Appendix 1 - Route Map to 2030 and Beyond Action Plan

Route Map to 2030 and Beyond Action Plan – Version 1.0 – February 2024

Additional documents containing recommendations that have been considered and added to the Action Plan:

- **Internal Audit Carbon Budget Report Mitigations - https://aberdeenshireintranet.moderngov.co.uk/documents/s12329/10%20Appendix%20C%20-%20Service%20Reponse.pdf**

- **Audit Scotland recommendations for Councils as outlined in their report: Scotland's Councils' Approach to Addressing Climate Change - https://www.audit-scotland.gov.uk/publications/scotlands-councils-approach-to-addressing-climate-change**

- **Leaders' Climate Emergency Checklist - https://sustainablescotlandnetwork.org/uploads/store/mediaupload/2109/file/Leadership_Checklist.pdf**

- **Climate Emergency Response Group (CERG) Outcomes - https://cerg.scot/wp-content/uploads/2023/08/CERG-Report-August-2023.pdf)**

- **Environmental Standards Scotland (ESS) Outcomes - https://environmentalstandards.scot/wp-content/uploads/2023/09/ESS-Investigation-Climate-Change-Improvement-Report-IESS.21.012.pdf**

- **Local Climate Impact Profile (LCLIP) 2019 – 2022 Recommendations –** *Link to be added once report is approved on 21 February 2024*

Key:

RAG	
Red	**Not Started – work has not started on this action yet, but it is still on track for its completion date**
Amber	**Underway – work is underway on this action with a % given on progress to date towards completion**
Green	**Completed – action has already been completed**

Recommendation 1: Set up a central steering group. Take ownership of and monitor progress of delivery of the projects and Route Map 2030. Identification and recommend measures to manage resistance to change.

	Actions	RAG	Timeline	Lead
1.1	Develop Terms of Reference for a central steering group and seek membership from Management of key services. Set up bi-monthly meetings for the new Route Map Steering Group to lead on the delivery of the Carbon Budgets and 11 recommendations.	(green)	March 2023	HoS Environment and Sustainability
1.2	Develop an action plan for the delivery of the Route Map to be presented to Sustainability Committee in February 2024 for comments. Update the action plan after an annual review of the actions to ensure that they remain the most effective options. Updates will also take place when significant documents are published and require additional action. *(Related to Audit Scotland Recommendation - Include details of the extent to which individual actions in the plans will impact on climate goals for reducing emissions and adapting to climate change, so the scale of the challenge can be clearly seen.)* *(Related to Audit Scotland Recommendation - Regularly update action plans. Given the scale of the emergency and the speed at which action is required, an annual review of actions would help to ensure that the actions identified are the most effective options.)* *(Related to Audit Scotland Recommendation - Include detailed route maps to achieving climate goals.)* *(Related to ESS Recommendation 1. Make climate, adaptation and sustainability plans at local authority level compulsory.)*	75%	First draft February 2024 Annual Updates to 2030	Team Leader – Sustainability and Climate Change

Appendix 1 - Route Map to 2030 and Beyond Action Plan

1.3	Determine the best route/system for future monitoring of the Action Plan (e.g. Pentana). The system is to support 6 monthly monitoring of progress and delivery of the Route Map and Carbon Budgets. Reports can then be pulled for the progress updates provided to Sustainability Committee and relevant Policy Committees.	25%	July 2024	Route Map Steering Group E & I Support Services
1.4	Develop a workshop and deliver across a selection of service management meetings over 2024/25 which support: • Identifying resistance to change and recommended measures to manage this change. • Identifying areas of influence to ensure proactivity on wider mitigation and adaptation action. • Capability and capacity challenges and opportunities. • Consideration for roles within services who can lead on climate change and sustainability. • Identifying service reporting mechanisms which could include climate change and sustainability. *(Related to the Leaders' Climate Emergency Checklist – Governance - The body is proactively influencing partners, citizens and stakeholders to drive change at scale, locally, regionally and nationally.)* *(Related to Audit Scotland Recommendation - Assess whether the council has sufficient capacity, skills and knowledge to support effective decision-making on climate change and to implement the necessary actions by, for example, carrying out a skills and competencies review.)* *(Related to Audit Scotland recommendation - Identify and integrate climate change into key overarching organisational annual reports and plans.)* *(Related to Internal Audit Mitigation 1.2 – Carbon Budget Allocations)*		March 2025	Team Leader – Sustainability and Climate Change

