
Report To:	Environment & Regeneration Committee	Date:	30 November 2022
Report By:	Interim Director, Environment & Regeneration	Report No:	ENV045/22/EM
Contact Officer:	Eddie Montgomery	Contact No:	01475 712472
Subject:	Net Zero Action Plan 2022-2027		

1.0 PURPOSE AND SUMMARY

1.1 For Decision For Information/Noting

1.2 The purpose of this report is to seek Committee approval for the costed Net Zero Action Plan which is included as Appendix 2.

1.3 The report also provides an update on a recently published Audit Scotland briefing document on 'Scotland's councils' approach to addressing climate change' including a summary of the recommendations and Inverclyde position.

2.0 RECOMMENDATIONS

2.1 It is recommended that Committee:

- approves the Net Zero Action Plan 2022-2027;
- agrees that an allocation of funding be considered as part of the budget setting process and draft 2023/26 Capital Programme;
- notes that further approvals will be sought for a number of projects within the Action Plan subject to detailed feasibility studies and confirmation of the relevant capital and revenue cost impacts including carbon reduction improvements;
- notes that progress of the Action Plan will be reported annually to Committee throughout the life of the plan.

Stuart Jamieson
Interim Director, Environment & Regeneration

3.0 BACKGROUND AND CONTEXT

- 3.1 The Environment & Regeneration Committee of 28 October 2021 approved the Net Zero Strategy 2021-2045 which sets out Inverclyde Council's route map to achieving net zero greenhouse gas emissions by 2045 (https://www.inverclyde.gov.uk/assets/attach/14504/Net-Zero-Strategy_WEB.pdf). The strategy was developed through external consultants and the input of a working group of Council Officers. The report noted that the strategy had been prepared as a public-facing document setting out Inverclyde Council's commitment to achieving net zero and that a detailed action plan would be presented to a future Committee.
- 3.2 The Environment & Regeneration Committee of 13 January 2022 approved a report and allocation of £350K funding (subject to the 2022 budget setting process) to potentially address aspects of implementation in the areas of low/zero carbon emission heating systems and further fleet decarbonisation. It was also noted that further detailed feasibility studies would be required to establish the extra over costs of low / zero carbon heat solutions and any technical barriers of implementation compared to the 'business as usual' approach involving direct replacement with conventional gas boilers. These studies were to be funded utilising a proportion of the balance of the remaining climate change earmarked reserve.

Net Zero Action Plan 2022-2027

- 3.3 The Net Zero Action Plan included as Appendix 1 has been prepared in consultation with the various services across the Council and with the input of officers who participate in the Council's Climate Change Group. The Net Zero Strategy will be implemented through the Action Plan, which provides the objectives and associated actions that will target the carbon reduction actions and climate change mitigation/adaption activities over the five years of the proposed action plan.
- 3.4 The Net Zero Action Plan has sought to capture and collate current activities that are funded from existing budgets and to also identify new actions which will require additional funding and/or resources. It should also be noted that the actions proposed within the 2022/26 period requiring additional funding and resources focus on the following areas of activity:
- Reducing energy use in buildings through improved data collection, controls and targeted energy audits;
 - Reducing energy demand in buildings through increased building based renewable generation;
 - Introduction of low/zero carbon heating within smaller scale assets e.g. Early Years Establishments;
 - Offsetting (insetting) via local peatland restoration projects;
 - Fleet decarbonisation through car and light commercial vehicle transition to ULEV including expansion of charge point provision.

As indicated within the appendix, a proportion of the proposed action plan projects within Appendix 2 will require to be brought back to Committee for approval prior to progression following the completion of more detailed technical assessments of the one-off capital costs, revenue cost impacts (negative or positive), and carbon reduction improvements.

- 3.5 The actions towards the end of the five-year period include low / zero carbon heating for larger facilities such as primary schools. At this time, the market and available technology indicates that heat pumps are the most likely solution, and this has been reinforced by recent studies that suggest that the high costs and technical challenges of heating with hydrogen mean that it is unlikely to play a significant role in decarbonising heating. The Committee is requested to note however that the position with regard to the available technologies and options for low/zero carbon heating for larger facilities will continue to be reviewed as the market evolves. It should also be noted that these projects require to be considered in tandem with the action plan item dealing with feasibility studies on deep retrofit which will address the core building fabric performance and associated heat demand beyond the basic decarbonisation of the heating systems. The costs associated with retrofit and fabric upgrades are not included in the action plan items and will be subject to further detailed feasibility studies and reports.
- 3.6 The Action Plan has been created to be undertaken over a five-year period however it should be noted that it will be a live document subject to regular review and challenge which will be managed in line with our Plan-Do-Check-Act improvement cycle model with annual update reports on progress and any changes to this Committee. It is also recognised that, in the context of the significant budget pressures and funding gap being faced by the Council, the Net Zero agenda will be a further budget pressure that requires consideration as part of the 2023/26 Budget Strategy. It is intended that the current report be considered to allow an allocation of funding within the 2023/26 capital programme with the actions within the final year of the plan to be considered as part of future budget setting exercises. Officers have identified a series of projects across the financial years 2023/26 which amount to £3.3m, these are identified in the last page of Appendix 2.

Local Heat and Energy Efficiency Strategies

- 3.7 Local Heat and Energy Efficiency Strategies (LHEES) are at the heart of a place based, locally led and tailored approach to delivering the transition to climate-friendly, more energy efficient homes and non-domestic buildings. These local Strategies will set out the long-term plan for decarbonising heat in buildings and improving their energy efficiency across an entire local authority area.

The 'Local Heat and Energy Efficiency Strategies (Scotland) Order 2022' was passed by the Scottish Parliament and has now been made a Scottish Statutory Instrument, coming into force on 21st May 2022. The order places a duty on Local Authorities to prepare, publish and update:

- (a) A local heat and energy efficiency strategy; and
- (b) A local heat and energy efficiency delivery plan.

The first strategy and plan must be published on or before 31 December 2023 and thereafter must be kept under review and updated at intervals of no more than 5 years of the publication date.

The Scottish Government, through the Directorate for Energy and Climate Change, confirmed in August 2022 that each local authority will receive funding of £75,000 for 2022/23 to develop their strategies and delivery plans with this funding agreed until financial year 2027/28.

- 3.8 The Council's Property Service has always had the responsibility for energy management and energy use in buildings however there has been limited resource to address this due to the lean nature of the service and the impact of the restructures and downsizing to date. One of the actions noted in the Council's recently approved Net Zero Strategy is the creation of an Energy Engineer/Officer role to monitor, control and reduce energy use in buildings in addition to leading on energy efficiency projects. With the recent significant increases in the costs of gas and

electricity there is an increasing requirement to focus on understanding where consumption can be managed / reduced across the estate.

As part of the on-going Change Programme activity and Property Services Restructure, the Service has recently attempted to recruit for an Energy Engineer/Officer which has resulted in no suitable candidates being identified. The availability of the funding noted in 3.7 above has allowed the post to be regraded to a Team Leader post to potentially assist in attracting the necessary calibre of candidate who can also lead on the development of the Council’s LHEES. The post of Energy & Climate Change Team Leader is to be advertised imminently. In addition to the post above it is proposed to create an Energy & Climate Change Technician post to increase the resource in this area and will include the Council’s existing Carbon Reduction Officer.

- 3.9 The Scottish Government, through the Directorate for Energy and Climate Change, has also confirmed in October 2022 that each local authority will receive funding of £26,000 for 2022/23 to assist in the development of a pipeline of low carbon infrastructure projects which could be supported through the Green Growth Accelerator. The funding may also be used to cover or contribute towards the costs for internal posts, external consultancy support or direct project development expenditure and as such is aligned with the delivery of the proposed Net Zero Action Plan.

Audit Scotland publication – Scotland’s councils’ approach to addressing climate change

- 3.10 In recognition that this is the crucial decade for action on climate change and that councils have a critical role to play in meeting national climate change targets, Audit Scotland published the above briefing document in September 2022 which focuses on the actions that need to be taken in relation to climate change (https://www.audit-scotland.gov.uk/uploads/docs/report/2022/briefing_220908_climate_change.pdf).
- 3.11 The document concluded with a series of recommendations that The Accounts Commission would like councils to consider. Appendix 3 includes a summary of the recommendations with the Council’s responses.

4.0 PROPOSALS

- 4.1 It is proposed to progress the 2022/26 actions within the Net Zero Action Plan 2022/27 subject to the Committee’s approval of the Plan attached as Appendix 1 and consideration of the budget pressure as part of draft 2023/26 Capital Programme and Budget Strategy.

5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial	x		
Legal/Risk	x		
Human Resources	x		
Strategic (LOIP/Corporate Plan)	x		
Equalities & Fairer Scotland Duty		x	
Children & Young People’s Rights & Wellbeing		x	
Environmental & Sustainability	x		
Data Protection		x	

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Capital Programme	Various	2023/26	£3.3m	-	Allocation to be referred to the 2023/26 Capital programme consideration.
03040	Payment to other bodies	2022/23	£26K	-	Minor items funded from One-off funding from Scottish Government added to existing Climate Change EMR

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
02114	Employee Costs	From 2022/23	£12K	-	Upgrade of post to Team Leader
02114	Employee Costs	From 2023/24	£47K	-	New Technician post at Grade 7
	General Revenue Grant	2022/28	(£75K)	-	Scottish Government LHEES funding

5.3 Legal/Risk

The Climate Change (Scotland) Act 2009 set a target to reduce greenhouse gas emissions by 80% by 2050 from a 'baseline' year of 1990. Scotland, in 2019, became one of the first countries in the world to declare a 'climate emergency' and amended the Climate Change (Scotland) Act 2009, to set a new legally binding, national target to reduce net greenhouse gas emissions by 75 per cent by 2030 and then to reach net zero by 2045.

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020' requires public sector bodies to declare a target date for achieving zero direct emissions of their greenhouse gases and annually report on their progress in achieving this.

The Council's External Auditors have confirmed that the Council's response to Net Zero will form part of the forthcoming revised Best Value process to commence in 2023/24.

5.4 Human Resources

There is a need to increase the resource within Property Services to address adequate resourcing of energy and utilities management and the legal requirement to develop a Local Heat and Energy Efficiency Strategy (LHEES).

5.5 Strategic

The Council's approved Net Zero Strategy and actions to address climate change require to be integrated into the Council's strategic priorities. The Council's Corporate Plan and Organisational Priorities are scheduled for review in early 2023.

