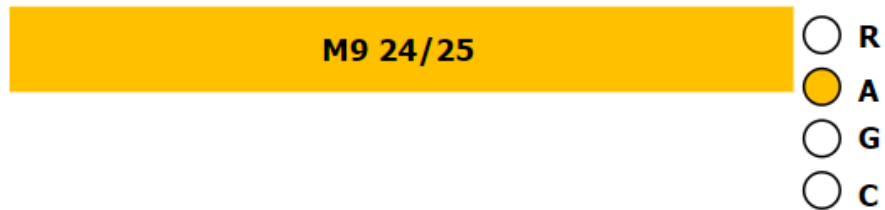
- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - there are no implications arising from this report. However, health and safety will be addressed in the Council's Adaptation Strategy and Action Plan which is being developed as part of the Net Zero Programme.
- 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 a monitoring and update report and therefore an impact assessment is not required.

5 Delivery Plan monitoring and progress update

5.1 RAG Status



The Net Zero Programme has been ragged as Amber due to limited progress in respect of several key milestones:-

- Net Zero embedded in Capital Programme (Completes September 2024); and
- Service carbon budgets/emissions targets approved (Completes April 2025).

These project elements are crucial to the successful delivery of the programme and have been identified as critical actions to mitigate several risks associated with the Programme, including those at the Corporate Risk level.

5.2 Key Milestones & Requests for Change

Progress regarding milestones is outlined in the table below:-

Timeline	Milestone	Current status	Comments
Completes January 2025	Develop proposed projects for inclusion in Net Zero Programme	Completed	<p>The following milestone has been set for the Net Zero Strategy Group:</p> <p>Develop five proposed projects for inclusion in the Net Zero Programme to be brought to each meeting of the Climate Change Committee for consideration.</p> <p>Six project templates have been developed for consideration by the Climate Change Committee in January 2025.</p>
Completes December 2024	Shared Procurement Service to evaluate and propose alternative carbon budgeting tools	Some slippage	Change request to be considered by the Portfolio Board on 22/01/25 to amend milestone end date to the end of February 2025.

<p>Completes April 2025</p>	<p>Service carbon budgets/emissions targets approved</p>	<p>Some slippage</p>	<p>As referenced above, a change request will be considered by the Portfolio Board on 22/01/25 to amend the milestone end date in respect of the evaluation and proposal of carbon budgeting tools.</p> <p>This milestone is an essential component in the development and introduction of service carbon budgets and emissions targets. Slippage in respect of the evaluation of the carbon budgeting tools will impact the timeline for the introduction of service carbon budgets/emissions targets.</p>
<p>Completes September 2024</p>	<p>Net Zero embedded in Capital Programme</p>	<p>No significant progress</p>	<p>At the August NZEII Board, it was agreed to approve the integration of Net Zero considerations into the Capital Spend Policy and Governance framework and mandate early involvement of key representatives in capital projects.</p> <p>Resource is now in place to manage the Capital Programme, and this area of work has been highlighted as a priority.</p> <p>Representatives have been identified to form a cross-service working group to progress. The first meeting of the working group will be held on 20/01/25.</p>

Ongoing	KPIs linked to Service Plans	Some slippage	<p>A new system is currently being developed and tested within the Climate Change & Energy Team to facilitate the collation of project elements including KPIs, milestones and risks.</p> <p>This will enable multiple officers to review and update content prior to uploading to PRMS.</p>
Ongoing	Policies/practice reviewed for carbon impact	Some slippage	<p>Plans, policies, strategies, and procedures to be reviewed/updated to align with the Net Zero Strategy is a standing agenda item for the Net Zero Strategy Group.</p> <p>The Strategy Group has identified the following areas to be prioritised in terms of ensuring alignment with the Net Zero Strategy:-</p> <ul style="list-style-type: none"> • Asset rationalisation • Capital Programme/ Highland Investment Plan

5.3 Key Risks

The following key risks have been identified for the Net Zero Programme:-

- emissions targets not met;
- Services fail to engage with the Net Zero agenda; and
- failure to align our budget expenditure with our Net Zero ambitions

Risk Analysis templates have been developed in respect of the above risks.

5.4 A risk around the Council's Net Zero Programme has been added to the Corporate Risk Register (HCR9). The updated [risk register](#) was presented to the Audit Committee on 28/11/24 for scrutiny.

6 Net Zero Programme – quarterly projects update

6.1 **Appendix 1** outlines progress for the 17 projects approved to date.

7 Thematic Group – annual update

7.1 Updates from the following thematic groups will be presented at the January Climate Change Committee for Members to consider and scrutinise:-

- Waste; and
- Procurement & Community Wealth Building

7.2 Emissions from internal waste represent 2% of corporate carbon emissions. Waste from schools' accounts for the majority of waste produced internally (approximately 78%).