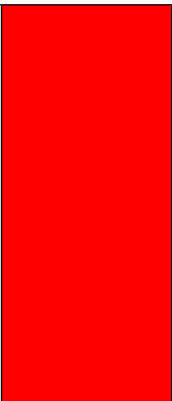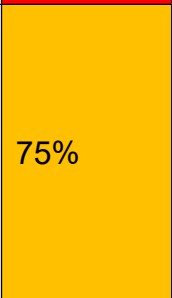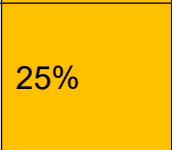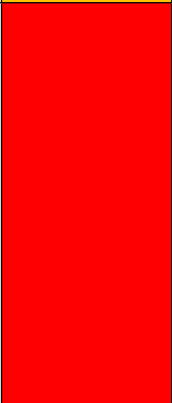|				
1.5	Development of a formal Carbon Budget risk register which identifies the risks, consequences and controls / mitigations in place to provide clarity and assurance over the Carbon Budget risk environment. This will then be integrated into the Climate Change Risk Register and reviewed annually. *(Related to Internal Audit Mitigation 1.3 – Carbon Budget Risks)* *(Related to Leaders' Climate Emergency Checklist – Finance - Understanding of how to align spend with targets. Finance gaps identified and work underway to secure resources.)*	25%	May 2024	Route Map Steering Group
1.6	Identify all annual reports and plans beyond the Public Bodies Climate Change Duties Report (PBCCDR) that include the Council's action on climate change and ones where this could be considered for inclusion going forward to further support monitoring of progress on delivery of the Route Map. *(Related to Audit Scotland recommendation - Identify and integrate climate change into key overarching organisational annual reports and plans.)* *(Related to Leaders' Climate Emergency Checklist – Strategy - Monitoring is above and beyond mandatory requirements and reporting is shared and reviewed with stakeholders.)* *(Related to ESS Recommendation 3 – Introduce a separate reporting Framework for Local Authorities)*	50%	March 2025	Route Map Steering Group
1.7	Review the current existing governance and business processes to ensure climate change is well integrated into Council processes (this is in addition to the Council's risk management and internal audit processes which already consider climate change).	50%	October 2024	HoS – Legal and People

	(Related to Audit Scotland recommendation - Ensure climate change is fully integrated into existing governance and business processes, including risk management and internal audits.)	🟧		
1.8	Develop an integrated impact assessment which includes climate change and sustainability impacts on policy and strategy development and Council decisions. *(Related to Audit Scotland recommendation - Develop mechanisms to ensure that the potential impact of policies on climate change goals is considered fully in decision-making.)* *(Related to the Leaders' Climate Emergency Checklist – Governance Climate change embedded into decision making at all levels, with evidence reported of how this influences decisions on plans, projects and resources.)*	🟩	March 2023	Team Leader Sustainability and Climate Change

Recommendation 2: Define clear roles & responsibilities. Define accountabilities, roles, responsibilities across the Authority for delivering the Route Map 2030. This should be followed by delivering an internal capability and capacity gap analysis against this for all services and recommend actions to address the gaps and resource challenges.

	Actions		**Timeline**	**Lead**
2.1	Ensure 'Climate Change' is one of the Council's strategic priorities within the Council Plan. *(Related to Audit Scotland recommendation - Ensure senior level buy-in and leadership by integrating climate change into strategic priorities and setting out accountability arrangements.)* *(Related to Leaders' Climate Emergency Checklist – Strategy - Climate change is embedded in all organisational strategies and plans, and shapes decision making and resource allocation.)*	🟩	December 2022	Director of Business Services

Appendix 1 - Route Map to 2030 and Beyond Action Plan

2.2	Develop a guidance document for the Carbon Budget 2024/25. This will contain roles and responsibilities as well as Directorate targets (for accountability). It will be reviewed annually in October to ensure pace with revisions to the Carbon Budget process. *(Related to Internal Audit Mitigation 1.1 – Staff Guidance and Governance)*		March 2024	Team Leader – Sustainability and Climate Change
2.3	Directors to appoint Carbon Budget leads and deputes in their Directorate who are responsible for pulling the 6 monthly reports together and bringing them to the relevant Policy Committees. *(Related to Internal Audit Mitigation 1.2 – Carbon Budget Allocations)*		March 2024	Each Director
2.4	The Carbon Budget Toolkit guidance (that is currently embedded within the tool) for trained 'super-users', will be re-written and provided in Word format to make it easier for users to find and utilise. *(Related to Internal Audit Mitigation 1.5 – Carbon Budget Toolkit)*	75%	March 2024	Team Leader – Sustainability and Climate Change
2.5	Refresher training for previous and new super-users from Property and Facilities Management, Fleet and Streetlighting teams to be provided by Arcadis. *(Related to Internal Audit Mitigation 1.5 – Carbon Budget Toolkit)*		March 2024	Team Leader – Sustainability and Climate Change
2.6	Develop a new training module specifically on the Carbon Budget process hosted on ALDO. This will be supported by Sustainability Champions to ensure the training is meaningful and delivers on providing further support to the written guidance. *(Related to Internal Audit Mitigation 1.1 – Staff Guidance and Governance)*	50%	March 2024	Team Leader – Sustainability and Climate Change

