



Economic Development and Infrastructure Services Committee

Tuesday, 02 May 2023

SUPPLEMENTARY AGENDA

The undernoted reports have been added to the Agenda for the meeting of the **Economic Development and Infrastructure Services Committee** to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 02 May 2023** at **09:30**.

BUSINESS

6a) **Economy, Environment and Finance Service Plans 2023-** 3 - 56

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Report by Depute Chief Executive (Economy, Environment and Finance)

6b) **Economic Recovery Plan Delivery 2022-23** 57 - 70

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6c) **Climate Change Plan and Route Map to Net Zero** 71 -
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Report by Depute Chief Executive (Economy, Environment and Finance)



REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 2 MAY 2023

SUBJECT: ECONOMY, ENVIRONMENT AND FINANCE (EEF) SERVICE PLANS 2023-24

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 To invite the Committee to consider the Economy, Environment and Finance Service Plans for 2023-24, noting that the Service Plan for Financial Services will be considered at Corporate Committee on 13 June 2023, the Economic Growth and Development Services Plan will also be considered at the Planning and Regulatory Services Committee on 30 May 2023 and the Housing and Property Services Plan at the Housing and Community Safety Committee on 9 May 2023, each in terms of their respective remits.
- 1.2 This report is submitted to Committee in terms of Section III (B) (50) of the Council's Administrative Scheme relating to ensuring that the organisation, administrative and management processes of the Council are designed to make the most effective contribution to achieving the Council's objectives and to keep these procedures under review.

2. RECOMMENDATION

- 2.1 **In terms of the remit of this Committee, and subject to later scrutiny and approval as set out in paragraph 1.1 above where required, it is recommended that Committee consider and approve the Service Plans for Economic Growth and Development, Housing and Property Services and Environmental and Commercial Services (Appendices 1-3).**

3. BACKGROUND

- 3.1 Service planning is a key aspect of the Council's Performance Management Framework and is undertaken annually to set out the strategic direction for services over the coming months.
- 3.2 The service planning process focuses on forward planning for medium-term activities supporting delivery of the Local Outcomes Improvement Plan (Loip)

and Corporate Plan. The Council planning process also includes team plans that focus on short term tactical and operational activities supporting delivery of the service plan and strategies and Employee Review and Development Plans (ERDP) provide individual planning for employees' activities and development.

- 3.3 As well as identifying service developments and improvements, the Service Plan Framework requires an assessment of the output and outcome requirements for services based on the Council's priorities, statutory and regulatory requirements and other relevant factors and matching of resources to these priorities. Priority outcomes are those included in the Council's Corporate Plan that directly relate to the service or are influenced by the service and should be clearly identified.
- 3.4 Setting clear measurable outcomes and defining key indicators by which progress will be assessed is a recognised area for development within the Council and these Service Plans are part of the improvement journey to implement the Performance Management Framework. For some actions it can be difficult to identify a measurable outcome (e.g. a change in legislation that must be implemented, or updating a policy framework). It can also be challenging where there is currently no clear baseline or benchmarking from which informed targets and reasonable steps towards these can be developed. Therefore, as far as possible efforts have been made to set measurable outcomes for service plan actions but in some cases outputs or milestones have been used so that it is still possible to measure whether the action has been progressed as intended. In other areas, further work will be required to refine outcomes in future. So for example, in some actions, strategic and delivery planning is not yet concluded and so performance indicators are not yet agreed. Where possible in such cases milestones are provided.
- 3.5 A summary of progress is given below based on the annual reviews carried out for each of the service areas.
- 3.6 Reference is also made to the report to the Council on 2 February 2023 on the progress of work to revise the Corporate Plan following the local government elections in May 2022 and to take account of the issues from the Covid pandemic that will influence future service requirements and the Scottish Government programme for government. The Council agreed that Service Plans be prepared as normal and that they be further reviewed as required as part of the normal 6 monthly performance reporting framework to take account of any revisions and change in direction in the new Corporate Plan (para 15 of the minute refers). These plans focus on the period from April 2023 to April 2024.

3.8 Economic Growth and Development

3.8.1 Progress on planned work (success)

- Production and approval of apprenticeship strategy for the Community Planning Partnership.
- Production and approval of Community Safety Strategy.

- Achieved “green” status for building standards performance framework.
- Achieved “green” status for Planning Performance framework.
- Developed programme of work to respond to new NPF4 requirements.
- Obtained Just Transition funding to progress Carbon related feasibility studies.
- Implemented UK shared Prosperity Fund.
- Finalised European Social Fund projects.
- Climate Change Strategy in delivery and progressing actions within available resources.
- Progressed Moray Growth Deal with 2 projects now in delivery and 6 projects working towards Full Business Case.

3.8.2 Progress on planned work (areas for development/not delivered)

- Establish succession planning by providing training route for Environmental Health Officers. Work continues on this area.

3.8.3 Planned focus in new plan (reflecting above and challenges to come)

- Progressing the Climate Change Strategy and Action Plan
- Delivering Moray Growth Deal
- Progressing community wealth building
- Delivering Town Centre Improvement Works
- Progress with the new Local Development Plan

3.9 Housing and Property Services

3.9.1 Progress on planned work (success)

- Continued work to deliver a reduction in relet time of over 10% and corresponding void rent loss by reviewing voids processes.
- Successful review of the initial 2019-24 Rapid Rehousing Transition Plan submitted to the Scottish Government.
- Acquisition of properties through open market and Ministry of Defence.
- Support for the national response to the crisis in Ukraine, ensuring housing needs continued to be met after initial host arrangements ended.
- Enhanced capacity for Tenant Participation.
- Developed proposals for rent restructure.
- Progressed work on Office Review as part of Smarter Working project.
- Developed an annual review of valuation for the Council’s property asset portfolio.

3.9.2 Progress on planned work (areas for development/not delivered)

- Unable to proceed with elements of industrial estate development in Forres and Speyside due to site suitability, however this has been re-profiled within our capital programme for future years to enable further market analysis and identification.
- Tenant Participation actions were delayed due to recruitment challenges, however our Customer Engagement Officer is now in post and enhanced work is underway.

- Progress with depot review made however project timescale extended due to capacity issues.
- Service improvements for Repairs systems and Housing Management have taken longer than anticipated due to absences and management capacity.

3.9.3 Planned focus in new plan (reflecting above and challenges to come)

- A change in technical guidance for Electrical Certification has necessitated development of a remedial programme that we are currently investigating.
- Due to budgetary challenges, an in-year review of temporary accommodation charging was required to avoid a deficit position.
- The service experienced a number of absences of staff in key positions within the service which impeded progress in a number of key areas. Succession planning is being developed to mitigate any future recurrence.

3.10 Environmental and Commercial Services

3.10.1 Progress on planned work (success)

- Lossiemouth East Beach Footbridge opened as planned on 31 May 2022
- Active Travel Strategy approved and in delivery. The pilot participatory budgeting projects are underway in Buckie and Keith.
- Buckie Harbour infrastructure, legal agreements with Ocean Winds were finalised in December 2022
- Electric Vehicle Infrastructure Strategy and Expansion Plan drafted and approved by committee

3.10.2 Progress on planned work (areas for development/not delivered)

- Energy from Waste plant, commissioning delayed because of construction issues. Contingency arrangements have been put in place by the contractor which saw Moray's waste continuing to go to Dallachy land fill site. The plant is due to be commissioned for full operations in August 2023.
- Buckie Harbour Masterplan has been delayed with supplier issues, and will be delivered early 23/24.
- The roll out of Free School Meals to Primary 6/7 has been delayed by Scottish Government.

3.10.3 Planned focus in new plan (reflecting above and challenges to come)

- Delivery of the Deposit Return Scheme as set out by Scottish Government in relation to increasing recycling rates of single use drinks containers. This will also lead into the Extended Producer Responsibilities around food packaging, the impacts of which for the council are currently being assessed as information is clarified.
- **Further activity to deliver the Climate Change Action Plan**

- 3.11 Given the pressures across all services and the need to prioritise resources to the council's priorities, services are focussing on essential service delivery and developments and taking account of the planned review of the Corporate Plan when undertaking service planning. The three Service Plans are attached to this report as follows:

Appendix 1: Economic Growth and Development

Appendix 2: Housing & Property

Appendix 3: Environmental and Commercial

4. **SUMMARY OF IMPLICATIONS**

a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**

The Service Plans were informed by the LOIP and the Council's Corporate Plan.

(b) **Policy and Legal**

Statutory requirements and Council policies are considered by managers when preparing service plans for the year ahead.

(c) **Financial implications**

No additional financial resources beyond those previously reported to service committees are required to support the Service Plans.

(d) **Risk Implications**

Up to date risk registers are maintained and considered as part of the service planning process.

(e) **Staffing Implications**

Service Plans are integral to good management practice including workforce planning and assisting with communication about work plans for staff, identifying priorities and matching staff time to the Council's priorities.

(f) **Property**

There are no property implications arising from this report.

(g) **Equalities**

Managers consider equalities issues for staff and service users when assessing current service delivery arrangements and future requirements.

(h) **Climate Change and Biodiversity Impacts**

There are no climate change and biodiversity impacts from this report.

(i) **Consultations**

Heads of Service have worked with their management teams to prepare the Services Plans attached as **Appendices 1-3** and have contributed to the updates in this report.

5. **CONCLUSION**

5.1 Service Plans have been prepared identifying the improvements targeted for the period up to April 2024. In preparing the plans managers have taken account of risk, performance data (including inspections and Best Value), the LOIP, the Corporate Plan and other relevant factors such as audit and inspection outcomes. Consideration has also been given to the longer term impacts of the Covid-19 pandemic and action that is required to respond to them, these considerations now being embedded in core work. The Service Plans identify the priority rating ascribed for each action and key performance measures to enable progress in delivery of core service requirements and improvements will be tracked.

Author of Report: Rhona Gunn
Background Papers: Report to Council on 19 January: Corporate Plan Preparation
Report to EDI on 22 March 2022: - Service Plans 2022/23
Ref: Report to Council on 2 February 2023: Corporate Plan SPMAN-1108985784-860

Item 6a)
SERVICE PLAN Economic Growth and Development

1. Service Definition:	<p>Economic Growth and Development Service delivers key regulatory services associated with Planning, Building Standards, Environmental Health and Trading Standards and leads on Economic Development activity and Climate Change : - Environmental Health and Trading Standards deliver regulatory services for food safety, health and safety, animal health, private water supply, public health, private water supplies, housing, landlord registration, consumer advice, trading standards, alcohol and tobacco sales. Development Management and Building Standards manage planning and building standards applications and enforcement activity, both services aim to be self-financing attracting significant income through the statutory fees associated with applications. Economic Growth and Regeneration has responsibility for business gateway, external funding including management of European funds, town centre activities, Business improvement districts, skills and employability. Strategic Planning and Delivery is responsible for the Local Development Plan, supporting delivery of Moray Economic Strategy, Moray Growth Deal and associated projects and programmes and Climate Change.</p>
2. Service Resources:	<p>96 FTE Annual Budget 2022/23: Net Revenue £3.4 million</p>

3. What have we identified for improvement in {Financial Year}?	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Sustainable service with sufficient numbers of qualified staff to deliver council priorities and statutory functions.	Workforce planning data and demographic profile of service, recruitment outcomes and significant shortage of applicants in some professions, workloads, new works streams and duties, expectations on service levels and delivery, risk to public health and economy, risk to reputation, budget pressures.
Community Wealth Building Strategy	Government policy and case studies, procurement impacts, supply chain development, economic assessments.
Climate Change and Biodiversity Route Map for 2030	Assessment of actions completed to date, assessment of available technologies and costs and practicalities of implementing transition
Town Centre Improvement Plan delivery	Town centre improvement plans

SERVICE PLAN Economic Growth and Development

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	Delivery of Moray Growth Deal	<ul style="list-style-type: none"> • Retain and attract young people/families (16-29yrs) to live and work in the area • address occupational segregation and gender inequality in employment including the significant gender pay gap, and under-employment issues for women • create new high-quality jobs in existing sector and diversify the region's economy into new high value areas • create opportunities across Moray which will help secure the future prosperity of its many communities <i>{Note: the deal benefits per above indicators cannot be measured with any accuracy until more projects are well into delivery hence use of milestones}</i>			Jim Grant	1
	Development and delivery of Housing Mix Delivery Project Cultural Quarter Project					

SERVICE PLAN Economic Growth and Development

<p>(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be</p>	<p>Climate Change and Biodiversity Route Map</p>	<p>Achievement of targets, indicators and outcomes identified in Climate Change Action Plan:</p> <p>Achievement of targets, indicators and outcomes identified in Climate Change Action Plan</p> <p>Carbon Neutral Council by 2030</p>	<p>Annual carbon emission report for Moray Council:</p> <p>CLIM1: CO2 emissions area wide per capita</p> <p>CLIM2: CO2 emissions area wide: emissions within scope of Local Authority per capita</p> <p>Percentage of completed actions within the route map and annual carbon reporting</p>	<p>Milestones: 2030 overarching target</p> <p>Q1 23/24</p> <p>annual (Q4 23/24)</p> <p>annual (Q4 23/24)</p> <p>annual (Q1 23/24)</p>	<p>Gary Templeton</p>	
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SERVICE PLAN Economic Growth and Development

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Environmental Health and Trading Standards provision of service	Identify route for training local Environmental Health Officers and associated budget needs	Ensuring sufficient qualified staff for the future of the service	Report to Committee Recruitment of 2 trainee EHOs	Milestones: June 23 30/09/23	KS	1
Economic Growth and Regeneration	Maximise external funding for Council priorities including Town Centre Improvement works and employability embedding a community wealth building approach to economic development.	Business, Skills and infrastructure investments to enable economic activity and retain wealth locally.	<p>Percentage of unemployed people assisted into work from council operated / funded employability programmes(LGBF – year in arrears)</p> <p>Additional (external) Funding awarded to deliver economic development focussed projects (SLAED)</p> <p>Percentage of Anchor procurement spend with local businesses – local PI.</p> <p>Percentage of contracts commenced during the year which have a community benefit – local PI.</p> <p>Number of business gateway start-ups per 10,000 population(LGBF – measured year in arrears)</p> <p>Investment in Economic Development and Tourism per 1,000 population(LGBF – measured year in arrears)</p> <p>Proportion of people earning less than the living wage(LGBF – measured year in arrears)</p>	Measured annually and when LGBMF/SLAED data available: 31/03/24	KC	1

SERVICE PLAN Economic Growth and Development

<p>Strategic Planning and Delivery</p>	<p>Town Centre Improvement Delivery Plan and LDP 2027</p>	<p>Developing a diverse, inclusive and sustainable economy: By the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs</p>	<p>% of LDP delivery plan for 2023/24 complete</p> <p>Town Vacancy Rates(LGBF – year in arrears)</p> <p>Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan(LGBF – year in arrears)</p> <p>External funding achieved for delivery of strategic plans associated with Town Centres and LDP</p>	<p>Measured annually and when LGBMF data available: 31/03/24</p>	<p>GT</p>	<p>1</p>
<p>Workforce development</p>	<p>The service identifies and secures future needs for succession planning, including necessary apprenticeship/training opportunities required to meet future needs, providing career pathways including continuing professional development and job specific learning.</p> <p>The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning</p>	<p>Moray Council can provide effective services with sufficient staffing resource and expertise.</p> <p>A more resilient service capable of growing and nurturing local talent into professional service roles.</p> <p>Staff and are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills</p>	<p>Number of staff progressing in career graded roles or training posts.</p> <p>% of Professional staff in Env Health, Planning, Trading Standards and Building Standards over the age of 55.</p> <p>Evidence that all staff have undertaken mandatory training.</p> <p>Number of ERDPs completed 100% of ERDPs carried out within timescale</p> <p>100% office based staff completing Customer Excellence e-learning module.</p>	<p>31/03/2024</p> <p>March 2024 (and reviewed annually)</p> <p>March 2024 (and reviewed annually)</p> <p>March 2024 (and reviewed annually)</p>	<p>JG</p>	<p>1</p>

SERVICE PLAN HOUSING AND PROPERTY SERVICES

1. Service Definition:	Management and maintenance of Council housing stock, local strategic housing function, statutory duties in relation to homelessness and fuel poverty, development and delivery of the Moray Affordable Housing Supply Programme (AHSP), maintenance of the Council's corporate buildings, management of the Council's corporate property portfolio and the industrial estate, Building Service DLO, Property Design, Asset Management and Estates function.
2. Service Resources:	350.5 FTE employees Annual Budget 2023/24: £45.2m comprised of Housing Revenue Account (HRA) £22.8m, Building Services £11.1m, General Services Housing & Property £11.3m

3. What have we identified for improvement in {Financial Year}?	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Smarter Working Project rollout	Property Asset Management Appraisal – office review element
Depot & Stores Review	Property Asset Management Appraisal – depot and stores review element
Local Housing Strategy 2024-29	Housing Need & Demand Assessment due to be completed in June 2023 and will inform future strategy.
Rent Restructure and Rent Setting Policy review	Identified as part of the HRA Business Plan review 2021/22 and initial review. Evidence that current structure is impeding the programme to improve stock to EESSH standards. Evidence that current structure includes inequity and complexity across 386 rent levels. Potential to develop a fairer, more transparent and sustainable rent structure which reflects the value tenants place on the quality and specification of their home.

SERVICE PLAN HOUSING AND PROPERTY SERVICES

Systemic Review of Quality and Customer Service for Housing Repairs	Informed by volume of tenant and elected member representations and complaints. Comprehensive review of data including complaints to inform a systemic action plan for improvement in terms of quality, value for money and customer satisfaction.
Revise the Housing Contribution Statement with Health & Social Care Moray	The Housing Contribution Statement is a statutory requirement forming part of the IJB Strategic Commissioning Plan.
Improve attainment of EESSH (Energy Efficiency Standard for Social Housing) and SHQS (Scottish Housing Quality Standard)	Scottish Housing Regulator and benchmarking data

SERVICE PLAN HOUSING AND PROPERTY SERVICES

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be	Revise the Housing Contribution Statement with Health & Social Care Moray	Assess and respond to the housing needs of older people, in partnership with IJB	Over a 3 year programme an average of 30% of affordable homes at accessible standard are delivered Achieve strategic alignment of allocations, operations and development between the Council and IJB	31 March 2024 31 December 2023	Housing Strategy & Development Manager	2

SERVICE PLAN HOUSING AND PROPERTY SERVICES

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Programme staged implementation of the Property Asset Management Appraisal (PAMA)	Smarter Working Project rollout	Improving how the Council manages and maintains its property assets Develop the organisational culture, skills and environment to embrace and embed flexible and hybrid working	Complete early adopters pilot in HQ building 100% of staff whose role is suitable for hybrid working, provided with equipment to work in a hybrid style Equip 12 small and 5 large fully operational hybrid meeting rooms Implement smarter working across HQ campus.	Milestones: 30 June 2023 30 June 2023 30 June 2023 31 December 2023	Senior Project Officer (Smarter Working)	2
Programme staged implementation of the Property Asset Management Appraisal (PAMA)	Depot & Stores review	Improving how the Council manages and maintains its property assets	Initial report to committee setting out immediate objectives and approach	Milestones: 30 June 2023	Property Asset Manager	2

SERVICE PLAN HOUSING AND PROPERTY SERVICES

			Develop & report on OBC	31 December 2023		
			Report full business case to Committee	31 March 2024		
			First Phase Reduction of number of depots by 3	31 March 2024		
Systemic Review of Housing Repairs	Undertake systemic review of quality and customer service for housing repairs Develop and implement improvement plan.	Increased customer satisfaction Reduction in complaints Value for money assurance	Completion of Process Review & Improvement Plan Implementation of improvement plan Level of complaints decreased by 10% Repairs requiring follow-up reduced by 10%	Milestones: 30 September 2023 31 March 2024 31 March 2024 31 March 2024	Building Services Manager	1
Rent Setting Policy Review	Undertake review of rental structure to ensure it aligns with business plan priorities.	Assurance that the rent structure is fair and sustainable across the range of property sizes, types and condition and	Review of rental structure Tenant Engagement on proposals	Milestones: 31 March 2023 30 September 2023 31 March 2024	Housing Strategy & Development Manager	2

SERVICE PLAN HOUSING AND PROPERTY SERVICES

	Engage with tenants regarding review.	enables delivery of strategic and regulatory priorities.	Approval of multi-year rent strategy/revised rental structure. Increase satisfaction with property condition for new tenants by 5%	31 March 2024		
Workforce Training and Development - to meet demands and deliver priorities	The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning.	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills	Evidence that all staff have undertaken mandatory training. Number of ERDPs completed 100% of ERDPs carried out within timescale 100% office based staff completing Customer Excellence e-learning module.	March 2024 (and reviewed annually) March 2024 (measured quarterly) March 2024 (and reviewed annually)	Head of Service	2
(L) Developing a diverse, inclusive & sustainable economy. (CP) Our	Continue to reduce the carbon impact arising from Housing &	Phased improvement of energy efficiency within corporate	Carbon Neutral by 2030 Reduction in emissions arising	2030 31 March 2024	Property Asset Manager	2

SERVICE PLAN HOUSING AND PROPERTY SERVICES

<p>Future: Create a vibrant economy</p>	<p>Property Services</p>	<p>buildings and housing stock.</p>	<p>from energy consumption against 21/22 baseline of 10,022 tonnes of CO2 (subject to adjustment for covid)</p> <p>% of houses which meet EESSH increased from baseline of 63.4% to 80%</p>	<p>31 March 2024</p>		
<p>(L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be</p>	<p>Develop the Local Housing Strategy 2024-29</p>	<p>Ensure future housing needs identified in Housing Need & Demand Assessment are met, particularly for priority groups.</p>	<p>Conclude and publish the revised HNDA</p> <p>Identify priorities arising from the HNDA and policy implications</p> <p>Delivery of revised Local Housing Strategy</p>	<p>Milestones: 30 September 2023</p> <p>31 December 2023</p> <p>31 March 2024</p>	<p>Housing Strategy & Development Manager</p>	<p>2</p>

SERVICE PLAN Environmental and Commercial Services

1. Service Definition:	<p>Environmental and Commercial Services is a diverse service with twenty one discrete functions delivered by four services: -</p> <p>Roads Maintenance deliver management and maintenance of public roads, winter maintenance, street lighting, fleet services.</p> <p>Environmental Protection manage and maintain all parks, open spaces, core paths, countryside ranger service, amenity areas and burial grounds waste/recycling collection, waste disposal, street cleaning, school meal service, building cleaning and janitorial service for council buildings</p> <p>Transportation has responsibility for the management of all traffic and road safety functions, street works co-ordination, active and sustainable travel, transport planning and strategies, off street car parks, public transport unit PTU, and includes maintenance and operation of 6 harbours including a dredger.</p> <p>Consultancy provides civil engineering construction related services including bridge management, road design, contract management and flood risk.</p>
2. Service Resources:	<p>Roads Maintenance 137FTE/ Environmental Protection 408.57FTE/Transportation 76.83FTE Consultancy 13FTE = Total 635.5 FTE Annual Budget 2023/24 Capital £16,859,000 Revenue £27,535,693</p>

3. What have we identified for improvement in 2023-2024	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
<p>Public Car Parks and Council Fleet - Increase provision and use of electric vehicles and plant with supporting infrastructure</p> <p>Flood Risk Management - Surface Water Management Plans</p>	<ul style="list-style-type: none"> • Moray Council - Climate Change Action Plan • Severe weather events due to impact of climate change and the resilience required to respond to such incidents
(continued)	

SERVICE PLAN Environmental and Commercial Services

<p>3. What have we identified for improvement in 2023-2024</p>	<p>What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.</p>
<p>(Cont) We will work to protect and enhance our environment, creating a more resilient and sustainable future by:</p> <ul style="list-style-type: none"> • Reducing CO2 emissions by progressing the transition to the new joint energy waste facility. • Delivering a resilient and sustainable Waste Management Service to support our Climate Change Strategy • Promoting Green and Active travel • Improving inspection rates of network bridges • Workforce Development to meet demands and deliver priorities. 	<ul style="list-style-type: none"> • Achievement of targets, indicators and outcomes identified in Climate Change Action Plan via reduction in CO2 emissions - achieving carbon neutrality in terms of the council footprint by 2030 • Government & Zero Waste Scotland targets, “send no more than 5% of remaining waste to landfill” and related legislative change • Moray Council - Active Travel Strategy • Cycling Action Plan for Scotland commitment that 10% of everyday journeys will be by bike. • Transport Scotland commitment to delivery of 53km of path network with European Regional Development Fund) ERDF funding • Association for Public Sector Excellence (APSE) Benchmarking /Public Service Improvement Framework(PSIF) / Key Performance Indicators • Achievement of targets, indicators and outcomes regarding ERDPs and Customer Satisfaction data. • (PSIF) assessment of planned service areas

SERVICE PLAN Environmental and Commercial Services

3. What have we identified for improvement in 2023-2024	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.

Note: Bold font in Action Column signifies Action has been carried forward from previous year

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	(4a) i) Increase provision and use of electric vehicles and plan with supporting infrastructure	Increase provision and use of electric vehicles and plant with supporting infrastructure: i)Reduction of CO2 emissions in future / Prioritised list of locations for Electric vehicle charging investment	i)Install 80 charging infrastructure points at strategic locations throughout Moray	Milestones: 1.Completion of Strategy 2.Approval 3. Installation Completion by 31 March 2024	Roads Maintenance Manager	2