Throughout 2024, the Council has introduced changes to waste and recycling collections across the region. These changes have helped to increase the amount of material recycled, reduce the amount of waste sent for disposal and increase the quality of the recycling, all of which contribute to the Council's Net Zero goals.

New recycling infrastructure continues to be rolled out in Council offices and schools, in line with the changes to waste and recycling collections across Highland.

7.3 As part of the annual reporting under the Public Bodies Climate Change Duties, the Council is required to include, where applicable, any targets for reducing indirect emissions of greenhouse gases. This includes indirect Scope 3 emissions in the organisation's value chain.

The Scottish Government is also seeking to enhance Scope 3 emissions reporting, with the proposed introduction of mandatory reporting for Local Authorities set to begin in November 2027 (covering the 2026/27 reporting year).

Carbon emissions related to goods and services procured by the Council identify as Scope 3 emissions. Carbon emissions arising from the Council's procurement are estimated to account for approximately 80% of Highland Council's carbon footprint.

Work is underway to assess procurement related supply chain emissions and evaluate appropriate approaches and methodologies. The report from the Procurement & Community Wealth Building thematic group will provide an update in terms of progress to date.

8 Net Zero Programme – third tranche of projects

8.1 As highlighted in section 3.1, a [revised approach](#) for the future delivery of the Net Zero Strategy was approved by the Climate Change Committee in May 2024. The Committee agreed that the CCET should 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.

8.2 This iterative process will start with projects delivering short-term carbon reductions and operational efficiencies.

8.3 The following milestone has been set for the Net Zero Strategy Group:-

- Develop five proposed projects for inclusion in Net Zero Programme to be brought to each meeting of the Climate Change Committee for consideration.

- 8.4 Six project templates within **Appendix 2** have been developed for consideration by the Committee detailing the planned activity, milestones and measures of success for each project.
- 8.5 Resource has been identified from the Climate Change team to lead on the project elements outlined within the project template slides.

Designation: Assistant Chief Executive - Place

Date: 20 December 2024

Authors: Fiona Daschofsky, Project Manager
(Climate Change & Energy Team)

Background Papers: [Review of Corporate Risks, 28 November 2024](#)

Appendices: Appendix 1 – Net Zero Programme – Project Updates
Appendix 2 – Project Brief Templates

Built Estate & Energy								
Project	Responsible Officer	Activity	Project Elements	Measures of Success	Milestones	Key Risks	Update - November 2024	Update - January 2025
Net Zero Transition Surveys	Energy Manager	Undertake surveys of 300 non-domestic Council properties to evaluate and identify measures required to transition to Net Zero carbon emissions	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<p>M1 - 08/24: 1st tranche of properties commenced</p> <p>M2 - 03/25: 1st tranche of properties completed</p> <p>M3 - 04/25: 2nd tranche of projects commenced</p> <p>M4 - 10/25: 2nd tranche of projects completed</p>	<ol style="list-style-type: none"> Ability to recruit staff to undertake workstream Failure to secure funding Cross service buy-in 	<p>M1 - Programme now initiated.</p> <p>Change control form submitted requesting delay to milestones with reference to delay in recruiting staff resource to deliver. Additionally milestone descriptions will be revised to align with other projects.</p>	<p>Staff recruitment ongoing for a number of months and not yet fully achieved - lack of suitable applicants.</p> <p>Feedback received from other services with respect to prioritisation of sites/projects.</p> <p>Programme progressing reasonably well, although staff resource issues continue to hamper efforts across the team</p> <p>Desktop reviews completed 31</p> <p>Site visits completed 34</p> <p>Energy Conservation Measures (ECM) analysis completed 9</p> <p>Net Zero Audit (NZA) Report in review 4</p> <p>NZA report completed 4</p>
Solar PV Council Estate	Energy Manager	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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<p>M1 - 04/24: >50% of total generation re-activated</p> <p>M2 - 04/24: Financial model signed off</p> <p>M3 - 05/24: 2024/26 Project and Programme in place</p> <p>M4 - 03/25: 60% of 1MW of new installation completed</p> <p>M5 - 09/25: 1MW of additional new installation completed</p> <p>M6 - 03/26: 1MW additional generation p/a up to 5 years</p>	<ol style="list-style-type: none"> Risk of legal/regulatory exposure Identifying sufficient skilled contractors to inspect, certify, install and maintain assets 	<p>M1 - Complete</p> <p>M2 - Modelling and evaluation software purchased and operational. Pilot studies underway which will be distributed internally for review and feedback.</p> <p>M3 - ongoing, awaiting feedback from other services with respect to prioritisation of sites.</p> <p>M4 - Change control form submitted requesting delay to milestone with reference to loss of key staff resource leading this project.</p>	<p>Contractor programme to assess all existing solar PV assets underway with completion scheduled for February 2025. Renewables engineer resource not currently available which is a risk in the ongoing delivery of the programme, with regard to new installations. Other staff providing partial cover, but not optimum.</p> <p>Feedback received from other services with respect to site/project prioritisation.</p> <p>Thirteen evaluations undertaken to date, with the following assessment</p> <p>No potential No off = 1</p> <p>yes, with major additional facilitation works 4</p> <p>yes, with minor additional facilitation works 2</p> <p>yes, appears suitable as is (subject to structural assessment)6</p> <p>Following 6 sites identified for priority progression. Detailed design to be co-ordinated in-house to be taken to next stage of business case submission.</p> <ul style="list-style-type: none"> Grant House Resource Centre Highbury Folk Museum Deshar PS Waste Transfer Station – Longman Waste Transfer Station – Portree Waste Transfer Station – Fort William
Conversion of Fossil Fuel Systems	Energy Manager	Undertake detailed heating system options appraisals for properties with aged and poor condition fossil-fuel based heating systems.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<p>M1 - 08/24 - Agree selected properties</p> <p>M2 - 12/24 - Complete options appraisals and associated reports for internal issue for review</p> <p>M3 - 02/25 – Incorporation into planned maintenance works for approved projects</p>	<ol style="list-style-type: none"> Resource availability internally Cross service buy-in 	<p>M1 - Properties have been selected and are being integrated into planned audit and survey work over the next 2 months.</p>	<p>As of December 2024, seven heating options appraisal completed with three currently ongoing. Resulting feedback and recommendations have been communicated internally for inclusion within ongoing considerations. Further seven sites proposed for appraisals, although staff resource is stretched with provision of cover elsewhere within delivery plan portfolio.</p> <p>Development ongoing of workstream flowchart for all associated Services to contribute into process, to ensure maximum benefit is derived from the staff resource investment and analysis undertaken.</p>