2.7	Services to review key Council documents - Plans, Strategies, Policies, etc. and complete IIAs on each to assess impacts and opportunities to update them ensuring climate change and sustainability is embedded and demonstrates resource allocation for reporting. *(Related to Leaders' Climate Emergency Checklist – Strategy: Climate change is embedded in all organisational strategies and plans, and shapes decision making and resource allocation.)*		May 2025	Chief Officers across the Organisation
2.8	Work with HR to develop a Net Zero focused Leadership Forum workshop (for Senior Management of the organisation) utilising the Leaders' Climate Emergency Checklist. Support to be provided by Sustainable Scotland Network and the Improvement Service. *(Related to all the recommendations in the Leaders' Climate Emergency Checklist.)*	75%	March 2024	Team Leader – Sustainability and Climate Change HR Manager – Legal and People
2.9	Utilise the outcomes of workshops and the Leadership Forum to develop a suite of internal training modules on climate change and sustainability to be hosted on ALDO.	25%	March 2025	Team Leader – Sustainability and Climate Change
2.10	Support services to progress outcomes from the information collected at workshops and leadership forum (as discussed in Actions 1.4 and 2.8) related to the capacity and capability challenges and opportunities across the organisation. *(Related to Audit Scotland Recommendation - Assess whether the council has sufficient capacity, skills and knowledge to support effective decision-making on climate change and to implement the necessary actions by, for example, carrying out a skills and competencies review.)*		March 2025	Team Leader – Sustainability and Climate Change

2.11	Future planning for carbon reduction will need to assess planned impact, costing and resourcing over the medium term to provide assurances that targets set for 2030 and 2045 will be met. Areas this work will need to consider:		March 2025	SLT HoS Finance Capital Plan Group
	• Medium term financial strategy incorporation • Resource required for external funding applications • Connecting projects applying for funding to Climate Change • Whole life carbon consideration on tender bids • Limits on 'carbon expenditure', similar to financial budgets and efforts made to recover projected 'overspend'. • Maximising the value of public spending. • Prioritise capital investment that achieves net zero. • Net zero conditionality for significant public sector investment. *(Related to Internal Audit Mitigation 1.2 – Carbon Budget Allocations)* *(Related to Leaders' Climate Emergency Checklist – Finance: Resource and spend clearly aligned with targets, climate impact of investments being managed, and collaborations in place to leverage resources.)* *(Related to Audit Scotland Recommendation - Improve information on costs and budgets of actions)* *(Related to CERG Recommendation - Introduce a Net Zero Test to inform all policy and investment decisions)* *(Related to recommendation 3 from LCLIP 2019 – 2022 - Generating a cost code to recapture costs from all extreme weather events and a central fund for climate change costs and adaptation measures.)*			

Recommendation 3: Supply Chain Capacity and Capability Gap Analysis: Confirm the ability for current and local suppliers to deliver the future type and volume of hard interventions and services. This includes procurement strategy review, frameworks and existing (long term and FM) contract gap analysis.

	Actions		**Timeline**	**Lead**
3.1	Procurement Strategy review – The revised Joint Procurement Strategy for 2023 – 2026 review will include a theme related to Climate Change, Net Zero & Circular Economy. https://www.aberdeenshire.gov.uk/business/procurement/#joint *(Related to ESS recommendation 2 - Ensure that the planned statutory guidance covers the full breadth of local authorities' climate change responsibilities and includes the changes which will be required as a result of the recommendations contained within this report.)*		October 2023	HoS Commercial and Procurement Services
3.2	Progress key actions from the Joint Procurement Strategy for 2023 – 2026 including: • Ongoing review of opportunities for inclusion of Climate and Circular Economy considerations • Increase inclusion of climate and circular economy considerations in procurement activity • Further develop mechanisms to track delivery of Environmental outcomes *(Related to ESS recommendation 2 - Ensure that the planned statutory guidance covers the full breadth of local authorities' climate change responsibilities and includes the changes which will be required as a result of the recommendations contained within this report.)*	25%	March 2025	HoS Commercial and Procurement Services

3.3	Develop and implement a Community Benefit and Sustainable Procurement Policy (agreed by the partners to the Shared Service) setting direction and clear guidelines for delegated procurers on requirements for considerations to Climate Change, Net Zero & Circular Economy. *(Related to ESS recommendation 2 - Ensure that the planned statutory guidance covers the full breadth of local authorities' climate change responsibilities and includes the changes which will be required as a result of the recommendations contained within this report.)* *(Related to Audit Scotland Recommendation - Work with partners to further develop existing support networks to ensure learning and good practice is shared across the sector.)*	25%	March 2025	HoS Commercial and Procurement Services

Recommendation 4: Set targets for reducing Direct and Indirect emissions: Requirement as set out in the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 for reporting periods commencing on or after 1 April 2021. These will need to be identified and then different targets set for different sources.