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
	ii) We will make progress to decarbonise the Council Fleet	ii) Increased Electric Vehicle provision to meet Climate change targets 2030	ii) Increase Moray Council electric fleet by 15%	31 March 2024	Roads Maintenance Manager	2
(L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	(4b) We will implement a strategy for public use of On-Street and Off- Street (Car Parks) Charging Infrastructure.	Increase provision and use of electric vehicles and plant with supporting infrastructure: Reduction of CO2 emissions in future / Prioritised list of locations for Electric vehicle	Increase the total number of locations with direct access to suitable charging infrastructure by 10% *	Milestone: Strategy Approved September 2022	Transportation Manager	2

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
		charging investment	<p><i>*Note: Ongoing work to increase the total number of locations with direct access to suitable charging infrastructure by 10% by 2025 is dependent on funding and the way electric vehicle EV charging infrastructure is provided. Currently under review by Scottish Futures Trust / Transport Scotland</i></p>	<p>Milestone: Procured approach September 2023</p> <p>10% increase by 2025*</p>		

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
<p>(L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy</p>	<p>(4c) We will develop Surface Water Management Plans SWMP</p>	<p>Implementing surface water infrastructure improvements in vulnerable flood risk areas:</p> <p>Reducing the risk of surface water flooding to properties in vulnerable areas</p>	<p>Implementing surface water infrastructure improvements in vulnerable flood risk areas: (levels of risk and areas to be identified in surface water management plans)</p> <p>New schemes prioritised in Local Flood Risk Management Plans for 2022 – 2028 will reduce risk to</p>	<p>Milestones: Scottish Water modelling review along with review of information provided by communities in Forres and Findhorn by end 2023/24.</p> <p>Draft SWMP for Forres and Findhorn by end 2024/25.</p> <p>Schemes from existing SWMPs at Elgin, Buckie, Keith and Rothes to be</p>	<p>Consultancy Manager</p>	<p>2</p>

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
			approximately 100 properties in Moray.)	developed after 2026 and 2028 subject to Scottish Government Capital Funding		

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Improving the Transportation network	(5a) We will produce a new Road Safety Plan in partnership with Community Planning Partnership members	5a Safe transportation network and communities.	Reduction in road casualties (following implementation of plan)	<i>Milestones: Approval of Plan- December 2023</i> <i>Note: Anticipated Reduction in road casualties in Moray will be</i>	Transportation Manager	2

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
				<i>confirmed following adoption of Road Safety Plan</i>		
Improving our operations	(5b) We will improve the rate of Principal Inspections undertaken on the Council's network bridges by reassigning this work as a top priority	Principal Inspections rate complies with legislation (each network bridge to be inspected every six years) and Moray improves the inspection rate to a similar standard to other Local Authorities	63 Principal Inspections will be undertaken each year. Benchmarked improvement in bridge condition. <i>(Data is currently gathered and reported to SCOTS Society of Chief Officers of Transportation Scotland and will be added to performance reports when available)</i>	December 2025	Consultancy Manager	4
Improved Service Delivery	(5c)Migrate our current IT asset management system to a web based browser system with increased end to	The public interface will enable members of the public / elected members to track progress	Improved customer communication and satisfaction levels by 5%	End March 2024	Road Maintenance Manager	2

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	end mobile functionality (included in IT delivery plan)	on roads maintenance defects on line with real time updates of enquiries.				
Harbour Development / Climate Change	(5d) We will enable infrastructure to support the Moray West Wind farm project	Additional 3 crew Transfer vessels operating from Buckie Harbour	<p>Tracking of detailed planning stage of the redevelopment of the harbour front including a new harbour office for use as the Moray West wind farm's Operational & Maintenance base.</p> <p>Harbour will also be redesigned allowing for the new pontoons to cope with the vessels involved in the development work of the wind farm and future activity</p>	<p>OW facility to be built by April 2024</p> <p>Milestones</p> <ol style="list-style-type: none"> 1. Demolition of harbour office –15 May 2023 2. Start work of new O/M base – 15 May 2023 3. Entry to pier 3 – 5 June 2023 4. Pontoon completion and operational date – 16 October 2023 	Head of Env and Commercial Services	1

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	Deliver a Buckie Harbour Master Plan	Increased activity from supported supply chain jobs	50 new direct jobs in operation	5. Construction of new harbour office deadline of completion – end March 2024 Milestone: Delivery of Buckie Harbour Master Plan July 2023 July 2024		

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Environment/ Climate Change	(5e) We will progress the Joint Energy from Waste project with Aberdeenshire ASC and Aberdeen City Councils ACC to have a long term and sustainable approach to waste management	Increased efficiency of Waste management in Moray removing the reliance on landfill operations, in accordance with Moray Council Climate Change Strategy and Action Plan and Waste Scotland Regulations 2012	Diversion of approximately 23,000 tonnes of residual waste from landfill to energy recovery per annum. Meet Scottish Government target of 5% to landfill by 2025	Milestones: 27.02.23 – Waste deliveries from Aberdeen City Council 27.03.23 – Waste deliveries from Aberdeenshire Council 24.04.23 – Waste deliveries from Moray Council Planned Facilities Services Commencement Date (Fully operational per contract) - 12.08.23	Head of Environmental and Commercial Services	1

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Environment/ Climate Change	(5f) We will implement the deposit return scheme as established by Scottish Government	Ensure all secondary schools are complying with the deposit return scheme.	At least 50% of eligible items sold at school canteens put through for collection	Within 3 months of implementation date - currently March 2024	Environmental Protection Manager	4
Environment/ Climate Change	(5g) We will promote and develop active and green travel: i) In schools	i) Increased awareness and participation in active and green travel in schools	Objective - 95% of primary schools delivering Level 2 Bikeability by 2027. (Current baseline figures - 75% of primary schools delivering 2022, with a 67% completion rate)	Milestones: Bikeability programme to be delivered over the next 5 years - All measures complete December 2025	Transportation Manager	2

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	ii) We will undertake a pilot participatory budget PB project to plan and deliver the elements of the strategy.	ii)Communities are engaged in the delivery infrastructure to support the Active Travel Strategy	Objective - 60% of all journeys to school to be walked, wheeled or cycled by 2027. (Current baseline figures from HUSS 2021 - 52.3%) £50k allocated and schemes delivered	December 2027 Measured annually 31 March 2024		2
Our Future Environment	(5h) We will improve the condition of Moray's core paths by implementing the prioritised core	iii)Improve the accessibility and overall condition of our core paths network	Plan approved Delivery indicators set	Milestones: June 23 June 23	Environmental Protection Manager	4

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	path action plan (2023 -2026)					
Improving our operations	(5i) We will continue to work towards increasing our overall recycling performance by regular engagement with residents and commercial customers through waste specific PR campaigns.	Recycling targets to increase performance - Regular reviews of quarterly SEPA site returns and Waste Data Flow submissions will be used to identify priority areas.	60 % overall recycling performance achieved. Government Waste targets achieved	Confirmed annual recycling rates for Local Authorities published by SEPA around September each year for the previous year, for inclusion in Q4 reports.	Environmental Protection Manager	4

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Improving our operations	(5j) Catering - We will improve the school service and deliver healthier and more sustainable school meals.	We will improve our uptake of Universal Free school meals and comply with the Food and Drink in Schools (Scotland) Regulations	Improved uptake of Primary school meals: 78% target achieved (Current baseline 2022/23 -75%)	March 2024	Environmental Protection Manager	4
Delivering capital projects	(5k) We will upgrade at least two play areas per year and engage with our communities through participatory budgeting influence expenditure and	Enhanced local play environment	At least two upgraded play areas per year.	Completion: 31 March 2025 Milestone: 31 March 2024	Environmental Protection Manager	4

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	design of upgrades.					
Workforce Development - to meet demands and deliver priorities	(5li)The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning	Staff and are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills	Evidence that all staff have undertaken mandatory training. Number of ERDPs completed 100% of ERDPs carried out within timescale 100% office based staff completing Customer Excellence e-learning module.	March 2024 (and reviewed annually) March 2024 (and reviewed annually) March 2024 (and reviewed annually)	Head of Service	2

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	<p>(5lii) Continuous Improvement - We will undertake a staff led self-assessment of our service activities and customer results using the PSIF model (Public Service Improvement Framework)</p>	<p>Results from this self-assessment will allow for long term improvements to the section to be identified via a targeted Action Plan</p>	<p>Progress areas of PSIF assessment within the service as per programme.</p> <p><u>Milestone1</u> – One new Service Assessment Complete to Plan</p> <p><u>Milestone 2-</u> Action Plan for 2023/ 24 complete</p>	<p>Dec 2023</p> <p>March 2024</p>		

SERVICE PLAN Environmental and Commercial Services

1. Service Definition:	<p>Environmental and Commercial Services is a diverse service with twenty one discrete functions delivered by four services: -</p> <p>Roads Maintenance deliver management and maintenance of public roads, winter maintenance, street lighting, fleet services.</p> <p>Environmental Protection manage and maintain all parks, open spaces, core paths, countryside ranger service, amenity areas and burial grounds waste/recycling collection, waste disposal, street cleaning, school meal service, building cleaning and janitorial service for council buildings</p> <p>Transportation has responsibility for the management of all traffic and road safety functions, street works co-ordination, active and sustainable travel, transport planning and strategies, off street car parks, public transport unit PTU, and includes maintenance and operation of 6 harbours including a dredger.</p> <p>Consultancy provides civil engineering construction related services including bridge management, road design, contract management and flood risk.</p>
2. Service Resources:	<p>Roads Maintenance 137FTE/ Environmental Protection 408.57FTE/Transportation 76.83FTE Consultancy 13FTE = Total 635.5 FTE Annual Budget 2023/24 Capital £16,859,000 Revenue £27,535,693</p>

3. What have we identified for improvement in 2023-2024	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
<p>Public Car Parks and Council Fleet - Increase provision and use of electric vehicles and plant with supporting infrastructure</p> <p>Flood Risk Management - Surface Water Management Plans</p>	<ul style="list-style-type: none"> • Moray Council - Climate Change Action Plan • Severe weather events due to impact of climate change and the resilience required to respond to such incidents
(continued)	

SERVICE PLAN Environmental and Commercial Services

<p>3. What have we identified for improvement in 2023-2024</p>	<p>What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.</p>
<p>(Cont) We will work to protect and enhance our environment, creating a more resilient and sustainable future by:</p> <ul style="list-style-type: none"> • Reducing CO2 emissions by progressing the transition to the new joint energy waste facility. • Delivering a resilient and sustainable Waste Management Service to support our Climate Change Strategy • Promoting Green and Active travel • Improving inspection rates of network bridges • Workforce Development to meet demands and deliver priorities. 	<ul style="list-style-type: none"> • Achievement of targets, indicators and outcomes identified in Climate Change Action Plan via reduction in CO2 emissions - achieving carbon neutrality in terms of the council footprint by 2030 • Government & Zero Waste Scotland targets, “send no more than 5% of remaining waste to landfill” and related legislative change • Moray Council - Active Travel Strategy • Cycling Action Plan for Scotland commitment that 10% of everyday journeys will be by bike. • Transport Scotland commitment to delivery of 53km of path network with European Regional Development Fund) ERDF funding • Association for Public Sector Excellence (APSE) Benchmarking /Public Service Improvement Framework(PSIF) / Key Performance Indicators • Achievement of targets, indicators and outcomes regarding ERDPs and Customer Satisfaction data. • (PSIF) assessment of planned service areas

Note: Bold font in Action Column signifies Action has been carried forward from previous year

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	(4a) i) Increase provision and use of electric vehicles and plan with supporting infrastructure	Increase provision and use of electric vehicles and plant with supporting infrastructure: i)Reduction of CO2 emissions in future / Prioritised list of locations for Electric vehicle charging investment	i)Install 80 charging infrastructure points at strategic locations throughout Moray	Milestones: 1.Completion of Strategy 2.Approval 3. Installation Completion by 31 March 2024	Roads Maintenance Manager	2
	ii)We will make progress to decarbonise the Council Fleet	ii)Increased Electric Vehicle provision to meet Climate change targets 2030	ii)Increase Moray Council electric fleet by 15%	31 March 2024	Roads Maintenance Manager	2

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	(4b) We will implement a strategy for public use of On-Street and Off- Street (Car Parks) Charging Infrastructure.	Increase provision and use of electric vehicles and plant with supporting infrastructure: Reduction of CO2 emissions in future / Prioritised list of locations for Electric vehicle charging investment	Increase the total number of locations with direct access to suitable charging infrastructure by 10% * <i>*Note: Ongoing work to increase the total number of locations with direct access to suitable charging infrastructure by</i>	Milestone: Strategy Approved September 2022 Milestone: Procured approach September 2023 10% increase by 2025*	Transportation Manager	2

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
			<i>10% by 2025 is dependent on funding and the way electric vehicle EV charging infrastructure is provided. Currently under review by Scottish Futures Trust / Transport Scotland</i>			
(L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy	(4c) We will develop Surface Water Management Plans SWMP	Implementing surface water infrastructure improvements in vulnerable flood risk areas: Reducing the risk of surface water flooding to	Implementing surface water infrastructure improvements in vulnerable flood risk areas: (levels of risk and areas to be identified in surface water	Milestones: Scottish Water modelling review along with review of information provided by communities in Forres and	Consultancy Manager	2

SERVICE PLAN Environmental and Commercial Services

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
		properties in vulnerable areas	management plans) New schemes prioritised in Local Flood Risk Management Plans for 2022 – 2028 will reduce risk to approximately 100 properties in Moray.)	Findhorn by end 2023/24. Draft SWMP for Forres and Findhorn by end 2024/25. Schemes from existing SWMPs at Elgin, Buckie, Keith and Rothes to be developed after 2026 and 2028 subject to Scottish Government Capital Funding		

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Improving the Transportation network	(5a) We will produce a new Road Safety Plan in partnership with Community Planning Partnership members	5a Safe transportation network and communities.	Reduction in road casualties (following implementation of plan)	<p><i>Milestones: Approval of Plan- December 2023</i></p> <p><i>Note: Anticipated Reduction in road casualties in Moray will be confirmed following adoption of Road Safety Plan</i></p>	Transportation Manager	2
Improving our operations	(5b) We will improve the rate of Principal Inspections undertaken on the Council's network bridges by reassigning this work as a top priority	Principal Inspections rate complies with legislation (each network bridge to be inspected every six years) and Moray	<p>63 Principal Inspections will be undertaken each year.</p> <p>Benchmarked improvement in bridge condition. (Data is currently gathered and reported to SCOTS Society of Chief Officers of Transportation</p>	December 2025	Consultancy Manager	4

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
		improves the inspection rate to a similar standard to other Local Authorities	<i>Scotland and will be added to performance reports when available)</i>			
Improved Service Delivery	(5c)Migrate our current IT asset management system to a web based browser system with increased end to end mobile functionality (included in IT delivery plan)	The public interface will enable members of the public / elected members to track progress on roads maintenance defects on line with real time updates of enquiries.	Improved customer communication and satisfaction levels by 5%	End March 2024	Road Maintenance Manager	2
Harbour Development / Climate Change	(5d) We will enable infrastructure to support the Moray West Wind farm project	Additional 3 crew Transfer vessels operating from Buckie Harbour	Tracking of detailed planning stage of the redevelopment of the harbour front including a new harbour office for use as the Moray West wind farm's Operational &	OW facility to be built by April 2024 Milestones 1. Demolition of harbour office –15 May 2023	Head of Env and Commercial Services	1

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	Deliver a Buckie Harbour Master Plan	Increased activity from supported supply chain jobs	<p>Maintenance base.</p> <p>Harbour will also be redesigned allowing for the new pontoons to cope with the vessels involved in the development work of the wind farm and future activity</p> <p>50 new direct jobs in operation</p>	<p>2. Start work of new O/M base – 15 May 2023</p> <p>3. Entry to pier 3 – 5 June 2023</p> <p>4. Pontoon completion and operational date – 16 October 2023</p> <p>5. Construction of new harbour office deadline of completion – end March 2024</p> <p>Milestone: Delivery of Buckie Harbour Master Plan July 2023</p>		

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
				July 2024		
Environment/ Climate Change	(5e) We will progress the Joint Energy from Waste project with Aberdeenshire ASC and Aberdeen City Councils ACC to have a long term and sustainable approach to waste management	Increased efficiency of Waste management in Moray removing the reliance on landfill operations, in accordance with Moray Council Climate Change Strategy and Action Plan and Waste Scotland Regulations 2012	Diversion of approximately 23,000 tonnes of residual waste from landfill to energy recovery per annum. Meet Scottish Government target of 5% to landfill by 2025	Milestones: 27.02.23 – Waste deliveries from Aberdeen City Council 27.03.23 – Waste deliveries from Aberdeenshire Council 24.04.23 – Waste deliveries from Moray Council Planned Facilities Services Commencement Date (Fully operational per	Head of Environmental and Commercial Services	1

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
				contract) - 12.08.23		
Environment/ Climate Change	(5f) We will implement the deposit return scheme as established by Scottish Government	Ensure all secondary schools are complying with the deposit return scheme.	At least 50% of eligible items sold at school canteens put through for collection	Within 3 months of implementation date - currently March 2024	Environmental Protection Manager	4
Environment/ Climate Change	(5g) We will promote and develop active and green travel: i) In schools	i) Increased awareness and participation in active and green travel in schools	Objective - 95% of primary schools delivering Level 2 Bikeability by 2027. (Current baseline figures - 75% of primary schools delivering	Milestones: Bikeability programme to be delivered over the next 5 years - All measures complete December 2025	Transportation Manager	2

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	ii) We will undertake a pilot participatory budget PB project to plan and deliver the elements of the strategy.	ii)Communities are engaged in the delivery infrastructure to support the Active Travel Strategy	2022, with a 67% completion rate) Objective - 60% of all journeys to school to be walked, wheeled or cycled by 2027. (Current baseline figures from HUSS 2021 - 52.3%) £50k allocated and schemes delivered	December 2027 Measured annually 31 March 2024		2
Our Future Environment	(5h) We will improve the condition of Moray's core paths by	iii)Improve the accessibility and overall condition of our core paths network	Plan approved	Milestones: June 23	Environmental Protection Manager	4

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	implementing the prioritised core path action plan (2023 -2026)		Delivery indicators set	June 23		
Improving our operations	(5i) We will continue to work towards increasing our overall recycling performance by regular engagement with residents and commercial customers through waste specific PR campaigns.	Recycling targets to increase performance - Regular reviews of quarterly SEPA site returns and Waste Data Flow submissions will be used to identify priority areas.	60 % overall recycling performance achieved. Government Waste targets achieved	Confirmed annual recycling rates for Local Authorities published by SEPA around September each year for the previous year, for inclusion in Q4 reports.	Environmental Protection Manager	4

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Improving our operations	(5j) Catering - We will improve the school service and deliver healthier and more sustainable school meals.	We will improve our uptake of Universal Free school meals and comply with the Food and Drink in Schools (Scotland) Regulations	Improved uptake of Primary school meals: 78% target achieved (Current baseline 2022/23 -75%)	March 2024	Environmental Protection Manager	4
Delivering capital projects	(5k) We will upgrade at least two play areas per year and engage with our communities through participatory budgeting influence expenditure and	Enhanced local play environment	At least two upgraded play areas per year.	Completion: 31 March 2025 Milestone: 31 March 2024	Environmental Protection Manager	4

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	design of upgrades.					
<p>Workforce Development - to meet demands and deliver priorities</p>	<p>(5li)The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning</p>	<p>Staff and are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills</p>	<p>Evidence that all staff have undertaken mandatory training.</p> <p>Number of ERDPs completed 100% of ERDPs carried out within timescale</p> <p>100% office based staff completing Customer Excellence e-learning module.</p>	<p>March 2024 (and reviewed annually)</p> <p>March 2024 (and reviewed annually)</p> <p>March 2024 (and reviewed annually)</p>	<p>Head of Service</p>	<p>2</p>

SERVICE PLAN Environmental and Commercial Services

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	<p>(5lii) Continuous Improvement - We will undertake a staff led self-assessment of our service activities and customer results using the PSIF model (Public Service Improvement Framework)</p>	<p>Results from this self-assessment will allow for long term improvements to the section to be identified via a targeted Action Plan</p>	<p>Progress areas of PSIF assessment within the service as per programme.</p> <p><u>Milestone1</u> – One new Service Assessment Complete to Plan</p> <p><u>Milestone 2-</u> Action Plan for 2023/ 24 complete</p>	<p>Dec 2023</p> <p>March 2024</p>		



REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 2 MAY 2023

SUBJECT: ECONOMIC RECOVERY PLAN DELIVERY 2022/23

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 To provide Committee with an overview of economic development activity delivered during the 2022/23 financial year, as set out within the Economic Recovery Plan.
- 1.2 This report is submitted to Committee in terms of Section III (F) (2) of the Council's Scheme of Administration relating to the exercise of functions that promote economic development.

2. RECOMMENDATION

2.1 It is recommended that Committee:-

- (i) **acknowledge the positive impact of the Economic Recovery Plan in minimising the negative effects of the pandemic upon the local economy; and**
- (ii) **agree that this be accepted as the final report covering the delivery of the Economic Recovery Plan.**

3. BACKGROUND

- 3.1 Moray Economic Partnership (MEP) provides leadership and strategic direction for the economic component of the Community Planning Partnership. The economic partnership members are Moray Council, Highlands and Islands Enterprise (HIE), UHI Moray, Skills Development Scotland (SDS), Moray Chamber of Commerce (MCC), Visit Moray Speyside (VMS), Federation of Small Business (FSB) and tsiMORAY. The partners each act as economic development agencies with key individual influences on the local economy. This influence is enhanced through acting in cooperation in the implementation of the [Moray Economic Strategy](#).

- 3.2 To minimise the local economic shock from COVID-19, MEP established an Economic Recovery Plan for the region. The plan set out a range of business support initiatives to stimulate the economy and sustain businesses vulnerable to the effects of the pandemic. The Economic Recovery Plan was developed around the principles of:
- Smart growth: placing business resilience at the heart of the recovery
 - Clean growth: supporting the transition towards net zero
 - Inclusive growth: addressing local inequalities
 - Fair work: providing security and equality of opportunity for all employees
 - Targeting disadvantage: providing targeted support to vulnerable groups
 - Smart procurement: maximising local impact through public spend
- 3.3 This high level economic development action plan was approved by the Economic Growth, Housing and Environmental Sustainability Committee, at its meeting on 6 October 2020 (paragraph 9 of the minute refers). The Economic Recovery Plan outlined a range of actions aimed at facilitating the recovery of the economy, to be delivered across the MEP membership. The following sections of the report provide an overview of the actions delivered to date, with a specific focus on the previous financial year.

4. BUSINESS GRANTS AND START UP SUPPORT

(Activities led by) Business Gateway and HIE

- 4.1 The DigitalBoost programme, funded by Scottish Government and delivered via Business Gateway, has continued to provide specialist digital support to businesses throughout Scotland. There have been 3x 18 hour digital projects completed with Moray businesses since the programme commenced, plus 6x 1 hour digital surgeries. Up to the end of January 2023, there were 133 Moray attendees across the wide range of DigitalBoost webinars. However, the DigitalBoost Development Grant, available during 2021/22, was not available this financial year.
- 4.2 Across the entire Highlands and Islands region, £1m was available through the Young Company Capital Investment Scheme to support emerging businesses. However, this was a short life scheme, and therefore not delivered during 2022/23. A total of 6 businesses in Moray received support via this fund to a total aid value of £91,771.
- 4.3 HIE has delivered a further Young Business Capital Scheme during 2022/23. In Moray, there were a further 2 additional business supported via this HIE discretionary fund to a total aid value of £107,875.
- 4.4 A regional budget of £0.5m was made available for ecommerce funding support through HIE. The vast majority of this fund was spent during 2021/22 with a small amount of underspend available for 2022/23. However, none of this underspend was awarded to Moray organisations. There were 9 Moray businesses that benefited from this funding scheme.

5. SMALL BUSINESS SUPPORT

Business Gateway and HIE

- 5.1 Business growth and resilience has suffered as a result of the pandemic, resulting in fewer business start-ups. This is evidenced in the Scottish Local Authority Economic Development (SLAED) Indicator Framework Report, provided separately, which confirms that the number of Business Start-ups per 10,000 people in Moray has stagnated over the past two years, after having declined at beginning of the pandemic. To attempt to address this a number of actions were included within the Economic Recovery Plan to support small businesses.
- 5.2 The procurement consultancy initiative introduced as part of the Economic Recovery Plan continued to support Moray based businesses. The two year programme ran until 31st December 2022 and provided assistance with Public Contract Scotland (PCS) registration and tender preparation including 1-2-1 support with writing and submitting a tender bid. 6.5 days of procurement support were delivered to local businesses via this programme across its full duration. However, there was no additional uptake on the procurement consultancy during the 2022/23 financial year.
- 5.3 Additionally, a consultancy programme to mitigate the impacts of Brexit was also delivered via Business Gateway (BG). The Brexit consultancy initiative was also introduced as part of the Economic Recovery Plan and ran for the same period until 31st December 2022, providing support with exporting to mitigate the impacts of Brexit. 33.5 days of this specialist support was delivered to local businesses throughout this time.
- 5.4 As also reported in the SLAED Indicator Framework Report, the number of unique customer accounts with BG has rebounded. This demonstrates that while business start-up numbers may remain below pre-pandemic levels, there is growing interest in entrepreneurial activity.
- 5.5 Through its business-as-usual remit, HIE's Moray Team has supported 12 new investments to 3rd party organisations at varying intervention levels to the value of £1.12M, contributing towards total project costs of £6.37m. These projects have:
- Supported 100 jobs
 - Increasing turnover by a cumulative £34.7m
 - Grown international sales by £16m
- 5.6 In addition to new approvals, HIE in Moray has been spending across 85 investments in total which takes in carry over commitment from previous years' approvals to a total spend of £2.32m.
- 5.7 HIE have also continued to support the two project posts recruited to support the delivery of the Destination Marketing Organisation (DMO) Recovery project. HIE hosted a 2-day DMO Network Event for DMO's across the Highlands and Islands in October 2022. The HIE Moray Team has also supported the delivery of a Strategy Workshop for Visit Moray Speyside with a

focus on development of a new 5 Year Strategy to ensure the sustainability of the organisation post the DMO Recovery project.

