

Overall Action No	Description of Action	Planned Outcome	Outcome Measures	Completion Target	Service Lead	Delivery Indicator
1	Review of standard (weighted) sustainability tender question To create a wide suite of non-cash benefits categorisation to include the detail sustainable topics.	All relevant tenders include the standard question, resultant contract impact statements to include the non-cash benefit categorisation.	To allow consideration during tender evaluation of the contractors approach to sustainability. To record the outcome as a procurement non cash benefit. To have the ability to report on the sustainable outcomes (as a categorisation)	Sep-20	Finance	1
2	<b>Review and develop further the sustainable procurement section of the Annual Procurement Strategy</b>	To ensure that goods and services are procured responsibly, with due consideration to ethical, carbon and sustainable factors, including through the supply chain and sub-contractors	Policy approved and adopted	Mar-22	Finance	1
3	<b>To further develop Sustainable Procurement guidance (and training module) and embed within the Council's tender process to reflect priorities and actions of the Climate Change Strategy</b>	To support and inform departmental lead officers through the new process Improvement of sustainability aspects and responses within tender process	Greater awareness of the various sustainable issues Increase in the number of sustainable measures noted and incorporated in tender submissions	Mar-21	Finance	1
4	Carry out Sustainability Prioritisation exercise during current round of Dept Proc Action Plan process, undertake analysis and subsequently roll-out to departmental officers to complete.	Provision of appropriate sustainability priorities to services/teams for on-going integration into procurement activity.	Increase in Services specifying carbon and sustainability criteria in specifications and tenders	Mar-21	Finance	1 & **
5	<b>Develop carbon assessment tool and report on performance in relation to the procurement of goods and services</b>	Services able to efficiently monitor and report carbon impact associated with procurement of goods and services	% of appropriate procured goods and services assessed for carbon impact	Apr 2025 and ongoing	Finance	3
6	<b>Investigate the implications of introducing carbon budgets</b>	Carbon emissions by Services are managed and monitored from a financial model of scrutiny? Reduction of emissions would be phased in line with CCS targets	Carbon budgets allocated to Services	Mar-22	Climate Change Team	1
7	<b>Develop detailed targets, costings, milestones, reporting and KPIs for all actions. Assess and define baseline position with respect to carbon emissions</b>	Fully developed and costed Climate Change Strategy action plan	Definition of route-map to net zero carbon emissions by 2030	Mar-21	Climate Change Team	1
8	<b>Apply zero and low carbon objectives as a factor in all investment decisions in relation to budgets and the Capital Plan</b>	Carbon impact is a key component of all investment decisions and has been considered as a factor within the Capital Plan. Whole Life Costing applied as part of design development process and project appraisals.	No of investment decisions incorporating carbon factors. No and type of resultant mitigating actions % of projects evaluated using WLC	Ongoing to 2030	Climate Change Team	1
9	Work with our partners, including the Scottish Government, to source and focus specific funding, measures and resources to support the Climate Change Strategy at local level.	Increased external funding for Climate Change projects and initiatives.	No of projects that benefit from funding Value of funding leveraged	Ongoing to 2030	Climate Change Team	**
10	Work with all Council Service Areas and key partners including the Scottish Government to improve the integrity of our emissions data and reporting mechanisms.	Comprehensive, accurate data and reporting system in place	Corporate emissions publicly reported	Ongoing to 2030	Climate Change Team	**
11	Embed the targets, aims and aspirations of the Climate Change Strategy within Moray Council's Corporate Plan	Incorporation of Climate Change priorities and actions within relevant plans	Priorities and actions incorporated	Complete	Climate Change Team	0
12	Ensure the Climate Change Strategy and associated Action Plan are living documents and remain fresh and valid until 2030.	CCS reviewed after 12 months, and subsequently every 3 years. Action Plan reviewed Annually	Reviews undertaken in line with defined schedule	Ongoing to 2030	Climate Change Team	2
13	<b>Include a Climate Change and Biodiversity assessment as part of all committee papers</b>	Relevant council decisions are made with reference to Carbon and Biodiversity implications	Carbon & Biodiversity assessment in place	Oct-20 to 2030	Climate Change Team	1
14	<b>Introduce consideration of carbon implications in staff related policies and training</b>	Mainstream consideration of carbon implications in all future activity	Review of relevant policies and training requirements	Mar-20	Climate Change Team	1
15	Undertake promotional staff campaign. Provide Climate Change awareness training as part of staff induction process. Develop e-learning module on reducing your carbon footprint, for all Council employees; explore options to make this available to community / third sector organisations, via the wider e-learning platform.	Improved employee awareness and understanding	Number and range of communication and engagement activities Staff awareness levels through pulse surveys	Mar-21	Climate Change Team	1
16	Establish network of staff climate change champions	Ongoing promotion of climate change and energy efficiency to encourage colleagues to adopt improved habits at work and home.	E-module developed and included in corporate e-induction	Mar-21	Climate Change Team	1
17	<b>Develop a Communications Strategy for the Climate Change Strategy to consult, raise awareness, communicate and engage with staff, people, businesses and organisations across Moray</b>	Effective Communications Strategy in place. Reduced Carbon emissions in Moray	No of households and businesses who engage with Communication Strategy.	Ongoing to 2030	Climate Change Team	2