	Actions		**Timeline**	**Lead**
4.1	Carbon Budget targets to be considered and set annually for each Director. These will be provided in the Carbon Budget Guidance document. The 'Route Map to 2030 and Beyond' will be utilised as well as consideration on where reported emissions come from and which services have the greatest influence to make changes. This process will be reviewed annually to ensure it continues to support action. *(Related to Internal Audit Mitigation 1.2 – Carbon Budget Allocations)*		January 2024	Directors

	(Related to Audit Scotland Recommendation - Be clear and transparent about what is and is not included in corporate and area-wide targets.) *(Related to Audit Scotland Recommendation - Utilise appropriate interim targets to ensure ongoing progress can be measured and monitored effectively.)* *(Related to Audit Scotland Recommendation - Regularly report progress against targets in a clear and transparent way.)*	🟩		
4.2	Set a target for Scope 1 emissions currently reported on. This will require identifying emissions, any policy drivers for reducing these emissions, consideration of supply chains and skills, Council resource to action and fund projects, statutory timelines etc. A best estimate will need to be agreed by key services before taking to Committee for consideration and approval. *(Related to Audit Scotland Recommendation - Be clear and transparent about what is and is not included in corporate and area-wide targets.)* *(Related to Audit Scotland Recommendation - Utilise appropriate interim targets to ensure ongoing progress can be measured and monitored effectively.)* *(Related to Audit Scotland Recommendation - Regularly report progress against targets in a clear and transparent way.)* *(Related to Internal Audit Mitigation 1.2 – Carbon Budget Allocations)*	🟥	March 2025	Engineering Services Manager - Property and Facilities Management Fleet Manager Team Leader – Sustainability and Climate Change
4.3	Set a target for Scope 2 emissions currently reported on. Currently these emissions are our purchased electricity from the grid. We will be required to determine future use of the grid which will increase, any local/National policy and strategy drivers for reducing emissions from the grid, Council resource to action and fund projects, statutory	🟥	March 2025	Engineering Services Manager - Property and Facilities Management

	timelines etc. A best estimate will need to be agreed by key services before taking to Committee for consideration and approval. *(Related to Audit Scotland Recommendation - Be clear and transparent about what is and is not included in corporate and area-wide targets.)* *(Related to Audit Scotland Recommendation - Utilise appropriate interim targets to ensure ongoing progress can be measured and monitored effectively.)* *(Related to Audit Scotland Recommendation - Regularly report progress against targets in a clear and transparent way.)* *(Related to Internal Audit Mitigation 1.2 – Carbon Budget Allocations)*	 (red)			Team Leader – Sustainability and Climate Change
4.4	Set a boundary for types of scope 3 emissions, how these will be measured and then a target for reduction. This will require identifying these emissions beyond what we already report on (water, business travel, internal waste, electricity T&D loses) to include the services and goods we procure, staff commuting, regional waste, any policy drivers for reducing these emissions, consideration of frameworks, supply chains and skills, Council resource to influence change, action and fund projects, statutory timelines etc. A best estimate will need to be agreed by key services before taking to Committee for consideration and approval. *(Related to ESS Recommendation - Make the reporting of Scope 3 emissions mandatory for local authorities)* *(Related to Audit Scotland Recommendation - Be clear and transparent about what is and is not included in corporate and area-wide targets.)*	25%	March 2026		Team Leader – Sustainability and Climate Change

	(Related to Audit Scotland Recommendation - Utilise appropriate interim targets to ensure ongoing progress can be measured and monitored effectively.) *(Related to Audit Scotland Recommendation - Regularly report progress against targets in a clear and transparent way.)* *(Related to Internal Audit Mitigation 1.2 – Carbon Budget Allocations)*			

Recommendation 5: Delivery of the Feasibility studies at operational buildings, to support definition of future Carbon Budgets.