5.6 Equalities and Fairer Scotland Duty

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

5.7 Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
X	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

5.8 Environmental/Sustainability

The Net Zero Strategy will be implemented through the Action Plan, which provides the objectives and associated actions that will achieve the Carbon Reduction Actions over the five years of the plan.

Has a Strategic Environmental Assessment been carried out?

X	YES – assessed as relevant and a Strategic Environmental Assessment is required.
	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

5.9 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

6.0 CONSULTATION

6.1 The Net Zero Action Plan was developed in consultation with the Council Officers who form the Climate Change Working Group. The Corporate Management Team have been consulted on the contents of this report.

7.0 BACKGROUND PAPERS

7.1 Strategic Environmental Assessment, which will be made available through the following link:
<https://www.inverclyde.gov.uk/planning-and-the-environment/climate-change/net-zero-strategy>



Net Zero Strategy Action Plan 2022–2027

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1. Introduction

The Council's Net Zero Strategy 2021-2045 was approved by the Environment & Regeneration Committee in October 2021. <https://www.inverclyde.gov.uk/planning-and-the-environment/climate-change/net-zero-strategy>

The Strategy sets out Inverclyde Council's route map to achieving net zero direct greenhouse gas emissions from its operations by 2045. The Council will also work with its partners in the Inverclyde Alliance Community Planning Partnership to help achieve a reduction in carbon emissions, and improve sustainability and equality, across Inverclyde.



The Strategy set out a **Vision**, targeted **Outcomes** and **Actions** for climate change mitigation and adaptation and noted that an **Action Plan** would be developed to implement the requirements of the Strategy.

The following **Action Plan** seeks to deliver local actions and target resources over the five-year period **2022-2027**. The targets and action plan will be reviewed and updated annually to Committee.

2. Carbon Reduction Actions

Based on the Scottish Government's target to achieve net zero emissions by 2045 and prepare for climate change impacts, the Strategy identified the following key Carbon Reduction Actions:

- ❖ **Governance:** Embed sustainability into policies, systems and processes across Council Service Areas.
- ❖ **Significant Carbon Emitters:** The scale of the proposed actions relates to the significance of the carbon emission to the Council's carbon footprint. Key action areas are:
 - **Energy Use in Buildings**
 - **Transport**
 - **Streetlighting and Water**
 - **Waste**
- ❖ **Awareness and Behaviour Change:** Raising awareness of how individual actions contribute to carbon footprint and climate change.
- ❖ **Offsetting:** Action intended to compensate for the emission of greenhouse gases into the atmosphere.

Each of these are set out in the following sections, along with the Key Priority Areas and Actions to achieve carbon reductions. The Council will continue to work with its partners and other public bodies, including those in the Inverclyde Alliance Community Planning Partnership, to improve outcomes for local people and work together to tackle climate change.

2.1 Carbon Reduction Action Area: Governance

Corporate responsibility for climate change rests with the Council's Environment and Regeneration Committee, with actions coordinated by the officers of the Climate Change Group.

The Council's corporate planning structure includes the Inverclyde Alliance Outcomes Improvement Plan, the Council's own Corporate Plan and Directorate Plans. Each of these documents are due for review in 2023.

Inverclyde Council will reduce corporate emissions to ensure we fulfil our obligations to tackle the Climate Emergency and will embed sustainability into our policies, systems and processes across all Council Service Areas.

2.2 Carbon Reduction Action Area: Significant Carbon Emitters

Energy Use in Buildings

The Council's Net Zero Strategy approved in October 2021 recognised that energy use in buildings is a significant carbon emitter for the Council, accounting for nearly 9,000 tonnes CO₂e and 77% of the overall carbon footprint in 2019/20.

The Scottish Government's **Heat in Buildings Strategy** aims to transform Scotland's buildings and the systems that supply their heat, ensuring a transition to net zero emissions and addressing fuel poverty commitments. Both heat decarbonisation and action on energy efficiency are identified as key areas within the strategy. Some of the key requirements include:

- ❖ An estimated 50,000 non-domestic buildings switching to zero emission heating alternatives (42% of non-domestic buildings are on Energy Performance Certificate (EPC) band G and around 50% using Heating, Ventilation & Air Conditioning (HVAC));
- ❖ Phasing out the need to install new or replacement fossil fuel boilers (subject to technological developments and reserved decisions):
 - In off-gas areas from 2025.
 - In on-gas areas from 2030.

Local Heat and Energy Efficiency Strategies (LHEES) will provide a long-term framework for taking an area based approach to planning and delivery of the decarbonisation of heat in buildings and improving energy efficiency.

'The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022' was passed by the Scottish Parliament and has now been made a Scottish Statutory Instrument, coming into force on 21st May 2022. The order places a duty on Local Authorities to prepare, publish and update:

- (a) A local heat and energy efficiency strategy; and
- (b) A local heat and energy efficiency delivery plan.



The first strategy and plan must be published on or before 31 December 2023 and thereafter must be kept under review and updated at intervals of no more than 5 years of the publication date.

In 2018 Inverclyde Council obtained funding under the LHEES pilot 2 to prepare a Local Heat and Energy Efficiency Strategy Pilot focussed on gaining an understanding of the energy performance of the public estate in the Inverclyde Council area to assess the scale of the challenges involved in improving energy efficiency and decarbonising heat in public sector buildings.

The study published in early 2020 considered the strategy and plan to cover the period 2020 to 2032 and selected the following as the key considerations for meeting the targets for low carbon heat in Inverclyde to 2032.

Energy conservation and efficiency

Recommendations included targeting and recording planned improvements through and energy efficiency plan with key target areas such as:

- Consideration of entering into a Non-Domestic Energy Efficiency retrofit programme;
- Reducing out of hours and holiday period energy;
- Using benchmarking and energy data to target heating control improvement projects;
- LED lighting (Although not heat related and with reducing future carbon saving, LED lighting and other electrical saving projects will be used to generate revenue savings to make the overall plan economically viable);
- Energy surveys of large buildings, prioritising poor performers;
- Incorporate information from recent building condition surveys.

Low regret options for heat

Recommendations included targeting and recording planned improvements to move to low carbon heat sources through a heat plan with key target areas such as:

- All sites reviewed for proximity to a considered heat network;
- It was projected that by around 2025, heat pumps will be cost neutral with regard to running costs (and would therefore be a low regret option), therefore any site that requires new heating plant could be considered for the use of heat pumps, either on its own or in combination with conventional plant;
- Small energy consumers may be considered for direct electric heating where heat pumps would be un-economic;
- For sites where heat pumps are not suitable due to higher system temperatures being required, these could be considered for biomass. Any biomass proposal would have to be a low regrets option, being revenue positive and low payback period.
- For sites where none of these options are currently viable, new efficient natural gas plant may require to be considered. Any building where new natural gas plant is considered could be assessed for potential future technologies beyond 2032, which will include an appraisal of extending the life of the existing natural gas plant.

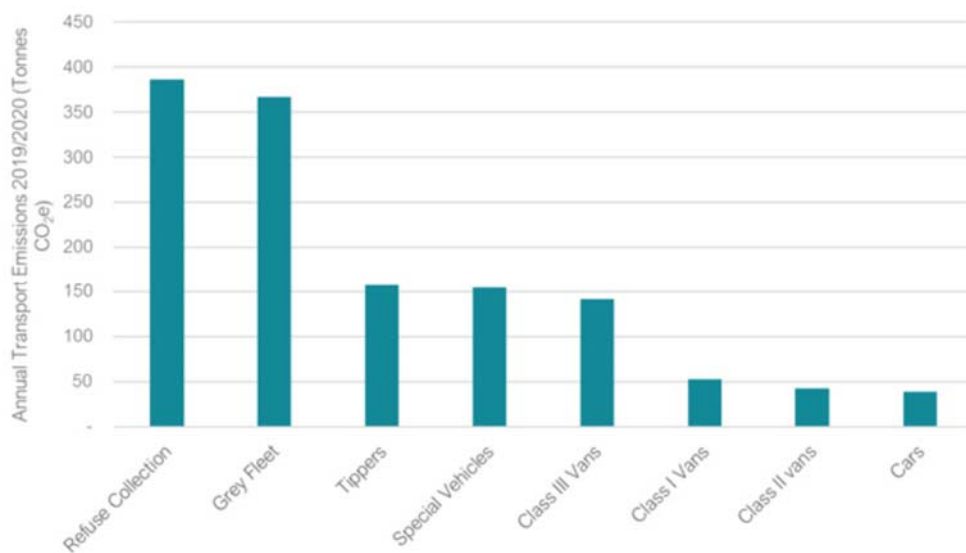
It was anticipated that any strategy would be reviewed on an annual basis with consideration given to developing policies, technologies and approaches.

Transport

Transport contributes to more than a quarter of Scotland's greenhouse gas emissions, with the road sector accounting for the largest proportion of these.

Accounting for 14% of the 2019/20 carbon footprint, at 1,620 tonnes CO₂e, transport is a significant carbon emitter for the Council. Recorded transport emissions are from Council-owned vehicles and the authorised use of private vehicles for Council business, sometimes referred to as 'grey fleet'.

There are a wide variety of Council owned vehicles which account for around 75% of the transport carbon footprint including cars, vans and tippers, refuse collection vehicles (RCV), a skip loader, road sweepers and buses. Nearly a quarter of emissions are accounted for through grey fleet journeys (see graph below):



The Scottish Government is promoting the use of ultra-low emission vehicles (ULEVs) and aim to:

- phase out the need for any new petrol and diesel light commercial vehicles by 2025;
- phase out the need for petrol and diesel vehicles in Scotland's public sector fleet by 2030.

There is also a need to review and build an expanded electric charging infrastructure to support the effective use of electric vehicles for Council business.

Streetlighting and Water

Streetlighting

Streetlighting helps reduce accidents and can increase the perception of safety, amongst other benefits. In 2019/20, streetlighting emissions represented greenhouse gas emissions of 673 tonnes of CO₂e which is 5.8% of the total 2019/20 carbon footprint.

With over 97% of Inverclyde's streetlighting now upgraded to energy efficient LEDs, streetlights are using 61% less energy when compared to 2012/13

As streetlights are powered using electricity from the national grid, as the grid continues to decarbonise over the coming years, the carbon footprint of streetlighting will also effectively reduce.