Net Zero Design Standards	Head of Property & FM	Determine and agree net zero design standards applicable for non-domestic new builds and refurbishments	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<p>M1 - 08/24: Solar PV technical specification adopted for all new domestic and non-domestic applications</p> <p>M2 - 01/25: Interim technical specification and guidance</p> <p>M3 - 01/26: Update of interim technical specification and guidance</p> <p>M4 - 08/26: Finalised technical specification and guidance published</p>	<p>1. Resource availability internally</p> <p>2. Change in further Policy or Regulation updates</p>	Work is progressing to update technical briefing documents. Internal workshops have been held within the Property Team to raise awareness and responses are being prepared to the Scottish Government's consultation on 'Building Regulations: Determining the principles for a Scottish equivalent to the Passivhaus standard'	The Net Zero & Sustainability Construction Guidance has been progressing well with a draft produced and distributed internally for comment. The draft is currently being reviewed by technical teams.
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Planning, Land Use and Environment

Project	Responsible Officer	Activity	Project Elements	Measures of Success	Milestones	Key Risks	Update - November 2024	Update - January 2025
Address Ecological Emergency	Service Lead – Environment, Development & Active Travel	Implement priority actions identified in the Council's Ecology Strategy	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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 	<p>M1 - Q2 24/25: Nature Restoration Fund Community grant scheme launched</p> <p>M2 - Q3 24/25: Complete recruitment of Planning Ecologist</p> <p>M3 - Q4 24/25: Review and agree approach to Ash dieback</p> <p>M4 - Q4 24/25: First tranche WHS funding secured</p> <p>M5 - Q1 25/26: WHS staff recruited</p> <p>M6 - Q1 25/26: Opportunity map completed</p> <p>M7 - Q3 25/26: Adoption of Forestry and Woodland Strategy</p>	<p>1. Availability of Council/SG resources to implement greening projects</p> <p>2. Slower than anticipated finance - WHS</p> <p>3. Competing demand for Council land</p>	<p>M1 - NRF 2024/25 removed</p> <p>M2 - Complete. 2 new Planning Ecologists recruited.</p> <p>M3 - Senior Arboricultural Officer advertised. Ash Dieback will be responsibility of this post.</p> <p>M4 - Pending</p> <p>M5 - no update</p> <p>M6 - no update</p> <p>M7 - no update</p>	<p>M1 - Complete.</p> <p>M2 - Complete. The ecology planning team is now fully resourced and providing advice on major and national planning applications.</p> <p>M3 - Senior Arboricultural Officer recruited November 2024. Ash Dieback Plan to be developed 25/26.</p> <p>M4 - pending</p> <p>M5 - no update</p> <p>M6 - no update</p> <p>M6 - no update</p>
Nature Networks	Service Lead – Environment, Development & Active Travel	Create Nature Networks by identifying and mapping Nature Networks in Highland and strengthening connections between them to support improved ecological connectivity	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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 LNCSSs. Through the planning process nature networks provide opportunities for developers to focus and deliver biodiversity enhancement obligations. 	<p>M1 - 11/24: Establish baseline GIS dataset to include statutory and non-statutory designations, HABMap and key geographical map data</p> <p>M2 - 11/24: Start mapping potential existing Nature Networks (focusing on Inner Moray Firth area)</p> <p>M3 - 12/24: Carry out first workshops (focusing on Inner Moray Firth area) with stakeholders to refine map-based Nature Networks</p> <p>M4 - 04/25: Identify LNCS (ongoing) and start the designation process (April 2025)</p> <p>M5 - 08/26: Completion of Highland Nature Networks</p>	<p>1. Access to resources/expertise</p> <p>2. Unable to fit with LDP delivery programme</p> <p>3. Possible conflict with landowners/managers</p>	<p>M1 - underway</p> <p>M2 - no update</p> <p>M3 - workshops likely to start at Q4.</p> <p>M4 - no update</p> <p>M5 - no update</p>	<p>M1 - Baseline GIS datasets have been extracted, refined and developed to enable the analysis of nature networks. Baseline data will be subject to regular review and update as new or updated data sets become available.</p> <p>M2 - A methodology to ensure the consistent mapping of nature networks is currently being developed to compliment the Nature Network Toolkit. Priority nature networks are starting to be identified, with secondary networks to be developed at a later date. It is intended that both existing (fully functioning and fragmented) and potential nature networks will be mapped, with an initial focus on the Inner Moray Firth area.</p> <p>M3 - Initial stakeholder meeting to take place March 2025 to review progress.</p> <p>M4 - no update</p>