- 5.8 The Economic Growth and Regeneration Team administered a Discretionary Business Support Fund with a budget of £400,000, which was allocated from the COVID-19 Economic Recovery Fund. This was set up to provide financial assistance to businesses from Hospitality and Leisure including Retailers that offer Hospitality, Supply Chains, Events and Close Contact sectors that were affected by the December 2021/January 2022 COVID-19 measures. To be eligible for the one-off grant of £6,000, the businesses had to show that they had been unable to get financial support from any of the administrative public bodies since December 2021. 113 businesses applied for the fund and 33 were assessed as eligible and a total of £198,000 in grants was approved. An underspend of £202,000 was re-allocated between the Flexible Food Fund (£162,000) and a Sport and Culture Hardship Fund (£40,000).

6. TOWN CENTRES

Moray Council

- 6.1 As part of the Economic Recovery Action Plan, Moray Council allocated £50,000 to set-up and develop a Pop-up Shop Scheme and £100,000 to offer 50% capital start-up grants to a maximum value of £10,000, following participation in the scheme. Expression of interest forms were submitted by 38 new or existing businesses and 84 enquiries were received from those interested in learning more about the scheme. Three pop-up shops launched in Moray and six businesses took part in the scheme, helping to bring vacant properties back into use and increase footfall in town centres. In May 2022 one of the properties in Buckie secured a tenant and withdrew from the scheme. The Business Gateway premises on Elgin High Street was then repurposed for use as a pop-up shop in October 2022 and three businesses occupied the shop until the scheme ended in January 2023. There was no uptake in the capital start-up grant linked to the Pop-up Shop Scheme. A local social enterprise had been commissioned to assist with promotional activities but this did not proceed due to delays with the scheme. Therefore, part of the budget that had been allocated to this element of the project was unspent, resulting in a final project spend of £12,043.
- 6.2 A programme of Town Centre Improvement Plans are continuing to be developed following community consultation. The Council commitment of £200,000 has been carried over into 2023/24 as a revenue budget was required for the design work to be able to deliver on the capital works. There was insufficient internal staff resource to deliver the projects, though this has now been secured through another fund for the next financial year.
- 6.3 Development Management and Building Standards have continued to enable town centre development through the provision of additional support, including free pre enquiry advice. There is a dedicated point of contact for Elgin town centre with Elgin BID, for coordinating and arranging meetings across services in Environmental Health, Building Standards and Planning to assist with free pre-application advice prior to formal submission. There is a duty

officer available for Planning and Building Standards, where free advice is available for residential enquiries. Development Management also offer guidance to small businesses through the desk duty service in terms of guiding them through the consenting process. Additionally, Development Management have given pre-application advice and support to Moray Growth Deal projects. A Senior Planning Officer has served as the designated contact over the past 12 months.

- 6.4 The overall £1,676,000 Town Centre Capital Fund was allocated to 68 projects. The original expenditure deadline of March 2021 for works to be completed or at least contracts signed was extended to 31 March 2023, due to the current economic climate and the impacts of COVID-19. To date £1,096,148.52 of the fund has been spent and £579,851.48 has been committed; 42 projects have been completed, 6 started and 20 have committed funds with the intention that the works will be completed and the grants spent in full before the end of 2023/2024 ensuring the original outcomes of the fund will be met.
- 6.5 £410,000 of the COVID-19 Economic Recovery Fund was allocated to the Town Centre Capital Business Improvement and Town Centre Capital Business Start-up funds. The aim of these being to provide investment that would drive local economic activities and repurpose town centres to become more diverse, successful and sustainable. Town Centre Capital Business Improvements Grants were made available for inside and outside work to create a COVID safe environment and improve the attractiveness of the business to encourage people to shop local and the create greater footfall. The fund provided grants at an intervention of 75% up to a maximum of £15,000 to reflect that most businesses have little reserves left as a result of the pandemic. In total 38 businesses were awarded grants totalling £346,000. The purpose of the Town Centre Capital Business Start-up Grants was to offer capital start-up grants to applicants to allow start-up businesses access to capital funding which would not otherwise be available. The grants were offered at an intervention rate of 50% up to a maximum of £10,000 for new businesses wishing to set up a permanent base in any town centre in Moray. 6 start-up businesses were awarded £51,830.
- 6.6 The Local Development Plan delivery programme was allocated a budget of £70,000, which supported the development of Town Centre Improvement Plans. In the current year, this has also allowed the commissioning of a Business and Property Needs Study and Woodland and Forest Strategy. Both of which will be reported to the Planning and Regulatory Services Committee later in 2023.

7. HOUSING AND INFRASTRUCTURE

HIE, UHI Moray, and Moray Council

- 7.1 Delivery of the Strategic Housing Investment Plan over the next 2 years will provide 199 affordable homes with at a cost of approximately £20m per year via investment from Scottish Government, Housing Revenue Account (HRA) and Registered Social Landlords (RSL).

- 7.2 High level business cases for the purchase and development of employment land in Speyside/East Moray and Forres were approved by the Asset Management Working Group in November 2021. However, general development costs have since increased substantially due to cost inflation. In Speyside, detailed designs and costings of the preferred site revealed access difficulties and high development costs, rendering the proposals unviable. Officers are working with consultants and local landowners to try and identify a potentially suitable alternative site. While in Forres, the landowner had confirmed willingness to sell land on the Enterprise Park. Work to progress with its purchase and development (of serviced sites plus small business units) was well advanced when the landowner advised the land was instead required for alternative development proposals. Officers had also progressed work on the purchase of privately owned land adjacent to the Enterprise Park to bring forward development of serviced sites plus small business units, on a Joint Venture basis. However, site investigations showed the majority of the site to be unsuitable and very expensive to develop. The Joint Venture partner has withdrawn and the project is now considered unviable. Officers are now investigating alternative sites in the Forres area and the capital allocation has been deferred accordingly.
- 7.3 Development Management have determined a number of planning applications for housing developments timeously which in turn has supported the delivery of housing and infrastructure developments.

8. PROCUREMENT

Moray Council

- 8.1 To support the adoption of a Community Wealth Building (CWB) approach within procurement, at its meeting on 28 October 2020, Council approved the allocation of funding for the employment of a CWB Officer (Paragraph 16 of the minute refers). The CWB Officer has developed a Moray wide CWB Strategy, which is being reported to the June meeting of the committee.
- 8.2 However, at its meeting on 8 March 2023, Council approved the decision to make a budgetary saving by removing the temporary CWB Officer Post and redeploying the post holder into a vacant Business Gateway Officer post. This means that there will no longer be dedicated post to lead on the delivery of a CWB approach (paragraph 14 of the draft minute refers). The actions identified within the strategy will now be delivered via existing resource across the Council.
- 8.3 As also approved by Council on 28 October 2020, and described in Section 4 above, consultancy provision has been made available for small business to support procurement and supplier development through assisting companies in preparing bids (paragraph 14 of the minute refers). There was however minimal interest in this as documented.

9. SOCIAL ENTERPRISE / COMMUNITY SUPPORT

HIE, UHI Moray, and Moray Council

- 9.1 Costs for the Rural Tourism Infrastructure Fund (RTIF) funded Coast to Country project had to be adjusted to offset the rise in construction costs as a result of inflationary pressures. This resulted in final project costs of £802,751 with an increased RTIF award of £375,000 match funded by increased contributions of £60,000 from HIE and £367,751 from the Council. The Coast to Country project is an integral part of a Moray wide strategic staycation programme. It is being delivered in partnership between the Council, Visit Moray Speyside Tourism Business Improvement District, HIE, and various Community Trusts and Associations. The Coast to Country project will enhance tourist infrastructure and facilities across the region, providing an improved visitor experience and mitigating negative impacts upon local communities. All elements of the project are due for completion in Spring 2023.
- 9.2 As an extension of the national 'Scotland Loves Local' campaign led by Scotland's Town Partnership, local authorities were invited to participate in the 'Scotland Loves Local Gift Card' scheme to support local businesses emerging from the impact of COVID-19, protect local jobs, and encourage consumers to think local first. During the first year 119 Moray businesses registered, including a wide range of retail, food and drink, accommodation services and health & beauty businesses. This resulted in 54 gift cards being sold, generating £1,730 for the Moray economy. To support this project, £70,000 from the Economic Recovery Fund was allocated to create a temporary dedicated Development Project Officer post for a period of 12 months, provide promotional budget and administration cost to continue the scheme. Over 200 businesses are now registered for the scheme and 1780 cards worth £87,119 have now been sold and retained within the local economy.
- 9.3 HIE has invested £250,304 in social enterprise organisations during this period, leveraging in external investment of £394,400. This included capital support towards the creation of the Portgordon Community Hub in the former Richmond Arms, which has been acquired by the community with support from HIE's Community Assets Team and Scottish Land Fund. These investments are projected to generate an increased turnover in the social economy of £264,411 and support 8 jobs in the third sector.
- 9.4 Investment has continued this year from the HIE Moray Team to support development officer posts in Dufftown, Portgordon, Lossiemouth, Cullen, Forres, Tomintoul and Glenlivet and Leancoil Trust with a focus on developing community assets, as well as project posts in tsiMORAY supporting the Moray Social Enterprise Network, Development Officer Network, Health & Wellbeing Forum as well as capacity building, governance and funding support.
- 9.5 The Moray Council Economic Growth & Regeneration team provided support to a number of social enterprises and community groups with applications to the Scotland Towns Partnership Scotland Loves Local II fund. Of the seven

applications made, three were successful; Elgin City Centre Illuminations project (£15,000), Keith & Strathisla Regeneration Partnership (£10,000) and Destination Dufftown (£17,500). Work continues with each of the projects, with all anticipated for completion before June 2023.

10. MORAY GROWTH DEAL

HIE, UHI Moray, Digital Health Initiative, and Moray Council

- 10.1 During 2022/23 Growth Deal activity has focused on establishing the Programme Management Office, the Digital Health project progressing work associated with their delivery phase and the remaining projects working to prepare their Full Business Cases. Significant progress has been made and the following has been achieved during each of the financial quarters of 2022/23.
- 10.2 Quarter 1:
- Full Business Case for Bus Revolution approved by the Moray Growth Deal Board, with the project expected to enter delivery in Q1 23/24
 - Ministerial launch of the Digital Health project
 - Majority of programme and project roles filled
- 10.3 Quarter 2:
- Programmatic controls relating to risk, assurance and reporting enhanced
 - Internal audit of the Growth Deal activity undertaken in the second half of 2022.
- 10.4 Quarter 3:
- Business Enterprise Hub Memorandum of Understanding signed with Moray Council and Robertson Construction which enables RIBA design stages to be progressed.
 - Detailed engagement activity commenced by the Cultural Quarter project to collate evidence that will help shape the vision for Elgin Town Hall and Grant Lodge.
 - Tender for Dallas Dhu Housing Mix Delivery site design work launched.
 - Offer received from Boeing for how they will support the Moray Aerospace, Advanced Technology Innovation Centre (MAATIC) facility
- 10.5 Quarter 4:
- The Deal's first annual report produced
 - Implementation activity progressed in preparation for the launch of Bus Revolution services in Q1 23/24, including marketing activity, final testing of the app, revised livery applied to vehicles and drivers recruited
 - Workshop held to identify synergies and any potential cross-linkages between the closely aligned MAATIC, BE Hub and MICM projects relating to research, innovation and work with businesses

11. EMPLOYABILITY AND SKILLS

DWP, Developing the Young Workforce (DYW), HIE, Moray Chamber of Commerce, UHI Moray, Moray Council, Skills Development Scotland (SDS), tsiMORAY

- 11.1 The DYW Moray school co-ordinators continue to work with the secondary schools to establish strong links with businesses, helping to enhance curriculum. This academic session has also seen the return of career fairs within schools facilitated by the co-ordinators as well as face to face mock interviews, CV checks and career talks helping to inspire and better prepare young people for the world of work. 56 businesses have signed up this year to support the Young Person's Guarantee including offering apprenticeships, work placements and school and college engagements.
- 11.2 A significant programme of employability support and training provision has been provided by the Moray Pathways Local Employability Partnership in 2022/23. Moray Council is the anchor organisation and commissions all employability services on behalf of the Moray Pathways Local Employability Partnership (LEP). Since the implementation of the No-One Left Behind (NOLB) employability strategy in 2019, the Scottish Government have devolved all employability funding to be managed by the LEP, to ensure that local labour market needs are met. The LEP consists of the following organisations; Barnardo's Scotland, Community Learning and Development (Moray Council), Department for Work and Pensions, DYW Moray, Economic Growth and Regeneration (Moray Council), Education (Moray Council), Strategic Planning and Development (Moray Council) Enable Scotland, HIE, Moray Integrated Joint Board (NHS Grampian), Skills Development Scotland, tsiMORAY and UHI Moray.
- 11.3 The Moray Pathways Hub @ the Inkwel continues to provide essential services for people of all ages. Having opened in June 2021, the Hub celebrated its first anniversary in this financial year. Over 500 people have engaged with partners who provide employability support and training provision within the Hub, with a total of 124 people progressing into employment as a result of this. There is a [short film](#) which celebrates the first year of the Moray Pathways Hub.
- 11.4 The Moray Employer Recruitment Incentive (MERI) scheme was launched in April 2021. During 2022/23, a further 109 people have been matched into a 12 month paid job placement with a range of Third Sector, Public and Private employers. The scheme was offered to young people, adults, and parents who were also within the 7 high priority target groups.
- 11.5 The programme of enhanced keyworker support within the NOLB model has resulted in the Moray Council Employability Team now offering an all age employability support service. Keyworkers provide vital end to end support and co-ordinate the provision provided by the wider partnership. There are keyworkers who work with young people, adults over age of 25 and parents in poverty.

- 11.6 An investment of £800,000 via the European Social Fund (ESF) and matched funded by the LEP (NOLB Scottish Government Grant) has commissioned provision across all of the following employability categories:
- Engagement and Needs Assessment
 - Barrier Removal
 - Vocational Activity
 - Employer Engagement and Job Matching
- 11.7 The following providers were commissioned to support individuals of all ages: FACT, UHI Moray Training department, Lossiemouth Entertainment Academy, Enable Works, Barnardos Works, Apex Scotland, Social Enterprise Academy and the Elgin Youth Development Group employability programme. Over 250 participants have participated and continue to be actively engaged with these services. The 1:1 keyworkers are co-ordinating and reviewing their Pathway Plan as they progress. The sector based providers have worked in collaboration with employers from within key Moray growth sectors.
- 11.8 During 2022/23 a total of 676 people have engaged with end to end keyworker support and support from our partners within the LEP:
- 371 Young People, which includes care experienced young people, those living in a jobless household, young people with mental health issues and people with disabilities
 - 254 Adults over 25, including those who are considered long term unemployed, people from ethnic minority backgrounds, people living in poverty, and people with mental health issues and disabilities
 - 93 Parents in Poverty
- 11.9 As a result of the programmes delivered via the LEP the following outcomes have been achieved:
- 39% progressing into training programmes
 - 29 % progressing into employment
 - 17% progressing into further education
 - 15% actively engaging with employability support from 1:1 Keyworkers to overcome barriers to progression

12. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Effective monitoring and review of economic activity supports the corporate plan priority of promoting economic development and growth, as well as the LOIP priority of a growing and sustainable economy.

(b) Policy and Legal

There are no policy and legal issues arising directly from this report.

(c) Financial implications

The financial implications relating to all Council spend associated with delivery of Economic Recovery Plan activities are outlined within **Appendix A.**

Savings of £48,000 from the Community Wealth Building post have already been approved and taken. Underspends on 3 revenue projects are not required going forward and the aggregate underspend of £192,094 will be returned to reserves. A further £121,000 return to reserves arises from a project with additional core budget allocation. Further underspends of around £250,000 from two projects have been reallocated to the Flexible Food Fund and Sport and Culture Hardship Fund.

Slippage of £2,695,000 on 3 capital projects is reflected in the indicative 10 year capital plan approved by Council on 1 March.

In total expenditure of £5,168,000 was planned - £3,503,000 capital and £1,665,000 revenue. Total revenue expenditure to date is £872,000. Actual and committed capital expenditure totals £803,000.

(d) Risk Implications

There are no risk implications arising directly from this report.

(e) Staffing Implications

There are no staffing implications arising from this report, which have not already been detailed within.

(f) Property

There are no property implications arising from this report, which have not already been detailed within.

(g) Equalities/Socio Economic Impact

The Economic Recovery Plan aims to promote fair and equitable growth in the economy.

(h) Climate Change and Biodiversity Impacts

There are no climate change or biodiversity issues arising directly from this report. However, it is likely that a number of the interventions delivered in support of the Economic Recovery Plan would have a positive impact in reducing carbon emissions through transport and logistics via the development of local supply chains.

(i) Consultations

Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Legal Services Manager, the Payments Manager, Chief Financial Officer, the Strategic Planning and Development Manager, the Economic Growth and Regeneration Manager, the Principal Climate Change Officer, the Equal Opportunities Officer and Lissa Rowan (Committee Services Officer) have been consulted and their comments have been incorporated into the report.

13. CONCLUSION

13.1 The Economic Recovery Plan was effectively targeted towards addressing and alleviating the negative economic consequences of the pandemic. As detailed in the sections above, the actions delivered via the Economic Recovery Plan have provided support and assistance to a variety of communities and industries. This has been critical in keeping local unemployment and business failure under control, minimising the impact of the pandemic upon the local economy.

13.2 However, the challenges facing the economy have now evolved, with the cost of doing business and the energy crisis now the most pressing threats to our business community. Many of the interventions as set out in the Economic Recovery Plan have now reached a conclusion. It is therefore proposed that this be accepted as the final report covering the delivery of the Economic Recovery Plan.

13.3 Ongoing reporting of the Moray Economic Strategy, Community Wealth Building Strategy, Apprenticeship Strategy, and Local Employability Delivery Plan will instead provide vehicles for monitoring the health of the economy and assessing the impact of public led economic development interventions. Reporting of the outstanding activities associated with the Economic Recovery Plan will be included within the annual monitoring of these strategies. The KPIs for the Economic Recovery Plan have also been incorporated into these strategic policies to ensure consistency in how these actions continue to be reported.

Author of Report: Chris Muir, Senior Officer Economic Strategy and Development

Background Papers: [Economic Recovery Plan](#)

Ref: <http://spman.moray.gov.uk/MANComRepDraftSite/DevServLib/2023%2005%2002%20EDI%20Committee/REPORT%20-%20ECONOMIC%20RECOVERY%20PLAN%20DELIVERY%20202223.doc>

Appendix A

Category	Activity	Revenue / Capital	Match Funding	Original Budget up to 23-24	Spend to date	Commitment	Remaining Budget	Comments
				£	£	£	£	
Small Business Support	Procurement and Brexit Consultancy	Revenue	£35k HIE	70,000	14,915		55,085	The remaining budget of £55,085 consists of both HIE and Council contributions. Therefore this is to be carried forward and used for support additional procurement initiatives, linked to the delivery of the Community Wealth Building Strategy
Town Centres	Town Centre Improvement Plans	Capital		200,000	0		200,000	This budget has been carried over into 2023/24 as a revenue budget was required for the design work to be able to deliver on the capital works
	Pop Up Shop Scheme	Revenue		50,000	12,043		37,957	The remaining budget is an underspend which can be returned to reserves.
	Town Centre Start Up	Revenue		100,000	0		100,000	The remaining budget is an underspend which can be returned to reserves.
	Discretionary Business Support	Revenue		400,000	198,000		202,000	£400k was allocated from the Covid-19 Economic Recovery Fund for the Discretionary Business Support Fund. £198k in grants were approved, with the remaining budget of £202k re-allocated between the Flexible Food Fund (£162k) and a Sport and Culture Hardship Fund (£40k)
	Business Improvement Grant	Revenue		410,000	336,899		73,101	£410k of the Covid-19 Economic Recovery Fund was allocated to the Town Centre Capital business improvements and start-up funds. There are a small number of claims still to be submitted from the remaining budget of £73,101, with the remainder to be re-allocated to the Flexible Food Fund
	Local Development Plan	Revenue		245,000	123,480		121,520	Planned expenditure for 2023/24 is being met from core budget with a budget pressure of £100,000 having been approved when the budget was set. The balance of £121,520 can be returned to reserves
Housing and Infrastructure	Employment land and industrial units in Forres	Capital		1,500,000	5,000		1,495,000	This budget was reprofiled for 2027/28 as part of the capital plan approved by Council on 8 March 2023 (paragraph 12 of the draft minute refers)
	Employment land and industrial units in Speyside / East of Moray	Capital		1,000,000	0		1,000,000	This budget was reprofiled for 2026/27 as part of the capital plan approved by Council on 8 March 2023 (paragraph 12 of the draft minute refers)
Procurement	Community Wealth Building Officer	Revenue	£70k – HIE	140,000	58,092		81,908	At its meeting on 8 March 2023, Council approved the decision to make a budgetary saving by removing the temporary Community Wealth Building Officer post and redeploying the post holder into a vacant Business Gateway Officer post. This resulted in a temporary saving of £48k, with the remainder of the match funding from HIE being retained to fund the ongoing work relating to CWB via the redeployed officer
	Procurement Officer	Revenue		184,000	112,000		72,000	Council approved budget for a permanent Procurement Officer post at its meeting on 28 October 2020 (paragraph 16 of the minute refers). The officer has been appointed from 1 February 2021. The remaining budget is required to support the ongoing costs of retaining this permanent post.
Social Enterprise/ Community Support	Rural Tourism Infrastructure Fund	Capital	£375k – Visit Scotland £60k – HIE	802,751	361,179	441,572	0	Increase in final project costs to £802,751. Met by an increased RTIF award of £375,000, match funded by increased contributions of £60,000 from HIE and £367,751 from the Council
Employability and Skills	Kickstart	Revenue		66,000	11,863		54,137	The remaining budget is an underspend which can be returned to reserves.



REPORT TO: ECONOMIC DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMITTEE ON 2 MAY 2023

SUBJECT: CLIMATE CHANGE PLAN AND ROUTE MAP TO NET ZERO

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 To ask the Committee to approve the update to the Route Map to Net Zero (RMNZ), approve in principle an updated climate change action plan subject to consideration as part of the financial planning process, approve a climate change engagement strategy, and note progress with the actions approved within the Climate Change Strategy (CCS) for 2020-2030.
- 1.2 This report is submitted to Council in terms of Section III (F) (33) of the Council's Scheme of Administration relating to providing, developing and monitoring the Council's Economic Development and Infrastructure Services.

2. RECOMMENDATION

2.1 It is recommended that Committee:

- (i) approve the updated RMNZ as set out in Appendix 1, the updated Climate Change Actions in Appendix 2, and the Climate Change Engagement Strategy in Appendix 3;
- (ii) notes that while the latest data available indicates that 2030 remains in the range of possible dates when net zero will be met, to ensure this is achieved the Council must commit to an aspirational approach to reducing carbon emissions in key areas but that the ability to implement such an approach is currently questionable without significant external funding; and
- (iii) notes the ongoing budget pressure arising from statutory climate change measures (as set out in section 1.2 of Appendix 1) for which external funding is essential.

3. BACKGROUND

- 3.1 Climate change is arguably the biggest challenge that we and future generations will face. On the 27 June 2019 the Council made a Declaration which recognised that climate change is an ecological emergency, and that the Council needs to take necessary actions to protect our area, country and planet (para 6 of the Minute refers).
- 3.2 In response to the commitments made in the declaration, on the 10 March 2021 (para 13 of the Minute refers) the Council adopted the CCS for 2020-2030. The strategy set a goal of the Council being carbon neutral for direct emissions by 2030 and that the Council, its officers and members will work with others across Moray to deliver that goal.
- 3.3 When the CCS was approved it was agreed that there was a need to develop a detailed route map to set out a pathway how the Council could reach net zero emissions by 2030 and forecast how emissions will be reduced through the Council's actions. This was adopted by Council on 6 April 2022 (para 18 of the Minute refers) with the RMNZ to be updated annually with up to date data on current emissions and future projections.