Water Use and Disposal

Water is used throughout the Council estate. There is a carbon impact from both water supply/use, and its disposal to sewer for treatment. In 2019/20, emissions from water use and disposal were 255 tonnes CO₂e, which is 2.2% of the total 2019/20 carbon footprint

Waste

The disposal of waste has significant environmental and climate impacts, particularly the release of the greenhouse gas methane from landfill sites. Scotland's Waste sector shows a decrease in greenhouse gas emissions in recent years, although the Waste Management sector still represents a significant percentage of Scotland's overall emissions.

The Scottish Government proposes to achieve a '**zero waste Scotland**', which will contribute to emissions reduction targets and build on the progress that has already been achieved in reducing the climate impacts of waste management in Scotland.



Around 4/5ths of Scotland's carbon footprint comes from the production, consumption and waste of products and resources that Scots consume. Zero Waste Scotland supports the move to a '**circular economy**', which it defines as "an all-encompassing approach to life and business where everything has value and nothing is wasted". By moving to a circular economy, we keep the value of the materials we use and avoid producing more waste. We can be more resilient by reducing demand for the extraction of raw resources and for waste disposal.

In May, the Scottish Government launched two consultations - the [Circular Economy Bill](#) and [Delivering Scotland's Circular Economy: A Route Map to 2025 and Beyond](#). The 12-week consultations run until 22 August 2022 and are a pivotal moment for Scotland's sustainable future.

Inverclyde's targets for waste management are set nationally rather than locally. The current Scottish Government targets for reducing waste and increasing recycling are that by 2025, the aim is to:

- ❖ reduce total waste arising in Scotland by 15% against 2011 levels;
- ❖ reduce food waste by 33% against 2013 levels;
- ❖ recycle 70% of remaining waste;
- ❖ send no more than 5% of remaining waste to landfill

Inverclyde Council will work with partners to promote a reduction in consumption and the sharing of resources and skills.

During the 5 years of this Action Plan Inverclyde Council will:

Waste reduction Reuse and Recycling Key Activities:

- Review of the impacts of our garden waste and food waste services;
- Review our fortnightly co-mingled can, paper, plastic and card collection services in light of anticipated changes in material throughput;
- Improving the quality of our recyclable materials through targeted marketing and communications campaigns;
- Increasing consumer options to enhance recycling at our main recycling centres;
- Dedicated commercial waste collection services and associated food and recycle collections;
- Improve our recycling targets and work with SG to identify more relevant targets in the face of moving waste up the hierarchy;
- Reduce Waste To Landfill.

In terms of waste landfilled the Council will actively seek to procure waste processing contracts that minimise the amount of waste going to landfill and meet the Landfill Ban targets while ensuring any recoveries from the process are maximised.

To achieve this the Council will:

Work in partnership with our stakeholders across our local communities, businesses, groups and government agencies and organisations towards moving to a resource efficient and sustainable Inverclyde.

This approach will be underpinned by the following activities:

- Services aligned to achieve national waste management targets and assess and develop service realignment following the implementation of the Scottish Government's Deposit Return Scheme;
- Develop strategies and communications aimed at tackling waste at source and supporting national initiatives to ensure that waste and excessive packaging is designed-out;
- Support our communities to encourage sustainable waste practices;
- Improve our recycling rates by encouraging reduction of landfill waste and improving our recycle quality;
- Promote and support:
 - a ban on single use plastics;
 - promotion of reusable options over disposable;
 - high standards of waste separation and disposal.
- Work with businesses, to promote the reduction and removal of packaging and single-use plastics, including the use of reusable water bottles, cups and takeaway food boxes;
- Support national strategies to make waste packaging easier to recycle where reduction is unavoidable;
- Encourage local businesses to support sustainable zero waste strategies.

2.3 Carbon Reduction Action Area: Awareness and Behaviour Change

The Scottish government has set many climate targets including those which are to reduce transport emissions, reduce car travel and encourage cycling. These actions can only contribute to the overall target of net-zero by 2045 through effective behavioural change. The Committee on Climate Change has estimated that more than 60% of emissions reductions to meet net-zero will need to come from a societal change in terms of behavioural patterns.

Based on the significant carbon emitters identified in the Net Zero Strategy, energy use in buildings and transport are priority areas of focus.

Energy which is used unnecessarily e.g. heating, lighting, and vehicle fuel - is a waste and generates a carbon footprint, which users can help to minimise. As the users of energy in buildings and vehicles, all Council staff and users of Council services have a part to play in reducing the Council's carbon footprint. By raising awareness of how individual actions contribute to carbon footprint and climate change, actions to improve usually follow.

Making changes to reduce our own carbon footprint can have a positive economic as well as environmental impacts. Awareness and behaviour change can enhance the speed of the shift from a wasteful 'linear' society (of single use items, or 'take, make, dispose') to a circular economy (where goods are kept in use for longer, re-use and extending life is a key goal, and waste is minimised). The circular economy is a focus of Scottish Government policy.

Behaviour change can go beyond the reduction of carbon emissions to provide a positive framework to encourage climate opportunities in the Inverclyde Council area. This can generate economic as well as environmental benefits, new jobs, reduction of waste and mitigation of future climate impacts.

2.4 Carbon Reduction Action Area: Offsetting

Climate change is happening now and is the single greatest threat to Scotland's habitats. Scotland's nature and landscapes are vital to many sectors of our economy, and these may be affected by climate change impacts. Food and energy supply security, water quality and availability, flood risk, cultural heritage, recreation and human health are all likely to be affected.

Restoring biodiversity and ecosystems will also assist with carbon capture and storage. Offsetting is an action intended to compensate for the emission of greenhouse gases into the atmosphere, and within a net zero context, the relevant offset projects are those which actually remove greenhouse gases including carbon from the atmosphere and prevent their re-emission into the atmosphere.

Scotland's greenhouse gas emissions report shows that all sectors are net carbon emitters with the exception of Woodland / Forestry, which is a net absorber of carbon dioxide. Woodland expansion will make a positive contribution to regional carbon sequestration and national climate change targets. Woodlands, peatlands and saltmarsh in particular store vast quantities of carbon, preventing its release into the atmosphere as carbon dioxide provided these natural habitats remain in good condition.



Much of the upland countryside area of Inverclyde is peatland. The Council has ownership of some of this peatland and in partnership with Peatland Action (part of NatureScot) has undertaken a peatland restoration feasibility study to assess the potential for restoration. Carbon emission savings from peatland depends on the condition of the peatland, ranging from 2-20 tonnes of CO₂ per hectare (ha) per year. The Scottish Government's aim is that the 'Land Use, Land Use Change and Forestry' sector will increasingly act as a net carbon sink and that by 2032 woodland cover will increase from around 18% to 21% of Scotland's land area.

The Council is also a partner in the Clyde Climate Forest project. For the Glasgow City Region area, this project seeks to increase:

- Urban tree canopy cover from 17% to 20%
- Broadleaved woodland network to 142ha, an increase of 20%
- The amount of land used for forestry/woodland in the Glasgow City Region from 17% to 20%.

As an urban and rural landowner, the Council has the opportunity to help meet these targets and the objectives will also have significant implications for protecting and restoring natural habitats and biodiversity with a potentially significant contribution towards making Inverclyde carbon neutral.

3. Action Plan for Inverclyde Council Net Zero Strategy 2022-2027

The Net Zero Strategy will be implemented through the **Action Plan**, which provides the objectives and associated actions that will achieve the Carbon Reduction Actions over the 5 years of the plan. The Action Plan identifies tasks to be achieved, the links to other relevant Council strategies and plans, and the lead person / service who will be responsible for progressing the actions. The Action Plan has been created to be undertaken over a 5 year period but will be a live document requiring managed in line with our Plan-Do-Check-Act improvement cycle model.

The actions in the Action Plan link to Inverclyde Council's **Corporate Plan** and **Organisational Priorities** (due for review in 2023) as set out in the Strategic Planning and Performance Management Framework.

The **Net Zero Strategy** links to actions and targets from relevant strategies and plans across Service Areas. The Net Zero Strategy **Action Plan** brings these together into one place to set out how Climate Change mitigation and adaptation targets will be delivered.

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

1. Carbon Reduction Action Area: Governance								
Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
Leadership								
1.1	Work with all Council Services and key partners including the Scottish Government to improve the quality of our emissions data and reporting mechanisms, and reduce carbon emissions annually, to reach Net Zero by 2045	Net Zero Strategy; Climate Change Reporting	Chief Executive; Partners including Scottish Government	Annual Climate Change Reporting to the Scottish Government: Council's total annual corporate emissions	2012/13 emissions	Continue to reduce carbon emissions annually to reach Net Zero as soon as possible	Annual	OP9
1.2	Embed our aims to tackle Climate Change and to achieve emission reductions within our Council Corporate Plan and Inverclyde Outcomes Improvement Plan (IOIP)	Council Corporate Plan; IOIP	Corporate Policy & Performance Team	Council Corporate Plan and IOIP	Outcomes within IOIP 2017–2022	Key objectives and organisational priorities within the Council Corporate Plan	2023	OP9
1.3	Work with partners / ALEO's to encourage them to take action to reduce their own carbon footprint; add this requirement to the terms and conditions associated with grants awarded by the Council, Area Partnerships, procurement contracts etc.	Net Zero Strategy; Procurement Strategy	Climate Change Group; Procurement Manager; Regeneration Manager	N/A	N/A	N/A	2022 / ongoing	OP2; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.4	Review Council standard committee report format to introduce Environmental / Sustainability implications section to ensure elected members and other readers of reports are alerted to any carbon, climate change or sustainability impacts	Net Zero Strategy	Head of Legal & Democratic Services	Production of new report template and guidance		New templates and guidance is in place	2022	OP9
1.5	Inclusion of a new e-learning module on the Climate Emergency, recommended for all Council employees; explore options to make this available to community / third sector organisations, via the wider e-learning platform	Net Zero Strategy	Human Resources & Organisational Development Team	Production of e-learning module on the Climate Emergency		E-learning module on the Climate Emergency in place	2023	OP9; OP10
1.6	Ensure that training in carbon efficiency behaviours is provided to all new Council employees via the staff Induction process	Net Zero Strategy; Staff Induction process	Human Resources & Organisational Development Team	Introduction of Induction training in carbon efficiency behaviours for all new staff		Induction training in carbon efficiency behaviours is in place	2023	OP9; OP10