Kingussie Flood Protection	Principle Engineer	The Gynack Burn, which flows through Kingussie, overtops during high rainfall events, resulting in flood damage to roads, railway, parks and buildings within the village. Previous modelling work by the Council has established the main cause of the problem being reduced capacity under road and rail bridges due to build up of sediment and gravel beneath the bridges. Flooding leads to costly and energy intensive clear up operations as well as increased watercourse maintenance works to remove the large build up of sediment that has raised the bed of the channel. The works proposed involve the stabilisation of the banks of the Gynack Burn further upstream where erosion is prevalent, The methods proposed are green bank protection providing a natural response, reducing sediment load in the watercourse.	<ul style="list-style-type: none"> • Identification of environmental constraints • Design of natural bank protection works • Establishment of joint working with Network Rail • Collaboration with Estate • Procurement of Contractor to undertake works. • Construction Works • Monitoring 	<ul style="list-style-type: none"> • Stabilisation of previously erodible banks • Reduction in sediment transportation in watercourse and subsequent deposition below road/rail bridges. • Reduction in future watercourse maintenance works (dredging) • THC/Network Rail collaboration to deliver project. • Progression to next section of erodible banks. 	<p>M1 - 02/24: Fluvial Audit (complete)</p> <p>M2 - 04/24: Bank stabilisation design (complete)</p> <p>M3 - 09/24: Return of Tenders for works</p> <p>M4 - 10/24: Award construction works</p> <p>M5 - 12/24: Complete works on site</p>	<ol style="list-style-type: none"> 1. Works are subject to funding from Network Rail (agreement in principle has been reached). 2. Proposed natural restoration methods fail and increase sediment and debris load in the Gynack Burn. 	N/A	As reported in November, tender returns were too high to award a contract. Review of requirements and identification of additional Contractors has been ongoing. Anticipate retendering works (M3) in December 2024, for award in January (M4), and construction February 2025 (subject to prices being acceptable) (M5). Network Rail have indicated their continuing partnership in proposals and funding of the construction works.
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Coastal Change Adaptation Plan (CCAP)	Principle Engineer	Within The Highland Council area, the coastal zone is home to much of the population, and contains significant infrastructure such as roads, railway lines, bridges, harbours etc. These coastal areas help to drive the economy within the Council area and as such a more adaptive approach is required to ensure our communities and infrastructure remain resilient in the future. The CCAP will provide an overview of the risks across The Highland Council coastal area, identifying locations and infrastructure that are least resilient to climate change and rising sea levels, providing a framework and flexible approach to address these risks over time	<ul style="list-style-type: none"> • Development of a CCAP • Case Studies – focus on Retic Defences at 2 locations 	<ul style="list-style-type: none"> • Develop a plan to address the highest risk areas of coastal flooding • Improve community understanding of coastal flooding and erosion risks. 	<p>M1 - 10/24: Finalisation of Regional level Coastal Change Adaptation Plan</p> <p>M2 - 04/25: Case Study Report</p>	<ol style="list-style-type: none"> 1. Doing nothing will result in an increase in flood risk implications on coastal communities. 2. Lack of future funding to implement actions in the CCAP 	N/A	Some slippage in production of Regional level CCAP (M1) which is now planned December 2024. Case study for 1 of 2 Retic Defences already being progressed at Golspie. Second location being investigated at present. April 2025 still planned for Reporting on Case Studies (M2).
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Social Housing and HRA