4. ROUTE MAP TO NET ZERO

- 4.1 The RMNZ in Appendix 1 sets out the current pathway to net-zero for the Council by 2030 by explaining actions to target the councils major emissions sources; buildings (electricity and heat), fleet, waste, and operating emissions. The changes from the previous RMNZ are set out in Section 4 in **Appendix 1** and in sections 4.3-4.5 below.
- 4.2 In 2021/22, the Council's recorded carbon emissions were 24,490 tonnes of carbon dioxide equivalent (tCO₂e) – an increase of 2,014 tCO₂e (9%) compared to reporting year 2020/21. This increase in the Council's recorded carbon emissions during 2021/22 is principally the result of services returning to 'business as usual' following the operational changes necessitated by the Covid-19 pandemic and this increase was predicted within the Council's RMNZ. It should be noted that the 2021/22 figures represent a reduction of almost 1,000 tCO₂e from the pre-pandemic submission of 2019/20.
- 4.3 As is shown in Figure 13 of **Appendix 1**, the areas with the greatest potential for securing further reductions are reducing thermal demand in buildings through energy efficiency improvements and the replacement of gas boilers with air source heat pumps or other low or zero carbon alternatives. At present, it is difficult to be certain there will be enough progress in the decarbonisation of the council building stock to ensure the net zero targets are met without unnecessary offset. The current state of some of the buildings are unknown, and so the works required to bring them to net zero is uncertain.
- 4.4 As set out in the Energy Consumption Action Options and Decarbonisation of Corporate Buildings report to this Committee on 7 February 2023 (paragraph 18 of the draft Minute refers) the need where possible to progress a 'fabric first' approach to building design to reduce energy use may delay the replacement of heating systems in order to ensure older buildings have an

adequate level of insulation required for low carbon heating systems. The difficulties in fleet decarbonisation were also set out in the Update on Zero Emission Fleet Replacement Strategy report to this Committee on 7 February 2023 (paragraph 10 of the draft Minute refers). The impacts of these concerns and the altered timelines are reflected in the carbon reduction projections in this update to the routemap.

- 4.5 The current exercise to capture a programme of work to make the public building stock carbon neutral will allow accurate figures to be calculated for financial costs and emissions reductions to assist decisions the council makes on how to progress. To progress this programme it is essential that the smarter working (formerly office review) and the depots and stores reviews are completed during 2023-24 to allow subsequent actions to progress at a pace that will allow the council to reach net zero by 2030.
- 4.6 If the Council progresses decarbonisation of its buildings and fleet as a priority, and all decisions on future change are made by 2025, then a more accurate assumption can be made of residual emissions and the need for carbon sequestration through inset/offset. This will give a milestone for the council to recommit to the 2030 net zero target knowing the costs and carbon offset.
- 4.7 As shown in Figure 15, the annual emissions forecast of the council's current pathway is shown within a range of estimates to highlight the uncertainties around current estimates of carbon reductions. In addition to the current pathway, the estimated range in emissions between an aspirational and restricted approach are shown.
- **Current pathway** - a realistic timescale built around the expected work programme of the council but, until otherwise informed, presumes a more restricted approach to aspects which are not yet agreed such as building heat decarbonisation.
 - **Aspirational approach** – the quickest possible timescale to get works done to meet the council's net zero target. It is assumed that finances will be available to invest in projects which will reduce future costs. Timings take into account any technical issues which may prevent work completion over a shorter timescale
 - **Restricted approach** – a slower timescale than the current pathway where, for whatever reason, additional resources are not prioritised for climate change. This would have the consequence of missing the 2030 deadline and missing opportunities to reduce carbon early. This may result in requiring substantially more investment over a shorter period of time to achieve the statutory deadlines.
- 4.8 It is accepted that there are practical reasons why all of the Council public buildings and fleet will not be converted to net zero by 2030. The Council will have to develop an offsetting strategy to plan how to sequester residual emissions to balance out these areas if it is to meet the 2030 target. Part of these emissions can be offset by managing current land and woodland to maximise carbon sequestration. Funding secured from the Just Transition Fund is being used to baseline the carbon emissions of Council landholdings, to identify land types that can be improved, and to give advice on how to develop an offsetting project for the Council and for the wider Moray area.

- 4.9 By taking an aspirational approach to carbon reduction it is still feasible for Moray Council to achieve net zero by 2030 if key decisions on building decarbonisation and rationalisation of the estate are taken, and progress is made to consistently improve fleet vehicles, reduce waste, and improve insulation, heating, and hot water systems over the next seven years. However, the expected level of capital spend means that securing external funding for measures such as decarbonising council buildings will be essential if the target of 2030 is to be met. Although increasingly all external funding has net zero as a condition of grant regardless of the main purpose, the level of work required to decarbonise public buildings will require specific additional funding just for that purpose.

5. ACTION PLAN

- 5.1 The updated Climate Change Action Plan is included in **Appendix 2**. Progress on these actions are reported to the Climate Change Board on a quarterly basis and updated to this committee on an annual basis. Amendments to the actions have been agreed at the Climate Change Board. Details of amendments and completed actions are highlighted at the start of the appendix.

6. ENGAGEMENT STRATEGY

- 6.1 The Climate Change Engagement Strategy is included in **Appendix 3**. As instructed in the original Strategy and Action Plan, climate change officers have prepared an engagement strategy to accompany the Climate Change Plan and Route Map to Net Zero. The engagement strategy supports the council's journey to net zero by outlining a framework for engagement and associated actions from the Route Map. It does not include any additional actions or place additional expectations upon officers, but will act as a guide to all departments in how to communicate and engage on climate and biodiversity related issues consistently and effectively. It will also keep a record of which actions within the wider Strategy and Route Map have engagement elements.
- 6.2 Recent reduction in staff capacity means there is less capacity for climate change engagement activity within the wider Moray community. However, engagement-related actions from the Route Map are led by officers across the council and its partners, many of which are fulfilling statutory functions (e.g. Local Development Plan). The adoption of this strategy should therefore support climate change action to become embedded across the council and climate change implications to be considered in all engagement activity and communications with staff, communities and businesses.

7. NEXT STEPS

- 7.1 The council's emissions will continue to be reported annually through the Public Bodies Climate Change Duties statutory report each November, with the latest data brought to Committee.

- 7.2 This RMNZ will be periodically reviewed and refined as more projects are scoped out and more clarity is obtained in terms of carbon emissions from decarbonisation trends, future technologies or offsetting mechanisms and accounting.
- 7.3 An annual progress report on the route map will continue to be brought to this Committee each year and will provide regular updates against actions and emissions progress.
- 7.4 As stated earlier, the additional work to reduce emissions contained in the RMNZ will require substantial funding over the next ten years and the ability to commit to this will need to be considered through the council's financial planning process. While much of the initial planning for these changes should be able to progress using existing budgets, significant additional resources to progress these actions will be required to move towards implementation and given the current financial position, the ability to identify these additional resources is questionable in the absence of significant external funding .
- 7.5 Apart from access to capital resources, there are actions that could be taken to lower these risk factors and these are identified in page 23 of Appendix 1. Adopting some of these suggestions would allow more capacity within services and ensure a more aspirational pathway could be progressed. Suggestions of actions to create additional capacity within the council are as follows:

Building heat	Dedicated staff resource to manage building decarbonisation. To initially focus on planning of appropriate interventions on a building by building basis and then lead on implementation.
Transport	Dedicated project management resource within fleet to progress decarbonisation project and keep pace with the rapidly expanding LEV marketplace.
Waste	Create dedicated waste education resource within council or support equivalent third sector project
Operating Emissions	Include appropriate reporting in service plans to ensure climate change is a sectional priority and service change is progressed. This could be rolled out as part of the engagement around updating the CCS. Expand our roll out of Carbon Literacy Training and require key individuals to participate.
Nature & Biodiversity	An offsetting/biodiversity strategy (such as works to change land management regimes, purchase of additional land, and tree planting to sequester emissions) will be set out in a subsequent report, and presented to Council through the appropriate channels. The work to implement these actions will need budgetary approval to progress the work in an offsetting strategy. The creation of dedicated project management resource within Open Spaces to progress practical biodiversity and decarbonisation work.
External Influence	Increase resources for climate change community engagement.

- 7.6 Given the £20m budget gap and ongoing reviews of the Corporate Plan and Medium to Long Term Financial Plan, officers cannot currently recommend that these additional resources are earmarked to enable progress along a more aspirational pathway. This will however have implications in terms of progress towards meeting the 2030 target, and the state of preparedness to recommit to this in 2025.

8. **SUMMARY OF IMPLICATIONS**

(a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**

The CCS supports the priorities set out in the Corporate Plan and 10 Year Plan. The Council has declared a climate change emergency, a nature emergency, and the measures set out in the CCS seek to create a resilient, biodiverse, fair and more sustainable future for everyone within Moray.

The strategy is aligned to deliver the priorities:

- Ensuring a just transition for all in the shift to a low carbon economy;
- Addressing inequalities of fuel poverty;
- Empowering individuals and communities through education and information provision to make informed choices with respect to climate change;
- Protecting and enhancing the world we live in to protect it for the future; and
- Being innovative in identifying solutions for cost reduction and income generation opportunities.

(b) **Policy and Legal**

Climate Change (Scotland) Act 2009 places a duty on public bodies to act in a way they consider most sustainable and in the way best calculated to contribute to the delivery of Scotland's climate change targets; in the way best calculated to help deliver any programme for climate change adaptation laid before the Scottish Parliament; in a way it considers most sustainable. The 2030 target adopted by the Council reflects an accelerated route to net zero beyond that currently set by legislation

Climate change is increasingly being embedded in all government policies ranging from Infrastructure delivery, energy policies and NPF4 and these will influence the majority of council policies moving forward.

(c) **Financial implications**

To achieve a position of net zero carbon emissions by 2030 will require significant capital investment as well as additional revenue investment to bolster staffing resources. This will be subject to consideration as part of the financial planning process and reflecting relative corporate priorities within a very constrained financial envelope.

£500,000 from Council reserves has been set aside for one-off funding in the capital plan for 2023/24 to support initial steps. However, progressing actions from the Electric Vehicles, Buildings, and Hydrogen Strategies, and offsetting plans that are not covered by current approved plans will

require additional budgetary approval through the normal process if they are to progress.

(d) Risk Implications

Climate change is arguably the biggest challenge that we face in our lifetime and for future generations. It poses significant risks to our health, our economy, our environment, and endangers the wellbeing of future generations. There is a risk that the Council's aim of being net zero by 2030 will not be realised if the actions within the CCS including decarbonisation of Council fleet and buildings are not progressed as a priority.

(e) Staffing Implications

There are no direct staffing implications leading from this report.

(f) Property

The outcome of the buildings decarbonisation strategy will impact on council housing, corporate buildings and the Learning Estate. These implications will be set out in more detail as the key actions relating to Property are progressed.

(g) Equalities/Socio Economic Impact

Climate Change will impact on every service area delivered by the council. It has the potential to impact on equalities for example in respect of support for active travel and fuel poverty which will have a positive socio-economic impact.

Climate change will lead to more extreme adverse weather events in Moray which will have a disproportionate impact on those already in poverty or with the inability to adapt to this change.

(h) Climate Change and Biodiversity Impacts

The RMNZ will help focus attention on the actions required to ensure the council is on track for the 2030 net zero target. Reducing emissions will help the global climate emergency and allow the council to lead by example. Tree planting and nature restoration to assist in carbon sequestration could be used to help promote biodiversity and amenity.

(i) Consultations

Consultations have been undertaken with the Chief Executive, the Depute Chief Executive (Economy, Environment and Finance), the Head of Economic Growth and Development, the Head of Governance, Strategy and Performance, the Head of Housing and Property, the Head of Environmental and Commercial Services, the Head of Education Resources and Communities, the Legal Services Manager, the Energy Officer, the Equal Opportunities Officer, the Chief Financial Officer and Lissa Rowan (Committee Services Officer). Where comments have been received, these have been included within the report.

9. CONCLUSION

- 9.1 This report provides an update on progress to the council target of being carbon neutral by 2030. While the current pathway the council is on means that 2030 remains in the range of possible dates when net zero will be met, doing so will require adoption of a more aspirational pathway for which funding has not as yet been identified.**
- 9.2 Decisions around buildings and depot infrastructure must be made to allow for a more accurate estimate on the offset needed for the 2030 target.**

Author of Report: Rod Lovie, Principal Climate Change Strategy Officer
Background Papers:
Ref:



Moray Council Climate Change Strategy 2020-2030

Climate Change Plan and Routemap to Net Zero



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Foreword

Our climate is changing at a rate never before experienced.

Human activity has been the major source of all global warming in recent history and we must strive to deliver on our collective responsibility to be the main drivers of action.

At the launch of the AR6 Synthesis Report of the Intergovernmental Panel on Climate Change (IPCC) on 20 March 2023, UN Secretary-General António Guterres said:

“Humanity is on thin ice – and that ice is melting fast.

In short, our world needs climate action on all fronts -- everything, everywhere, all at once.

Specifically, leaders of developed countries must commit to reaching net zero as close as possible to 2040, the limit they should all aim to respect.

This can be done.

Every country must be part of the solution. Demanding others move first only ensures humanity comes last.”

It is therefore clear that the decisions we take today will prove pivotal for the generations to come.

There is a very limited opportunity remaining for us to take the necessary actions to ensure that future impacts are mitigated and that our communities are properly adapted. These form part of our statutory priorities.

Our **Climate Change Plan and Routemap to Net Zero** complements our Climate Change Strategy by providing the strategic approach necessary to achieve these priorities.

By setting an ambitious net zero target of 2030 for direct Council emissions, we have set our sights on taking all of the opportunities available for early adaptation and mitigation measures. In doing so, we will also be delivering

on the priorities of our Corporate Plan by unlocking a wealth of co-benefits for the people of Moray.

As set out in our **Climate Change Plan and Routemap to Net Zero**, this will not be easy. But nor is it beyond our grasp at this time.



Cllr Marc Macrae
CHAIR, ECONOMIC DEVELOPMENT &
INFRASTRUCTURE SERVICES COMMITTEE



Cllr Draeyk van der Hørn
CLIMATE CHANGE CHAMPION

1. Why we are taking climate change action

1.1 Introduction

All local authorities signed Scotland's Climate Change Declaration in 2007 and 28 have since declared or otherwise recognised the climate emergency.

Moray Council declared a climate emergency in June 2019 and agreed a Climate Change Strategy in 2020. The strategy has a commitment to net zero direct emissions from council activities by 2030. This Climate Change Plan and Routemap to Net Zero complements the strategy by providing an annual update on progress, actions and the way forward.

In addition, the council declared a nature emergency in February 2023, recognising the value of nature and its role in realising climate targets, maintaining a strong economy, and for protecting the health and wellbeing of future generations. The importance of using nature-based solutions to climate change are well recognised, with positive outcomes for both mitigation and adaptation¹.

The climate is changing faster than ever previously experienced. Globally scientists agree that greenhouse gas emissions from human activities are the main reason for global temperature increases over the past 150 years² (Figure 1).

Increased carbon dioxide in the atmosphere also has a profound impact on the health and wellbeing of the population. There is approximately 1 excess death per 4,500 tCO₂e emitted³ and the impacts of climate change will be felt disproportionately by people on low incomes who have contributed least to the increase in greenhouse gas emissions⁴.

The impact of global temperature increases has already been significant. Weather patterns are changing and sea levels are rising. These changes are

leading to severe events such as heatwaves, floods, droughts and wildfires, and increasingly so in the Moray region (Figure 2).

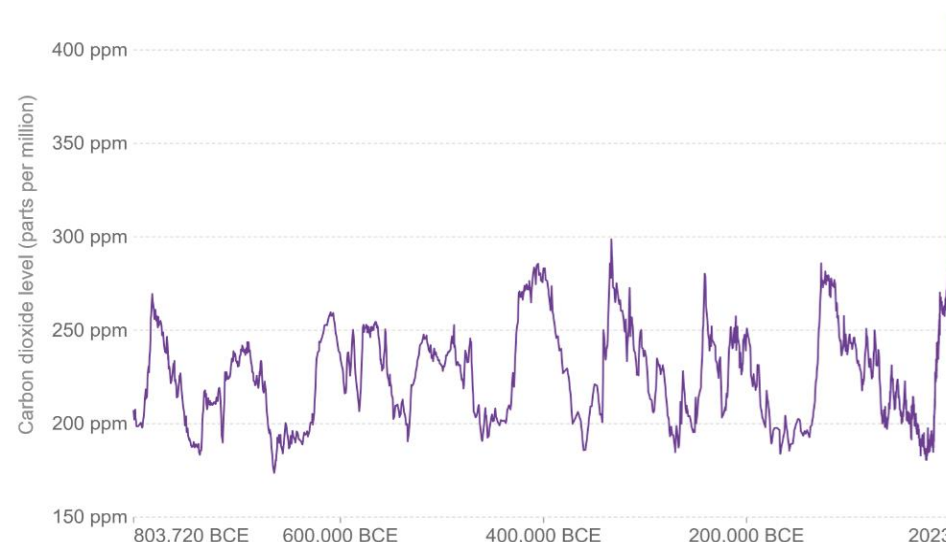


Figure 1. Global atmospheric carbon dioxide (CO₂) concentration from 803,720 BCE to present day. Data from National Oceanic and Atmospheric Administration (2023).

Coastal flooding is of particular concern and impact in Moray due to rising sea levels and storm surges leading to property damage, infrastructure disruption and loss of habitable land. The first 'climate refugees' in the British Isles are from a coastal community in Wales⁵.

Climate change also poses the greatest threat to the natural environment and the ecosystem services that it provides (Figure 3). This threat will in turn negatively impact the Moray food and drink sector, tourism sector, and overall health and wellbeing.

¹ Seddon *et al.* (2020) 'Global recognition of the importance of nature-based solutions to the impacts of climate change'.

² IPCC (2021) *Climate Change 2021: The Physical Science Basis*.

³ Bressler (2021) 'The mortality cost of carbon'.

⁴ UK Government (2019) *The Impacts of Climate Change*.

⁵ BBC News (2022) *The UK 'climate refugees' who won't leave*.

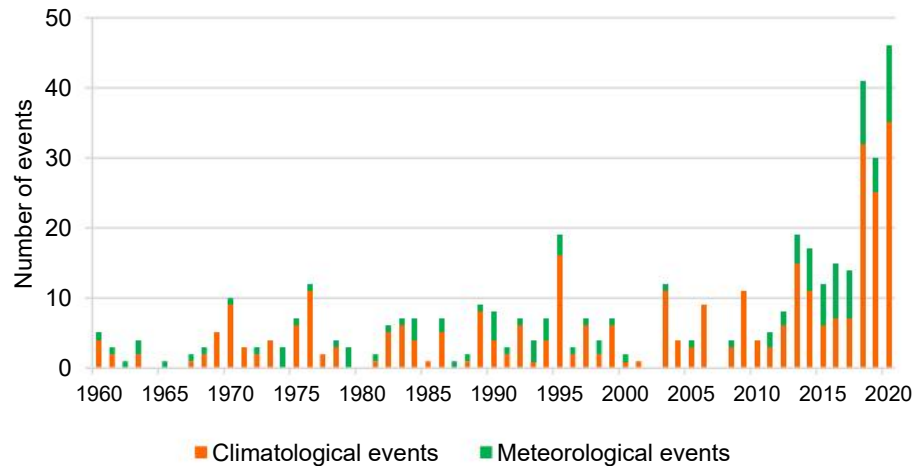


Figure 2. Frequency of extreme events occurring in Moray. Data from various Scottish public agencies.

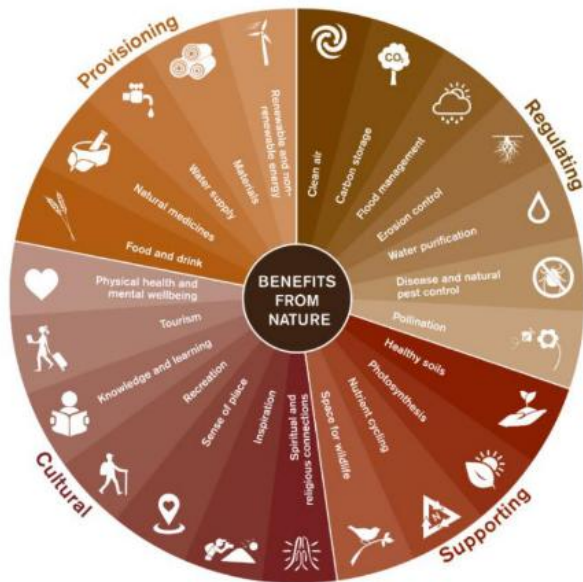


Figure 3. Ecosystem services gained from nature (NatureScot 2022)

1.2 Statutory obligations

Moray Council has a statutory responsibility to undertake climate change action.

Scotland aims to reduce greenhouse gas emissions by 75 per cent by 2030 and to reach net zero by 2045. The [Climate Change \(Scotland\) Act 2009](#) places a duty on all public bodies to act to deliver on the national climate change targets.

Under this legislation, Moray Council has three main duties:

- **Mitigation:** To contribute to reducing greenhouse gas emissions
- **Adaptation:** To help Moray adapt to the changing climate
- **Sustainability:** To act in a sustainable manner.

The council must report on compliance with these duties annually in accordance with the [Climate Change \(Duties of Public Bodies: Reporting Requirements\) \(Scotland\) Order 2015](#) and [subsequent amendments](#).

This council is required to provide the following information in annual climate change reports:

- its target date for achieving zero direct emissions;
- its targets for reducing indirect emissions;
- how its targets will align spending plans and use of resources to contribute to reducing emissions;
- how it will publish progress to achieving emissions reduction targets; and
- what contribution it has made to helping deliver Scotland's Climate Change Adaptation Programme.

[National Planning Framework 4 \(NPF4\)](#) gives significant consideration to carbon, climate change and biodiversity by incorporating the national climate change targets into the local planning system to promote sustainable development.

The [Heat Networks \(Scotland\) Act 2021](#) aims to regulate and support the development of heat networks. Heat networks distribute heat from a central

source to multiple buildings, reducing the need for individual heating systems and promoting energy efficiency. The council is required to undertake assessments of the potential for heat networks in Moray and develop plans to promote their use.

The [Local Heat and Energy Efficiency Strategies \(Scotland\) Order 2022](#) requires the council to develop plans to improve energy efficiency and reduce carbon emissions in buildings across Moray, to support the transition to net zero.

The [Nature Conservation \(Scotland\) Act 2004](#) aims to protect and conserve biodiversity and natural habitats. It places a duty on the council to consider biodiversity in its decision-making processes and to promote the conservation of local habitats and species.

The [Transport \(Scotland\) Act 2019](#) aims to promote sustainable transport and reduce greenhouse gas emissions from the transport sector. It has provided the council with greater powers to implement Low Emission Zones and improve active travel infrastructure.

1.3 Co-benefits of taking climate change action

Local authorities and community planning partners play a vital leadership role in driving the ambition and local collaboration necessary to integrate net zero and the green recovery into planning and investment decisions⁵. In addition, taking action on climate change presents opportunities to promote co-benefits which support multiple demands from local communities and businesses. The co-benefits of climate action can include the creation of green jobs, improved public health from active travel and cleaner air, and enhanced biodiversity due to the expansion of green space.

Such co-benefits could also support the delivery of themes within the [Moray Council Corporate Plan 2024](#). [Table 1](#) highlights a selection of potential co-benefits achievable which align with Corporate Plan priorities.

⁵ [Improvement Service \(2023\) Community Planning Improvement Board: Climate change and sustainability key messages.](#)

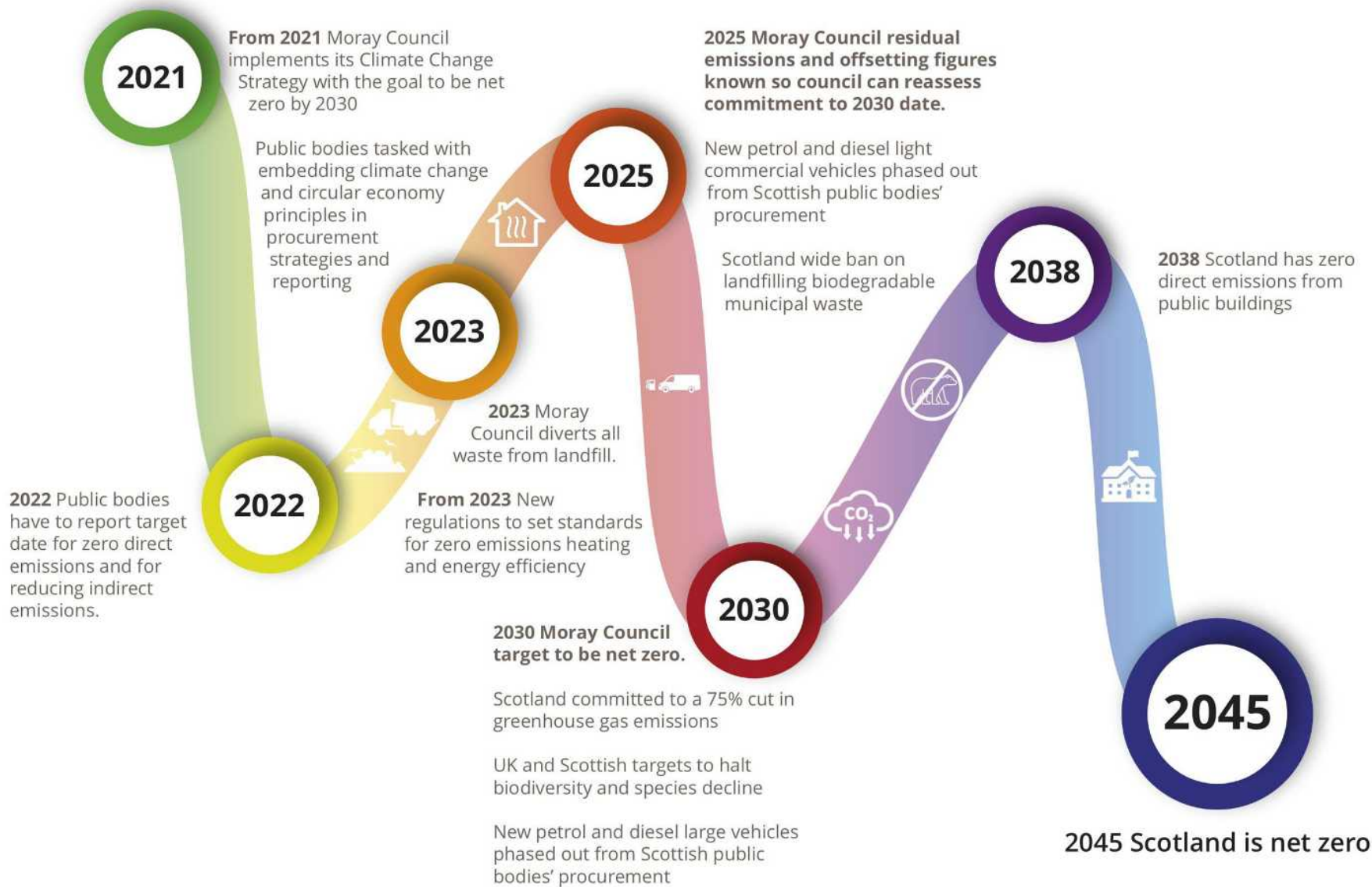
Table 1. Selection of potential co-benefits achievable through delivery of Climate Change actions.