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18	Support and help to promote national campaigns, including the Scottish Government's 'Greener Scotland' campaign, to consider the carbon footprint of our everyday lifestyle and behaviour choices.	Increased awareness and engagement of Climate Change issues	Improved results in Moray-wide emissions as calculated by BEIS	Ongoing to 2030	Climate Change Team	**
19	Establish effective governance for Climate Change priorities in partnership with the CPP, including public, private and community organisations, and implement a system for monitoring and reporting progress. Seek to embed CCS priorities within the Local Outcome Improvement Plan	CPP supportive of CCS with appropriate leadership in place and engagement with a wide range of stakeholders. Monitoring and reporting system in place	Improved results in area-wide emissions as calculated by BEIS CCS included within LOIP as a priority	Apr-22	Climate Change Team	2
20	<b>Make school meals more sustainable with a reduced carbon impact. Develop and promote more vegetarian options, e.g. 'meat free' days and vegan options</b>	Increase in the use of locally sourced food and produce. Increase in the provision of vegetarian and vegan options available.	Percentage of food and produce sourced locally Percentage of meal options offered that are vegetarian or vegan	Complete	Environmental & Commercial Services	0
21	Early learning and childcare settings and schools will be supported to engage with pupils, parents/carers and their local community on the climate emergency and the actions which can be taken to tackle it, ensuring that all early learning and childcare settings and schools are aware of and engage with the Climate Change strategy.	Increased awareness of Climate issues	No of training/CPD sessions delivered to staff	Ongoing	Education	1
22	<b>Increase opportunities for Learning for Sustainability within the curriculum for children and young people. Managers of early learning and childcare settings and head teachers of schools will ensure that children and young people have their entitlement to learning for sustainability education, delivered through curriculum for excellence's four contexts of learning.</b>	All early years settings and schools have Learning for Sustainability (LfS) within their curriculum	No of early years settings/ schools with Learning for Sustainability (LfS) in their curriculum	Rolling programme to 2025	Education	2
23	Moray Council will work closely with schools, local colleges and universities to build the skills and capacity for a greener economy, including a focus on new low carbon technologies and the circular economy, ensuring the provision of green apprenticeships and other opportunities.	Increased provision of relevant skills and knowledge	No of college, university courses with a green economy focus, development of awareness, knowledge and skills within our schools	Ongoing to 2030	Climate Change Team	1
24	Participate in the Scottish Government's Local Heat and Energy Efficiency Strategy (LHEES) pilot and prepare for the introduction of a statutory framework for LHEES in Moray	Delivery of output report Development and deployment of Statutory framework	Accepted recommendations incorporated into on-going considerations. Moray Council meets Statutory obligations	Report March 21 and ongoing	Climate Change Team	1
25	Engage with local communities to facilitate information provision and discussion for local renewable energy schemes / Community Energy Schemes with local benefits, following on from LHEES pilot	Increase in provision of advice and engagement with community	Increase in number of renewable and community energy schemes	Ongoing to 2030	Climate Change Team	3
26	<b>Aim to convert all fossil-fuel based building heating systems to low or zero carbon alternatives</b>	All Council buildings are net zero carbon	Building SAP Ratings; % of carbon neutral council buildings	15% conversion annually from 2021/22 for 8 years subject to external funding.	Housing & Property	3
27	Increase building user awareness of ways of reducing energy use and saving utility costs. This includes tenants and Council staff	Energy is used efficiently in Council buildings.	Reduced utility energy consumptions by 10%, and maintain improved levels	Mar 2021 and ongoing performance retention	Housing & Property	1
28	<b>Aim to achieve zero carbon standards in all new buildings, including housing and schools</b>	All new buildings meet net zero carbon standards	% of new buildings that are net zero carbon standard	Ongoing and applicable to all new buildings constructed	Housing & Property	**
29	Council to develop and adopt design standard for sustainable construction and maintenance.	New buildings incorporate standards.	% of sustainable material used	The Scottish Government are to publish a sustainable standard for public Buildings in the early part of 2021. An assessment of implications of adopting the standard to be carried out.	Housing & Property	1 & **
30	<b>Achieve Energy Efficiency Standard for Social Housing (EESH) for all Council houses.</b>	All Council houses are carbon neutral	% of Council houses that are carbon neutral. % of Council houses achieving EPC Band B (Energy Efficiency rating), or are as energy efficient as practically possible.	EESH1 Dec 2020 EESH2 2030	Housing & Property	1 & **
31	Improve the energy efficiency of private sector housing in Moray by delivering the Home Energy Efficiency Programme for Scotland (HEEPS)	Reduce carbon emission from private sector housing	SHCS - % of private sector dwellings with SAP B or C.	Ongoing to 2030	Housing & Property	**
32	<b>Investigate, develop and install renewable energy generation projects on Council buildings and land.</b>	Increased renewable energy generation	Capacity (kW) of energy generation installed	Ongoing until 2030; Council assets to be reviewed by March 2021	Housing & Property	3

