Mission Zero Update Paper
Agenda Item 8

National Park Authority Board Meeting
15 September 2025

Paper for information

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1. Purpose

1.1. To provide and update on the National Park Authority's Mission Zero activity, as part of our work towards reaching Net Zero as an organisation by 2030.

1.2. To share progress on our emissions reductions against the 2018/19 baseline figures.

1.3. To outline the priorities for climate-related action in the coming year.

2. Recommendation(s)

2.1. Members are asked to note the contents of the report.

3. Contribution to National Park Partnership Plan and/or Our 5-year Plan

3.1. The new National Park Partnership Plan 2024-29 places our response to the climate emergency front and centre. The Plan's vision to 2045 is a National

Park that is “a thriving place that is nature positive and carbon negative” and targets being a net zero emitting place by 2035.

3.2. The Park Authority’s estate and operations are part of the National Park’s emissions footprint. Reaching net zero as an organisation, through Mission Zero’s rapid programme of decarbonisation, delivers emission reduction and leads by example.

3.3. Mission Zero also supports our latest Corporate Plan (previously named ‘Our 5-year Plan), which was approved by the December 2024 by supporting the objective 1.1 - 1.1 “Deliver our organisational and statutory responsibilities as effective, efficient cornerstones focused on delivering the NPPP” under “Theme 1 – Our Approach”. In effect, Mission Zero supports the Corporate Plan by directly and indirectly addressing the NPPP’s net zero and climate-related targets.

4. Context

4.1. This paper is in relation to Mission Zero Route Map, and provides an update on key activities since the last Mission Zero update paper presented to the Board in March 2024.

4.2. It covers progress across the wider programme, including capital works delivery, updated organisational carbon emissions, and findings from a recent externally led energy audit of our estate.

4.3. It is important to note that the period covered by this paper also saw the drafting of new Scottish Government statutory guidance on our climate change duties. The guidance strongly reiterates the leadership role of the public sector in Scotland’s just transition to net zero and climate resilience and National Park Authorities are ‘Major Players’ under the relevant legislation. The principles and imperatives of the new draft guidance provide confidence in our approach to tackling the climate emergency, including the Mission Zero programme.

5. Delivery Update

5.1. The Mission Zero Route Map is a complex programme of work which involves every area of our organisation. We are in year 5 of our 10-year programme to be a net zero emitting organisation by 2030, and this section serves as an update to the delivery of the Mission Zero programme since the last update to the board.

5.2. Over that period significant capital works have been completed at HQ, Loch Chon campsite, Balmaha Visitor Centre and Duncan Mills Memorial Slipway.

Table 5.1 below summarises these works, alongside the other delivery achievements in each work area for the reporting period. Further commentary on key aspects of these achievements can be found in the sections that follow.

5.3. Since the previous update, we have completed the first phase of the major capital works, known as “Phase 1” of Mission Zero, and ran from April 2022 to May 2024. The programme has now entered a transitional phase where we have assessed the impact of the works so far and reviewed and reflected on the lessons learned. As part of this transition, an independent energy audit was undertaken. The audit reviewed 11 priority sites on our estate and provided a comprehensive assessment of their current energy performance and potential for further decarbonisation. The resulting recommendations form a robust evidence base to guide future capital investments and help assess our overall trajectory towards achieving net zero.

5.4. This means that programme work over the recent period has moved from predominantly focusing on capital delivery, into reviewing the programme and planning and preparation for a second phase of Mission Zero capital works (hereinafter referred to as “Phase 2”). This next phase will further decarbonise the estate and vehicle fleet and will cover the period running from Q3 2025 through to year-end of financial year 2029/30.

5.5. This work has been supported by an increase in dedicated and cross-functional capacity for the Programme, which taken together are helping to alleviate the capacity challenges previous reported to members. A new Climate Delivery Manager (Noel Salmon) was recruited in Summer 2024 to lead the Mission Zero programme, and the cross-organisational project team renewed and refreshed. More recently a new Climate Change Programme Manager role was created, (Jo Wright) to lead the overall Net Zero and Mission Zero programmes.

5.6. Being early adopters of a commitment to be a Net Zero organisation meant that we expected to have to adopt a test and learn approach to Mission Zero, particularly as we had identified early into the programme that we would require specialist technical expertise to achieve our ambitious targets. To that end, we procured the support of a Technical Specialist Company in this field, who later went on to join the Scotland Excel Procurement Framework, permitting the company to provide similar services to other public bodies across Scotland.

5.7. We have identified some changes and refinements that need to be made to ensure optimum performance across the installed technology to ensure the

best output for the organisation. One such change is in relation to the layout of the air source heat pumps at one site. Similarly, we are currently refining our approach to our Planned Preventative Maintenance at sites with PV panels to ensure optimum cleaning schedules.