<p>Our people</p> <ul style="list-style-type: none"> ✓ Improved health and wellbeing ✓ Reduced health and social care costs ✓ Protect the most vulnerable from climate impacts
<p>Our place</p> <ul style="list-style-type: none"> ✓ Strong, well-connected communities ✓ Community-led improvements ✓ Public involvement in planning ✓ Improved greenspaces and access to the natural environment
<p>Our future</p> <ul style="list-style-type: none"> ✓ Increased demand and opportunities for green jobs and skills ✓ Retaining young people in Moray ✓ Strong local economy and community wealth ✓ Improved standard of living ✓ Resilience to climate change impacts ✓ Reduced energy and maintenance bills ✓ Reduced costs from severe event damage ✓ Opportunities for council revenue generation

Early investment in climate change adaptation delivers strong value for money, with most measures delivering £2 to £10 of net wider economic benefits locally for every £1 spent⁶. In addition, around £9 in property damages and wider impacts can be avoided.

⁶ [UK National Audit Office \(2022\) 'Climate change adaptation: the government's role and progress'.](#)

The following milestones have been adopted by Moray Council in response to the wider commitments set by the Scottish Government for Scotland and the public sector.



2. Our approach to climate change action

2.1 Accounting for net zero

Net zero means cutting greenhouse gas emissions to as close to zero as possible, with any remaining emissions re-absorbed from the atmosphere – for example, by oceans and forests⁷.

Emissions originate from sources directly within the council’s control (Scope 1), or where it is the direct user of a good or service (Scope 2), e.g. fleet vehicle emissions and grid electricity use. The Moray Council target for net zero is to reduce direct operating emissions of the council to net zero by 2030.

Other emissions originate from sources where the council has an interest but no direct control (Scope 3), e.g. procurement of food for school catering. Calculating the latter involves a greater level of uncertainty: both in the emissions themselves, and the level of responsibility for them.

The council has a duty to report on all Scope 1 and 2 emissions, all Scope 3 emissions from “relevant and significant areas of the organisation’s indirect emissions” greater than 1% of total organisational emissions.

2.2 Approach to our targets

The council has previously has agreed that its targets should be ambitious and achievable. They should provide a realistic but agile pathway towards the aim of net zero carbon emissions by 2030.

The targets should be measurable and recording mechanisms should be transparent and improved over time. Where there is uncertainty, assumptions backed by expertise will be made and stated clearly to avoid understating the council’s climate impact.

The council’s targets will include direct emissions, and estimate how these and indirect emissions may change in the future. They will:

- Be clear on what is included in the scope of the council’s emissions;
- Cover all Scope 1 and 2 emissions and appropriate areas of Scope 3 emissions (e.g. municipal waste);

- Have interim reduction targets at set periods that align to the Scottish Government interim targets; and
- Reduce residual emissions to as low a level as possible and set out how natural carbon sequestration methods will be used to achieve net zero emissions.

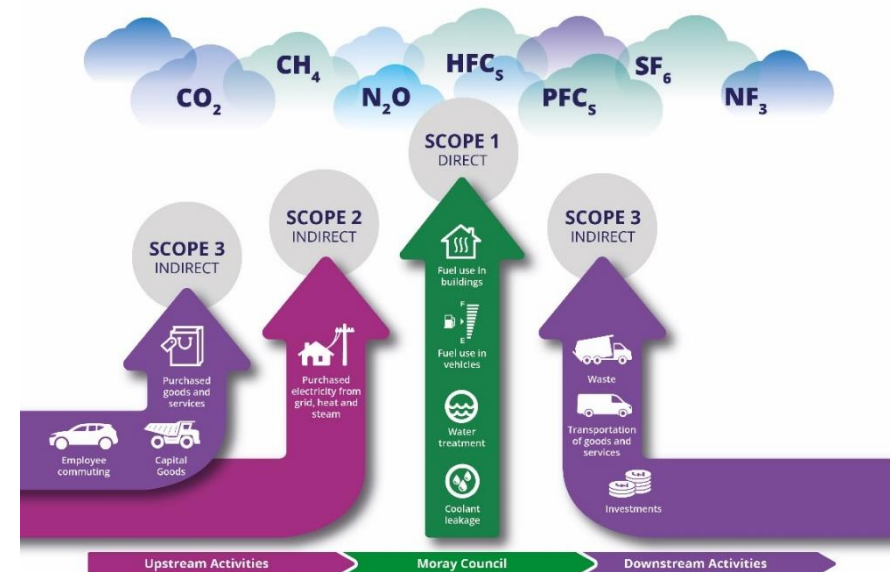


Figure 4. Emissions scope classification for Moray Council activities.

The council will use a carbon management hierarchy approach to prioritise its targets and necessary actions (Figure 5). This approach prioritises the avoidance of carbon emissions to deliver lasting change. Where avoidance of emissions is not possible then they should be reduced through service efficiencies or redesign. Removal of emissions is required where further reductions cannot be achieved.

Offsetting ‘unavoidable’ emissions through offsetting schemes should be considered as a last resort in target setting. Offsetting large amounts of carbon is discouraged as large scale offsets are not sustainable and guidance makes clear that public bodies are required to reduce emissions as much as possible before considering offsets.

⁷ United Nations (2023) *What is net zero?*

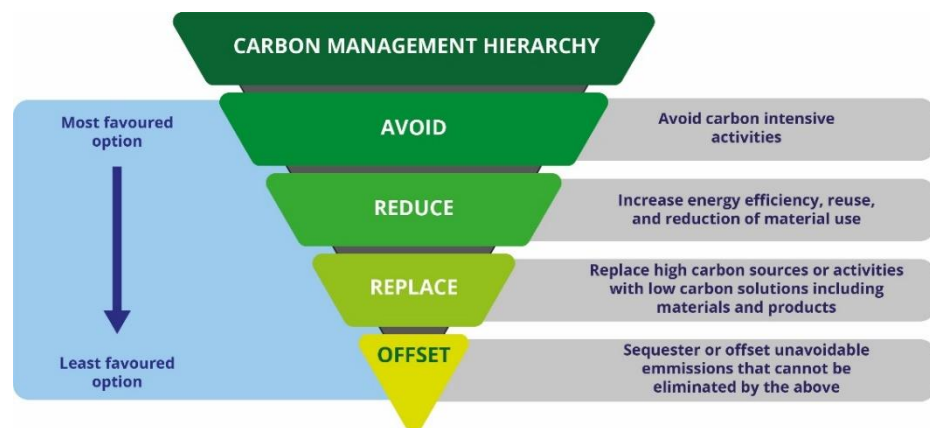


Figure 5. Moray Council carbon management hierarchy.

For example, actions might look like:

- **AVOID**: Redesign services to enable smarter working.
- **REDUCE**: Reduce energy through smart timing solutions.
- **REPLACE**: Decarbonisation of the council's fleet.
- **OFFSET**: Plant an area of woodland to offset unavoidable emissions.

2.3 Baseline our emissions

Calculating baseline emissions helps to determine the level of intervention needed to achieve net zero carbon emissions, and to allow progress to be monitored.

The council's carbon emissions from 2017/18 are used as a baseline for emissions (Table 2). This year was chosen as it was the earliest year that had a comprehensive return of emissions to the Scottish Government.

It should be noted that as these data are from prior to the pandemic, operational emissions were minimal as most staff worked from an office base and home working emissions were not being recorded. The first time the council recorded homeworking emissions was during the pandemic.

Table 2. Moray Council 2017/18 baseline carbon emissions.

Emission source by area and source		Carbon emissions (tCO ₂ e)
Building heat	Natural gas	4,077.9
	Gas oil	1,034.1
	Biomass	34.7
	Purchased heat and steam	15.4
Building electricity	Primary schools and nurseries	1,122.0
	Secondary schools	1,177.3
	Unmetered electricity	1,685.5
	Offices	523.8
	Community facilities	358.5
	Residential homes and day centres	145.7
	Sports facilities	249.6
	Industrial	346.2
	Other	611.0
Transport	Diesel	3,591.5
	Petrol	27.5
	Gas oil	776.6
	Electric vehicles	0.0
	Hybrid vehicles	0.0
	Marine fuel oil	68.2
Waste	Landfill gas	0.0
	Municipal refuse to landfill	9,130.3
	Commercial, industrial and clinical waste to landfill	2,048.7
	Recycling and composting	387.2
Operational emissions	Outdoor spaces	72.1
	Homeworking emissions	0.0
	Water supply and treatment	125.8
	Corporate travel	394.8

3. What impact are we having on climate change?

The way the council conducts its work and manages its assets all has an impact on the climate. In this section, the extent of this impact is explored.

If progress is to be made on the council's targets, it must consider what it is doing and how it is doing it. Within that, the council should also reflect on the lessons it can learn from examples of good practice and how these can be applied to future action.

The actions in this section form part of the council's climate change action plan. There is an opportunity to develop these actions further as part of the Climate Change Strategy update in 2024.

3.1 Building heat and electricity



3.1.1 Overview

The council's property portfolio comprises a range of buildings including offices, schools, libraries, sports facilities and depots. These buildings vary in age, size, energy efficiency and condition.

Most of the council's buildings are heated by natural gas or gas oil. However, there are a few sites where biomass has been installed.

Building electricity is provided by the national grid, although some buildings have been fitted with solar PV panels. Electricity use also includes street lighting and safety floodlighting.

There are a series of national phased targets for all publicly-owned buildings to meet zero emission heating requirements, with a backstop of 2038.

To enable this, support is being provided by the Scottish Government via the:

- Scottish Public Sector Energy Efficiency Loan Scheme (Salix)

- Scottish Public Sector Non-Domestic Energy Efficiency (NDEE) Frameworks and Project Support Unit (PSU)
- Scottish Central Government Energy Efficiency Grant Scheme

3.1.2 Current emissions

Emissions from the council's buildings are split into two categories: building heat and building electricity.

Building electricity emissions currently represent 12% of our overall emissions. As shown in [Figure 6](#), building electricity emissions have decreased by 55% from our baseline. This is due to a greener national grid and reduced electricity consumption through efficiency programmes such as those in [Case Study 1](#).

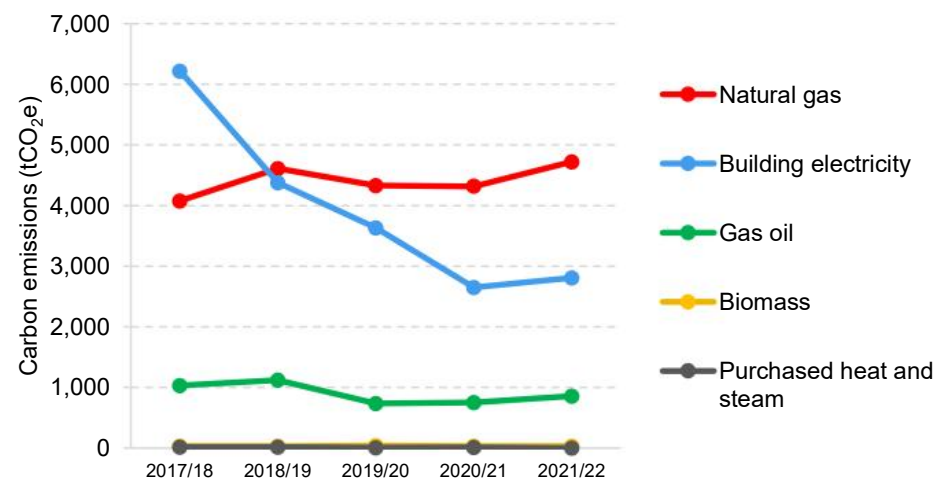


Figure 6. Building electricity and heat emissions from baseline date to present.

Building heat emissions currently represent 24% of the council's overall emissions.

Whilst use of gas oil and purchased heat and steam has decreased over the baseline period, [Figure 6](#) illustrates an increased reliance in the most recent reporting period on natural gas and gas oil for building heat. This is largely due to a return to 'business as usual' working practices following the marked decrease in these emissions during the Covid-19 pandemic working restrictions.

Case study 1: Elgin High School solar panels



The council installed a 47kWp solar PV panel system at Elgin High School in October 2017. Since its commissioning, the system has generated over 177,491kWh of electricity and brought in over £5,000 in Feed-In-Tariff payments.

The solar PV system produces around 3,500kWh every year, which has significantly reduced the school's carbon footprint and energy bills.

The UK energy price crisis has led to a major increase in energy prices, which has resulted in a shorter payback period for solar PV installations. As energy prices increase, the value of electricity generated by solar PV systems also increases. This means that the payback period for the initial investment in a solar PV system is reduced, as the system can generate more revenue in a shorter timeframe.

The council can access several funding opportunities to implement solar PV systems including via the Scottish Public Sector Energy Efficiency Loan Scheme (Salix).

3.1.3 Action areas

Outcomes	Actions include:
Reduced heat and electricity consumption	<ul style="list-style-type: none"> Increasing building user awareness of ways to reduce energy use and save utility costs Reviewing building opening times Reducing the heat set point of buildings Progress a 'fabric first' approach to building design Identifying opportunities for heating and power refurbishment in the learning estate Promoting Smarter Working
More energy produced by renewables and low carbon sources	<ul style="list-style-type: none"> Feasibility studies to consider renewable energy potential across the Council's property portfolio Installing renewable energy technologies on council-owned buildings and land Replacement of carbon-based heating systems
Reduced building carbon output and increased energy efficiency	<ul style="list-style-type: none"> Aim to achieve zero carbon standards for all new buildings, including housing and schools Achieve Energy Efficiency Standard for Social Housing (ESSH) for all council housing

3.2 Transport



3.2.1 Overview

The council's fleet is used by employees to conduct council business and deliver services for the people of Moray. It comprises over 500 cars, vans, buses, trucks, specialist vehicles and vessels.

The majority of the fleet runs on diesel or gas oil fuel. Marine fuel oil is currently used in council vessels. Petrol is used for open spaces machinery.

There are a series of national targets in relation to public sector transport fleets:

- All fossil fuel cars to be replaced by zero emission alternatives by 2025
- No purchases of fossil fuel powered light commercial vehicles (under 3.5 tonnes) after 2025, with remaining vehicles phased out by 2030
- Phase out heavy duty vehicles by 2040

The Zero Emission Fleet Replacement Strategy details the council’s plans to decarbonise the remainder of the fleet in line with the Scottish Government’s net zero targets.

3.2.2 Current emissions

Emissions from the fleet are mostly from the use of diesel (Figure 7).

In the most recent reporting period, there has been a rise in emissions from diesel use (Figure 8). This is largely due to a return to ‘business as usual’ working practices following the marked decrease in these emissions during the Covid-19 pandemic working restrictions.

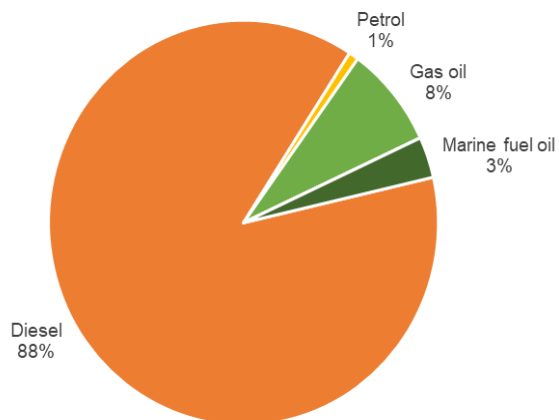


Figure 7. Breakdown of Moray Council transport emissions 2021-22.

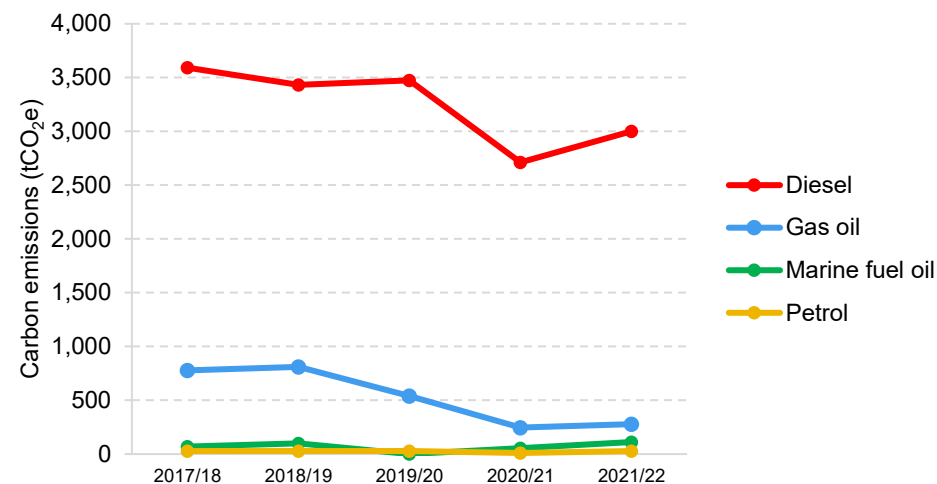


Figure 8. Transport emissions from baseline date to present.

3.2.3 Action areas

Outcomes	Actions include:
Decarbonised council fleet	<ul style="list-style-type: none"> ▪ Displacing fossil fuel powered vehicles and plant with ULEV alternatives
Increased awareness of actions and opportunities to reduce emissions	<ul style="list-style-type: none"> ▪ Developing and promoting staff travel plans ▪ Delivering and promoting active travel to school campaigns ▪ Developing a calendar of sustainable events ▪ Conducting new staff travel survey in April 2023
Facilitating emissions reduction	<ul style="list-style-type: none"> ▪ Developing strategy and guidance for provision of public EV charging facilities in Moray ▪ Organising bicycle maintenance sessions and led rides for staff ▪ Parking management around schools and supporting modal shift from vehicles to active travel

3.3 Waste



3.3.1 Overview

Waste is collected across Moray from households and commercial organisations. The council currently operates a landfill site at Nether Dallachy which handles household, commercial, industrial and clinical waste.

Disposing of waste within landfill is the worst option for the environment and leads to significant carbon emissions. It should be the last resort for waste disposal (Figure 9).



Figure 9. Scotland's waste management hierarchy (Scottish Government 2015)

In 2023, the council will be diverting waste from landfill to a new energy from waste facility (Case Study 2).

There are several national targets in relation to waste management:

- Minimum recycling from all sources to be 70% by 2025
- Maximum of 5% of all waste sent to landfill by 2025
- 33% reduction in food waste by 2025

Case study 2: Recovering energy from waste



From mid-2023, the council's non-recyclable waste will be processed at the NESS energy from waste facility.

Aberdeen City Council, Aberdeenshire Council and Moray Council are working together to create the facility to process non-recyclable waste.

The facility is being built at the former gas holder site at East Tullos Industrial Estate in Aberdeen. It will take the remaining, non-recyclable waste from the three councils and combust it cleanly and completely.

The process will produce electricity which will then be sold to the National Grid and steam which will be used in a local district heat network to provide low cost heating to homes in the nearby Torry area.

Modern energy from waste plants are commonly used throughout northern Europe and are considered utility plants alongside other power stations. In Scotland there are currently two operational plants.

Despite the council's best efforts to reduce residual waste through minimisation campaigns, recycling, composting and use of other treatments, a substantial quantity of residual waste that is generated will still need to be collected and cannot be landfilled anymore.

Diverting this residual waste from landfill to this facility will reduce the council's waste emissions by around 95%.

3.3.2 Current emissions

The council's landfill accounts for 97% of all waste emissions. The remaining waste emissions result from the processes involved in recycling and composting waste.

The production of landfill gas at Nether Dallachy results in a negligible level of annual emissions.

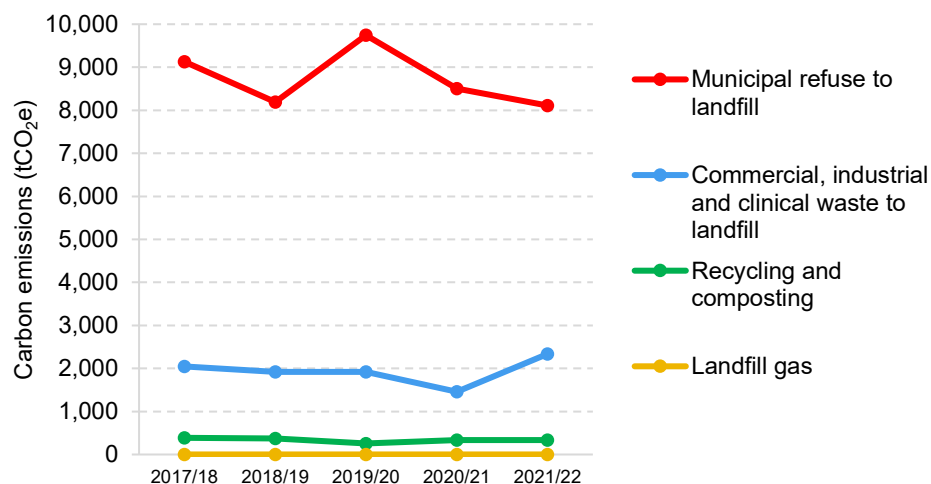


Figure 10. Waste emissions from baseline date to present.

3.3.3 Action areas

Outcomes	Actions include:
Reduced emissions from non-recyclable waste	<ul style="list-style-type: none"> Diverting non-recyclable waste to NESS energy from waste facility in Aberdeen
Reduction in residual waste	<ul style="list-style-type: none"> Working with Zero Waste Scotland and third sector partners to progress projects to reduce waste through re-use and recycling

- Carrying out education on recycling and waste reduction to improve sustainability awareness and recycling in schools and across council buildings
- Reducing the charge for garden waste (brown bin) permits
- Supporting creation and promotion of a Community Identified Benefits Portal, facilitating collaborative relationships between local construction firms/developers and circular economy initiatives
- Improving recycling and food composting facilities in schools

3.4 Operating Emissions



3.4.1 Overview

Operating emissions result from the day-to-day work of the council. These include an annually estimated carbon emissions impact for employees working from home, electricity use in outdoor spaces, the use and treatment of water and corporate travel.

3.4.2 Current emissions

The council's operating emissions have marginally increased over the past year (Figure 11).

Homeworking emissions, first recorded in 2020/21, have risen due to an increase in the overall size of the workforce during the reporting period. The methodology for calculating this is set externally but work to improve the reporting of this emission source has been undertaken by the council's climate change officers and will take effect from reporting year 2022/23 onwards.

Emissions from electricity use in outdoor spaces have followed a decreasing trend in recent years owing to ongoing decarbonisation programmes such as those in Case Study 3. In the past year, these emissions have increased due to higher use of EV charging points.

3.4.3 Action areas

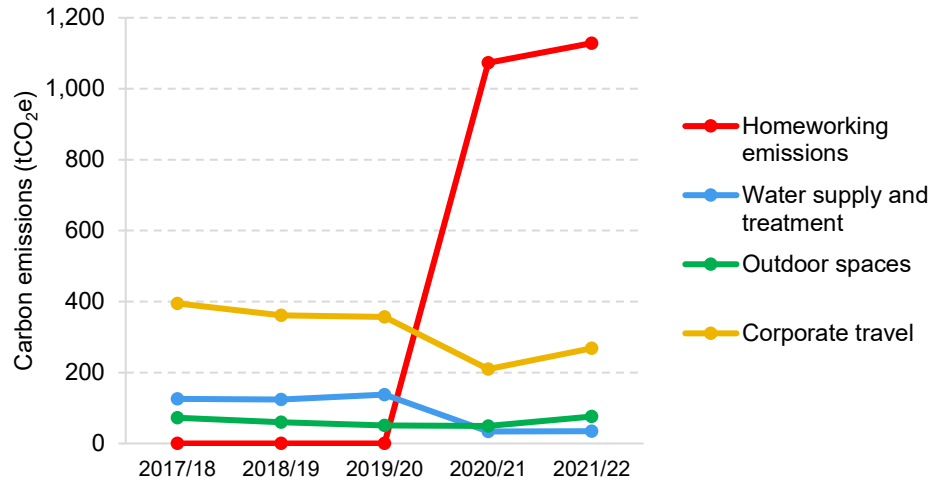


Figure 11. Operating emissions from baseline date to present.