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
Funding								
1.7	Work with our partners including the Scottish Government to focus specific funding, measures and resources to address Climate Change at local level	Net Zero Strategy	IC Budget Strategy; Scottish Government (SG)	Specific funding, measures and resources to address the Climate Change projects at local level	N/A	Dedicated funding, measures and resources to address Climate Change projects at local level	Annual	OP9
Procurement								
1.8	Continue to implement and refresh the Procurement strategy, to ensure that goods and services are procured ethically and responsibly, from ethical and sustainable sources, including through the supply chain and sub-contractors	Net Zero Strategy; Procurement Strategy	Procurement Manager	Procurement Strategy Action Plan	Limited use of previous policy	Production, adoption and implementation of an updated Sustainable Procurement Policy	Dec 2022	OP9
1.9	Produce and implement a new community benefits in procurement procedure, set out in an updated Social Value Strategy	Net Zero Strategy; Procurement Strategy; Social Value Policy	Procurement Manager	Production of an updated Social Value Policy		Production, adoption and implementation of an updated Social Value Policy	Dec 2022	OP2; OP3

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.10	Implement Flexible Framework assessment tool; <ul style="list-style-type: none"> • Prioritisation Tool; • Sustainability Test 	Net Zero Strategy; Procurement Strategy	Procurement Manager	Procurement Strategy Action Plan		Implementation of flexible framework assessment tool	Feb 2023	OP9
Education and Learning								
1.11	Continue to support school staff to increase their confidence in embedding 'Learning for Sustainability' (Lfs) into the curriculum by working with partner agencies to organise opportunities to share practice	Lfs as part of Curriculum for Excellence	Education; national education partners; external partners agencies	Net Zero Strategy objectives embedded into 'Lfs' element of school curriculum		Net Zero Strategy objectives embedded into 'Lfs' element of school curriculum	Ongoing	OP1
1.12	Support and expand the 'Eco-Schools' programme in Inverclyde schools	Curriculum for Excellence	Education; external partners	Levels of participation in 'Eco-Schools' activity; eco-projects delivered in schools	Currently 38nr schools / early years facilities registered and 9nr have Green Flags	Increased levels of participation in 'Eco-Schools' activities; more Green Flag Awards; more eco-projects delivered in schools	Annual	OP1

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.13	Improve sustainability and recycling in schools including reduction / elimination of single-use plastic packaging, a greater selection of recyclable materials across school catering services, improved recycling in schools		Facilities Management; Education; Cleansing Services	Quantities of single-use plastic packaging purchased; quantities of recyclable materials across school catering services; recycling facilities in schools		No single-use plastic packaging in school canteens; increased quantities of recyclable materials across school catering services; recycling facilities in all schools	Annual	OP9
1.14	Reduction of food waste within secondary schools through introduction of pre-ordering system		Facilities Management; Education	Quantities of food purchased		Preparation of pre-ordered food only	2023	OP9
1.15	Continue to source local food and achieve the Soil Association's <i>Food for Life Served Here</i> award; and promote/ensure more plant-based food options in schools, including 'meat free' days and vegan options		Facilities Management; Education	Achieving the <i>Food for Life Served Here</i> award; food options available in school canteens	Food for Life Served Here Bronze award has been achieved by IC for past 4 years	Achieve <i>Food for Life Served Here</i> Silver award; more plant-based food options are available in schools, including promoted 'meat free' days and vegan options	Annual	OP3; OP6; OP9

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
Sustainable Transport & Active Travel								
1.16	Work in partnership with our communities to identify local travel and transport solutions and to ensure a fair and just transition to a carbon neutral Inverclyde; explore options for shared community transport options, particularly for our rural communities	Local Transport Strategy (LTS)	Roads Services; partners & stakeholders including, Community Councils, Tenants & Residents Associations	Community involvement in decision-making over local transport and travel solutions	Travel and transport actions in LTS	Community approved travel & transport actions	2022 / ongoing	OP2; OP7; OP9
1.17	Continue the promotion of sustainable transport options in Inverclyde	LTS	Roads Services and other external partners	Awareness levels from Residents’ Survey; number of behaviour-change interventions produced		Increased levels of awareness from Residents’ Survey; increased number of behaviour-change interventions produced	Annual	OP2; OP7; OP9
1.18	Continue the roll-out of new Electric Vehicle (EV) chargepoints around the area; improve management and maintenance of existing chargepoints	Electric Vehicle chargepoint (EVCP) strategy; LTS; LDP and relevant Planning Policy	Roads Services; Transport Scotland (ChargePlace Scotland); Planning Service; partners	Number of EV chargepoints installed and in good working order		A Journey (Rapid) charger in each of our 3 largest towns; An increasing number of on- and off-street destination chargers for residential use	2022 / ongoing	OP2; OP7; OP9

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.19	Support the switch to Electric Vehicles (EVs) in Inverclyde	Electric Vehicle chargepoint strategy	Roads Services; key partners and stakeholders	Nr of electric vehicles registered, as a proportion of the total number of licensed vehicles in Inverclyde		Increased use of EVs	2022 / ongoing	OP7; OP9
1.20	Develop guidance for the specification and installation of EV chargepoints in new developments (including for new flatted/ communal parking in developments)	EV chargepoint Strategy; LTS; LDP / Supp. Planning Guidance	Roads Services; Planning Service; partners	EV Strategy and guidance		Implementation of EV Strategy and guidance	2022 / ongoing	OP7; OP9
1.21	Work with NHS to implement Green Travel Plans for staff, and work up a promotional campaign with rewards e.g. Sustrans’ Scottish Workplace Journey Challenge		Roads Services; NHS	Nr of Green Travel Plans for Staff produced for businesses / employers; Nr of staff travelling by active & sustainable Modes		Increasing number of Green Travel Plans for Staff produced for businesses /employers; increasing number of staff travelling by active & sustainable modes	2023 / ongoing	OP9; OP10

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.22	Progress implementation of the Segregated Active Travel Corridor between Greenock & Port Glasgow	LTS; LDP	Planning Service; Roads Services; developers; Sustrans; SPT	Segregated Active Travel Corridor progressing		Segregated Active Travel Corridor being implemented and being used	Ongoing	OP6; OP9
1.23	Implement the actions in the Active Travel Improvement Plan (ATIP)	ATIP	Roads Services; Sustrans; Cycling Scotland; funding partners; community partners	Community initiated projects are incorporated into future LTS and implemented		Community initiated projects are incorporated into future LTS and implemented	Ongoing	OP2; OP6; OP9
1.24	Improve management and maintenance of walking routes and the Core Path Network, continue to improve path surfaces to ensure access for all abilities, constructed for climate resilience (e.g. porous surfaces); ensure that our places encourage walking, with well-maintained streets, paths and public spaces that are fully accessible and fit for purpose; pedestrian priority; information on walking routes; walking/ pedestrian infrastructure	Core Paths Plan; ATIP	Ground Services; Property Services; Roads Services; funding partners; Inverclyde Local Access Forum	Core Paths Audits data		Improved management and maintenance of Core Paths Network as per Core Paths Audits	Ongoing	OP6; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.25	Work with partners to improve cycling route connectivity and safety, particularly to connect rural communities to larger settlements and/or public transport hubs and connectivity to local amenities	ATIP	Roads Services; funding partners; local cycle groups	Progressing connecting cycle routes		Connecting cycle routes are being implemented and being used	Ongoing	OP2; OP6; OP9
1.26	Work in partnership with our communities to identify Green Network Connections initially between Greenock Town Centre and Lady Octavia and Greenock Cut car park	Green Network Connections Project	Roads Service; Planning Service and Sustrans	Outline designs	Existing network	Reduction in Carbon Emissions	2024	OP2; OP6; OP9
1.27	Ensure connectivity of residential areas with local sustainable transport modes, including buses / bus stops, to reduce reliance on the car; maps of routes available to new residents to encourage active travel	LTS	Roads Services; Transport Services; Planning Service; SPT and other partners	As per LTS		As per LTS	Ongoing	OP2; OP6; OP9

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.28	Ensure that Core Path network, active travel network and wider path network are integrated and connect residential areas (including new developments) with settlement amenities, destinations, parks/open space, transport hubs; path networks in and around settlements should include shorter recreational circuits; paths constructed for climate resilience (e.g. porous surfaces)	Core Paths Plan; LTS / ATIP; LDP	Outdoor Access Forum; Roads Services; Planning Service	Length of Core Paths and length of promoted active travel routes; path and active travel connectivity	Current length of Core Paths and length of promoted active travel routes	Increased length of paths & active travel routes; particularly in urban/semi-urban areas; increased path & active travel connectivity	Ongoing	OP2; OP6; OP9
Town and Village Centre Regeneration								
1.29	Continue to support Town and Village Centres to develop and enhance our town and rural centres	LDP; Corporate Plan	Planning Service; Economic Development & Strategic Investment; Roads Service and other partners	As per LDP and Corporate Plan		As per LDP and Corporate Plan	Ongoing	OP1; OP2; OP3; OP7; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
1.30	Digital Towns – Continue to support measures to ensure that all town and village centres have the appropriate future-proofed infrastructure required to enable Inverclyde to have the most digitally-connected local economy and communities.	LDP; Corporate Plan	Economic Development and Strategic Investment; Planning Service; Roads Service and other partners	As per LDP and Town Centre Strategies		As per LDP and Corporate Plan	Ongoing	OP1; OP2; OP3; OP7; OP9
Climate Adaptation								
1.31	Implementation of Glen Mosston Wildlife Reserve Flood Attenuation	Flood Risk Management Strategy	Roads Services	Progress Flood Protection Scheme		Reduce flooding incidences	Ongoing to 2023	OP7; OP9
1.32	Implementation of Gotters Water Flood Prevention Scheme	Flood Risk Management Strategy	Roads Services	Progress Flood Protection Scheme		Reduce flooding incidences	Ongoing to 2023	OP7; OP9