5.8. To support this, we have already installed monitoring equipment at some sites, and we have a plan to ensure that appropriate, remote monitoring systems are in place for all new technologies that we have installed. In addressing these changes, we are working to minimise disruption and impact to the Park Authority, whilst ensuring that we deliver best value.

Table 5.1 : Mission Zero Programme - workstreams			
Estate & Infrastructure *Main delivery strand for Mission Zero, delivering decarbonisation across our estate and operations to reduce our greenhouse gas emissions.*	**Monitoring & Management** *Assessing the impact of our infrastructure works and progress against our 2030 target.*	**Embedding & Engagement** *Engagement work and developing internal good practice on organisational decarbonisation.*	**Adaptation Planning** *Understanding and preparing for unavoidable climate change.*
Key Areas of Progress March 2024 to July 2025.			
<u>Capital works completed since last board report (March 2024)</u> **Carrochan HQ** - Installation of Solar Photovoltaic Panels. - Installation of Air Source Heat Pumps/heating System upgrades - Electrical upgrades - New & upgraded electric vehicle charging points for fleet. **Loch Chon campsite** - Installation of Car Port with Solar Photovoltaic Panels, Batteries & Battery storage. - New electric vehicle charging point for fleet vehicles. **Balmaha Visitor Centre & Duncan Mills Memorial Slipway (DMMS)** - Electrical upgrades	Submission of the 2023/24 Public Bodies Climate Change Report on our annual emissions to Scottish Government completed at the end of Nov 2024. Energy audit and energy conservation options appraisal of key estate sites for Mission Zero phase 2 completed. Monitoring equipment has been installed for our Air Source Heat Pumps at DMMS (with further kit to be installed for our	Lessons learned process completed for first phase of Mission Zero capital works. This process sought input from staff across the NPA involved in Mission Zero capital delivery, which will be used to inform phase 2. Fleet Strategy drafted and approved by Exec. The Fleet Strategy is owned by the Estates Team but directly impacts and influences the	Development of the National Park Authority Adaptation Plan. Climate Change risk assessment underway for our key sites and adaptation planning being integrated with work currently underway to develop detailed Site Management Plans for the Park Authority estate.

- New & upgraded electric vehicle charging points for fleet vehicles. <u>Mission Zero Phase 2 Activities</u> **Phase 2 PID** - Creation and sign off of PID for phase 2 of Mission Zero. **Park Authority Estate Energy Audit/Energy Conservation Appraisal** - Completion on an estate energy audit to assess progress towards net zero, identify remaining decarbonisation opportunities, and provide robust recommendations.	ASHPs and solar PV at BVC).	Mission Zero Programme as it sets strategy vehicle electrification, identifying which vehicles will be replaced with electric vehicles over time.	Draft Climate Adaptation Plan to be delivered by December 2025.

Energy audit and energy conservation options appraisal of Park Authority Estate

5.9. As part of our preparation for Phase 2, we needed to review our progress towards net zero and assess what remains to be decarbonised following Phase 1. While we already monitor our carbon emissions internally and develop our own decarbonisation strategies, we commissioned an independent organisation (Mott MacDonald) to carry out a comprehensive energy audit and provide decarbonisation recommendations. This serves two key purposes:

- To test and validate our internal Mission Zero Phase 2 strategy.
- To establish an independent evidence-base to support our decision-making for Phase 2.

5.10. The findings of the energy audit will be captured in the requirements for Phase 2 and will ensure that the future principal contractor site-specific designs are grounded in robust independent data.

5.11. From May-July 2025, Mott MacDonald carried out the energy audit which consisted of eleven key sites that were been deemed as potentials for future phase 2 development. **A final report with detailed findings was produced, with the following key findings:**

- The estate still has opportunities for significant carbon reduction through a series of Energy Conservation Measures (ECMs) e.g. further renewable energy installations, building fabric improvements, lighting upgrades, and improved control systems.

- Further improved monitoring and controls of existing Low and Zero Carbon Technologies (LZCs) e.g. heat pumps and solar PV are required to optimise performance.

- National grid decarbonisation[1] will continue to play a major role in decarbonising our estate and fleet emissions, with some degree of insetting and/or offsetting[2] likely required.

1 “National Grid decarbonisation” generally refers to the process of reducing and ultimately eliminating the greenhouse gas emissions associated with the generation, transmission, and distribution of electricity and gas across a country’s national grid system.

2 Carbon offsetting is the process of purchasing carbon credits to offset GHG emissions, while carbon insetting is the funding of a company's own carbon reduction projects, typically within said company's supply chain.

5.12. Subsequently, the Key recommendations from Mott MacDonald are as follows:

- Develop a data improvement plan to improve monitoring of key assets such as solar PV, heat pumps, EV chargers, lighting, and data centres for more accurate energy management.