Project	Responsible Officer	Activity	Project Elements	Measures of Success	Milestones	Key Risks	Update - November 2024	Update - January 2025
Housing Strategy/ Policy	Head of Housing & Building Maintenance	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.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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). 	<p>M1 - 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.</p> <p>M2 - 09/25: Creation of Policy approach/Amendment of Local Housing Strategy.</p> <p>M3 - Ongoing: Identification of priority projects.</p>	<ol style="list-style-type: none"> 1. Availability of resource to conduct stock review, data analysis and surveyance. 2. Delivery of HRA capital programme within context of construction industry challenges relating to capacity, flexibility and affordability. 	Stock viability assessment underway with consultant; revenue estimates process ongoing which will identify funding capacity for future investment	Analysis is ongoing as to the development of a long-term Housing Capital Plan post-2027. This analysis will take into account the findings of the stock viability assessment and also the updated financial position of the Housing Revenue Account following the revenue estimates process to Housing & Property Committee.

Energy Efficient Homes - Caol	Domestic Heating Programme Manager	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.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<p>M1 - 07/24: Completion of 2 pilot properties</p> <p>M2 - 08/24: Building Warrants approved</p> <p>M3 - 06/25: Project completion</p> <p>M4 - 09/25: Project close report, including monitoring and evaluation</p>	<ol style="list-style-type: none"> Tenant opt out Availability and adaptability of funds Weather 	<p>M1 - 2 pilot properties complete.</p> <p>M1 & M2 both completed on time and within budget.</p> <p>6 Council properties complete by end Sep-24.</p> <p>2 tenant opt-outs - these have been communicated with housing.</p> <p>Works to private properties will commence Oct-24 following the award of Scottish Government EES:ABS funding.</p>	<p>M1 - complete</p> <p>M2 - complete</p> <p>M3 - on track</p> <p>M4 - on track</p> <p>Additional comments:</p> <p>Works to private properties commencing 20-Jan-25, SSE Renewable has approved additional grant funding to support private households.</p> <p>- Distribution Network Operator (DNO) approval received</p> <p>- 20 properties complete</p>
Energy Efficient Homes – Balintore (mixed tenure)	Domestic Heating Programme Manager	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.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<p>M1 - 07/24: Submit revised project plan to SG</p> <p>M2 - 08/24: Procurement complete</p> <p>M3 - 09/24: Building warrants approved</p> <p>M4 - 10/24: Installations commence</p> <p>M5 - 06/25: Project completion</p> <p>M6 - 09/25: Project close report, including monitoring and evaluation</p>	<ol style="list-style-type: none"> Tenant opt out Availability and adaptability of funds Weather 	<p>Scottish Government Social Housing Net Zero Funding awarded and utilisation of ECO4 funding.</p> <p>M1 & M2 complete.</p> <p>M2 - the Council utilised an existing contract to instruct the Council's EES:ABS contractor.</p> <p>M3 - ongoing - building warrant submitted, building control have issued points for clarification which have been addressed.</p> <p>Update:</p> <p>31 of the 38 Council properties have been surveyed. Housing TLO have engaged with remaining households. Private properties have also been surveyed.</p> <p>Site set up commencing 7 Oct 24 and material have been ordered.</p> <p>Community engagement event to be held Q3.</p>	<p>M1 - complete</p> <p>M2 - complete</p> <p>M3 - complete</p> <p>M4 - complete</p> <p>M5 - on track</p> <p>M6 - on track</p> <p>Additional comments:</p> <p>- 11 properties complete as at 20-Dec-24</p> <p>- Community engagement event held 19-Nov-24</p> <p>- DNO approval received</p> <p>- Private properties have been surveyed and will be included in the programme.</p> <p>- Officers site visit 16-Dec-24</p>
Energy Efficient Homes – Full Retrofit Balintore (Highland Council)	Head of Housing & Building Maintenance	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.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 	<p>M1 - 01/24: Initial tenant engagement and opt in exercise</p> <p>M2 - 07/24: Two projects initiated – 2 contractors appointed</p> <p>M3 - 08/24: Second tenant engagement – Housing needs</p> <p>M4 - 09/24: Technical specifications agreed</p> <p>"• 100% of properties EPC C or above</p> <ul style="list-style-type: none"> Meeting standards, including EESSH2 and future compliance 80% of allocated properties improved 50% (min) of external funding leveraged <p>+G25:G30"</p> <p>M6 - TBC: Project completion</p> <p>M7 - TBC: Project close report, including lessons learnt</p>	<ol style="list-style-type: none"> Tenant opt out Timely project delivery Retrofit coordination - schedule of measures Simultaneous collaboration of contractors Budget commitment 	<p>Housing applied for Scottish Government Social Housing Net Zero funding but this was unsuccessful.</p> <p>M1 - tenant engagement ongoing</p> <p>M2 – one contractor appointed</p> <p>M4 - specifications have been agreed</p> <p>M5 – the contractor will be commencing late October</p>	<p>M1 - Completed</p> <p>M2 - Completed</p> <p>M3 - Completed</p> <p>M4 - Completed</p> <p>M5 - Contractor started on site</p> <p>M6 - On track</p>