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

2. Carbon Reduction Action Area: Significant Carbon Emitters								
Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
Energy Use in Buildings								
2.1	Review / manage IC estate and operations to reduce emissions towards achieving Net Zero: energy efficiency, electricity, heat	Net Zero Strategy; IC Climate Change Reporting	Climate Change Group – all relevant Service Areas; Scottish Government	Emissions reduction towards Net Zero for energy efficiency	2012/13 emissions	Reduce carbon emissions annually to reach Net Zero as soon as possible	Annual	OP7; OP9
2.2	Continue Asset Management and New Ways of Working Pilot; review of operational assets and rationalisation; shift towards flexible, mobile working, to reduce energy costs and carbon footprint. Maximise opportunities presented by digital transformation	Council Asset Strategy & Management Plans; New Ways of Working Pilot; Workforce Plan	Strategic Asset & Capital Plan Management; New Ways of Working Project Board	Proportion of staff undertaking flexible / mobile working	N/A	Increased asset office rationalisation; Property Asset Strategy; increased proportion of staff undertaking flexible / mobile working; and increased sharing of assets	2022 / ongoing	OP1; OP3; OP9
2.3	Prepare, publish and update a Local Heat and Energy Efficiency Strategy (LHEES) and Delivery Plan	Local Heat and Energy Efficiency Strategies (Scotland) Order 2022; Net Zero Strategy	Property Services; local partners; DNOs; Scottish Government	Production of an Inverclyde Local Heat and Energy Efficiency Strategy and Delivery Plan	N/A	Production, adoption and implementation of an Inverclyde Local Heat and Energy Efficiency Strategy and Delivery Plan	Dec 2023	OP2; OP3; OP4; OP5; OP6; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.4	Continue to consider and work towards Scottish Government guidance on Net Zero Public Sector Building Standards when taking forward any new and substantially refurbished building projects	Corporate Asset Management Plan; Capital Plans; Net Zero Strategy	Property Services; Climate Change Group	energy target value per kWh /sqm/annum for core hour / facilities use	N/A	Maximum 67/kWh /sqm/annum for core hour / facilities use	2023 / ongoing	OP7; OP8; OP9
2.5	Continue to consider energy efficiency improvements and incorporation of low carbon technologies in Council owned buildings as part of capital programme maintenance and lifecycle replacement activity	Corporate Asset Management Plan; Capital Plans; Net Zero Strategy	Property Services; Climate Change Group	Energy efficiency measures / improvements installed	N/A	Energy efficiency measures installed / improvements made in all Council buildings	2022 / ongoing	OP7; OP8; OP9
2.6	Continue to address upgrade to LED lighting and intelligent lighting controls in our buildings including grounds and outdoor sports facilities (all new assets specify LED as standard)	Corporate Asset Management Plan; Capital Plans; Net Zero Strategy	Property Services	Number of facilities upgraded to LED	To be established	All facilities upgraded to LED	2022 – 2027 and beyond	OP7; OP8; OP9
2.7	Identify solar PV opportunities for public buildings where technically feasible and payback periods support investment	Net Zero Strategy	Property Services	Number of PV installations	16 nr installations total capacity 211.59 kW	Increased number of PV installations and kW generation capacity	2023 - 2027	OP7; OP8; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.8	Identify opportunities for lower emission alternatives to fossil fuel boilers for public buildings where existing boilers are reaching end-of-life, where technically feasible and considering existing building fabric performance	Capital Plans; Net Zero Strategy	Property Services	Number of low / zero emission installations	5 nr properties with ASHP; 1 nr property with biomass	Increased number of low / zero emission installations	2022 - 2027	OP7; OP8; OP9
2.9	Identify opportunities for replacement of gas catering equipment with efficient electric alternatives for public buildings where existing equipment reaching end-of-life and where technically feasible	Capital Plans; Net Zero Strategy	Property Services	Number of kitchens with gas equipment	N/A	No kitchens with gas equipment	2022 – 2027 and beyond	OP7; OP9
2.10	Review current estate gas AMR provision and invest in additional devices where asset consumption patterns support investment	Net Zero Strategy	Property Services; Carbon Reduction Officer	Number of assets with gas AMR	52 nr operational (2 nr half-hourly)	Increased number of assets with gas AMR	2023 / ongoing	OP9
2.11	Review current estate electrical classification profiles to address non-half hourly metered sites, install 'Smart' or AMR meters across Profile Class 1-4 assets	Net Zero Strategy	Property Services; Carbon Reduction Officer	Number of Profile Class 1-4 assets with 'Smart' or AMR meter	0 – currently only Profile Class O half-hourly available (32 nr)	Increased number of Class 1-4 assets with 'Smart' or AMR meter	2023 / ongoing	OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.12	Investigate the feasibility of a web-based centralised platform to allow facility and energy management staff to monitor, analyse and predict the performance of buildings to minimise energy consumption, reduce costs and work towards net-zero targets	Net Zero Strategy	Property Services; Carbon Reduction Officer	Number of assets linked to centralised platform	Limited ability to view / control data remotely. Installed equipment not used to full potential	Initial pilot involving 20-25 education buildings	2023/24	OP7; OP9
2.13	Continue to use benchmarking and historical data to identify the highest emission / energy consuming assets, commission targeted energy audits to inform programme of controls and other improvements	Net Zero Strategy	Property Services; Carbon Reduction Officer	Number of targeted audits completed	2 audits completed to date	Increased number of audits completed – prioritising top 10 highest consuming assets	2022 / ongoing	OP7; OP9
2.14	Continue to investigate the implications of deep retrofit across the estate to identify potential solutions and associated capital costs including technical and logistical barriers to implementation	Net Zero Strategy	Property Services; Carbon Reduction Officer	Number of detailed retrofit feasibility studies completed	2 studies currently in progress	Increased number of retrofit feasibility studies completed	2022 / ongoing	OP7; OP8; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.15	Increase resources to assist in the development of net zero policy / Local Heat and Energy Efficiency Strategy and plans, including the monitoring, control and reduction of energy use in buildings	Net Zero Strategy; Property Services Restructure; LHEES	Interim Head of Property Services	Number of Energy / Carbon Management staff	Currently 1 Carbon Reduction Officer	Increased number of Carbon / Energy Management staff	2022 / ongoing	OP7; OP9; OP10
Transport								
2.16	Review / manage each of the following aspects of IC estate and operations to reduce emissions towards achieving Net Zero: our Transport Fleet and Business Mileage	Net Zero Strategy; IC Climate Change Reporting	Climate Change Group – all relevant Service Areas; Scottish Government	Emissions reduction towards Net Zero for Transport Fleet and Business Mileage	2019/20 data – Grey Fleet 318 CO2e	Reduce carbon emissions annually to reach Net Zero as soon as possible	Annual	OP7; OP9
2.17	Implement an Ultra-Low Emissions Vehicles (ULEV) strategy for our Council vehicle fleet	Vehicle Replacement Programme; ULEV Strategy	Shared Fleet & Waste Manager	ULEV Strategy implemented	N/A	ULEV Strategy implemented	2022	OP9
2.18	Continue to phase out petrol and diesel light commercial vehicles within the Council fleet as part of ULEV strategy and in line with Scottish Government targets	Vehicle Replacement Programme; ULEV Strategy	Shared Fleet & Waste Manager	Numbers of ULEV light commercial vehicles in Council Fleet	Annual CO2e 2019/20 base – Car 27 / LCV 279	Replace the Council's light commercial vehicles with ULEV	2022 - 2025	OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.19	Continue the development of ultra low emissions vehicles (ULEV) options across the Council, including HGV fleet and utilisation of full electric vehicle (EV) and hybrid technology for pool cars and operational vehicles	VRP; ULEV Strategy	Shared Fleet & Waste Manager	Numbers of ULEV vehicles in Council Fleet	Annual CO2e 2019/20 base – HDV 683	Replace the Council's fleet with ULEV wherever feasible	2022 – 2027 and beyond	OP9
2.20	Continue the development of an electric vehicle charging strategy and expansion plan for Glasgow City Region	Electric Vehicle Charging Strategy (EVCS)	Head of Shared Services Roads	Number of EV chargepoints across the City Region area		Increased number of EV chargepoints installed across the City Region area	Annual	OP9
2.21	Continue the programme of installation of electric charging points for electric vehicles at all Council offices, depots, public buildings and car parks	Local Transport Strategy (LTS); EVCS	Roads Services	Number of EV chargepoints installed at Council buildings / public car parks	Currently 29nr + 4nr in planning. The first EV chargepoint was installed in 2015	Increased number of EV chargepoints installed at all Council buildings and public car parks wherever possible	2023 - 2025	OP7; OP9
Streetlighting and Water								
2.22	Continue the programme of replacement of remaining white light / non-LED streetlights	RAMP; Net Zero Strategy	Head of Shared Services Roads	Percentage of assets LED	Currently 97.5%	100% - difficult locations, delayed projects etc.	Aug 2023	OP7; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.23	Review traffic signals for LED conversion and implement programme of conversion / replacement	RAMP; Net Zero Strategy	Head of Shared Services Roads	Percentage of assets LED		100%	Dec 2022	OP7; OP9
2.24	Continue the regular review and monitoring of automatic meter reading (AMR) data showing water usage and correct for consumption anomalies and identified leaks	Net Zero Strategy	Property Services; Carbon Reduction Officer	N/A	N/A	N/A	2022 / ongoing	OP9
2.25	Review current estate water AMR provision and invest in additional devices where asset consumption patterns support investment	Net Zero Strategy	Property Services; Carbon Reduction Officer	Number of assets with water AMR	15 nr operational	Increased number of assets with water AMR	2023 / ongoing	OP9
2.26	Continue to consider water saving devices and improvements in Council owned buildings as part of capital programme maintenance and lifecycle replacement activity	Corporate Asset Management Plan; Capital Plans; Net Zero Strategy	Property Services; Climate Change Group	Water saving devices / measures installed	N/A	Water saving devices / measures installed in all Council buildings	2022 / ongoing	OP7; OP9
Waste								
2.27	Review of the impacts of our garden waste and food waste services	Waste Services	Shared Fleet & Waste Manager	N/A	Pre service change years	Assessment of the carbon impact of service changes	Dec 2024	OP7; OP9