	Actions		**Timeline**	**Lead**
5.1	Develop the asks and deliver the feasibility studies covering Gas to Air Source Heat Pump; Oil to Electric Heating; Roof Top PVs Whole building retrofit; Renewables – Wind Turbines, Solar Farms, Battery Storage; Council Assets.	75%	May 2024	Engineering Services Manager - Property and Facilities Management
5.2	Improve information on costs of actions for future Carbon Budgets with the outcomes of the feasibility studies. Utilise the data to update the Carbon Budget Toolkit so budgets/funding can begin to be identified for future projects. *(Related to Internal Audit Mitigation 1.5 – Carbon Budget Toolkit)*	25%	March 2025 Ongoing annual updates to the tool by Service leads.	Team Leader – Sustainability and Climate Change Engineering Services Manager - Property and Facilities Management Fleet Manager Street Lighting Officer

Recommendation 6: Electric Vehicles/Hydrogen (EV/H2) Fleet Assessment

	Actions		Timeline	Lead
6.1	Improve the information and estimates on costs/savings/emissions of actions related to fleet in the Carbon Budget Toolkit. *(Related to Internal Audit Mitigation 1.5 – Carbon Budget Toolkit)*	25%	April 2024	Fleet Manager Team Leader – Sustainability and Climate Change
6.2	Develop an Electric/H2 availability/resilience risk assessment. Supply and demand issues along with costs continue to be a challenge. This requires constant monitoring as currently demand and cost continues to be higher than that for diesel/petrol which is a challenge/risk to the Council meeting targets. An interim step is looking at utilising hybrid vehicles and/or retrofitting current vehicles. *(Related to Internal Audit Mitigation 1.3 – Carbon Budget Risks)*	25%	March 2026	Fleet Manager
6.3	EV charging infrastructure roll out - utilising £6.8M grant from Transport Scotland forming the main investment for the next three years. This covers public chargers in rural and city locations but also expected to offer a compelling solution from the market to maximise gilt edge sites like park and rides, tourist locations, sports centres etc. and also offer a solution for developing EV chargers at all of our depots for council fleets for up to the next 20 years across four Councils in collaboration.	25%	March 2027 (and onwards)	HoS Commercial and Procurement Services Fleet Manager Sustainable Development Officer (Climate Change)

Appendix 1 - Route Map to 2030 and Beyond Action Plan

Recommendation 7: Develop Hydrogen Strategy				
	Actions		**Timeline**	**Lead**
7.1	Working Group set up to oversee a study on Hydrogen Opportunities.	25%	August 2024	Director Environment and Infrastructure
7.2	Continue to consider further opportunities to engage with Hydrogen activity ongoing in the region, Nationally and Internationally.	50%	Ongoing	Strategy Manager Fleet Manager HoS Commercial and Procurement Services HoS Planning and Economy
Recommendations 8.1: Electrification Risk/Resilience Study				
	Actions		**Timeline**	**Lead**
8.1.1	Map out Council owned buildings which are being impacted by storm events and others potentially at risk – assess what is needed to ensure our own resilience out with limitations of the grid. *(Related to Internal Audit Mitigation 1.3 – Carbon Budget Risks)*		March 2026	HoS Property and Facilities Management
8.1.2	Housing service to continue their work on recovery and identity of assets at risk to ensure the correct back up support is in place. This includes supporting Local Housing Associations with resilience. Ongoing work on reducing actual heat demand from the Housing stock increases resilience too so this work is to continue.	50%	Ongoing	HoS Housing and Building Standards

	(Related to Internal Audit Mitigation 1.3 – Carbon Budget Risks)			
8.1.3	Housing to continue to encourage community resilience planning. *(Related to Internal Audit Mitigation 1.3 – Carbon Budget Risks)*	75%	Ongoing	HoS Housing and Building Standards

Recommendations 8.2: Embed zero carbon standard for both new build and retrofit initiatives

	Actions		**Timeline**	**Lead**
8.2.1	Review the Zero Carbon Standard developed by Scottish Futures Trust and determine if the Council should adopt all or aspects of this approach. Provide transparent reasoning around the decision which sets out the best outcome for Aberdeenshire Council when reviewing new build and retrofit initiatives going forward. *(Related to CERG Recommendation - Introduce a Net Zero Test to inform all policy and investment decisions)*	25%	March 2025	HoS Property and Facilities Management

Recommendation 9.1: Residual Emission Action Plan including an organisational carbon footprint scope and target review

	Actions		**Timeline**	**Lead**
9.1.1	Develop a Residual Emission Action Plan which incorporates the targets set out in Recommendation 4. The Residual Emissions Action Plan will include the following actions with assigned leads: • Identify the Council's residual emissions i.e., what estimated emissions will remain at the point of net zero.		September 2025	Team Leader – Sustainability and Climate Change Team Leader Natural Env