- Implement identified ECMs (e.g., roof insulation, LED lighting, draughtproofing, smart heating controls, end-of-life equipment replacements, solar PV installations) alongside cyclical maintenance to reduce costs and disruption.

5.13. The total sum of the recommended ECMs from Mott MacDonald amount to approximately £900k. It is unlikely that we will implement all recommendations as we need to balance operational considerations with decarbonisation measures, particularly where the cost-benefit of implementing a decarbonisation measure remains low. For example, the decarbonisation measures recommended at our Units site come to capital cost of approximately £250,000, saving only 0.73 tonnes of carbon. This is a poor return on investment in terms of carbon, and we are unlikely to implement this recommendation.

5.14. This report suggests that the focus of capital works should be on a small number of new solar PV installations, and that less intensive, softer “low hanging fruit” are still present, such as improvements to building fabric, building management systems, lighting and maintenance.

5.15. Additionally, the Park Authority needs to improve the overall monitoring situation of key energy infrastructure, which we had already begun to do, as detailed below.

Monitoring Equipment and Performance to date

5.16. Monitoring equipment is essential to ensure LZCs deliver their intended carbon reductions. While modelling predict savings, real-world performance often varies, so monitoring provides accurate data to verify outcomes, identify underperformance, and optimise systems. Monitoring equipment enables precise calculation of carbon savings, provides data for reporting and compliance, and builds an evidence base to inform future decarbonisation policy and investment.

5.17. Prior to the commencement of the Mott MacDonald led energy audit of the Park Authority estate, it was identified that a significant number of interventions installed as part of the first phase of Mission Zero were lacking

adequate monitoring kit to measure how impactful our interventions had been in terms of carbon savings.

5.18. This lack of data prevents us from assessing the effectiveness of our estate-wide decarbonisation measures. Therefore, it is paramount that we fit our Mission Zero technological interventions with monitoring kit where is it currently absent.

5.19. We have since internally audited our Mission Zero interventions to record where monitoring kit was missing or inadequate, and commissioned contractors to install monitoring kit where possible.

5.20. Monitoring kit has been installed for the air source heat pumps (ASHPs) at Duncan Mills Memorial Slipway in July 2025, whilst monitoring kit for the ASHPs and Solar PV at Balmaha Visitor Centre is due to be installed by the end of September 2025. We also intend to install monitoring kit at HQ.

Phase 2 of Mission Zero

5.21. While significant decarbonisation measures have already taken place at the Park Authority, additional LZC installations are still required to drive down organisational emissions, which Phase 2 will deliver.

5.22. A Project Initiation Document (PID) has been signed off by our Executive Sponsor, with work now underway to develop an Invitation to Tender (ITT) for the appointment of a principal design contractor who will lead on the technical specification and design of future LZC systems across the estate.

5.23. We aim to publish the ITT at the end of September 2025 and anticipate that a new design contractor will be appointed in Q3 2025/26.

5.24. The anticipated project milestones for phase 2 are as follows:

- ITT developed and signed off - **September 2025**
- Design team appointed - **December 2025**
- Phased Programme Delivery Plan produced – **January – September 2026**
- LZC designs developed - **January – September 2026**
- Construction Contractor appointed for first set of projects – **September 2026 – March 2027.**
- Further tranches of projects – **TBC**

6. Progress towards emissions reduction targets

6.1. As with past updates to Board, this section provides an update on our organisational carbon emissions and progress towards Net Zero.

6.2. Our process of tracking our carbon emissions draws from our annual Public Bodies Climate Change Duties Report (PBCCDR), which is part of our ongoing reporting requirements to Scottish Government and acts as an annual measure of progress against our Mission Zero targets. This report covers the financial year 2023/24 and was submitted to the Scottish Government in November 2024.

6.3. Our estate energy consumption that feeds into the report is collected from a wide array of data sources and is collated into five broad categories, Electricity, Heating, Transport, Homeworking and Water Treatment and Supply emissions.

6.4. This means our statutory reporting goes beyond the scope of our Mission Zero categories. So, as with previous Board reports, we are reporting against our three original Mission Zero emissions areas of Electricity, Transport and Heating, and including information on Homeworking and Water Treatment and Supply emissions for reference. A summary of our emissions reporting from the baseline year to now is shown below.

6.5. The Mission Zero baseline year was 2018/19 and is the year we compare our carbon emissions progress to date against. Figure 1 below shows the proportions and levels of emissions we recorded during this baseline year across all our organisational emissions. These figures are measured in tonnes of carbon dioxide equivalent (tCO_2e).