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.28	Review our fortnightly co-mingled can, paper, plastic and card collection services in light of anticipated changes in material throughput	Waste Services	Shared Fleet & Waste Manager	N/A	Current service delivery model	Following the introduction of Deposit return scheme and emerging packaging interventions the review will assess the fit for purpose status of existing services	Mar 2025	OP7; OP9
2.29	Improving the quality of our recyclable materials through targeted marketing and communications campaigns	Waste Services	Shared Fleet & Waste Manager	% of household waste recycled	17%	12% - Identify and reduce contamination and offer additional improve materials quality	Mar 2024	OP7; OP9
2.30	Increasing consumer options to enhance recycling at our main recycling centres	Waste Services	Shared Fleet & Waste Manager	Increased facilities and routes for disposal	N/A	Identify materials streams for additional recycling not currently offered including reuse options where possible	Mar 2023	OP7; OP9
2.31	Dedicated commercial waste collection services and associated food and recycle collections	Waste Services	Shared Fleet & Waste Manager	N/A	Current service levels	Review commercial waste service and	Mar 2023	OP7; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
2.32	Improve our recycling targets and work with SG to identify more relevant targets in the face of moving waste up the hierarchy	Waste Services	Shared Fleet & Waste Manager	% of household waste recycled	48%	70% - With a reduction in traditionally recycled materials as a result of SG interventions work with ZWS and SEPA to identify long term target metrics	Dec 2027	OP7; OP9
2.33	Review existing waste contract arrangements to meet Landfill Diversion ban	Waste Services	Shared Fleet & Waste Manager	Compliant Contract	N/A New target from 2025	No more than 5% of Biodegradable Municipal Waste to be sent to landfill	Dec 2025	OP7; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

3. Carbon Reduction Action Area: Awareness and Behaviour Change								
Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
Natural Environment								
3.1	The Council's Ranger Service to interpret / educate / raise awareness of climate change mitigation, adaptation and sequestration as part of their remit	IC Ranger Service Roles and Remit	IC Ranger Service	Engagement statistics	200 people per annum	Inclusion of interpretation / education / awareness-raising about climate change mitigation, adaptation and sequestration in ICRS remit and being implemented	Ongoing	OP1; OP7; OP9
3.2	Work in partnership with local community to look after the marine environment, including Inverclyde coast and beaches (e.g. beach cleans), including the responsible use and enjoyment of the coast	IC Ranger Service Roles and Remit	IC Ranger Service; Partners; Volunteers	Number of beach cleans / promotional events etc.	N/A	Maintain & increase numbers of beach clean events / promotional events etc. as appropriate	Ongoing	OP1; OP2; OP7; OP9

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
Circular Economy								
3.3	Work with Partners to support the establishment of Circular Economy Facilities including the provision of storage facilities	Forward: Public Library Strategy 2021-25	Inverclyde Libraries	Number of circular economy facilities	Toy / gardening equipment Library established in Central Library; Funding procured for Pilot hub in SW Library	Increased Number of circular economy facilities across the Council area	2025	OP1; OP2; OP4; OP5
Active Travel								
3.4	Support schools to develop Bikeability Scotland training, to teach skills needed to cycle safely on roads, and ‘Play on Pedals’ (which aims to give all children the chance to learn to ride a pedal bike before they start Primary 1)	Active Travel Strategy; Active Inverclyde	Education; Community Safety and Resilience	Nr pupils undertaking Bikeability Scotland Level 1, 2 & 3 training, and ‘Play on Pedals’	Nr pupils undertaking Bikeability training 2021-22: Level 1: 67 Level 2 (on road): 60 Level 2 (playground) : 326 Level 3: 0 Play on pedals: 0	Increased uptake of Bikeability Scotland [In 2023-24 Increased uptake of ‘Play on Pedals’ [In 2023-24]	Annual	OP6; OP7; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
3.5	Active Travel to School campaign and promotion, including parking management around schools, and supporting modal shift from school buses to active travel wherever feasible	Active Travel Strategy; Active Inverclyde	Environmental Services; Education; Community Safety and Resilience	Nr pupils travelling to school by active travel modes (Sustrans Hands Up Scotland Survey data)	49.7% of pupils travelling actively to school in 2021 (Sustrans Hands Up Scotland Survey data)	Increased % of pupils travelling to school by active* travel modes (Sustrans Hands Up Scotland Survey data) *All school types and travel mode = walk, cycle, scooter/skate, park & stride	Annual	OP6; OP7; OP9
3.6	Support Bikeability cycle training for secondary school pupils throughout the county	Active Travel Strategy; Active Inverclyde	Roads Services: Sustrans; Cycling Scotland	Nr of Bikeability training sessions for secondary school pupils and number of participants	None at present	Increased numbers of Bikeability training sessions and participants	Annual	OP6; OP7; OP9
Awareness Raising & Engagement								
3.7	Support and expand the “Kind Climate” Collections and related programming for Schools as part of Libraries Inspire Schools programming		Inverclyde Libraries Education	Levels of participation in the Libraries Inspire kind climate collections and programming with schools	8 Primary schools in 2020/21; 16 schools registered 2021/22.	Increased levels of participation in the “Kind Climate” Libraries Inspire programme in Inverclyde Schools	Annual	OP2; OP3; OP9

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
3.8	Support Community initiatives such as cooking classes, community kitchens, food growing, community entertainment to reduce the need to travel and support vibrant and sustainable communities	Locality Plans	CLD; Cultural Services; ICDT Area Partnerships; Dandelion Connected Communities	Number of Community initiatives supported by the council	Harvest festival Community Pantries	Increased number of community Initiatives supported by the council	Ongoing	OP1; OP2; OP3; OP4; OP5; OP6; OP7; OP9
3.9	Set up a network of “Green Teams” to help promote sustainability, raise awareness and encourage engagement with the move to a low carbon lifestyle		Across Directorates Cultural services	Network of Green teams set up	Many individual departments already engaged	Network of Community Green teams set up	2025	OP2; OP3; OP9
3.10	Work with Communities to encourage and support the formation of local volunteer groups, such as Blooms and Biccies / Chatty Café @SW to support the enhancement of specific open space	Forward _ Public Library strategy 21-25	Cultural services; Local Groups; Partners	Number of Local Chatty cafes underway	Currently 4 focussed chatty cafes up and running	Increased number of Climate focussed Chatty cafes underway and supported	Ongoing	OP2; OP5; OP9
3.8	Continue to use our collections to explore and respond to aspirations around climate change and planetary limits		Cultural services Inverclyde	Nr of objects / resources linked to the climate crisis, sustainability and the environment		Increase in investment in climate focussed collections / programming	Ongoing	OP2; OP3; OP9

Five-year Action Plan for Inverclyde Council’s Net Zero Strategy 2022–2027

4. Carbon Reduction Action Area: Offsetting								
Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
Natural Environment								
4.1	Review existing tree/flora to establish current carbon sequestration / carbon storage levels	OSAMP	Shared Service Managers	Production of Management Plan	To be established	Increase tree / hedgerow planting	2022 - 2024	OP7
4.2	Develop and incorporate into LDP and implement measures for new developments e.g. landscaping species list to optimise biodiversity	LDP	Planning Service; Shared Service Managers	Planning Guidance	To be established	Development of adaptation measures.	2022 - 2023	OP2; OP7
4.3	Continue to control invasive species	OSAMP, Council Policy	Shared Service Managers	Eradication of non-native invasive plant species	As per management of invasive species	Work towards eradication of non-native invasive plant species	Ongoing - 2027	OP7
4.4	Undertake projects to naturalise amenity grassland to enhance local biodiversity, improve natural habitats and support wildlife through wildflower meadow planting	OSAMP	Shared Service Managers	% of amenity grassland naturalised	Current level is under 5% (to include survey work of newly introduced species)	20% of amenity grassland naturalised (insect/species count)	2022 - 2027	OP7

Five-year Action Plan for Inverclyde Council's Net Zero Strategy 2022–2027

Ref	Action	Relevant Strategy / Plan	Lead Person / Service	Service Indicator	Baseline	Target (where applicable)	Target date	Corporate Plan Links
4.5	Undertake projects for woodland creation / enhancement, native tree planting and hedgerow planting in and around our communities (in appropriate locations) to offset the carbon emissions, including mitigation of impact of tree diseases (e.g. Ash dieback)	OSAMP	Shared Service Managers	Areas of native woodland planted; number of native urban / street trees planted	To be established	Increased areas of woodland in and around urban areas; increased numbers of urban / street trees	2022 - 2027	OP7
4.6	Undertake projects to maximise carbon storage potential of land through peatland restoration and conservation.	OSAMP	Shared Service Managers	Implement projects working in partnership	As per national indicators	Restoration of up to 1100 hectares of compromised peatland at Hardridge and Dowries Farms	2022 - 2027	OP7