	- Identify what the Council has done so far and what plans are already in place which can support dealing with residual emissions for a net zero target, using March 2020 as a starting point. - Identify which of these residual emissions can be inset through the implementation of nature-based solutions such as reforestation, renewable energy, regenerative agriculture, etc. - Identify external carbon inset projects which the Council could utilise. - Create a list of potential inset projects (internal and external) which the Council could implement to deal with residual emissions. *(Related to Audit Scotland Recommendation - Be clear and transparent in policies about how the Council will deal with residual emissions if net zero or carbon neutral targets are in place.)* *(Related to Audit Scotland Recommendation - Ensure the co-benefits or potential negative impacts of net zero actions and adaptation actions on each other are clearly understood.)* *(Related to ESS Recommendation 1. Make climate, adaptation and sustainability plans at local authority level compulsory.)*				
9.1.2	Support the Climate Intelligence Service to ensure the Council is proactively influencing partners, citizens and stakeholders to drive change across Aberdeenshire while monitoring progress with the Net Zero by 2045 target. *(Related to Leaders' Climate Emergency Checklist – Governance: The body is proactively influencing partners, citizens and stakeholders to drive change at scale, locally, regionally and nationally.)*	25%	March 2027	Team Leader – Sustainability and Climate Change	

	(Related to Audit Scotland Recommendation - Work collaboratively to tackle some of the key challenges involved in defining and setting targets and monitoring progress, combining resources where it is more effective to do so, and focusing on maximising impact and adding value.)			
9.1.3	Continue to support and lead the Climate Ready Aberdeenshire voluntary cross-sector network to capture current work and future plans of relevant groups and organisations in the region, including their strategic intents to 2030, with the aim to increase shared learning and collaboration between network members that will help tackle the challenges of climate change. *(Related to Leaders' Climate Emergency Checklist – Governance: The body is proactively influencing partners, citizens and stakeholders to drive change at scale, locally, regionally and nationally.)* *(Related to Audit Scotland Recommendation - Work collaboratively to tackle some of the key challenges involved in defining and setting targets and monitoring progress, combining resources where it is more effective to do so, and focusing on maximising impact and adding value.)* *(Related to Audit Scotland Recommendation - Work collaboratively with local communities and ensure that people are able to effectively contribute to the design and delivery of climate change actions.)*		Ongoing	Team Leader – Sustainability and Climate Change
9.1.4	Actively consider opportunities to utilise the Housing Association Charitable Trust (HACT) Retrofit Credits programme which is a carbon credits programme that unlocks additional funding into housing retrofit by verifying the emission reductions and social value of retrofit projects. carbon credits in Housing project. Assess the data for costing and eligibility and if a business case can be made present this to SLT and Members for consideration.	25%	September 2024	HoS Housing and Building Standards

			Timeline	Lead
	(Related to Audit Scotland Recommendation - Work collaboratively to tackle some of the key challenges involved in defining and setting targets and monitoring progress, combining resources where it is more effective to do so, and focusing on maximising impact and adding value.)	🟧		

Recommendation 9.2: Resilience/Adaptation Assessment

	Actions		Timeline	Lead
9.2.1	Develop and distribute an employee Climate Change Adaptation and Resilience Questionnaire to officers from across all services for a 4-week period followed by focused interviews. The results to be used to complete other adaptation/resilience assessment actions.	🟩	March 2023	Sustainability and Climate Change Officer
9.2.2	Develop an adaptation plan which pulls together all the council's actions and allows an assessment of the impact of these actions using information gathered from other resilience/adaptation assessment and recommendations from the LCLIP once approved. *(Related to Audit Scotland recommendation - Develop an overarching adaptation plan which pulls together all the council's actions and allows an assessment of the impact of these actions)* *(Related to recommendation 2 from LCLIP 2019 – 2022 - developing a management plan or model to ensure all extreme weather events are given equal prioritisation.)*	🟥	March 2025	Sustainability and Climate Change Officer
9.2.3	Set interim targets with clear performance indicators to ensure focus on adaptation goals using information gathered from other	🟥	March 2025	Sustainability and Climate Change Officer