Case study 3: LED street lighting programme

The council's street lighting spend-to-save programme saw the replacement of approximately 17,600 lamps across Moray with LED alternatives.

The typical lifespan of an LED street light is estimated to around 25 years.

By comparison, traditional lamps last 4-5 years, resulting in more costly maintenance regime requirements.

The programme has resulted in energy use reductions of almost 70%, as well as a reduction in light pollution across the Moray region.



Outcomes	Actions include:
Reduced emissions from operational actions	<ul style="list-style-type: none"> Supporting homeworkers to reduce their emissions through relevant advice and practical assistance Introducing a ZEV salary sacrifice scheme for employees Promoting Smarter Working Increasing use of the cloud to reduce server network and electricity consumption Continue to make school meals more sustainable with a reduced carbon impact Developing and promoting more vegetarian and vegan food options
Increased awareness of actions and opportunities to reduce emissions	<ul style="list-style-type: none"> Developing and delivering Carbon Literacy training for employees and elected members Updating climate change awareness training as part of the employee induction process Increasing opportunities for 'Learning for Sustainability' within the school curriculum Applying zero and low carbon objectives as a factor in all investment decisions in relation to budgets and the Capital Plan Ensuring the Climate Change Strategy and Action Plan are living documents and remain fresh and valid until 2030 Assessing climate change and biodiversity impacts as part of all reports to committee Supporting the development of knowledge and skills to promote innovation and effective carbon management across departments Supporting opportunities for teachers and pupils to access and share knowledge/resources to progress climate change work

3.5 Procurement and Investment



3.5.1 Overview

Around a third of the country's emissions are dependent on sectors that are directly shaped or influenced by local authority practices, policy or partnerships⁸. It is to this end that procurement performs such a key role in reducing national climate impact.

Case study 4: Food for Moray supplier engagement event

The Food for Moray event invited any business interested in supplying fresh meat, fruit and veg and bakery products to schools to learn more about the process and gain advice from the teams involved.



Suppliers spoke with relevant officers to find out about the criteria for supplying schools, how they can operate more sustainably and evidence this in their bids. The event was attended by officers from catering, climate change, procurement and community wealth building, as well as advisers from Business Gateway. Existing suppliers were on hand to share their experience of supplying the council.

Suppliers liked that they could come to talk with relevant officers and obtain information before deciding whether to proceed with the tender process. It was an excellent opportunity for officers to handle any concerns or misconceptions about the process at an early stage.

Feedback from attendees was very positive. Three local butchers went on to join the tender process, and one purchased an electric van.

Procurement of goods and services with the council amounts to some £140 million annually. The council therefore has a significant influence locally and regionally on climate change through procurement.

The [Procurement Reform \(Scotland\) Act 2014](#) introduced a sustainable procurement duty for local authorities. This requires that before the council buys anything, it must think about:

- how it can improve the social, environmental and economic wellbeing of Moray, with a particular focus on reducing inequality
- how its procurement processes can facilitate the involvement of SMEs, third sector bodies and supported business
- how public procurement can be used to promote innovation

Climate change and procurement officers have worked to develop a simple process for suppliers to evidence their carbon reduction actions when bidding for smaller contracts.

The council has also developed Sustainable Procurement Guidance and an associated training module and embedded this within the tender process to reflect the priorities and actions of the Climate Change Strategy.

3.5.2 Action areas

Outcomes	Actions include:
Support suppliers to reduce their climate impact	<ul style="list-style-type: none"> ▪ Developing a simple process for suppliers to evidence their carbon reduction actions when bidding for smaller contracts ▪ Developing an action plan for raising awareness to local business of new opportunities created through the Scottish Government's Just Transition approach, following approval of the Community Wealth Building Strategy
Maximise opportunities for climate action through procurement	<ul style="list-style-type: none"> ▪ Continuing to develop the non-cash benefits available through procurement ▪ Implementing updates into the procurement process ▪ Developing sustainable procurement guidance and updating modules as appropriate ▪ Supporting and informing departmental lead officers through the sustainable procurement process

⁸ UK Climate Change Committee (2020) 'Local authorities and the sixth carbon budget'.

3.6 Nature and carbon sequestration



3.6.1 Overview

The council has a duty to further the conservation of biodiversity when carrying out our responsibilities.

There are two broad national targets:

- Scotland will be nature positive by 2030 - halting and reversing nature loss by 2030, measured from a baseline of 2020
- Biodiversity will be restored and regenerated by 2045

This ambition is further supported by NPF4. NPF4 places the climate and nature crises at the centre of planning policy, in addition to rebalancing planning policy to ensure that positive effects for biodiversity are secured.

The council's Climate Change Strategy recognises the interrelationship between climate and nature, and that the council must take action to protect, restore and enhance biodiversity. A nature emergency was declared by the council in February 2023.

Many of the council's activities have the potential to drive biodiversity loss or nature recovery. These include discharging responsibility as a planning authority through planning policy, as a landowner by how the council manages its estate, and as an education authority through how well the council connects young people with nature. Enhancing biodiversity also has the opportunity to sequester carbon through well managed soil and vegetation, thereby reducing net emissions (Figure 12).

During 2023, the council's Woodland and Forestry Strategy is being updated. This alongside separate research into carbon sequestration potential of council owned land will provide evidence to aid development of a planting project which would work with community volunteers to plant trees and wildflowers.

Case study 5: Wards wildlife site - biodiversity enhancements



Direct grants totalling £225,000 for restoring nature from the Scottish Government have enabled a number of biodiversity enhancing projects over the past two years. A priority for this funding is the Wards wildlife site in Elgin as it is both a valuable space for people to enjoy nature, and for wildlife to thrive.

The wetland needs active management to keep it in a healthy condition, so a plan is now in place to guide this work. The overgrown pond has been partially cleared, restoring a large area of open water for birds, amphibians, insects to thrive in. Several new wader scrapes have been created, adding to the diversity of habitats.

Water levels are now being monitored as there are suggestions the site may be drying out. Careful management of the extensive ditch network will ensure that the unique and valuable urban wetland continues to provide unique homes for plants, animals and insects, as well as storing carbon in the peaty ground and helping address climate change.

Engagement with local schools and community groups is encouraging people to become involved in looking after and enjoying the Wards.

3.6.3 Action areas

Outcomes	Actions include:
Maximise opportunities to sequester carbon within existing council assets	<ul style="list-style-type: none"> Commissioning research for baseline carbon sequestration potential of council land holdings, and opportunities to expand and manage these assets Developing a Carbon Offsetting Plan which ensures that management of council assets is planned to maximise carbon sequestration
[biodiversity outcomes – if agreed by Committee]	<i>[A report on biodiversity is being presented to ED&I committee in May 2023. Any agreed biodiversity actions will be added here.]</i>



Figure 12. Nature based solutions to climate change (based on content from Improvement Service 2021).

3.7 External influence



3.7.1 Overview

Many of the council’s statutory duties are related to helping reduce greenhouse gas emissions in the wider Moray area. This includes actions such as supporting energy efficiency improvements in homes, active travel and green training as part of a Just Transition away from fossil fuels.

While this will not reduce the council’s direct carbon footprint, the Climate Change Strategy also seeks to reduce carbon emissions across Moray.

Engaging with the community is essential to understand local concerns and bring about necessary change. A collaborative approach can lead to more effective policies, behavioural changes, enhanced community resilience and a reduction in climate change impacts (Case Study 6).

The council has commenced work on its Local Heat and Energy Efficiency Strategy (LHEES). This strategy is crucial for communities as it aims to provide affordable and sustainable heating solutions, reduce energy consumption and alleviate fuel poverty. LHEES can help to create jobs in the green sector, improve health and wellbeing, and contribute to achieving net zero – thus ultimately benefitting the community and wider environment.

NPF4 will help to guide the location of new housing, transport links and infrastructure, ensuring that communities have access to the services they need whilst enhancing the environment and meeting net zero targets.

NPF4 introduces the concept of Local Place Plans (LPPs) which are community-led plans that provide a framework for shaping the future of local places. LPPs are an essential tool for engaging with communities and fostering local democracy, ensuring that Moray’s towns and villages are designed with the people who live there in mind.

The council’s Hydrogen Strategy seeks to create a local supply chain for hydrogen production and use, providing job opportunities and economic benefits for the region. Using green hydrogen as a fuel for transport, heating and industrial processes will be essential to cutting Moray’s area emissions.

Case study 6: Scotland's Climate Week 2022



A week of engagement across Moray, led by the council's climate change officers in collaboration with tsiMORAY aimed to highlight positive climate action and bring people into the conversation.

Fortunate timing made the use of one of the council's new electric vehicles available, enabling a team of officers and partners to travel across Moray. The event engaged over 600 young people in two-way dialogue, and also involved libraries, social enterprises, businesses, and the public in sharing local, innovative, solutions to climate change.

A follow up [video](#) highlighted the week's activities and some of the areas where the council and other organisations across Moray are taking action on climate change. Dedicated [climate change information](#) for staff was launched on Interchange during the week, along with a news item with links to national events and quizzes.

Schools and libraries welcomed being involved and suggested ways to expand engagement in these areas. While the ability to hold such a wide reaching event was a unique opportunity and is unlikely to be repeated without additional resources, it was extremely valuable in terms of the positive impact on young people, raising the profile of climate action in Moray and demonstrating collaboration between different organisations and council departments.

3.7.2 Action areas

Outcomes	Actions include:
Develop skills and the economy	<ul style="list-style-type: none"> Increasing provision of relevant skills and knowledge for a greener economy to support delivery of the Moray Apprenticeship Strategy Supporting the planning and delivery of awareness raising events for businesses to transition to a green economy Joining support networks to assist the progress of climate change action
Enabling the community to understand and take action on climate change	<ul style="list-style-type: none"> Consulting community groups and residents about climate change action and delivering the Moray Climate Change Engagement Strategy Supporting the work of the Moray Climate Assembly Engaging with communities to facilitate renewable energy projects Promoting Moray-specific climate emergency training for community groups and organisations Promoting the Active Travel Strategy Delivering the LHEES programme Continuing the Energy Efficiency Scotland: Area Based Scheme (EES: ABS) Delivering the Moray Hydrogen Strategy
Strategic planning which reflects the climate and nature emergency	<ul style="list-style-type: none"> Implementing NPF4 policies relating to the climate and nature crises. Developing a Regional Spatial Strategy Reviewing the Forest and Woodland Strategy, Food Growing Strategy and Open Space Strategy Developing 20-minute neighbourhood concepts for Moray's main towns and embedding within the next Local Development Plan Promoting and supporting brownfield over greenfield development Developing carbon guidance to support Moray Growth Deal projects Developing carbon and offsetting guidance for development applicants in line with NPF4 Monitoring and reporting of area-wide carbon emissions and actions

4. What progress are we making?

4.1 Current pathway of recorded emissions

The current pathway of recorded emissions is a projection towards 2030 using the baseline and other known emissions data. It shows how recorded emissions may change over this time period when considering the council's pre-planned actions. Only activities which are highly likely are accounted for within this projection. Carbon sequestration is considered and accounted for within net zero projections separately in sections 4.5 and 5.1.

This pathway highlights the increase in emissions as a result of the council's services returning towards a 'business as usual' approach following the pandemic. Notwithstanding that, the overall trend remains that emissions continue to reduce from the baseline value to a level where a carbon sequestration scheme may be used to offset any remaining emissions (Figure 13). In this figure, annual emissions are divided into five categories (Table 2).

Table 2. Explanation of emissions categories used in carbon emission reporting.

Category	Description
Operating emissions	Emissions generated by the council through its day-to-day work. These consist of emissions that the council can control and influence. These are recorded in the annual greenhouse gas emissions reporting.
Waste	Emissions from dealing with municipal and industrial-level waste. These are recorded in the annual greenhouse gas emissions reporting.
Building electricity	Emissions from electricity use in council buildings. These are recorded in the annual greenhouse gas emissions reporting.
Transport	Emissions from the operation of the council's fleet vehicles and vessels. These are recorded in the annual greenhouse gas emissions reporting.
Building heat	Emissions from heating of council buildings. These are recorded in the annual greenhouse gas emissions reporting.

The current pathway aims to find a compromise between speed, technological limitations and funding. Whilst there are likely to be budgetary restrictions, this pathway avoids late adoption of technology and measures. This is to reduce carbon emissions and also because demand could impact on the cost of supply as the 2045 deadline approaches and public and private sectors are potentially legislated to take action.

A balanced approach to the implementation of measures is more likely to benefit from reducing costs of measures as the scaling up of production reduces costs. This could also allow planned solutions to align with national infrastructure investment. For example, vehicles could continue to transition to zero carbon using batteries, or hydrogen could become more dominant if electricity distribution networks are unable to cope with the electrification of both heat and transport.

The calculations for the current pathway account for:

- **Internal factors:** Known internal changes that will impact on emissions, e.g. confirmed waste management change.
- **External factors:** Known external changes that will impact on emissions, e.g. ongoing decarbonisation of the national grid.
- **Population change:** Annual changes in population, based on the 2018 Scottish Sub-National Populations Projections for Moray, which may impact future emissions.

4.2 Progress

Progress has been made by climate change officers in improving the council's homeworking emission estimates. From reporting year 2022/23 onwards, this emission source is forecast to reduce considerably as more information is available around homeworking employees.

A delay was experienced in implementing the planned shift from landfill to energy from waste. This will now occur partially in 2023 and fully from 2024, leading to a 95% reduction in waste emissions going forward.

Building electricity emissions continue to decrease primarily owing to ongoing decarbonisation of the national grid. Council electricity use reduction projects also contribute to this and currently have a target of 2% reduction annually.

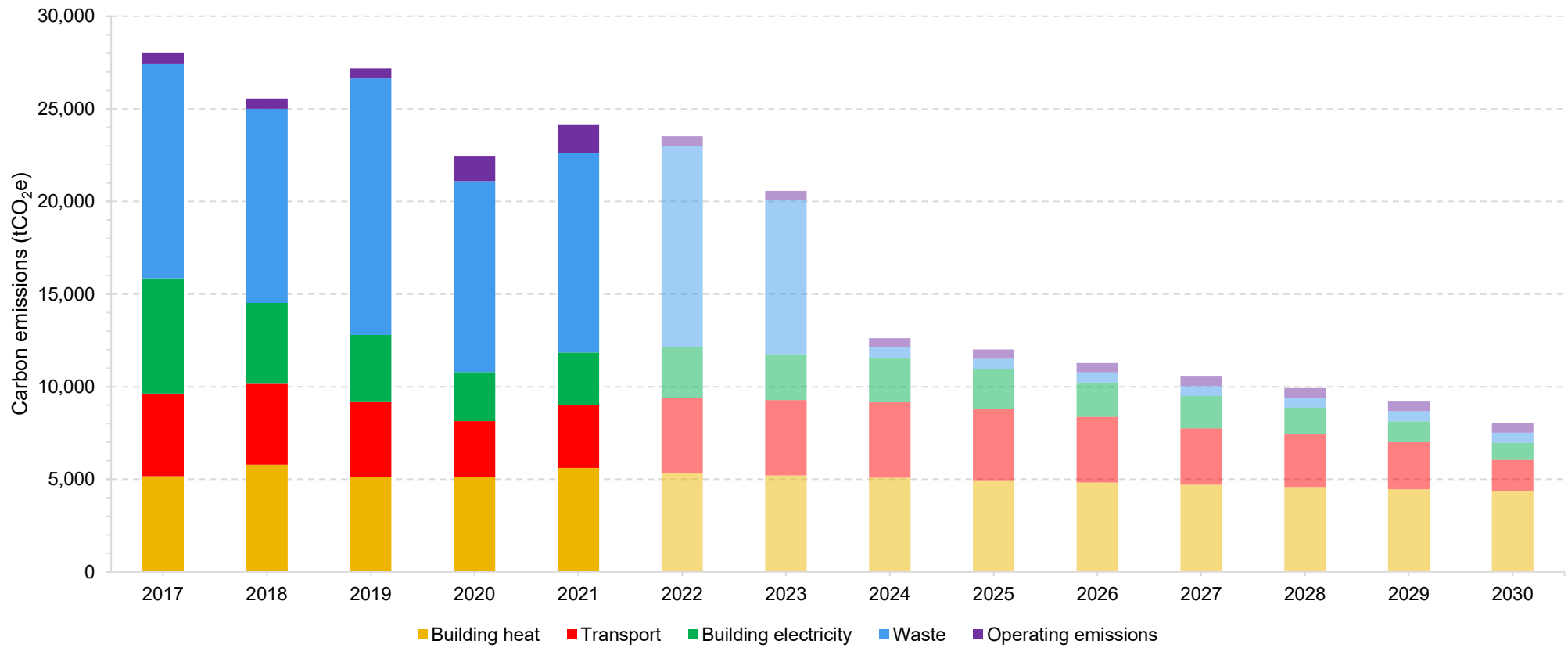


Figure 13. Current pathway of recorded carbon emissions from baseline date to 2030. Figures from 2022 onwards are forecast estimates and denoted by a lighter colour.

Difficulties in the global vehicle market has led to a slowdown in the availability of electric vehicles for the council's planned fleet replacement programme. This will lead to an increase in diesel emissions into the late 2020s.

Building heat emissions remain relatively stagnant with the exception of planned decarbonisation by 2030 of off-gas grid properties using gas oil. The upcoming 'Heat in Buildings Strategy' will present a course of decarbonisation action for the remaining building heat emissions. The actions agreed within this strategy can then be used to inform future updates to the Climate Change Plan and Routemap to Net Zero.

4.3 Concerns

Given the current rate of progress, it is difficult to be confident there will be sufficient progress in the decarbonisation of the building heat and electricity categories to ensure that the net zero target is met without excessive carbon sequestration offset. The current condition of some of the buildings is unknown. Therefore, the works required to bring them to net zero is also uncertain.

Net zero must be budgeted for and taken into consideration in the pace of decision making around the renovation and rationalisation of the council building stock. This will enable the production of accurate estimates of financial costs and emissions reductions which will assist future planning.

The council's smarter working, depot and store reviews must be completed promptly to give direction on which buildings to improve and which to rationalise. A completion timescale of 2023/24 is necessary to enable actions to progress at a pace which assists in reaching the 2030 net zero target. More efficient use of workspaces and technology could lead to a reduction in single use accommodation and an increase in the number of co-located partnership facilities.

The difficulties and expense of converting buildings to reach net zero means that if delays are experienced then emissions relating to buildings may not reduce sufficiently by 2030. Therefore, greater emphasis on other parts of council operations reaching net zero quicker (following the aspirational approach), and increased carbon sequestration, may have to be explored if

the pace of change continues to be insufficient and the target remains set at 2030.

If all information gathering and decisions on future change are made by 2025 then a more accurate assumption can be made for residual emissions and the need for carbon sequestration through carbon sequestration insetting and offsetting. This will provide a decision point milestone for the council to reassess the commitment to the 2030 net zero target knowing the full costs and carbon sequestration requirements.

4.4 Benefits and threats associated with current pathway

In summary, the benefits of threats of the current pathway are:

Benefits	Threats
<p>Reflects the path the council is currently pursuing. Does not commit the council to altering the timing or type of planned expenditure.</p> <p>Statutory deadlines are met.</p>	<p>Carbon sequestration will be required to reach net zero by 2030 as decarbonisation of estate and fleet will not be complete.</p> <p>Uncertainty around timescale for building improvement relating to carbon emissions.</p> <p>Many of the current commitments to reduce carbon emissions are currently unfunded by the council. The council requires to use its full breadth of powers to raise/attract funding, apply for government and other external funding, and lobby for further powers or financial assistance as may be required.</p>

4.5 Carbon sequestration

To continue delivering services, some residual emissions will be unavoidable. Carbon sequestration will be required to offset these emissions. Wherever possible this should take place on council owned land and include wider community benefits, in line with national guidance⁹.

Carbon is sequestered by vegetation and soil. The quantity of carbon that can be sequestered varies according to land cover type.

An analysis of the carbon sequestration potential of council land assets was conducted in early 2023. The analysis provided:

- An approximate, current baseline level of carbon sequestration
- An action plan to change existing land assets to sequester further carbon

The current approximate baseline carbon sequestration value of all Moray Council owned and operated land (an area of approximately 318 ha) is estimated as 2,121 tCO₂e per year.

Changing how the council manages its land to increase how much carbon is held in vegetation and soils is central to mitigating climate change impacts¹⁰. To this end, the types of land assets most suitable for change have been identified. This provides an approximate additional carbon sequestration value (above the baseline) of 2,277 tCO₂e per year (Figure 14).

There is potential for even more carbon sequestration from council owned land which is currently leased out. If some of this was developed into woodland there is an estimated additional carbon sequestration value of 1,200 tCO₂e per year. In addition to this there would be an opportunity to include innovative projects such as green walls. Whilst such schemes can deliver a wide range of co-benefits, the carbon sequestration potential is not as significant as fully nature-based solutions.

A decision on the council's approach to carbon sequestration will be the subject of a report to committee in late 2023. This is necessary for the

required resource to be made available to progress beyond the current baseline level of sequestration.

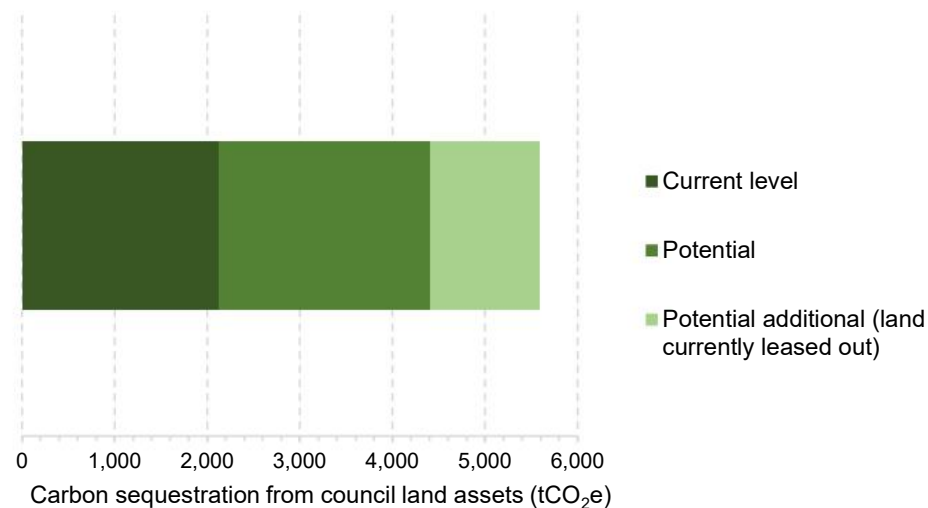


Figure 14. Carbon sequestration potential from council land assets.

⁹ Scottish Government (2023) *Guidance on nature-based carbon reduction projects*.

¹⁰ NatureScot (2023) *Managing nature for carbon capture*.

5. Where are we going?

5.1 Pathway to net zero

A net zero routemap provides options for the strategic decarbonisation of an organisation over a set timescale. This document has been developed by considering three possible approaches towards net zero emissions, involving different combinations of decarbonisation interventions. This will enable the council to engage strategically with the Scottish Government and other partners on its net zero journey as all the options will involve partnership working on actions and funding priorities.

The pathways being considered are:

- **Current pathway** - a realistic timescale built around the expected work programme of the council but, until otherwise informed, presumes a more restricted approach to aspects which are not yet agreed. This includes projects which have not yet sourced external funding, but set at a realistic, if challenging, timescale
- **Aspirational approach** – the quickest possible timescale to get works done to meet the council’s net zero target. It is assumed that finances will be available to invest in projects which will reduce future costs. Timings take into account any technical issues which may prevent work completion over a shorter timescale
- **Restricted approach** – a slower timescale than the current pathway where, for whatever reason, additional resources are not prioritised for climate change. This would have the consequence of potentially missing the 2030 deadline and requiring substantially more resources invested in carbon offsetting every year post 2045 to meet national targets as a minimum

There is a lot of information currently unknown and so there are no firm projections for these aspects. Assumptions have had to be made around the aspirational and restricted approaches to heating decarbonisation, and to the extent of improvements to council green space with possible nature and

carbon sequestration improvements. The assumptions behind the different approaches are set out in [Table 3](#).

Table 3. Assumptions behind routemap pathways.

Current pathway

- It is not currently known if all statutory deadlines will be met. Achieving these deadlines will be challenging.
- Projections for the future means that net zero carbon emissions by 2030 is possible although more accurate data is needed.
- Requires quick roll out of building and fleet decarbonisation as soon as firm plans made.
- Requires substantial additional investment which has not been budgeted for in a short period of time.
- Medium to high level of carbon sequestration and associated costs.
- Potential revenue generating opportunities through the development of commercial carbon offsetting schemes.