GBIS - CWI for Social Properties	Domestic Heat & EE Programme Manager	Utilise Great British Insulation Scheme (GBIS) to deliver cavity wall insulation (CWI) to Council owned houses. Eligible properties will be insulated and ventilation upgraded (where required) as part of this project. Align delivery of HRA and private properties to create economies of scale and maximise external funding.	<ul style="list-style-type: none"> Determine eligible properties Maximise and manage external funding Improve the energy efficiency of properties Undertake external drill tests to confirm property suitability Review opportunities to scale up the project 	<ul style="list-style-type: none"> 100 properties to receive CWI 97% external funding leveraged Delivery of place-based project including socially and privately owned properties EPC improvements, including increase in SAP rating and reduction in carbon emissions 	<p>M1 - 09/24: Project approval</p> <p>M2 - 03/25: Project completion</p> <p>M3 - 05/25: Project close report, including evaluation</p> <p>M4 - Ongoing: Identification of priority areas</p>	<ol style="list-style-type: none"> Tenant opt out Availability of skilled contractors 		<p>M1 - complete</p> <p>M2 - on track</p> <p>M3 - on track</p> <p>M4 - ongoing, initial areas have identified</p> <p>Additional comments:</p> <ul style="list-style-type: none"> Works commenced 2-Dec-24 Cavity wall insulation (CWI) (virgin) only installs booked for Dec-24 9 CWI installs complete as of 17-Dec-24 2 Surveys complete 4 Surveys booked in Currently reviewing opportunities to expand GBIS/ ECO offering to include additional measures (i.e. ASHP, solar PV & CWI extraction)
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Waste

Project	Responsible Officer	Activity	Project Elements	Measures of Success	Milestones	Key Risks	Update - November 2024	Update - January 2025
Recycling Infrastructure Improvements across the Estate	Strategic Lead for Waste Strategy and Operations	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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<p>Recycling infrastructure improvements initiated aligned to the following phased service change timeline:</p> <p>M1 - 05/24: Ross & Cromarty</p> <p>M2 - 07/24: Nairn and Inverness</p> <p>M3 - 09/24: Badenoch & Strathspey</p> <p>M4 - 10/24: Sutherland</p> <p>M5 - 11/24: Caithness</p> <p>M6 - 03/25: Skye & Lochalsh</p> <p>M7 - 04/25: Lochaber</p>	<ol style="list-style-type: none"> Failure of building users to adopt twin-stream recycling practices. 	<p>Waste Management Service Update presented to Communities & Place Committee on 5 September 2024:</p> <p>https://www.highland.gov.uk/download/meetings/id/83797/12_waste_management_service_update. The Committee Paper reports good progress being made; this includes service change to the Council Estate in completed areas, these are: Ross & Cromarty, Nairn, Inverness and B&S. Work with Schools to establish the level of service remains ongoing. Overall service change is achieving a significant reduction in non-recycling waste being sent for disposal.</p>	<p>Targeted communications issued to staff in HQ, Inverness; Nairn; Drummuie and Wick.</p> <p>Waste e-learning module in development.</p>

Sustainable Travel

Project	Responsible Officer	Activity	Project Elements	Measures of Success	Milestones	Key Risks	Update - November 2024	Update - January 2025
Sustainable Travel Through Operational Efficiencies	Head of Community Operations & Logistics	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.	<ul style="list-style-type: none"> Data collection: <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<p>M1 - (Date TBC): Data collection</p> <p>M2 - (Date TBC): Delivery of analysis report</p> <p>M3 - (Date TBC): Dashboard prototype developed</p> <p>M4 - (Date TBC): Pilot testing of dashboard completed</p> <p>M5 - (Date TBC): Dashboard rollout</p> <p>M6 - (Date TBC): Training/comms around use of dashboards</p> <p>M7 - (Date TBC): Implementation review</p>	<ol style="list-style-type: none"> Accuracy of data Lack of resource to fully develop project 	<p>There is currently no reporting facility from the new CIA Financials system – this will be essential to progressing the project.</p>	<p>Discussions held with Finance and Transport & Logistics. CiA now has reporting capabilities, and an access request has been submitted to enable data extraction. This request is currently under review.</p>