	resilience/adaptation assessment actions and recommendations from the LCLIP once approved. *(Related to Audit Scotland recommendation - Set interim targets with clear performance indicators to ensure focus on adaptation goals)* *(Related to recommendation 2 from LCLIP 2019 – 2022 - developing a management plan or model to ensure all extreme weather events are given equal prioritisation.)*	*(red)*		
9.2.4	Regularly report progress against actions in a clear and transparent way through update reports to the Route Map Steering Group and Sustainability Committee, using Adaptation Scotland's Benchmarking Report which is submitted every March and through the Public Bodies Climate Change Report which is submitted every November. *(Related to Audit Scotland recommendation - Regularly report progress against actions in a clear and transparent way.)*	*(green)*	Ongoing	Sustainability and Climate Change Officer
9.2.5	Set up a Short Life Working Group (SLWG) with representatives from across services to develop an Employee Adaptation and Resilience Guidance document and to review and update the Climate Change Risk Register. Group will remain in place until these tasks are complete. *(Related to recommendation 1 from LCLIP 2019 – 2022 - developing a climate change adaptation and resilience training programme.)*	75%	June 2024	Sustainability and Climate Change Officer
9.2.6	Develop a Local Climate Impact Profile 2019-2022 Report with recommendations as an evidence base for adaptation/resilience action. Present report at Sustainability Committee for approval.	*(green)*	March 2024	Sustainability and Climate Change Officer
9.2.7	Review and update the Climate Change Risk Register considering the findings from the LCLIP. Get approved by the SLWG, Risk	*(green)*	March 2024	Sustainability and Climate Change Officer

	Officer and Route Map Steering Group before being added to the Corporate Risk Management Steering Group for monitoring.			
9.2.8	Develop an Employee Adaptation and Resilience Guidance document with the SLWG considering findings from the questionnaire, interviews, LCLIP and Risk Register. Consultation and approval by SLWG, Route Map Steering Group, SLT and Sustainability Committee before publication. *(Related to recommendation 1 from LCLIP 2019 – 2022 - developing a climate change adaptation and resilience training programme.)*	50%	September 2024	Sustainability and Climate Change Officer
9.2.9	Develop an Employee Adaptation and Resilience Guidance ALDO training module with the SLWG using the Guidance document. Ensure this is consistent with other Sustainability & Climate Change training modules. *(Related to recommendation 1 from LCLIP 2019 – 2022 - developing a climate change adaptation and resilience training programme.)* *(Related to recommendation 4 from LCLIP 2019 – 2022 - developing an employee redeployment and volunteer programme for extreme weather events.)* *(Related to recommendation 5 from LCLIP 2019 – 2022 - developing an adaptation and resilience communication and engagement plan for communities.)*	25%	June 2024	Sustainability and Climate Change Officer
9.2.10	Monitor how adaptation and resilience is being considered in decision making through the Council's Integrated Impact Assessment (IIA) process. *(Related to Audit Scotland recommendation - Ensure adaptation and climate resilience are considered in decision-making.)*		Ongoing	Team Leader Sustainability and Climate Change

Appendix 1 - Route Map to 2030 and Beyond Action Plan

Recommendation 9.3: Develop Local Heat and Energy Efficiency Strategy (LHEES)				
	Actions		**Timeline**	**Lead**
9.3.1	Complete all 8 steps of the LHEES Methodology; **Stage 1**: Policy and strategy review (note all national and local policies and strategies that could influence or be influenced by LHEES). **Stage 2**: Data and tools library (Document of all resources that were used in preparation of the LHEES). **Stage 3**: Strategic Zoning and pathways (first look at potential zones of interest and pathways to achieve the priorities of the LHEES). **Stage 4**: Generation of initial delivery areas or focus for delivery plan and Heat Network Zoning (data led zoning to be reviewed and refined by internal LHEES steering group). **Stage 5**: Building level pathway assessment (refining the detail of interventions to be set out for specific areas). **Stage 6**: Finalisation of delivery areas. **Stage 7**: Development of the Strategy document using outputs from Stages 1-3 and Heat Network Zoning document. **Stage 8**: LHEES delivery plan development using outputs from the strategy and the information developed for stages 4-6.		December 2023	Sustainable Development Officer
9.3.2	Consultation of LHEES draft Strategy and delivery plan: This will be a consultation of our internal experts, Scottish Government, and the general public (using Engage Aberdeenshire platform). Along with the public consultation, we will ensure that parties with a vested interest such as heat network developers, Distribution Network Operators and community groups are made aware of the documents for comment.	50%	February 2024	Sustainable Development Officer

9.3.3	Consider whether Aberdeenshire Council should be leaders in the development of any potential heat network or if this is something the Council should approach the private sector to invest in. There are some funding avenues available whichever direction is taken.	25%	March 2025	Sustainable Development Officer
9.3.4	Approval at Full Council of both the Local Heat and Energy Efficiency Strategy and Delivery plans (5 year) following on from the consultation and assessment and inclusion of any comments and representations made on the draft documents.		June 2024	Sustainable Development Officer
9.3.5	Development and delivery of 5 year LHEES delivery plans.	50%	Ongoing	Sustainable Development Officer