Aspirational approach

- Achieves net zero carbon emissions by 2030 target and all current statutory deadlines.
- Maximise potential for carbon offsetting and aspirational approach for heating decarbonisation.
- Additional staffing resource across services would be required.
- Potential revenue generating opportunities through the development of commercial carbon offsetting schemes.

Restricted approach

- Some statutory deadlines will not be met.
- Net zero by 2030 target will only be met with substantial levels of offset at significant cost to the Council.
- Uncertainty if delaying improvements will cost more or save money.
- Missed opportunity to generate revenue from emerging commercial carbon offsetting market.

The current pathway represents the decisions which have been taken and, where no firm plans are in place, presumes that decarbonisation will take place at a rate to meet statutory deadlines. As shown in Figure 15, this means the pathway is potentially closer to a restricted approach in 2030 but could shift if more aspirational approaches to decarbonisation can be funded and adopted.

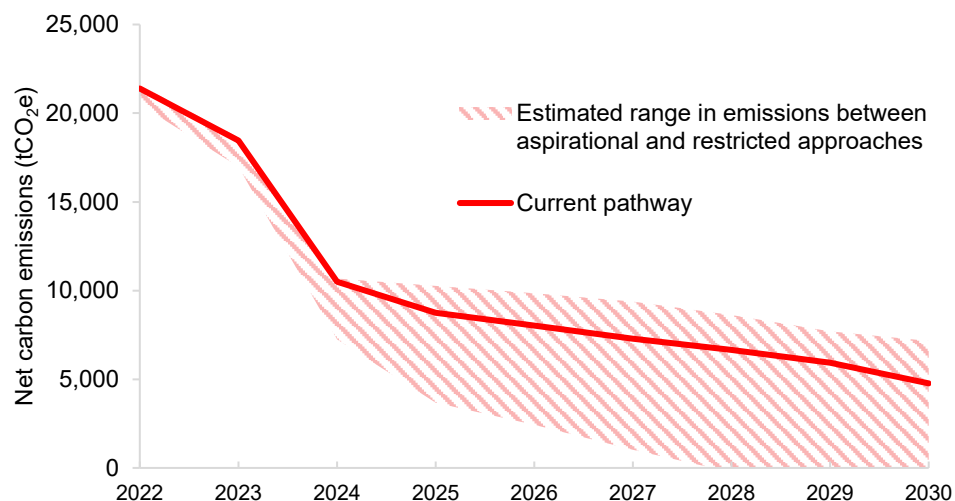


Figure 15. Possible range in net carbon emissions from present to 2030.

Going forward there is still a large range in the possible level of carbon emissions in 2030. We know that we will be somewhere between these and our exact pathway will be dependent on the actions the council takes in all areas of operations. While the 2030 target is possible, it will only be achieved if the decarbonisation of heat in buildings happens at pace. At present there is not firm costed plans or adequate levels of funding available to ensure this will happen.

5.2 Limitations and risks

There are technological, practical, and financial limitations which will impact on the route to net zero and have to be taken into account whether or not an aspirational or restricted approach is preferred.

These limitations include:

Area	Limiting Factors
Buildings	<p>Financial costs of energy efficient buildings are likely to be 10% more than standard buildings, although this should decline as technology is mainstreamed.</p> <p>There are practical limitations to the speed of decarbonising council building stock:</p> <ul style="list-style-type: none"> ▪ Reviews of the building stock and suitability of heating solutions have to be carried out before budgets decided. ▪ Fabric first approach means improved insulation measures are needed before new heating solutions. ▪ The heating solutions for some properties (e.g. hydrogen) have not reached market yet.
Transport	<p>Production restrictions and costs will influence when it is practical for different types of vehicles to transition to low carbon alternatives. Electric vans are more expensive and the transition of heavy plant is only likely to be technologically practical toward the end of the programme and may use different technologies such as hydrogen fuel cells.</p> <p>Improvements to infrastructure and training schemes for technicians and mechanics are needed to make a move to low carbon alternatives a success.</p>
Waste	<p>The council has contractual conditions associated with the energy recovery project.</p>
Operating Emissions	<p>Smarter Working changes to working methods and services provision will take time to be agreed.</p> <p>Departmental thinking required to ensure climate change is a priority and service change is agreed timeously.</p>
Nature & Biodiversity	<p>Principles around the council offsetting have to be developed, e.g. It should be local, and it should have co-benefits such as amenity or job creation.</p>
External Influence	<p>Opportunities to change these are limited because the council only has influence, not control, over many of these. Therefore encouraging behavioural change will be required.</p>

Apart from access to capital resources, there are actions that can be taken to lower these risk factors:

Area	Risk	Suggested possible action	Outcome	Co-benefits
Building heat	Lack of capital resources and uncertainty of the suitability of different heating solutions prior to fabric first improvements. Currently planning is being undertaken by staff with significant existing workloads.	Dedicated staff resource to manage building decarbonisation. To initially focus on planning of appropriate interventions on a building by building basis and then lead on implementation.	More certainty on timing and which heating solutions are suitable to meet the 2038 net zero public buildings deadline.	Local businesses/employment know what work is coming up and rationale for staff training or business planning, heating costs reduced for council.
Transport	Delays in converting fleet to LEV options because of uncertainty around future technologies, infrastructure, workshop facilities, grid connections (electric), availability - storage facilities (hydrogen), staffing, technical training & available budget.	Dedicated project management resource within fleet to progress decarbonisation project and keep pace with the rapidly expanding LEV marketplace.	More certainty over emerging technology options and timetable for fleet decarbonisation. Reduced carbon emissions in line with the councils route map to net zero	Encourage wider local market to decarbonise, demonstrate leadership, driving hydrogen economy and EV provision so supporting other public and private sector fleet providers, health improvements through lower particulate emissions and anthropogenic heat.
Waste	Lack of progress on reuse and recycling to lower residual waste volumes. Lack of waste education resources.	Create dedicated waste education resource within council or support equivalent third sector project	Community buy-in for recycling and reuse initiatives. Lower residual waste emissions.	Increased third sector involvement, financial savings for community through re-use, reduction in waste costs.
Operating Emissions	Lack of priority given to climate change at a sectional level means opportunities to reduce emissions are missed.	Include appropriate reporting in service plans to ensure climate change is a sectional priority and service change is progressed. Expand our roll out of Carbon Literacy Training and require key individuals to participate.	Carbon budgets and PIs implemented within sections. Grey fleet governance improvement. Training of elected members, senior managers and officers with significant carbon responsibility.	Financial savings through reduction in resource use, waste, travel, energy, potential culture change and staff sense of involvement through ability to influence change Engagement and training would have the potential to increase the pace of getting to net zero.
Nature & Biodiversity	Council open space is not used to promote biodiversity and nature enhancement.	Create dedicated project management resource within Open Spaces to progress practical biodiversity and decarbonisation work.	Nature and biodiversity improvements on council open space. Enable access to nature funding sources for greenspace improvements.	Health improvements through better green space, nature and biodiversity, opportunities for community involvement in biodiversity projects.
External Influence	Lack of resource allocation means no opportunity to engage meaningfully with community.	Increase resources for climate change community engagement.	Support community and businesses and allow projects to progress across Moray.	Community involvement, a focal point for community and businesses to lead on climate action.

While property, fleet and waste services are planning to decarbonise their activities, the co-benefits of investing in climate change action and reducing carbon emissions will be to assist local business and the third sector as well as showing leadership and a way forward through the crisis.

By May 2024 our Climate Change Strategy will be updated. This process will be an opportunity to include carbon reduction targets in individual service plans. This would give a focus on reducing carbon emissions through service delivery and not just through areas like fleet and property. Rolling out the Carbon Literacy Training will embed this knowledge throughout the council and enable staff in all sections to look over the plans of their sections to highlight carbon savings and how service delivery could adapt to a changing climate.

5.3 2025 decision point

If all relevant information is gathered and decisions on decarbonisation are made by 2025 then more accurate calculations can be made for the level of residual emissions in 2030 and the need for carbon sequestration through inset/offset. However, a commitment to resource an aspirational approach will need to be taken soon in order to guarantee the 2030 target will be met. At present there is not adequate levels of funding allocated to allow such an aspirational approach to happen.

The decision point milestone will enable the council to reassess the commitment to the 2030 net zero target knowing the full costs and carbon offsetting requirements. This will enable a more informed decision to be made regarding whether the target of being net zero by 2030 is achievable with resources and redesign or if it is advisable to push back the target and invest in other aspects to ensure an appropriate response to the climate and nature emergencies.

5.4 Adaptation and resilience

We have a statutory duty within the [Public Bodies Climate Change Duties](#) annual report to record how we are contributing to Scotland's [Adaptation Programme](#). There is also a statutory duty to carry out actions to adapt to the impacts of climate change.

Case study 7: Flood and coastal defences



In the last decade, over £170 million has been invested to alleviate the impacts of flooding in Moray. These flood alleviation schemes have protected homes and infrastructure from flood events to an estimated value of £86 million and counting.

An innovative pathway approach is now being used to develop new flood and coastal erosion plans. This will enable the council to plan for, and react to, different scenarios as they are triggered. Collaborative working across services will ensure the coastal plans links with wider adaptation plans and how services can be delivered while taking into account of possible climate change impacts.

The local impacts of climate change will include:

- damage to infrastructure such as buildings, roads and power supplies
- damage to ecosystems, water supplies and agricultural production
- disrupted food supply chains and increased costs
- disproportionate health and economic effects on vulnerable groups

Global carbon emission trajectories at present fall far short of restricting average temperature rises to a safe 1.5°C. If global targets continue to be missed then the quality of life we know in Moray today will no longer be

recognisable to our children by 2100, due to the extreme circumstances they will be living in.

Pressure on council services will increase as a result of climate change. Action taken now to reduce our emissions and to prepare for climate change impacts will minimise damage, reduce overall costs and protect the most vulnerable people in our communities.

6. Conclusion

It is feasible for Moray Council to achieve net zero by 2030, but only if key decisions on building decarbonisation and rationalisation of the estate are taken, and progress is made to consistently improve fleet vehicles, reduce waste, and improve insulation, heating, and hot water systems over the next seven years. This means the 2030 target will only be achieved if a more aspirational approach to decarbonisation is adopted. Present levels of funding and resources means a more restricted pathway is currently being adopted.

The expected level of capital spend means that securing external funding for measures such as decarbonising council buildings will be essential if the target of 2030 is to be met. Although increasingly all external funding has net zero as a condition of grant regardless of the main purpose, the level of work required to decarbonise public buildings will require specific additional funding just for that purpose.

If all relevant information is gathered and long term decisions on decarbonisation are made by 2025 then more accurate calculations can be made to determine the residual emissions in 2030 and the need for carbon sequestration through inset/offset. In addition it may be possible to better quantify and accelerate change in carbon reductions through embedding climate actions into service delivery plans.

This will provide the information for a decision point milestone to allow reassessment of the commitment to the 2030 net zero target knowing the full costs and carbon offset. A more informed decision can be made whether the target of being net zero by 2030 is achievable or if it is advisable to review the target and invest in other aspects of climate change to ensure an appropriate response to the climate and nature emergencies.

A proactive pathway as demonstrated by the aspirational approach could avoid a situation whereby we pay a premium for low-carbon solutions in the future because demand exceeds availability, and for commercial carbon offsetting schemes. However, caution should also be taken as buying carbon solutions too soon may involve a premium for new technology. Hence there is a need for an agile approach which can flex across planned approaches as the context demands, informed by expertise.

While the 2030 target is possible, it will only be achieved if there is a shift in focus onto a more aspirational route. At present there is not adequate levels of funding available to ensure the reduction in carbon emissions will happen at the required pace. Without deploying our existing resources, creating additional staff resources in key areas, a defined capital plan contribution, and more external funding secured, the restricted pathway is looking more and more likely to continue and so bring the prospect of pushing back the date when we will reach net zero.

As the energy price increases over the last six months has shown, assumptions on potential cost savings through energy interventions are difficult to predict. However, it is known that investing in energy saving early will save costs, and investment in energy schemes has the potential to provide income for the Council which could contribute to the decarbonisation programme.

Glossary

Term	Definition
Active travel	Journeys made by modes of transport that are fully or partially people-powered, irrespective of the purpose of the journey. It includes walking, people using wheelchairs, cycling (including e-bikes) to name a few.
Adaptation	Adjustments in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.
Anthropogenic	Resulting from or produced by human activities.
AR6 Synthesis Report	A comprehensive summary of the latest scientific knowledge on climate change, including its impacts, risks, and potential solutions, compiled by the IPCC.
Baseline	Historical period specified for the purpose of comparing greenhouse gas emissions.
Biodiversity	The variability among living organisms from all sources, including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems (UN 1992).
Carbon	In this context, an umbrella term used to describe all of the greenhouse gases.
Carbon dioxide (CO₂)	A naturally occurring gas, CO ₂ is also a by-product of burning fossil fuels (such as oil, gas and coal), of burning biomass, of land-use changes and of industrial processes (e.g., cement production). It is the principal anthropogenic greenhouse gas that affects the Earth's radiative balance.
Carbon Literacy Training	Certificated training which equips individuals with the knowledge, skills and motivation to reduce their carbon footprint and take practical action to mitigate climate change, based on a thorough understanding of the science and impact of carbon emissions.
Carbon sequestration	The process of removing carbon from the atmosphere and storing it in long-term carbon sinks.
Circular economy	A circular economy is one in which resources are kept in use for as long as possible.
Climate action	Efforts taken to mitigate and adapt to the impacts of climate change.
Climate change	The state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer.
Climate emergency	A situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it.
Climate refugee	A person who has been forced to flee their home because climate change has made it impossible to stay.
Climatological event	Events reflecting changes in weather patterns over a long term (e.g. droughts, heatwaves), or events influenced by these changes (e.g. wildfires).
Co-benefits	The positive effects that a policy or measure aimed at one objective might have on other objectives, thereby increasing the total benefits for society or the environment. Co-benefits are often subject to uncertainty and depend on local circumstances and implementation practices, among other factors.
Direct emissions	Emissions directly under the organisation's control.
Drought	A prolonged period of abnormally dry weather that results in a water shortage, causing significant impacts on crops, ecosystems and human activities.

Ecosystem services	Ecological processes or functions having monetary or non-monetary value to individuals or society at large. These are frequently classified as (1) supporting services such as productivity or biodiversity maintenance, (2) provisioning services such as food or fibre, (3) regulating services such as climate regulation or carbon sequestration, and (4) cultural services such as tourism or spiritual and aesthetic appreciation.
Excess deaths	The number of deaths that occur which exceed the expected number of deaths based on historical data or trends.
Flood	The overflowing of the normal confines of a stream or other body of water, or the accumulation of water over areas that are not normally submerged. Floods include river (fluvial) floods, flash floods, urban floods, pluvial floods, sewer floods and coastal floods.
Fuel poverty	A situation where households struggle to afford adequate heating and energy services, leading to poor living conditions and negative health and wellbeing outcomes. This is often considered to be where fuel costs exceed 10% of net income after housing costs.
Green jobs	Employment opportunities which contribute to environmental sustainability.
Green recovery	The transition to a more sustainable and resilient economy following a crisis, such as the Covid-19 pandemic, that prioritises investment in low carbon technologies, sustainable infrastructure and job creation in environmentally friendly sectors.
Greenhouse gas emissions	Any gas that contributes to the greenhouse effect by absorbing infrared radiation in the atmosphere.
Heatwave	A heatwave is an extended period of hot weather relative to the expected conditions of the area at that time of year. In Moray, a heatwave event is defined as at least three consecutive days with daily maximum air temperatures meeting or exceeding 25°C.
Indirect emissions	Emissions outside the organisation's control but over which it has an influence.
Insetting	The process of offsetting carbon emissions by sequestering carbon within the organisation's own landholdings.
IPCC	Intergovernmental Panel on Climate Change. A scientific body established by the United Nations to provide policymakers with regular assessments of the state of climate science and the potential impacts of climate change, as well as strategies for mitigation and adaptation.
Just Transition	The process of transitioning to a sustainable economy that is socially equitable, inclusive, and which provides fair opportunities for workers and communities affected by the shift.
Meteorological event	Short-term weather events occurring over a period of hours or days (e.g. convective storms).
Mitigation	A human intervention to reduce emissions or enhance the sinks of greenhouse gases.
Nature emergency	The rapidly worsening state of the natural world, including the loss of biodiversity, ecosystem degradation, and the threat of ecological collapse, caused by human activities such as habitat destruction, pollution and climate change.
Net zero	Net zero emissions are achieved when anthropogenic emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period.
Offsetting	The practice of compensating for carbon emissions by funding projects that reduce greenhouse gas emissions outside of the organisation's own landholdings.
Sustainability	A dynamic process that guarantees the persistence of natural and human systems in an equitable manner.
tCO_{2e}	Tonnes of carbon dioxide equivalent. A metric used to compare the emissions from various greenhouse gases on the basis of their global-warming potential, by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.
Wildfire	Any uncontrolled vegetation fire which requires a decision, or action, regarding suppression.

Climate Change Strategy Actions

Details of Climate Change Strategy Actions with an initial explanation of completions, updates and actions added, followed by a full list of the updated actions. Progress on these actions are reported to the Climate Change Board on a quarterly basis and updated to ED&I committee on an annual basis.

Actions Completed

Action	Explanation for Completion
Continue to purchase vehicles with anti-idling technology	Trucks come as standard with anti-idling tech, we monitor other vehicles via on board vehicle telematics. Action closed to enable focus on other action areas.
Improve sustainability and recycling in schools including reduction / elimination of single use plastic packaging, a greater selection of recyclable materials across school catering services	Banning of single use plastic means much of this has been superseded. Marked as completed and another action added for council buildings/waste education in general.
Embed net zero aspirations in Levelling Up Fund bid	Completed. Projects aim to reduce carbon through reuse of vacant and derelict sites, using renewable energy solutions and innovative design, promoting active travel and promoting biodiversity greening of the Centre.
By default operate PCs and related equipment in the most energy efficient mode, e.g. auto switch off	A technical policy has been implemented to automatically power off PCs in schools at a certain time. Continue to utilise the various national hardware frameworks to ensure that the devices we procure, adhere to these. There is little more that can be achieved and this action can be closed.

Actions Updated

Action	Explanation for Update
Replace vehicles with low energy alternatives as soon as is practically feasible	Align Moray Council targets for fleet decarbonisation with the Scottish Government targets to phase out light commercial vehicles by 2030 and heavy duty vehicles by 2040.
Progress a “fabric first” approach to allow buildings to reduce carbon emissions to net zero	Challenges of costs including capital investment which does not generate any financial savings and potential increased running costs in relation to decarbonisation. All capital interventions required, which do not have a spend to save payback within 15 years, must be provided with a full

Reporting of area-wide emissions and actions.	life cycle cost appraisal taking account of net zero objectives. Lack of capacity for wider community engagement means area wide report will be developed alongside the Regional Spatial Strategy
Support the development of carbon knowledge and skills to promote innovation and effective carbon management across departments	After an initial pilot, a lack of capacity to continue to support individual climate change champions means the focus will be on support for sections to reduce their individual emissions.
Community actions (7.10 – 7.14)	Lack of capacity for wider community engagement means these actions will be progressed by the Moray Climate Hub with support from Council officers.

Actions Added

Action	Explanation for Addition
Adaptation benchmarking - Identify current adaptation work happening across the council, including gaps and opportunities	Overview of Councils Climate Change adaptation plans now part of the annual statutory return.
Continue to deliver the Moray Hydrogen Strategy, and explore accessing other available funds if resources allow.	To include hydrogen update that was missing from original CCS actions.
Moray Growth Deal Carbon Guidance	Additional guidance required
NPF4 Carbon guidance for applicants and offsetting requirements	Required due to new National Planning Framework 4
Improve sustainability and recycling in schools and across council buildings. Promote recycling and waste reduction through waste education.	To replace action on single use plastics.



1 Building heat and electricity

	Action	M	A	B	Time Period/Phase	SMART Measure	Resources	Delivery Lead
1.1	Progress a “fabric first” approach to allow buildings to reduce carbon emissions to net zero	Y	Y		Design – plan and budget for decarbonisation. Backstop date of 2038 to decarbonise heating systems in public buildings	Building SAP Ratings; % of carbon neutral council buildings	Staff time and significant external capital resources required	Property Services
1.2	Increased renewable energy generation from Council buildings and land. Subject to project appraisal and technical feasibility.	Y	Y		Scoping & research. Delivery during 2023/24	Capacity (kW) of energy generation installed	All projects would be subject to business case approval with a defined ROI.	Energy
1.3	Complete Learning Estate Asset Management plan to identify opportunities for 'Heating and Power' refurbishment and implemented over next 10 years.	Y			Scoping & Research. Complete 2024/25. Backstop date of 2038 to decarbonise heating systems in public buildings	Building SAP Ratings; % of carbon neutral council buildings	Staff time and significant external capital resources required	Programme Manager, Learning Estate
1.4	Aim to achieve zero carbon standards in all new buildings, including housing and schools	Y			Design and Development , no timescale set	% of new buildings that are net zero carbon standard	Additional expense over non net-zero building	Property Services
1.5	Achieve Energy Efficiency Standard for Social Housing (EESHS) for all Council houses	Y			Delivery – ongoing. EPC Band C or higher by 2025. EPC Band B or higher by 2032	% of Council houses achieving EPC Band B (Energy Efficiency rating), or are as energy efficient as practically possible. % of Council houses that are carbon neutral.	External resources required to achieve ambition	Property Services
1.6	Increase building user awareness of ways of reducing energy use and saving utility costs.	Y			Delivery - ongoing	No of energy events	Staff time	Energy



2 Transport

	Action	M	A	B	Time Period/Phase	SMART Measure	Resources	Delivery Lead
2.1	Replace vehicles with low energy alternatives as soon as is practically feasible	Y	Y		Targets for fleet decarbonisation aligned with the Scottish Government targets to phase out light commercial vehicles by 2030 and heavy duty vehicles by 2040	Fossil fuel consumption reduced by 55% by 2030.	Vehicle replacement programme. Staff time and capital resources required	Transport
2.2	Develop and promote Travel Plans for Moray Council, Major Employers and Schools	Y			Delivery - ongoing	Staff Surveys on Travel Behaviour. Number of schools and businesses with Travel Plans implemented.	Staff time	Transport
2.3	Active Travel to School campaign and promotion, including parking management around schools, and supporting modal shift from vehicles to active travel wherever feasible	Y			Delivery - ongoing	No of pupils using active travel	Staff time	Transport
2.4	Develop Strategy and Guidance for provision of Public Electric Vehicle Charging facilities in Moray	Y			Delivery - ongoing	Number and type of public EV chargers	Implement as funding becomes available.	Transport



3 Waste

	Action	M	A	B	Time Period/Phase	SMART Measure	Resources	Delivery Lead
3.1	Reduction of waste landfilled through diversion to energy recovery	Y			Design. Complete in 2023/24	95% diversion from landfill by 2024	Staff time	Waste
3.2	Reduce waste through reuse and recycling	Y			Delivery – Ongoing. Application for	increase recycling rates	Staff time	Waste

					a re-use hub			
3.3	Improve sustainability and recycling in schools and across council buildings. Promote recycling and waste reduction through waste education.	Y			Delivery. Ongoing		Staff time	Waste
3.4	Supporting creation and promotion of Community Identified Benefits portal. Facilitating collaborative relationships between local construction firms / developers and circular economy initiatives.	Y	Y	Y	Delivery - ongoing	Record of circular economy focussed community benefits	Staff time	New CWB post structure TBC



4 Operating Emissions

	Action	M	A	B	Time Period/Phase	SMART Measure	Resources	Delivery Lead
Smarter Working								
4.1	Support homeworkers to reduce their emissions through promotion or signposting to advice and explore potential for practical assistance	Y			Delivery - ongoing		Staff time	Climate Change / Energy
4.2	Determine which buildings are surplus to requirements. Development of shared co-location facilities for all community areas (e.g. business, volunteers, leisure)	Y			Scoping & Research. Complete in 2023/24	Progress by 2023/24	Heavily dependent upon other factors, e.g. multiple reviews, external partners, etc.	Property Services
4.3	Promote on-line working / Smarter Working	Y			Delivery. Ongoing	Reduction in office space. Reduction in officer travel. Increase in flexible working arrangement		Property Services
4.4	Increase use of virtual environment to reduce server network and consequent electricity consumption	Y			Delivery. Ongoing		Incorporate into ICT Digital Strategy - draft by 2023	ICT

Governance & Training								
4.5	Apply zero and low carbon objectives as a factor in all investment decisions in relation to budgets and the Capital Plan	Y	Y	Y	Design & development	Incorporate carbon objectives into the AMWG, budgets and capital plan	Staff time	Climate Change supported by other sections as appropriate
4.6	Ensure the Climate Change Strategy and associated Action Plan are living documents and remain fresh and valid until 2030.	Y	Y	Y	Delivery. Ongoing	CCS reviewed every 3 years. Route Map reviewed Annually, with updates every six months	Staff time	Climate Change
4.7	Climate Change and Biodiversity assessed as part of all committee papers	Y	Y	Y	Delivery. Ongoing		Staff time	All sections
4.8	Adaptation benchmarking - Identify current adaptation work happening across the council, including gaps and opportunities		y		Delivery. Initial benchmarking complete by November 2023		Staff time	Climate Change supported by other sections as appropriate
4.9	Carbon Literacy – In depth training on climate change implications and opportunities to be delivered in house	Y	Y		Delivery. Ongoing	No of staff completed training, follow up surveys on impact	Staff time	Climate Change
4.10	Update online Climate Change awareness training	Y			Design and development. Complete in 2023/24	No of staff through training	Staff time	Climate Change
4.11	Support the development of carbon knowledge and skills to promote innovation and effective carbon management across departments	Y			Design & development in 2023/24 to allow carbon budgeting included in Section Pls		Staff time	Climate Change supported by other sections as appropriate
Education								
4.12	Support opportunities for teachers and pupils to access and share knowledge and resources to progress climate change work	Y		Y	Delivery. Ongoing		Staff time	Climate Change
4.13	Increase opportunities for Learning for Sustainability within the curriculum for children and young people.	Y		Y	Delivery. Ongoing	No of training/CPD sessions delivered to staff. No of early years settings/ schools with Learning for Sustainability	Staff time	Education