Active Travel	Service Lead – Environment, Development & Active Travel	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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increase in active travel Removal of barriers to staff using active travel 	<p>M1 - 09/24: Creation of an online employee travel survey</p> <p>M2 - 10/24: Focus Group sessions held</p> <p>M3 - 12/24: Production of a summary presentation/ briefing with findings and subsequent actions</p> <p>M4 - 01/25: Refreshed Highland Council Travel Plan</p> <p>M5 - 01/25 and ongoing: Delivery of actions</p>	<ol style="list-style-type: none"> 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. 	M1 - development of questionnaire underway.	Climate Change and Energy Team, in collaboration with the Sustainable Transport Team are currently reviewing and providing feedback to further develop the questionnaire.
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Net Zero Delivery

Project	Responsible Officer	Activity	Project Elements	Measures of Success	Milestones	Key Risks	Update - November 2024	Update - January 2025
Capital Projects - Net Zero	CCET Manager	<p>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.</p> <p>An assessment process for capital projects will be developed to ensure statutory climate and ecological targets are met.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 	<p>08/24: Project initiation</p> <p>11/24: Development of clear guidance</p> <p>11/24: Develop pilot projects</p> <p>01/25: Implementation of framework</p> <p>03/25: Policy updated and approved by Council</p>	<ol style="list-style-type: none"> Services fail to align with policy intention 	No progress to date.	Representatives have been identified to form a cross-service working group to progress. The first meeting of the working group will be held on 20/01/25.

Thematic Group

Sustainable
Business Travel

Project

EV Policy

Responsible Officer:
Net Zero Project
Manager

Net Zero Programme

Senior Responsible Officer:

Service Lead – Transport & Logistics

Project Sponsor:

Chief Officer –
Facilities and Fleet Management

Activity

Development of policy around the efficient use of council-operated electric vehicles (EVs) charging infrastructure.

Measures of Success

- Increased network availability
- Enhanced staff awareness and behavioural change
- Mitigated reputational risk for the Council

Project Elements

- Development of policy
- Development and delivery of communications and training to support the policy implementation

Milestones

04/25: Policy drafted

05/25: Present draft policy to Communities & Place Committee for approval

06/25: Roll out of communications and training

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 our Net Zero Targets

Links to Delivery Plan:

NZEII: EV Infrastructure

Key Risks

- Implementation barriers embedding the policy across the Council

Thematic Group

**Sustainable
Business Travel**

Project

**Elected
Member Travel**

**Responsible Officer:
Net Zero Project
Manager**



Net Zero Programme

Senior Responsible Officer:
Policy Manager, Performance &
Governance

Project Sponsor:
Chief Officer Legal & Corporate
Governance

Activity

Develop reporting to provide meaningful and understandable information regarding Member Travel, including associated costs and carbon emissions.

Measures of Success

- Adoption of dashboard
- Reduction in mileage, leading to decreased carbon emissions and costs
- Improved utilisation of Council vehicles e.g. car club instead of Grey Fleet
- Increased levels of lift share, carpooling

Project Elements

- Review of current Member Travel including mode e.g. car club, lift share, own vehicle (grey fleet)
- Create a user-friendly dashboard that integrates relevant data
- Implementation and training in respect of dashboard
- Identify champion to encourage other Members to carpool, use car club or alternatives to travel

Milestones

- 03/25:** Data collection
- 05/25:** Delivery of analysis report to Climate Change Committee
- 05/25:** Identification of champion
- 05/25:** Development and testing of dashboard
- 06/25:** Training/comms around use of dashboard

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 our Net Zero Targets

Key Risks

Thematic Group

**Sustainable
Business Travel**

Project

**Light fleet –
optimal
utilisation**

**Responsible Officer:
Net Zero Project
Manager**



Net Zero Programme

Senior Responsible Officer:
Service Lead – Transport & Logistics

Project Sponsor:
Chief Officer –
Facilities and Fleet Management

Activity

Review utilisation levels and actual business requirements for the Council's light fleet.

Measures of Success

- Improved fleet utilisation
- Transition of high grey fleet usage/mileage to fleet vehicles
- Reduction in the use of more expensive travel options, such as casual car hire
- Additional financial savings, including reduced maintenance and insurance costs

Project Elements

- Develop a vehicle report template to highlight and report key metrics
- Analysis of fleet data and individual vehicle reports to adopt a data-driven approach for determining the optimal fleet size
- Identify underutilised vehicles and opportunities to downsize the fleet or vehicle size, and determine where vehicles could be shared to ensure full utilisation
- Strengthen guidance around misuse of vehicles to develop awareness across all members of staff as to the appropriate use of vehicles

Milestones

- 03/25:** Data modelling completed
- 04/25:** Completion of high-level Light Fleet Utilisation reporting
- 05/25:** Individual vehicle reporting template finalised
- Ongoing:** Monitoring and engagement with Services

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 our Net Zero Targets

Key Risks

- Ability to align fleet capacity with service needs will result in underutilisation of fleet vehicles while reducing the potential transition from grey fleet, casual car hire and car club