Inverclyde Net Zero Action Plan 2022-2027 - Project Summary											
Carbon Reduction Action Area	Action Plan Ref.	Project Description	Budget Location	Budget Type (Existing Resources)	Amount (£)	External Funding Contribution (where applicable)	Amount (£)	Additional Funding Required	Amount (£)	Further Approval Required	Outcome Summary
Significant Emitters - Energy Use in Buildings	2.2	Office rationalisation via New Ways of Working Pilot	Environment & Regen Capital	E&R - Core Property NWoW	£200,000					Yes	Closure of facilities with associated CO2 savings relating to gas, electricity and water consumption. Revenue cost saving related to property costs. Potential capital receipt or lease income from vacated assets.
Significant Emitters - Energy Use in Buildings	2.2	Closure and disposal of former Neil Street Children's Home	Capital Fund							No	Closure of facility with associated CO2 savings relating to gas, electricity and water consumption. Revenue cost saving related to property costs. Potential capital receipt.
Significant Emitters - Energy Use in Buildings	2.2	Closure and disposal of Fitzgerald Centre upon completion of new LD hub	Capital Fund							No	Closure of facility with associated CO2 savings relating to gas, electricity and water consumption. Revenue cost saving related to property costs. Potential capital receipt.
Significant Emitters - Energy Use in Buildings	2.2	Demolition of former Scout Hall, Drumshantie Rd Gourock	Environment & Regen Capital	E&R - Core Property £2m	£20,000					No	Closure of facility with CO2 avoidance only given that facility was not included in Inverclyde baseline CO2 calculations.
Significant Emitters - Energy Use in Buildings	2.2	Closure and demolition of Roads store 71 East Hamilton Street	Environment & Regen Capital	E&R - Depot AMP	£56,000					No	Closure of facility with associated CO2 savings relating to gas, electricity and water consumption. Revenue cost saving related to property costs.
Significant Emitters - Energy Use in Buildings	2.4	New Inverclyde Learning Disability Community Hub	Social Work Capital	One-off allocation	£8,517,000	Vacant and Derelict Land Investment Programme	£990,000			No	New build not included in current CO2 baseline, Improvement based on low carbon design replacing a thermally inefficient property. Air source heat pump with PV and no gas connection to site. Dependancy link with Fitzgerald Centre closure.
Significant Emitters - Energy Use in Buildings	2.4	King George VI Community Facility	Communities Capital	One-off allocation	£0	Regeneration Capital Grant Fund	£1,734,000			No	Low carbon design with improved running/utility costs. Air source heat pump with no gas connection and photovoltaic panel generation.
Significant Emitters - Energy Use in Buildings	2.5	Greenock Municipal Buildings Window Replacement Ph.6. Single gazed units being replaced with double glazed.	Environment & Regen Capital	E&R - Core Property £2m	£299,000					No	Building fabric (u-value) improvement with double glazed units replacing thermally inefficient single glazing. Should assist in reducing heat demand (gas consumption).
Significant Emitters - Energy Use in Buildings	2.5	Gourock Outdoor Pool replacement pool cover	Environment & Regen Capital	E&R - Core Property £2m	£24,000					No	Effective pool covers allow retention of heat within the pool and should assist in reducing heat demand (gas consumption).
Significant Emitters - Energy Use in Buildings	2.6	Inverclyde Academy Phased LED Upgrade. Project commissioned, scope and costs being clarified.	Education Capital	Education Lifecycle	tbc					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.6	Kings Oak LED Upgrade - Gym and Ground Floor circulation	Education Capital	Education Lifecycle	£13,000					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.6	Education secondary school 3G pitch floodlight upgrade to LED (Inverclyde Academy / PGCC / St. Columba's HS). Project commissioned, costs to be clarified.	Education Capital	Education Lifecycle	£100,000					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.6	Gourock Primary School Phased LED Upgrade. Project commissioned, scope and costs being clarified.	Education Capital	Education Lifecycle	tbc					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.6	Clydeview Academy 3G Pitch Floodlighting upgrade to LED	Public Private Partnership	Education - PPP Lifecycle	£31,000					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.6	Clydeview Academy Phased LED upgrade	Public Private Partnership	Education - PPP Lifecycle	£356,000					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.7	Vehicle Maintenance Facility PV expansion. To be commissioned, scoped and costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£70,000	Yes	CO2 reduction from electricity consumption reduction through additional on-site generation with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.7	Parklea Pavilion PV installation. To be commissioned, scoped and costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£70,000	Yes	CO2 reduction from electricity consumption reduction through additional on-site generation with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.7	St. Andrew's PS PV installation. To be commissioned, scoped and costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£100,000	Yes	CO2 reduction from electricity consumption reduction through additional on-site generation with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.7	St. John's PS PV installation. To be commissioned, scoped and costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£50,000	Yes	CO2 reduction from electricity consumption reduction through additional on-site generation with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.7	Inverkip PS PV installation. To be commissioned, scoped and costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£50,000	Yes	CO2 reduction from electricity consumption reduction through additional on-site generation with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.

Significant Emitters - Energy Use in Buildings	2.7	Wemyss Bay PS PV installation. To be commissioned, scoped and costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£75,000	Yes	CO2 reduction from electricity consumption reduction through additional on-site generation with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Energy Use in Buildings	2.8	Gibshill Children's Centre low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£75,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.8	Watt Institution low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£475,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.8	Port Glasgow Municipal Buildings / Library low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£220,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.8	Wellpark Centre low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£130,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.8	Whinhill Golf Club low/zero emission heating and associated works. Outline proposals developed and budget cost prepared.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£140,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.8	St Joseph's PS low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£500,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.8	Kings Oak PS low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£595,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.8	Inverkip PS low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£350,000	Yes	CO2 reduction from fossil fuel replacement. Electricity consumption increase via air source heat pump or other similar system operation. Overall revenue cost impact dependant on more detailed assessment of system running costs and will be influenced by ability to improve controls. Building fabric improvements may be required in tandem with this work to reduce demand (not included in costs stated and subject to further technical assessment/study).
Significant Emitters - Energy Use in Buildings	2.10	Increase number of properties with gas AMR	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£5,000	No	Potential to influence targeted reduction in CO2 via consumption through better understanding of usage patterns/demand. Required as enabler to deliver web based monitoring platform. Potential for revenue savings.
Significant Emitters - Energy Use in Buildings	2.11	Increase number of properties with electric 'Smart' or AMR meters	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£15,000	No	Potential to influence targeted reduction in CO2 via consumption through better understanding of usage patterns/demand. Required as enabler to deliver web based monitoring platform. Potential for revenue savings.
Significant Emitters - Energy Use in Buildings	2.12	Implement web based centralised platform for energy management - Phase1	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£50,000	No	Potential to influence targeted reduction in CO2 via consumption through better understanding of usage patterns/demand. Will provide ability to control sites remotely and actively manage holiday period consumption in schools etc.. Potential for revenue savings.

Significant Emitters - Energy Use in Buildings	2.13	Programme of targeted energy audits of top 10 consuming assets	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£80,000	No	Potential to influence targeted reduction in CO2 via consumption through better understanding of usage patterns/demand. Typically will result in a sliding scale of interventions from low cost plant time schedule changes to equipment upgrades. Will inform further investment and actions requiring capital expenditure. Potential for revenue savings.
Significant Emitters - Energy Use in Buildings	2.14	Programme of deep retrofit feasibility studies	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£100,000	No	Potential to influence targeted reduction in CO2 via consumption through better understanding of where assets require fabric upgrades to align with low carbon heating solutions. Typically will result in a sliding scale of interventions towards Enerphit or Passivhaus standards/. Will inform further investment and actions requiring significant capital expenditure. Potential for revenue savings in utility costs post completion of works (cost stated is feasibility studies only).
Significant Emitters - Transport	2.18	Additional cost of car and light commercial fleet transition to ULEV over and above VRP allowances	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£1,893,000	Yes	CO2 reduction in removing diesel vehicles and replacing with ULEV. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed. Revenue saving on fuel (diesel) costs.
Significant Emitters - Transport	2.21	Additional 30 charge points to facilitate car and light commercial fleet transition to ULEV	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£90,000	Yes	Income associated with charging costs partially offset by maintenance costs. Enabler for ULEV rollout.
Significant Emitters - Streetlighting & Water	2.22	Streetlighting LED programme	Environment & Regen Capital	E&R - RAMP	£950,000					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed. Main capital costs in the programme going forward relate to column replacement (no CO2 saving).
Significant Emitters - Streetlighting & Water	2.23	Traffic signals conversion to LED	Environment & Regen Capital	E&R - RAMP	Inc. above					No	CO2 reduction from electricity consumption reduction with associated revenue saving. CO2 reduction diminishes over time as the decarbonisation of the National Grid is progressed.
Significant Emitters - Streetlighting & Water	2.25	Increase number of properties with Water AMRs	Environment & Regen Capital	E&R - Core Property Net Zero				No Identified Source	£30,000	No	Potential to influence targeted reduction in CO2 via consumption through better understanding of usage patterns/demand. Required as enabler to deliver web based monitoring platform. Potential for revenue savings.
Offsetting	4.4	Naturalise amenity grass / wildflower planting	Environment & Regen Capital	E&R - Env Nature Restoration				Potential Future NRF	tbv	No	The calculation of carbon reductions from wildflower is complex however studies suggest that grasslands and meadows can store up to 3 tonnes of carbon per year per hectare. In addition they have a number of wildlife benefits such as providing food for pollinators, other invertebrates and farmland birds.
Offsetting	4.5	Woodland creation / native tree planting	Environment & Regen Capital	E&R - Env Nature Restoration				Potential Future NRF	tbv	No	The calculation of carbon reductions from tree planting is complex and based on variables such as the present condition and soil type of the land, the type and spacing of the trees to be planted, and ongoing monitoring. Studies suggest that British woodland stores up to 1.4 tonnes of carbon per year per hectare.
Offsetting	4.6	Dowries farm peatland restoration 191 Ha	Environment & Regen Capital	E&R - Core Property Net Zero				Potential Peatland Code - up to	£175,000	Yes	Carbon emission savings from peatland depends on the condition of the peatland, ranging from 2-20 tonnes of CO2 per hectare (ha) per year.
Offsetting	4.6	Hardridge farm peatland restoration 954 Ha	Environment & Regen Capital	E&R - Core Property Net Zero				Potential Peatland Code - up to	£800,000	Yes	Carbon emission savings from peatland depends on the condition of the peatland, ranging from 2-20 tonnes of CO2 per hectare (ha) per year.

Existing Resources	£10,566,000	External Grants	£2,724,000	Estimated Funding Gap	£6,138,000
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Inverclyde Net Zero Action Plan 2022-2027 - Estimated Spend Profile								
Carbon Reduction Action Area	Action Plan Ref.	Project Description	Amount (£)	2022/23	2023/24	2024/25	2025/26	2026/27
Significant Emitters - Energy Use in Buildings	2.7	Vehicle Maintenance Facility PV expansion. To be commissioned, scoped and costed.	£70,000	£0	£35,000	£35,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.7	Parklea Pavilion PV installation. To be commissioned, scoped and costed.	£70,000	£0	£35,000	£35,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.7	St. Andrew's PS PV installation. To be commissioned, scoped and costed.	£100,000	£0	£50,000	£50,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.7	St. John's PS PV installation. To be commissioned, scoped and costed.	£50,000	£0	£25,000	£25,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.7	Inverkip PS PV installation. To be commissioned, scoped and costed.	£50,000	£0	£25,000	£25,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.7	Wemyss Bay PS PV installation. To be commissioned, scoped and costed.	£75,000	£0	£25,000	£50,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.8	Gibshill Children's Centre low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	£75,000	£0	£25,000	£50,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.8	Watt Institution low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	£475,000	£0	£0	£0	£50,000	£425,000
Significant Emitters - Energy Use in Buildings	2.8	Port Glasgow Municipal Buildings / Library low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	£220,000	£0	£20,000	£200,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.8	Wellpark Centre low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	£130,000	£0	£0	£0	£30,000	£100,000
Significant Emitters - Energy Use in Buildings	2.8	Whinhill Golf Club low/zero emission heating and associated works. Outline proposals developed and budget cost prepared.	£140,000	£20,000	£120,000	£0	£0	£0
Significant Emitters - Energy Use in Buildings	2.8	St Joseph's PS low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	£500,000	£0	£0	£0	£50,000	£450,000
Significant Emitters - Energy Use in Buildings	2.8	Kings Oak PS low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	£595,000	£0	£0	£0	£50,000	£545,000
Significant Emitters - Energy Use in Buildings	2.8	Inverkip PS low/zero emission heating and associated works. Feasibility study required to confirm possible with scope of works costed.	£350,000	£0	£0	£0	£50,000	£300,000
Significant Emitters - Energy Use in Buildings	2.10	Increase number of properties with gas AMR	£5,000	£0	£5,000	£0	£0	£0
Significant Emitters - Energy Use in Buildings	2.11	Increase number of properties with electric 'Smart' or AMR meters	£15,000	£0	£15,000	£0	£0	£0
Significant Emitters - Energy Use in Buildings	2.12	Implement web based centralised platform for energy management - Phase1	£50,000	£5,000	£45,000	£0	£0	£0
Significant Emitters - Energy Use in Buildings	2.13	Programme of targeted energy audits of top 10 consuming assets	£80,000	£5,000	£35,000	£40,000	£0	£0
Significant Emitters - Energy Use in Buildings	2.14	Programme of deep retrofit feasibility studies	£100,000	£20,000	£30,000	£30,000	£20,000	£0
Significant Emitters - Transport	2.18	Additional cost of car and light commercial fleet transition to ULEV over and above VRP allowances	£1,893,000	£0	£359,000	£180,000	£771,000	£583,000
Significant Emitters - Transport	2.21	Additional 30 charge points to facilitate car and light commercial fleet transition to ULEV	£90,000	£0	£45,000	£45,000	£0	£0
Significant Emitters - Streetlighting & Water	2.25	Increase number of properties with Water AMRs	£30,000	£0	£30,000	£0	£0	£0
Offsetting	4.6	Dowries farm peatland restoration 191 Ha	£175,000	£0	£75,000	£100,000	£0	£0
Offsetting	4.6	Hardridge farm peatland restoration 954 Ha	£800,000	£0	£200,000	£600,000	£0	£0
			£6,138,000	£50,000	£1,199,000	£1,465,000	£1,021,000	£2,403,000
Existing Net Zero Capital Funding			£350,000	£50,000	£300,000			
Estimated Budget Pressure			£5,788,000	£0	£899,000	£1,465,000	£1,021,000	£2,403,000