Recommendation 9.4: Develop Re-use Business Case

	Actions		**Timeline**	**Lead**
9.4.1	Feasibility study to be carried out to take forward the proposed Aberdeenshire Council idea of a large-scale reuse project in the region. The aim of the study is to objectively assess the practicality and viability of the venture and identify any potential opportunities or issues.		May 2023	Waste Management Officer
9.4.2	Set up a Working group/advisory group and develop some terms of reference.	50%	April 2024	Waste Management Officer
9.4.3	Map services objectives to determine the opportunities and challenges for the different services that should be engaged in the project development.		May 2024	Waste Management Officer

9.4.4	Council and external partner meeting to progress the project further.		May 2024	Waste Management Officer Area Managers & Community Planning Identified local third sector stakeholders

9.4.5	Identification of preferred site, identification/agreement of preferred operating model, and site/operating area for the 2 recommendations from the feasibility study:
	
	    1) Increase capacity of reuse containers at HRCs throughout Aberdeenshire
	
	    2) The development of a Reuse Hub in a central Aberdeenshire location.
			August 2024	Waste Management Officer
				
				Area Managers & Community Planning
				
				Economic Development

Recommendation 10: Central assurance and reporting: Design and implement a central reporting function, possibly incorporated in the current carbon budget tool. All services should centrally store progress data to track if projects are on track, delivered on or under budget and risks to successful delivery can be identified on time to be mitigated.

	Actions		Timeline	Lead
10.1	A new Microsoft Form to be developed for gathering Carbon Budget 2024/25 data covering the budget setting principles set out by Internal Audit. Carbon Budget Toolkit will then be utilised to input all projects provided via the Form so that one location which tracks and monitors progress is in place ensuring well-organised records are maintained year on year. *(Related to Internal Audit Mitigation 1.3 – Carbon Budget Risks)*	75%	March 2024	Team Leader – Sustainability and Climate Change

	(Related to Internal Audit Mitigation 1.4 – Carbon Budget Setting and Principles)			
10.2	Determine the best route/system for future monitoring and reporting of the Route Map Action Plan and Carbon Budgets (e.g. Pentana). The system is to support the 6 monthly monitoring of progress and delivery of the Route Map and Carbon Budgets. *(Related to Internal Audit Mitigation 1.6 – Carbon Budget Monitoring)*	25%	May 2024	Route Map Steering Group
10.3	Consider if PowerBi can be used for the reporting of projects saved within the Carbon Budget Toolkit to make the data stored there more presentable and easier to interpret for wider reporting. *(Related to Internal Audit Mitigation 1.6 – Carbon Budget Monitoring)*		March 2025	Team Leader – Finance

Recommendation 11: Communications to support and implement the change and generate buy-in of the people and Directorates at all levels. Design and management of the communications and map the impact on the people and what it means for them.

	Actions		**Timeline**	**Lead**
11.1	Utilise current communication methods e.g. Arcadia, Engage, Team Talks, Surveys, Carbon Literacy Training, new Aldo modules etc. to communicate all the ways the Council is delivering on its Climate Change commitments. *(Related to Leaders' Climate Emergency Checklist – Governance: The body is proactively influencing partners, citizens and stakeholders to drive change at scale, locally, regionally and nationally.)* *(Related to Audit Scotland Recommendation - Work collaboratively to tackle some of the key challenges involved in defining and setting*	75%	Ongoing	Comms team Team Leader – Sustainability and Climate Change

	targets and monitoring progress, combining resources where it is more effective to do so, and focusing on maximising impact and adding value.)	🟧			
11.2	Utilise current communication methods across external networks and partner organisations (e.g. Climate Ready Aberdeenshire, NESCAN) to communicate the ways the Council is delivering on its Climate Change commitments. *(Related to Leaders' Climate Emergency Checklist – Governance: The body is proactively influencing partners, citizens and stakeholders to drive change at scale, locally, regionally and nationally.)* *(Related to Audit Scotland Recommendation - Work collaboratively to tackle some of the key challenges involved in defining and setting targets and monitoring progress, combining resources where it is more effective to do so, and focusing on maximising impact and adding value.)* *(Related to Audit Scotland Recommendation - Work collaboratively with local communities and ensure that people are able to effectively contribute to the design and delivery of climate change actions.)*	75%	Ongoing	Comms team Team Leader – Sustainability and Climate Change
11.3	Share the learnings and integrate outcomes from the workshops and leadership forum (as discussed in Actions 1.4 and 2.8) held across different services to generate buy-in across the organisation.	🟥	March 2025	Marketing & Communications Officer Team Leader – Sustainability and Climate Change