

## Appendix 1: 11 Recommended Actions and Progress to Date

The 11 recommended actions were grouped as follows for implementing the Route Map:

- **Process & Organisation**
- **Technology**
- **Information**
- **People and Culture**

The below table covers their progress to date including how they are being prioritised, the estimated timeline for action, the activity required to complete the action and progress on each to date.

<b><i>Process &amp; Organisation</i></b>			
	<b>Recommended Actions</b>	<b>Timeline/Prioritisation/Activity</b>	<b>Key Stakeholders</b>
1	<b>Set up a central steering group:</b> Take ownership of and monitor progress of delivery of the projects and Route Map 2030. Identification and recommend measures to manage resistance to change.	<p>The central Steering Group has been set up and is currently meeting bi-monthly. It is led by the Head of Environment and Sustainability and its members are also Heads of Service or Service Managers. To date discussions have been based around knowledge sharing including challenges and opportunities within services and across directorates.</p> <p>SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) Objectives for the 11 recommendations in the Route Map are currently being developed by officers for consideration by the senior leadership team. This will include interim targets within each of the recommendations and provide a more rigorous approach to action and reporting.</p>	Senior representatives from all Directorates. Led by Ewan Wallace
2	<b>Define clear roles &amp; responsibilities:</b> Define accountabilities, roles,	This action is underway and being led by the Steering Group. It is anticipated that this will take some time to	Environment & Sustainability

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	<p>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.</p>	<p>work through so progress will be provided as part of the next 6 month update.</p> <p>Two parts:</p> <ol style="list-style-type: none"> <li>1. Define accountability, roles, responsibilities for delivery of aspects within Route Map. This will involve looking at the Carbon Budgets and these recommendations and determining how services can support their delivery.</li> <li>2. Identify a lead for each service with support as required from the Sustainability Team to identify the capability and capacity gap across their service. Develop recommended actions to address these and determine ways that these actions can be delivered.</li> </ol>	<p>working closely with HR and Legal.</p> <p>All key services will be required to support part 2.</p>
3	<p><b>Supply Chain Capacity and Capability Gap Analysis:</b> 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.</p>	<p>This is a joint piece of work which will need to be continually reviewed by the Commercial and Procurement Service and the key services working on decarbonisation as listed in Route Map (Property and Facilities Management, Roads and Infrastructure).</p> <p>Identifying the pipeline of work in relation to buildings in the region has now been completed. A summary of this can be found in <b>Appendix 2</b>. This work was produced by consultants and funded through the Local Authority Covid Economic Recovery (LACER) Fund.</p> <p>At this stage it is evident that there is capacity in the consultancy supply chain to undertake the feasibility studies. Furthermore, it is increasing evident that the</p>	<p>Commercial and Procurement</p> <p>Property and Facilities</p> <p>Roads and Infrastructure</p>

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		<p>contracting supply chain are gearing themselves up for increased activity to address the carbon agenda; a lot will depend on the scale of demand linked to capacity, but this will continue to be monitored. As is the norm, there will be meet the buyer tailored events for the carbon programme.</p> <p>Future and existing contracts/frameworks will need to ensure they align with the Route Map and targets. Support from Commercial and Procurement Service is required but it is the responsibility of all services to ensure this is done. This will continue to be monitored and supported through the Steering Group.</p>	
4	<p><b>Set targets for reducing Direct and Indirect emissions:</b> 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.</p>	<p>Different scopes need identifying and achievable targets decided by services before their consideration by the Sustainability Committee and then official approval by Full Council. This work is still under development so no further update can be provided at this time. The following still remains as the options being looked into:</p> <p><b>Scope 1</b> – Direct Emissions: Should consider aligning with the targets set for Public Sector Buildings which is zero direct emissions by 2038. Fleet is already aligned to Scottish Government targets although this is heavily reliant on the supply chain meeting the needs of the Council. The remaining Scope 1 emissions are from Roads, and Landscape services. Opportunities for these to become zero will need to be considered by these services.</p>	<p>Environment and Sustainability working closely with other services across all the Directorates.</p>

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		<p><b>Scope 2</b> – Indirect Emissions: These are already in place as part of net zero by 2045 as these come from purchased electricity. The Council therefore is relying on the further greening of the grid but is also considering further opportunities to generate its own renewable electricity.</p> <p><b>Scope 3</b> – Indirect Emissions: This needs full consideration on all of the Scope 3 emissions which the Council currently reports on (e.g. internal waste, water, business travel, grey fleet) and the additional emissions we need to consider that we do not currently report on (e.g. emissions from the goods and services we procure including School Transport, and the Council’s own Housing stock). There is a strong possibility that this will require external support and therefore additional funding will need to be identified and sourced by services.</p>	
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<b>Technology</b>			
	<b>Recommended Actions</b>	<b>Timeline/Prioritisation/Activity</b>	<b>Key Stakeholders</b>
5	<b>Delivery of the Feasibility studies at operational buildings, to support definition of the 2023/24 Carbon Budget by January 2023.</b>	The feasibility studies have all been planned with the selection process for consultants underway. The governance is in place for the budget, procurement plan and the PAF. The studies are due to commence in Autumn and be completed by the end of the calendar year.	Property and Facilities Management
6	EV/H2 Fleet Assessment	<p>Fleet continue to have regular meetings with suppliers to keep up to date with vehicle and technology developments, arranging trials and demos for Service users to provide feedback.</p> <p>Planning continues for the hydrogen van trial, aim to have vehicles available mid-2024.</p> <p>Monitoring of the energy requirements of our refuse trucks continues as part of a project to look into the possibility of designing a hydrogen refuse truck to meet our current requirements.</p> <p>Discussions and fact finding into the use of Oxyhydrogen as a means to reduce emissions and improve fuel efficiency have recently started.</p> <p>Trials of battery handheld equipment continues across several Service users.</p>	Roads and Infrastructure