Thematic Group

**Sustainable
Business Travel**

Project

**Light fleet -
process**

**Responsible Officer:
Net Zero Project
Manager**



Net Zero Programme

Senior Responsible Officer:
Service Lead – Transport & Logistics

Project Sponsor:
Chief Officer –
Facilities and Fleet Management

Activity

Comprehensive review of process to acquire a new fleet vehicle or replace an existing vehicle. Staff will be signposted to alternative options such as Car Club where mileage does not justify allocation of a fleet vehicle. In cases where a vehicle is approved, a ULEV will be provided as standard wherever possible. The process will also consider the opportunity to 'pool' vehicles to ensure the correct size and type of vehicle is utilised. This would negate the need to lease larger vehicles required infrequently (e.g. where a smaller vehicle is sufficient most of the time).

Project Elements

- Review whole end to end process for light fleet
- Develop new process and form for instigating a request for new or replacement light fleet vehicles
- Develop decision making process / hierarchy to outline where a dedicated light fleet vehicle may not be the most appropriate option

Measures of Success

- Data driven decision making
- Robust approval process
- Increased scrutiny
- Cost and carbon savings

Milestones

04/25: Identify Key Performance Indicators

04/25: Review and revise current processes and policies

05/25: Light Fleet Request platform developed, tested and launched

Ongoing: Monitoring

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 our Net Zero Targets

People – Actively redesign service delivery in response to constrained budgets to ensure the sustainability of the Council

Key Risks

- Teams have historically had dedicated use of vehicles; it may be challenging to secure buy-in and for services to adopt new practices
- Buy-in for the use of electric/hybrid vehicles due to common misconceptions

Thematic Group

Sustainable
Business Travel

Project

E-bike scheme

Responsible Officer:
Net Zero Project
Manager



Net Zero Programme

Senior Responsible Officer:
Service Lead – Transport & Logistics

Project Sponsor:
Chief Officer –
Facilities and Fleet Management

Activity

As part of the Council's approach to fleet decarbonisation, the Council has participated in an E-cargo bike pilot scheme for business travel. The pilot has highlighted challenges around the storage of bikes; charging/storage of batteries; and staff being unable to use the bikes for commuting purposes due to insurance exclusions. Initial feedback has suggested e-bikes would be preferable for several teams that have participated in the pilot. Further work is required to determine the future delivery model.

Project Elements

- Evaluation of E-cargo bike pilot
- Assess leasing options to include the provision of e-bikes/e-cargo bikes, servicing, maintenance and insurance
- Undertake comparison of resources (staffing and costs) to deliver in-house vs leasing
- Work with key stakeholders such as HITRANS to determine future delivery model, including the feasibility of a shared scheme with partner organisations/open access to the public

Measures of Success

- Expansion of accessible e-bike scheme
- Alleviation of current challenges regarding maintenance and insurance
- Increased uptake of low-emission business travel
- Reduction in fleet usage and associated emissions and costs

Milestones

01/25: Evaluation of pilot
02/25 Identify journeys currently undertaken using fleet vehicles, where use of an e-bike may be more appropriate
03/25 Comparison of costings
08/25 Determine future delivery model following discussions with partner organisations

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 our Net Zero Targets

People – Promote Active Travel Infrastructure across Highland

Links to Delivery Plan:

Roads and Infrastructure Improvement Programme

Key Risks

- Low uptake of use from staff

Thematic Group

Waste

Project

Re-Use Portal

Responsible Officer:
Net Zero Project
Manager



Net Zero Programme

Senior Responsible Officer:
Climate Change & Energy Manager

Project Sponsor:
ACE - Place

Activity

Develop and pilot an in-house portal to redistribute resources within the organisation such as furniture, fixtures, fittings, school materials and office consumables.

Additionally, identify companies that would purchase used furniture, and/or organisations/charities that would take assets no longer required by the Council to avoid items being sent for disposal.

Project Elements

- Development of platform that allows activities to be user-led or automated to minimise the resources required to run the platform
- Development of guidance including items that can be redistributed via the portal (e.g. ICT equipment must be returned directly to ICT)
- Identification of companies and/or organisations/charities that would buy or reuse assets no longer required by the Council

Measures of Success

- Reduced procurement spend
- Reduced waste disposal costs
- Minimisation of waste
- Reduced associated carbon emissions
- Cost avoidance – subscription fees of using an external provider in respect of the portal

Milestones

- 01/25:** Develop and test portal
- 02/25:** Draft guidance to address potential issues such as electric items with no current PAT test; suitably trained officers for heavy lifting; expected minimum condition of furniture etc.
- 02/25:** Launch and promotion of portal
- 08/25:** Evaluate pilot

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 our Net Zero Targets
Reduce residual waste and increase re-use, repair, recycling and upcycling

Links to Delivery Plan:

Reconfiguring our asset base

Key Risks

- Lack of storage
- Costs relating to transportation of assets