						(LFS) in their curriculum Improvements in outdoor learning environment		
4.14	Continue to make school meals more sustainable with a reduced carbon impact. Develop and promote more vegetarian options, e.g. 'meat free' days and vegan options improved recycling & food composting facilities in schools	Y			Delivery. Ongoing	Percentage of food and produce sourced locally. Percentage of meal options offered that are vegetarian or vegan	Menu planning and local suppliers	Catering / Climate Change



5 Procurement and Investment

	Action	M	A	B	Time Period/Phase	SMART Measure	Resources	Delivery Lead
5.1	Continue to develop the non-cash benefits available through procurement	Y	Y		Delivery. Ongoing	Monitor and report on through the sustainable procurement section of the Annual Procurement Strategy	Procurement team and lead officer	Procurement and new CWB post structure TBC. Climate Change to assist.
5.2	Implement updates into procurement process	Y			Scoping & Research. Ongoing	Update to SPD	Staff time	Procurement
5.3	Develop simple process for suppliers to evidence their carbon reduction attempts when bidding for smaller contracts	Y			Scoping & Research. Ongoing	Measure use of tool	Staff time to develop process, to trial and implement.	Climate Change to assist in developing and progressing
5.4	Develop an action plan for raising awareness of local business of new opportunities created through just transition, following approval of CWB strategy.	Y			Scoping & Research. Ongoing	No of suppliers assisted.	Staff time to develop communications plan and participate in Supplier Development Forum	Procurement / new CWB post structure TBC. / Climate change

5.5	To further develop Sustainable Procurement guidance and support and inform departmental lead officers through the process. Modules can be reviewed for further updates as appropriate.	Y			Scoping & Research. Ongoing	Increase in the number of sustainable measures noted and incorporated in tender submissions	Staff time	Procurement with Climate Change to assist
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6 Nature and biodiversity

	Action	M	A	B	Time Period/Phase	SMART Measure	Resources	Delivery Lead
6.1	Commission research for baseline carbon inset of council land holdings, along with opportunities to expand and manage	Y	Y	Y	Commission research during 2022/23	Research delivered	Staff time – JT Fund	Climate Change
6.2	Development of Carbon Offsetting Plan and ensuring management of council land holdings is planned to maximise carbon sequestration	Y	Y	Y	Develop plan in 2022/23 and review management in 2023/24	Plan delivered and work started	TBD	Climate change, Estates, Open Spaces
	<i>The report on biodiversity going to ED&I in May is the opportunity to determine actions and add any to the Climate Change strategy. Agreed actions will be included here</i>							



7 External Influence

	Action	M	A	B	Time Period/Phase	SMART Measure	Resources	Delivery Lead
Strategic Delivery								

7.1	Develop LHEES Strategy	Y			Creation of strategy by December 2023		Staff time, technical support	Climate Change
7.2	Continue the Energy Efficiency Scotland: Area Based Scheme EES:ABS	Y			Ongoing	SHCS - % of private sector dwellings with SAP B or C	Dependant on continued Scottish Government funding.	Housing Services
7.3	Promotion of the Active Travel Strategy	Y			Delivery. Ongoing	Mode of transport survey information. Quantity of new active travel infrastructure provided Number of website 'hits'	Staff time	Transport
7.4	Continue to deliver the Moray Hydrogen Strategy, and explore accessing other available funds if resources allow.	Y	Y		Ongoing		Staff time	Climate Change Officers with support from Fleet, Energy and Property as appropriate
7.5	Reporting of area-wide emissions and actions.	Y	Y	Y	Link with the Regional Spatial Strategy		Staff time	Strategic Planning & Development
7.6	Engagement Strategy - Consult, raise awareness, communicate and engage with staff, residents, businesses and organisations across Moray about climate change. Promote relevant campaigns.	Y	Y	Y	Delivery. Ongoing	Greater engagement from staff and residents	Staff time	Climate change, alongside energy team, transport, waste team etc. as appropriate and external CPP partners
7.7	Join support networks to assist the progress of climate change work	Y	Y	Y	Delivery. Ongoing	Involvement with support networks	Staff time	Climate change
Skills and Economic Development								
7.8	Increase the provision of relevant skills and knowledge for a greener economy to support deliver of the Moray Apprenticeship Strategy.	Y		Y	Delivery. Ongoing		Staff time	New CWB post structure TBC, Economic

	Working in partnership with UHI Moray, Moray Chamber, FSB.							Development, Business Gateway
7.9	Support planning and delivery of awareness raising event to promote new opportunities for existing businesses in the green economy transition.	Y	Y		Delivery. Ongoing			New CWB post structure TBC, Economic Development, Business Gateway
Community Action								
7.10	Assist effective governance for CC priorities for Moray.	Y	Y	Y		Monitoring and reporting system in place. Improved communication between local orgs and Moray Council regarding climate change policy and action	Staff time	Climate Change in partnership with the CPP, public, private and community organisations. A key role for the Moray Climate Hub
7.11	Consult community groups and residents about climate change	Y	Y	Y				
7.12	Support the work of the Moray Climate Assembly.	Y	Y	Y				
7.13	Engage with local communities to facilitate renewable energy	Y	Y					
7.14	Promote Moray-specific climate emergency training for local groups and organisations	Y	Y	Y				
Strategic Planning & Development								
7.15	Implement NPF 4 policies relating to the climate and nature crisis.	Y	Y	Y	Delivery. Ongoing		Staff time	Strategic Planning & Development
7.16	Develop Regional Spatial Strategy, concentrating growth in existing centres, identifying opportunities for carbon reduction and renewable energy projects, woodland expansion, peatland restoration	Y	Y	Y	Delivery - ongoing		Staff time	Strategic Planning & Development
7.17	Review Forest and woodland strategy	Y	Y	Y	Delivery - ongoing		Staff time	Strategic Planning & Development

7.18	Develop 20 minute neighbourhood concepts for Moray's main towns, and embed within next Local Development Plan	Y	Y		Delivery - ongoing		Staff time	Strategic Planning & Development
7.19	Promote and support brownfield development over greenfield development.	Y		Y	Delivery - ongoing	Setting targets for brownfield development in housing land requirements	Enacting this will require budget support	Strategic Planning & Development
7.20	Deliver Moray Growth Deal Housing Mix Delivery project.	Y	Y	Y	Design & Development. Complete 2025/26		Staff time	Strategic Planning & Development
7.21	Review and support Food Growing Strategy and Open Space Strategy	Y	Y	Y	Delivery - ongoing	maximise food growing opportunities and to maximise opportunities for tree planting and active travel measures	Staff time	Strategic Planning & Development
7.22	Moray Growth Deal Carbon Guidance				Complete 2025/26		Staff time	Strategic Planning & Development
7.24	NPF4 Carbon guidance for applicants and offsetting requirements				Ongoing		Staff time	Strategic Planning & Development

Overview of Actions

Key	
Phase 1 - Scoping & Research	
Phase 2 - Design & Developing Business Case	
Phase 3 - Delivery	

No.	Action	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
1.1	Progress a “fabric first” approach to allow buildings to reduce carbon emissions to net zero										
1.2	Increased renewable energy generation from council assets.										
1.3	Complete Learning Estate AMP.										
1.4	Implement zero carbon standards in new buildings.										
1.5	Achieve EESSH for all council houses.										
1.6	Increased building user awareness on energy usage.										
2.1	Replace vehicles with low energy alternatives as soon as is practically feasible.										
2.2	Develop and promote Travel Plans for council, etc.										
2.3	Promote and enhance active travel at schools.										
2.4	Develop strategy and guidance for public EV charging facilities.										
3.1	Reduction of waste landfilled through diversion to energy recovery.										
3.2	Reduce waste through reuse and recycling.										
3.3	Improve sustainability and recycling in schools and across council buildings.										
3.4	Support creation and promotion of Community Identified Benefits porta.										
4.1	Support homeworkers to reduce their emissions.										
4.2	Ratify buildings and develop shared facilities.										
4.3	Promote and increase opportunities for smarter working.										
4.4	Increase use of virtual environment for information.										
4.5	Apply zero and low carbon objectives in all investment decisions.										
4.6	Ensure CCS and CCAP remain fresh and valid until 2030.										
4.7	CC and Biodiversity assessment as part of all committee papers.										
4.8	Adaptation benchmarking										
4.9	Deliver carbon literacy training.										
4.10	Update CC awareness training as part of staff induction process.										
4.11	Support the development of carbon knowledge and management across departments										
4.12	Support networking opportunities for teachers and pupils on CC.										
4.13	Increase opportunities for Learning for Sustainability in schools.										
4.14	Continue to reduce carbon impact of school meals.										
5.1	Continue to develop the non-cash benefits through procurement.										
5.2	Implement updates into procurement process.										

5.3	Develop simple process for suppliers to evidence carbon reduction.																			
5.4	Develop action plan for raising awareness of local businesses.																			
5.5	Develop sustainable procurement guidance and inform lead officers.																			
6.1	Commission research for baseline carbon inset																			
6.2	Development of Indicative Carbon Offsetting Plan.																			
7.1	Develop LHEES strategy.																			
7.2	Continue the EES ABS programme.																			
7.3	Promotion of the Active Travel Strategy.																			
7.4	Moray hydrogen Strategy																			
7.5	Reporting of area-wide emissions.																			
7.6	Internal CC Engagement.																			
7.7	Join support networks to assist the progress of climate change work																			
7.8	Feed into the development of Moray apprenticeship strategy.																			
7.9	Support awareness raising for businesses.																			
7.10	Assist effective governance for CC priorities for Moray.																			
7.11	Consult community groups and residents about climate change																			
7.12	Support the work of the Moray Climate Assembly.																			
7.13	Engage with local communities to facilitate renewable energy																			
7.14	promote Moray-specific climate emergency training																			
7.15	Implement NPF 4 policies relating to the climate crisis.																			
7.16	Develop Regional Spatial Strategy																			
7.17	Review Forest and woodland strategy																			
7.18	Develop 20 minute neighbourhood concepts for Moray's main towns																			
7.19	Promote and support brownfield development over greenfield development.																			
7.20	Deliver Moray Growth Deal Housing Mix Delivery project.																			
7.21	Review and support Food Growing Strategy and Open Space Strategy																			
7.22	Moray Growth Deal Carbon Guidance																			
7.23	NPF4 Carbon guidance for applicants and offsetting requirements																			

Moray Council Climate Change Engagement

Outline Strategy for Engagement

Context or Introduction

Moray Council approved its Climate Change Strategy and Action Plan in March 2021, setting out the council's aim to have net zero greenhouse gas emissions by 2030. The national approach to tackling the global climate crisis places a legal duty on local authorities to reduce their emissions, adapt to climate change impacts and to act sustainably. It also recognises the crucial leadership role that local authorities will have in supporting the national goal for Scotland to be net-zero by 2045. Under the [UN Framework Convention on Climate Change](#) and the [Paris Agreement](#), people in the UK have a legal right to information and education on climate change and how it will affect them and to participation in decision making processes.

The Scottish Government's climate change engagement strategy, Net Zero Nation¹, highlights that although public concern for climate change has greatly increased in the last decade, behaviour changes have not followed this upward curve. The evidence suggests that targeting individuals, specific behaviour related nudges, raising awareness and providing information are not effective at changing behaviour on their own. Furthermore, experiences of distress around the climate and ecological crisis are now widespread, which can counterintuitively lead to a sense of powerlessness and inaction.

As a result, the new national strategy emphasises the need for a holistic, systemic approach that positively communicates the fundamental shifts taking place, and which are required by society. For behaviour change to be successful, engagement and messaging should: be combined with enabling infrastructure; connect people with the wider action taking place in the transition to net zero, therefore normalising net zero living; celebrate our collective (rather than personal) responsibility and the many benefits arising from action on climate change.

Moray Council must use this approach to embed action on climate change throughout the organisation and workforce, and at the same time engage with our wider community and use local voices to shape climate based service improvements in ways that work for the people of Moray. To support the Moray-wide contribution towards the national net zero goal, the council should seek to promote positive stories that connect people with what is happening both locally and beyond.

This engagement plan will support the journey to net zero by outlining a framework for engagement and associated actions. It will therefore act as a guide for the council to use best practice in communicating and engaging with internal and external stakeholders on climate and biodiversity related issues, and also keep a record of engagement actions within the wider Strategy and Route Map.

Aims and what we want to achieve

We aim to support action on climate change and biodiversity loss through effective engagement and communication with council staff, elected members and the Moray community.

¹ Net Zero Nation <https://www.gov.scot/publications/net-zero-nation-public-engagement-strategy-climate-change/>

Our strategic objectives align with the Net Zero Nation approach which is based around the three pillars; Understand, Participate and Act¹.

Understand

- *We will **communicate*** the wider transformational changes that are happening in order to meet net zero, and how these **relate** to our work, communities and personal lives
- *This will look like* a low carbon culture **embedded** across the council and **underpinning decisions and actions** taken by staff

Participate

- *We will **involve*** council staff and the wider community in **shaping** the changes required by the climate crisis
- *This will look like* communities and all council staff **engaged** in shaping the council's response to the climate emergency and biodiversity crisis and related activities;

Act

- *We will **normalise*** low carbon living and **inspire** positive changes to take place
- *This will look like* council staff and the wider community feeling **supported and empowered** to make the collective changes required to meet net zero targets

Principles for engagement

The evolving relationship between the public and climate change will be monitored. It will be important to be responsive to policy changes and to make the most of moments when issues are high on the agenda. Equally important is a sensitivity to the capacity of people to act, therefore it will be essential to co-ordinate messages and engagement around interventions for which the enabling infrastructure is in place.

The Net Zero Nation strategy identifies seven guiding principles to underpin effective climate change engagement;

- Positive – *uplifting, motivating, relatable, co-benefits*
- Putting people first – *communities play a key role*
- Participative – *conversation and discussion*
- Just – *understanding and engaging with those most affected*
- Inclusive – *equal and accessible engagement*
- Evidence based – *using sound science, improving engagement through active reflection*
- Open and transparent – *ensuring our actions are seen and understood*

These principles will be followed alongside the national standards for community engagement²;

² <https://www.voicescotland.org.uk/national-standards>



Delivery

The Climate Change Strategy outlines the discrete responsibilities for its delivery, however all individuals of every level within Moray Council are encouraged to be engaged themselves and to demonstrate leadership within their own sphere of influence towards the net zero goal.

Where specific actions from the Climate Change Strategy and Route Map are assigned to departments, they will take the lead on engagement in these areas. Services who may engage on climate change issues through their work areas include, but are not limited to, Energy, Housing and Property, Strategic Planning and Development, Economic Development, Transport, Environmental Protection, Procurement, Education, ICT, Catering and PR.

Climate change officers will work with other departments to co-ordinate and monitor engagement actions, supporting delivery of engagement that is consistent with this plan and aligned with the Scottish Government's approach and the latest evidence.

Strategy Review

This engagement strategy will be reviewed and updated every three years. Lessons learned and feedback received will inform future updates.

Engagement actions will be monitored for progress and updated as appropriate. Progress reports will be included within the overall Climate Change Strategy reporting framework.

Engaging within the Council

Stakeholders

All council staff and elected members will contribute to the council meeting its emission reduction target, acting sustainably and adapting to the impacts of climate change.

Key stakeholders and partners include those in decision making capacities (management as well as elected members) and those working in sections with greater carbon implications or in public facing roles (including teachers).

In order to bring about the transformation required to meet the 2030 target and prepare for the impacts of climate change, significant improvement is required to fully engage staff with the Climate Change Strategy. A key priority will be to build and deliver narratives that resonate with a diverse range of values that staff and members may hold.

Methods of engagement

Rationale	Potential methods
Build capacity and skills	Networks, e-learning, in person training (Carbon Literacy)
Feedback and information gathering	Pop up coffee chats (free cake!), networks, suggestion 'box'
Disseminate info/ influence behaviour change	Interchange, Connect, Team Brief, story maps, themed campaign/ promotion
Monitor engagement, track attitude and behaviour change	Surveys
Engage wider staff group (including offline and not otherwise engaged)	Focus groups Pop up coffee chats (free cake!)

Monitoring and Review

Engagement of the council workforce is essential for the council to meet the challenges of climate change and meet our ambitious net zero goal. Initial figures indicate a significant gap in engagement on the issue of climate change, with a 2021 survey circulated to all staff stimulating a 2.5% return rate which is lower than average Pulse survey response rates and is therefore not representative and is likely also skewed by sampling bias (for example having stronger views or an interest in climate change issues). However, the survey also highlighted that, *of those who responded*, only 49% were either moderately or very aware of the Climate Change Strategy itself, indicating there is likely a very low level of awareness across the full staff population of the council's response to this crisis (and perhaps their role in this).

Measuring the level and quality of engagement will highlight areas where more work is needed and will support evaluation of progress in delivering the overall strategy. Ongoing engagement will be regularly monitored, and feedback actively sought, with the aim of improving the methods and reach of future engagement activity.

Specific events will be followed by evaluation and reflection on what worked well and how to learn from what was less successful. Evaluation will seek to identify barriers to engagement and change, and inform future approaches that address these issues.

Examples of measurement criteria:

- Qualitative analysis of comments and feedback
- Analytics e.g. survey response rates, story map engagement
- Evidence of engagement from staff across *all* council departments
- Evidence of how engagement has shaped changes in working practice
- Number of learners having completed training

Engaging with the wider community

Stakeholders

Climate change affects the whole Moray community and so all local residents are stakeholders and will be encouraged to engage with the transition to net zero and to create resilient and sustainable communities.

Individuals, communities and organisations across Moray are already working hard to support and inspire climate action and the council will work with them to wherever we can. The council will demonstrate leadership through our actions, and support community groups and businesses seeking to reduce their carbon footprint adapt to changes in climate and look after our natural environment and biodiversity. We will collaborate closely with our partners in public and third sector organisations who are working to deliver these objectives.

In particular, reducing Moray's area wide emissions will require a broad cultural shift and adoption of new norms. It will be important to build and deliver narratives that resonate with a diverse range of values and concerns. It will also be essential that we listen to the voices of those who are most vulnerable to the impacts of climate change, including children.

Methods of engagement

Rationale	Potential Methods
Disseminate info/ influence behaviour change	Social media (Moray Council accounts), press releases, story maps, videos
Feedback and information gathering	Workshops, focus groups, consultation events, surveys, online tools/ apps
Involve community in decision making	Participatory budgeting
Monitor engagement, track attitude and behaviour change	Surveys
Provide advice and information	Climate change web pages on council site
Build capacity and skills	Promote training and e-learning resources
Engage youth	Arts and creativity, games and tech

Monitoring and Review

Acting on climate change is largely viewed as the responsibility of the public sector and so the council must demonstrate strong leadership in this area to the Moray community. As resources allow, measuring levels of engagement will highlight areas that require a more targeted approach and will support evaluation of progress in delivering the Climate Change Strategy.

Ongoing engagement will be regularly monitored and feedback actively sought from partners and participants to inform how to improve the methods and reach of engagement activity in future.

Specific events will be followed by evaluation and reflection on what worked well and how to learn from what was less successful. Evaluation will seek to identify barriers to engagement and change, and inform future approaches that address these issues.

Examples of measurement criteria:

- Qualitative analysis of comments and feedback
- Analytics from social media and surveys

- Evidence of engagement with hard to reach groups
- Evidence of how engagement has influenced council services and that feedback has been provided to participants
- Evidence of productive partnership working with stakeholders/community groups

Engagement Actions

Most of the actions within the Climate Change Strategy and Route Map to Net Zero will involve elements of engagement or communication.

Engagement actions on climate change are central to the Climate Change Strategy and are included throughout the action plan in the [route map to net zero](#). The Climate Change Strategy aims to consult, raise awareness, communicate and engage with residents, businesses and organisations across Moray about climate change. Please refer to these documents for further information and the full list of actions. Below is an overview of those actions identified as being most relevant to this engagement strategy.

Wider community

Strategic local development | *Climate change route map actions 7.15 to 7.24*

Strategic Planning and Development will be leading on the Local Development Plan 2027 (LDP) consultation, with early stakeholder and community engagement to inform the LDP evidence report ongoing until late 2023. A wide variety of engagement tools will be used, including apps and other online tools, workshops and drop ins. The outcomes for this stage are:

- Early meaningful and inclusive engagement meeting National Standards for Engagement
- Youth Engagement linked to the Curriculum for Excellence
- Geographic and demographic spread of engagement
- Spatial outputs from engagement to inform “Place” based plan
- Partnership working to engage beyond Local Development Plan both locally and strategically on Moray Growth Deal, Regional Spatial Strategy and Locality Plans
- Deliver engagement through a climate change lens

Following completion of the Evidence Report, several stages of informing and consulting will take place until adoption of the new LDP in 2027. This will involve website and social media updates, drop in exhibitions, direct correspondence and making copies of the final plan available to the public.

Other engagement alongside the LDP process will include a review of the Forest and Woodland Strategy, consulting with key stakeholders and industry representatives. Public consultation will involve all stakeholders including local landowners, community councils and active community organisations to ensure the needs of the local community are met, especially in terms of leisure and recreation.

Opportunities to bring stakeholders together to progress biodiversity actions as part of the LDP and development management will be explored. Engagement around biodiversity and our natural environment will be a priority for development planning.

The LDP aims to support the concept of “20 minute neighbourhoods”. Public engagement will support the design of places that enable residents to meet their day-to-day needs within a 20 minute walk of their home; through access to safe walking and cycling routes, or by public transport.

The Moray Growth Deal will present opportunities to showcase innovation and leadership in net zero design, construction and operation of projects to the wider community and businesses in Moray.

Skills and knowledge in the community | *Climate change route map actions 5.4, 7.8 and 7.9 to 7.14*

Increasing the provision of skills and knowledge required to progress a greener economy will involve cross-council collaboration between Strategic Planning and Development, Procurement and Economic Development. This will involve awareness raising to promote opportunities for existing businesses in the green economy transition.

Climate change officers will support partners to develop and deliver climate emergency training that is specific to the area. Further support to communities will involve supporting the work of the Moray Climate Assembly, the development of a Moray climate action hub and good communication between the Council and local organisations regarding climate change policy and action.

Connecting people to resources | *Climate change route map actions 3.4, 6.2, 7.6 7.9, 7.12, 7.13 7.14*

Communities will be supported to access information and advice for renewable energy projects. Climate Change and Economic Development Officers will work with Moray climate action hub to engage with community groups. Similar support for communities will be developed for tree planting/offsetting.

Raising awareness of the opportunities for just transition and the circular economy will highlight the multiple benefits businesses can realise through taking action on climate change. This work will involve officers from across the Council.

Climate change officers will also work with other council departments and partner organisations to promote campaigns that connect people, community groups and businesses to information, support or enabling infrastructure as they emerge.

Sustainable Travel | *Climate change route map actions 2.2, 2.3 and 7.3*

Transport will deliver the Council's [Active Travel Strategy 2022-2027](#), which includes several actions that correspond with the Climate Change Strategy. Employers will be encouraged to develop active travel plans to reduce the use of car travel to work. Similarly, schools will be supported to develop active travels plans alongside a wider campaign to encourage active travel to school.

Staff Engagement

Learning | *Climate change route map actions, 4.12 and 4.13*

Climate change officers will co-ordinate and deliver certified carbon literacy training to staff to increase knowledge and empower individuals to embed climate action throughout their work. This training will be offered to all staff but will also be delivered to target groups such as elected members, senior management and key service areas. A short e-module will provide a snapshot of climate emergency training and will be included as part of staff inductions.

Education will continue to lead the delivery of Learning for Sustainability within the curriculum, supporting CPD for teachers and increased opportunities for pupils. Climate change officers will support teachers and pupils to access relevant resources and information.

Knowledge exchange | *Climate change route map actions 4.6 and 7.6*

Climate change action plans will be kept up to date through regular engagement with staff.

Behaviour change | *Climate change route map actions 1.6, 2.2, 4.1*

Energy officers will encourage a reduction of energy use in Council buildings through engagement with staff, delivery of workshops in schools on an ongoing basis. Climate change officers will support this and also lead on promoting resources to support homeworking staff to reduce emissions at home.

Transport will develop and promote Moray Council's travel plan, encouraging staff to increase active travel, public transport, and car share options.

Links

Net Zero Nation <https://www.gov.scot/publications/net-zero-nation-public-engagement-strategy-climate-change/>

Moray Council climate change web page, including the Strategy and Route Map
http://www.moray.gov.uk/moray_standard/page_136444.html

Moray Council Interchange staff climate pages

http://interchange.moray.gov.uk/int_standard/Page_143298.html