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		As part of the fleet decarbonisation plans, a pathfinder project is underway with Urban Foresight to plan out how Fleet will transition those vehicles that can be Battery EV over a 5 year period. The project is looking at an area based approach, the infrastructure required and costs. Outcomes are not yet available.	
7	Develop Hydrogen Strategy	There have been further meetings about the approach on Hydrogen with Commercial and Procurement Service colleagues and how it links to the revised Regional Economic Strategy that has the energy transition at its core.	Environment and Infrastructure Services/Business Services
8	8.1 Electrification Risk/Resilience Study	Through the Local Heat and Energy Efficiency Strategy (LHEES) development engagement with the utility providers is ongoing. These discussions are also ongoing across the LHEES network and include Scottish Government. It may be possible to develop a study utilising funding that has been provided by Scottish Government for LHEES. This would need to be done after December 2023 as this year resources will need to be focused solely on the Strategy development due to this tight Statutory timeline.	Property and Facilities Management Environment and Sustainability
	8.2 Embed zero carbon standard for both new build and retrofit initiatives	Zero Waste Scotland held a workshop for Officers across the key services on the 29 March 2023 on integrating net zero and circular economy into the design and build of new and refurbished buildings. This included an overview of the Net Zero Public Sector Buildings Standard – what is in it and what is required to comply with it.	Property and Facilities Management Environment and Sustainability

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		The current New Build projects are being designed to Passivhaus standards; the retrofitting approach will be informed by the outputs from the feasibility studies (and also asset management and increasingly budget availability).	
9	9.1 Residual Emission Action Plan including an organisational carbon footprint scope and target review	<p>The below need is still under development. An officer group is currently being put together to begin determining what is required, what can be done within current resource and where external support may be required:</p> <ol style="list-style-type: none"> <li>1. The first part of this is to examine and determine the estimated residual emissions once all possible emission reduction projects have been completed as these will not remove 100% of our emissions. This combines with recommendation 4 on different targets for different scopes.</li> <li>2. We also need to establish a better understanding of the green space we currently own and manage, potential for purchase and/or lease, green roof/wall potential, types of ecosystems and their sequestration potential to then determine an action plan to maximise this for Net Zero and all the other co-benefits associated with this (biodiversity enhancement, adaptation, resilience etc.)</li> </ol>	Environment & Sustainability
	9.2 Resilience/Adaptation Assessment	<p>Current work completed under this recommendation:</p> <ul style="list-style-type: none"> <li>• Employee Climate Change Adaptation and Resilience Questionnaire.</li> </ul>	Environment & Sustainability

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		<ul style="list-style-type: none"> <li>• Climate Change Adaptation and Resilience Interviews.</li> <li>• Local Climate Impact Profile 2019-2022 development (summary provided as <b>Appendix 3</b> in this report)</li> <li>• A short life working groups has been set up to review and update the Climate Change Risk Register over the next 6 months.</li> </ul>	
	9.3 Develop Local Heat and Energy Efficiency Strategy (LHEES)	<p>This is under development with a completion date of December 2023. Scottish Government confirmed funding of £75,000 per annum over the next 5 years to cover a post and any additional support as required.</p> <p>Consultation on the draft will begin in the autumn with the final draft going to Full Council in January 2024.</p>	Environment & Sustainability
	9.4 Develop Re-use Business Case	<p>A feasibility study to objectively assess the practicality and viability of a reuse venture in Aberdeenshire is now complete and a summary is provided as <b>Appendix 4</b> in this report. The next steps are the setting up of a group of key officers and stakeholders to further develop a business case.</p>	Environment & Sustainability



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<b>Information</b>			
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10	<p><b>Central assurance and reporting:</b> 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.</p>	<p>This task is being led by the Steering Group. Options have been shared for consideration and a template currently utilised by Education and Children Services has been amended for use to support this. Consideration on the use of Pentana and options for this are now currently being reviewed.</p> <p>By monitoring work throughout the year (more frequently than the current 6 monthly reporting) services will be better equipped to capture challenges and additional opportunities ensuring the Council stays on track for targets.</p> <p>The expenditure and deliverability aspects will be included on the budget reports to Policy Committees and Full Council.</p>	<p>Environment &amp; Sustainability</p>

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<b><i>People and Culture</i></b>			
	<b>Recommended Actions</b>	<b>Timeline/Prioritisation/Activity</b>	<b>Key Stakeholders</b>
11	<b>Communications to support and implement the change and generate buy-in of the people and Directorates at all levels:</b> Design and management of the communications and map the impact on the people and what it means for them.	<p>A communication plan has not yet been developed.</p> <p>A survey has gone out to Sustainability Champions to try and gain a better understanding on how current communication is going and what/how they would like to see in future communication. The outcomes of this will support any plan going forward.</p>	Environment & Sustainability, supported by senior representatives from all Directorates