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33	Increase use of virtual environment to reduce server network and consequent electricity consumption By default operate PCs and related equipment in the most energy efficient mode, e.g. auto switch off	Rationalised server provision All PCs operated under optimum energy efficiency settings	Reduced number and/or use of servers Increased use of virtual environment Reduced electrical consumption	Incorporate into ICT Digital Strategy - draft by 2023	HR, ICT & OD	2
34	<b>Investigate and promote on-line working</b> <b>Increase Flexible / Mobile working opportunities beyond current staff.</b> <b>Provide a council-wide digital collaboration tool to allow quick and easy contact between colleagues, which does not rely on attending meetings, e.g. Skype</b>	Office space reduced Flexible working the 'norm'	Reduction in office space. Reduction in officer travel time and costs. Increase in flexible working arrangements Increased use of digital technology for meetings, communication and collaboration	Mar-22	HR, ICT & OD	2
35	Development of shared co-location facilities for all community areas (e.g. business, volunteers, leisure)	Move to more energy efficient buildings, and more efficient use of technology and workspace	Reduction in single use accommodation Increase number of co-located partnership arrangements	Ongoing	Housing & Property	**
36	<b>Continue to encourage a reduction of waste arising's (top of waste hierarchy) and thereafter increase recycling rates.</b>	Reduction of waste landfilled through diversion to recycling and energy recovery	95% diversion from landfill by 2023	Aug-22	Environmental & Commercial Services	2
37	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 & food composting facilities in schools	Increase in recycling and composting rates, decrease in use of single use plastics	Percentage of waste recycled in schools, percentage of food waste composted, reduction in use of single use plastics	Ongoing	Environmental & Commercial Services	1
38	<b>Develop integrated land use spatial framework for Moray identifying opportunities for food production, renewable energy and woodland planting (currently these are done individually)</b>	Increase renewable energy generation, increase area of woodland cover and safeguard prime agricultural land	Current woodland cover v potential and current RE generation and current area of prime agricultural and number of community food growing areas	Complete	Climate Change Team	0
39	Promote sustainable urban drainage systems incorporating blue and green networks in all new developments	Increase biodiversity of new development and promote natural flood management	Number of developments compliant with policy on this issue	Complete	Climate Change Team	0
40	Safeguard existing woodlands and promote additional planting in all new developments	Increase in woodland cover in Moray.	Area of woodland "lost" to development.	Complete	Climate Change Team	0
41	Promote use of brownfield sites over greenfield	Reduction in number of vacant properties and vacant/derelict sites	Reduction in number of vacant properties and vacant/derelict sites	Complete	Climate Change Team	0
42	Prepare programme of carbon free / carbon reduction Town Centre Masterplans	Reduce carbon impacts in town centres	Increase in active travel	Draft Elgin TC MP to P&RS Committee April 2020. Programme thereafter to be developed.	Climate Change Team	3
43	<b>Work collaboratively with developers on programme of carbon reduction/ carbon free Masterplans</b>	Sustainable development that mitigates climate impacts	Number of masterplans accounting for carbon	Programme to be developed.	Climate Change Team	**
44	<b>Safeguard and enhance biodiversity resources, promote planting for pollination. Additional guidance for developers, including multi benefit greenspaces- where drainage, biodiversity, play facilities etc are all incorporated.</b>	Enhance biodiversity in new developments and protect and enhance existing greenspaces and create new multibenefit spaces	Hectares of new greenspace created. Number of proposals scoring green for biodiversity in Quality Auditing.	Complete	Climate Change Team	0
45	Include policy on coastal change in Local Development Plan	Reduce risk for coastal future developments	Number of applications complying with policy	Complete	Climate Change Team	0
46	<b>Prepare additional guidance on sustainable design and construction and seek to have policy incorporated into NPF4 and Building Standards and introduce a Planning Condition for developers to report on their actions taken to reduce the carbon emissions from the build and from the completed development.</b>	Reduce the carbon impact of development	Legislation and Policy reflect the need for improved	Complete	Climate Change Team	0
47	<b>Review land use designations to consider climate change implications and encouraging lifestyle changes.</b>	Reduced carbon impacts from daily living	Land use changes to reflect town and transport masterplans and strategies for low carbon	Ongoing and integrate into Masterplans and next LDP as required.	Climate Change Team	3
48	Ensure new developments make provisions for Electric Vehicle Charging facilities, including communal charging facilities where no on-plot parking is available	There are no barriers to the ownership/use of electric vehicles by residents of new developments.	Numbers of Electric Vehicles owned by residents.	Ongoing	Climate Change Team	**
49	Ensure all new developments make provisions for Cycle Parking, including secure cycle parking for flats and properties with no gardens.	There are no barriers to the ownership/use of cycles.	Increased levels of cycle ownership and use.	Ongoing	Climate Change Team	**
50	<b>Develop Strategy and Guidance for provision of Public Electric Vehicle Charging facilities in Moray and implement as funding becomes available.</b>	Access is available to public EV charging facilities in all settlements across Moray.	Number and Type of public EV chargers.	EV Charging Strategy 2021, provision of EV chargers on-going	Environmental & Commercial Services	1 & **
51	<b>Develop and promote Travel Plans for Moray Council, Major Employers and Schools</b>	Increased numbers of people travelling by foot, cycle, public transport and car sharing for their journey to work.	Staff Surveys on Travel Behaviour. Moray Council Travel Plan developed Number of schools with Travel Plans implemented. Number of businesses with Travel Plans implemented.	Council Travel Plan - 20/21 School Travel Plans - 2025 Business Travel Plans - ongoing	Environmental & Commercial Services	1 & **