Scotland's councils' approach to addressing climate change Recommendations	Inverclyde Response / Comments	
1.	Ensure clear and transparent emissions targets are in place	
-	To help achieve this, councils should consider taking action to:	
o	Be clear and transparent about what is and is not included in corporate and area-wide targets.	The Council's Net Zero Strategy includes a statement on what emissions generated by the activities of the Council are included within the strategy under the established greenhouse gas emission 'Scopes' 1,2 and 3. The Council has not set any area-wide emissions targets at this time.
o	Be clear and transparent in policies about how the council will deal with residual emissions if net zero or carbon neutral targets are in place.	The Council's Net Zero Strategy includes a section on offsetting / insetting recognising that there are opportunities in the areas of peatland restoration and tree planting (sequestration) within Inverclyde. It will be necessary to include more detail within the associated Action Plans to clarify the limitations / challenges around emission reductions in some areas e.g. decarbonisation of the Council's buildings, particularly where there may be technical and other limiting factors (listed buildings etc.).
o	Utilise appropriate interim targets to ensure ongoing progress can be measured and monitored effectively.	The Council's Net Zero Strategy currently includes an ambitious interim target of 72.5% reduction in carbon footprint by 2031 (on a 2012/13 baseline). It is also intended to implement a series of 5 year action plans with the first of those addressing 2022/27. It is not felt appropriate to set any further interim targets at this time however, the action plan projects and their impacts must be capable of being measured and captured within the annual reporting to Scottish Government required by the Climate Change (Scotland) Act 2009.
o	Regularly report progress against targets in a clear and transparent way.	The Council's Net Zero Strategy and 2022/27 Action Plan set out the framework of the Plan-Do-Check-Act improvement cycle model which will involve annual reporting within the Council Committee structure supported by Internal Audit activity and the use of Risk Registers / targets within Directorate Improvement Plans etc..

Scotland's councils' approach to addressing climate change Recommendations	Inverclyde Response / Comments	
2.	Increase action on adaptation and climate resilience	
-	To help achieve this, councils should consider taking action to:	
o	Set interim targets with clear performance indicators to ensure focus on adaptation goals.	The Council's 2022/27 Action Plan includes actions related to adaptation projects and all projects are intended to be capable of being measured and captured within the annual reporting.
o	Develop an overarching adaptation plan which pulls together all the council's actions and allows an assessment of the impact of these actions.	As above.
o	Ensure adaptation and climate resilience are considered in decision-making.	The Council has undertaken a review of its standard committee report format to introduce Environmental / Sustainability implications section to ensure elected members and other readers of reports are alerted to any carbon, climate change or sustainability impacts.
o	Regularly report progress against actions in a clear and transparent way.	The Council's Net Zero Strategy and 2022/27 Action Plan set out the framework of the Plan-Do-Check-Act improvement cycle model which will involve annual reporting within the Council Committee structure supported by Internal Audit activity and the use of Risk Registers / targets within Directorate Improvement Plans etc..

Scotland's councils' approach to addressing climate change Recommendations	Inverclyde Response / Comments	
3.	Make action plans clear about the gaps and challenges that remain	
-	To help achieve this, councils should consider taking action to:	
o	Regularly update action plans. Given the scale of the emergency and the speed at which action is required, an annual review of actions would help to ensure that the actions identified are the most effective options.	The Council's Action Plan(s) is a live document subject to regular review and formal annual reporting as part of the Plan-Do-Check-Act improvement cycle model. Projects have been prioritised recognising that, in the absence of absolute knowledge about the future, we will work now to anticipate, avoid and mitigate the threat of climate change and its environmental impacts and continue to refine the plan as technology, innovation and good practice is shared over the life of the 5 year action plan(s).
o	Include detailed route maps to achieving climate goals.	The Council's Net Zero Strategy includes the route map with further detail and implementation through the 5 year Action Plan(s).
o	Include details of the extent to which individual actions in the plans will impact on climate goals for reducing emissions and adapting to climate change, so the scale of the challenge can be clearly seen.	The Council's current 5 year action plan will provide an assessment of emissions reductions associated with each individual action plan item and with the overall impact captured within the annual reporting to Scottish Government required by the Climate Change (Scotland) Act 2009.
o	Improve information on costs and budgets of actions.	The Council's current 5 year action plan includes an assessment of costs and the estimated costs to implement each action with more complex projects subject to detailed feasibility studies and individual approval via business case. It is also intended that the measurement and reporting of outcomes is improved e.g. in the area of revenue impacts (savings / pressures) on utility or other costs realised from individual projects.
o	Ensure the co-benefits or potential negative impacts of net zero actions and adaptation actions on each other are clearly understood.	The Council's current 5 year action plan includes a summary of anticipated project outcomes (benefits and negative impacts).

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4.	Increase collaboration efforts	
-	To help achieve this, councils should consider taking action to:	
o	Work with partners to further develop existing support networks to ensure learning and good practice is shared across the sector.	Beyond the networks noted in the briefing document which the Council has access to, the Council also participates in a number of other networks including the Scottish Energy Officers Network (SEON); Scottish Heads of Property Services (SHoPS); Climate Ready Clyde; hub West Scotland etc. where learning and good practice are shared across public sector bodies. There is a need to expand this through the LHEES development and the proposed Support Network to assist engagement with local businesses, Registered Social Landlords and energy network providers.
o	Work collaboratively to tackle some of the key challenges involved in defining and setting targets and monitoring progress, combining resources where it is more effective to do so, and focusing on maximising impact and adding value.	The Council's LHEES pilot in 2018 focussed on gaining an understanding of the energy performance of the public estate in the Inverclyde Council area to assess the scale of the challenges involved in improving energy efficiency and decarbonising heat in public sector buildings. The Council within its Net Zero Strategy has set targets for its own activities however, as noted in the briefing document, the ability to set area-wide targets and ascertain opportunities for economies of scale will involve complex relationships between different partners which will require strong collaboration. Further work is required as part of the LHEES development to engage with businesses and other local partners.
o	Work collaboratively with local communities and ensure that people are able to effectively contribute to the design and delivery of climate change actions.	The Council's Net Zero Action Plan identifies the activities involving the engagement and empowerment of local communities including encouraging changes in behaviour and lifestyle. The Council actively engages with communities via its budget consultation process and listening events. Further engagement with Communities will be required on the ongoing development of the Net Zero Action Plan activities and opportunities for greater participation.

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5. Embed climate change into decision making at all levels		
-	To help achieve this, councils should consider taking action to:	
o	Ensure senior level buy-in and leadership by integrating climate change into their strategic priorities and setting out accountability arrangements.	Climate change activity has support from the highest level within the Council with the Chief Executive and the Net Zero Strategy clearly sets out the governance and accountability / corporate responsibility position.
o	Integrate climate change into key overarching organisational annual reports and plans.	The Council's Net Zero Strategy and 2022/27 Action Plan set out the framework of the Plan-Do-Check-Act improvement cycle model which will involve annual reporting within the Council Committee structure and targets within Directorate Improvement Plans.
o	Ensure climate change is fully integrated into existing governance and business processes, including risk management and internal audits.	The Council's corporate planning structure includes the Inverclyde Alliance Outcomes Improvement Plan, the Council's own Corporate Plan and Directorate Plans. Each of these documents are due for review in 2023 with an opportunity to embed the Council's commitment to net-zero, and where appropriate, include carbon reduction targets, supported by Internal Audit activity and the use of Corporate, Directorate and Service Risk Registers.
o	Develop mechanisms to ensure that the potential impact of policies on climate change goals is considered fully in decision-making.	The Council's Net Zero Strategy and 2022/27 Action Plan are reported through the Council's Committee structure as outlined in responses above. The standard committee report format now includes an Environmental / Sustainability implications section to ensure elected members and other readers of reports are alerted to any carbon, climate change or sustainability impacts.
o	Assess whether the council has sufficient capacity, skills and knowledge to support effective decision-making on climate change and to implement the necessary actions by, for example, carrying out a skills and competencies review.	The Action Plan priorities and projects are delivered through the work of the Officers who participate in the Climate Change Group. This cross service multi-disciplinary group possess the necessary skills and competencies to deliver a large proportion of projects with support from external consultants as deemed appropriate. The 2022/27 Action Plan also includes actions to expand the available resource in the area of Energy and Climate Change with the creation of 2 new permanent posts.