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52	Promotion of travel behaviour change through targeted programmes, including Active Travel infrastructure measures from the Active Travel Strategy and website information provision	Increased numbers of people travelling by foot, cycle, public transport and car sharing and/or reducing the numbers of journeys made by private fossil fuelled vehicles. Information available for residents, employers and visitors to Moray to assist in making low carbon travel choices.	Mode of transport survey information. Quantity of new active travel infrastructure provided Number of website 'hits'	Ongoing	Environmental & Commercial Services	2
53	Complete Switched on Towns and Cities feasibility study for Elgin and implement outcomes.	Provision of Evidence to assist with applications for grant funding for EV charging infrastructure.	Increased amount of funding received.	Complete	Environmental & Commercial Services	0
54	<b>Aim to displace fossil fuelled vehicles and plant with ULEV options</b>	Aim to have 70% of our vehicle and plant fleet converted	Fossil fuel consumption reduced by 60% by 2030. 70% of fleet transferred to ULEV by 2030.	2030, subject to detailed appraisal	Environmental & Commercial Services	3
55	Continue to purchase vehicles with anti idling technology and provide managers with idling reports from the vehicle monitoring system	Reduction in fuel consumption and carbon output	Fossil fuel reduction of 20% by 2022, with additional 10% annually 2030.	2020 through to 2030	Environmental & Commercial Services	**
56	Support our Legal Section with the promotion of ULEV Taxis	Provision of technical support	Fully ULEV taxi fleet in Moray	2030	Environmental & Commercial Services	**
57	Active Travel to School campaign and promotion, including parking management around schools, and supporting modal shift from vehicles to active travel wherever feasible	Increase in Active Travel to school activity	No of pupils using active travel	Ongoing	Environmental & Commercial Services	1

**Delivery Indicator Codings**

Completed	0
Implemented within 2 years	1
Implemented within 2-5 years	2
Over 5 years	3
On-going	**

Completed	
Achievable within existing resources, or realistic prospect	
Additional resourcing required, potentially self funded	
Additional external resourcing and/or facilitation required	

**Summary Analysis****Themes****No of Actions****Key Actions**

Leadership, Governance & Policy	16	8
Communication, Training & Awareness	7	3
Energy, Buildings & Digital Connectivity	12	5
Transport	8	3
Waste	2	1
Land Use, Biodiversity & Adaptation	12	5
<b>Total</b>	<b>57</b>	<b>25</b>

**Service Responsibility****No of Actions****Key Actions**

Climate Change Team	29	11
Housing & Property	8	4
Environmental & Commercial Services	11	5
Finance	5	3
Education	2	1
HR, ICT & OD	2	1
<b>Total</b>	<b>57</b>	<b>25</b>