Figure 1. Mission Zero Baseline

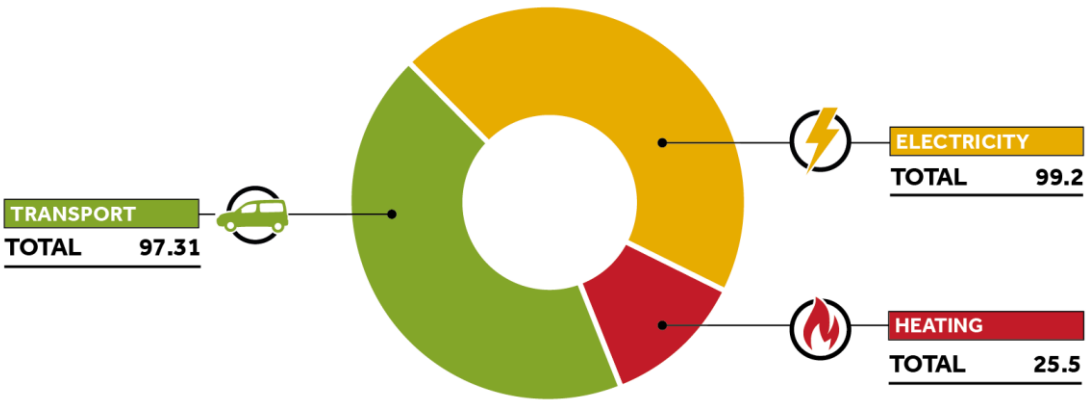
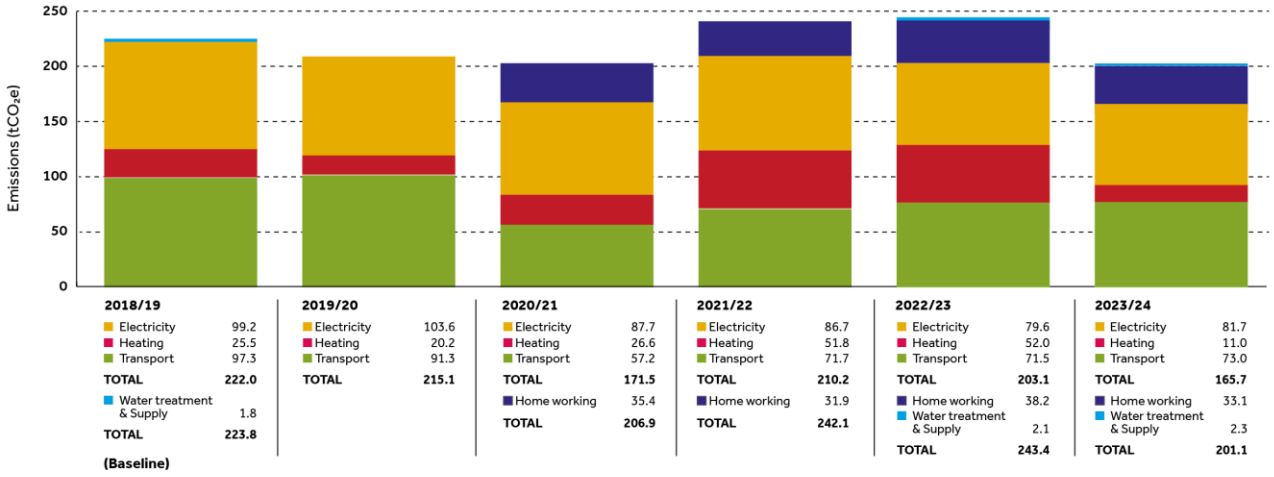


Figure 2. NPA emissions categorised by type (tCO_2e)
2018 - 2024



6.6. Please note that for 2023/2024, heating does not include heat pump-related emissions as our heat pumps were not fitted with monitoring equipment, and therefore, heat pump specific energy use could not be isolated out accurately from total electricity use. This means that the heating figure for 2023/24 should not be relied on, as a significant percentage of heating emissions are (temporarily) within the electricity category, as the installation of heat pumps means heating has become electrified. This will be resolved once the heat pumps are fitted with monitoring equipment, with future reporting back to normal (i.e. heating emissions being reported within the heating emission category). Therefore, for this reporting year, it is better to rely on the total figures as points of comparison, rather than the categories, as the total figures are accurate.

6.7. Emissions during 2023/24 have fallen after two successive years of increases (figure 2). Carbon emissions are now at their lowest for the organisation (201.17 tCO2e) since the Park Authority began measuring and recording its carbon emissions.

6.8. Emissions reduction seen in the report from 2018/2019 to 2022/23 has primarily been driven by a reduction in transport and electricity use emissions. From 2023/24 onwards, we would expect that emissions reduction also to be driven by changes to our heating systems.

6.9. 2023/2024 emissions reduction has primarily been driven by a reduction in use of natural gas at HQ, the removal of the LPG heating system at Balmaha Visitor Centre, a reduction in gas oil use at Loch Achray (as a result of the installation of solar PV and battery storage), totalling a reduction of approximately 39 tCO^2e. Overall, this shows that direct fossil fuel usage in our

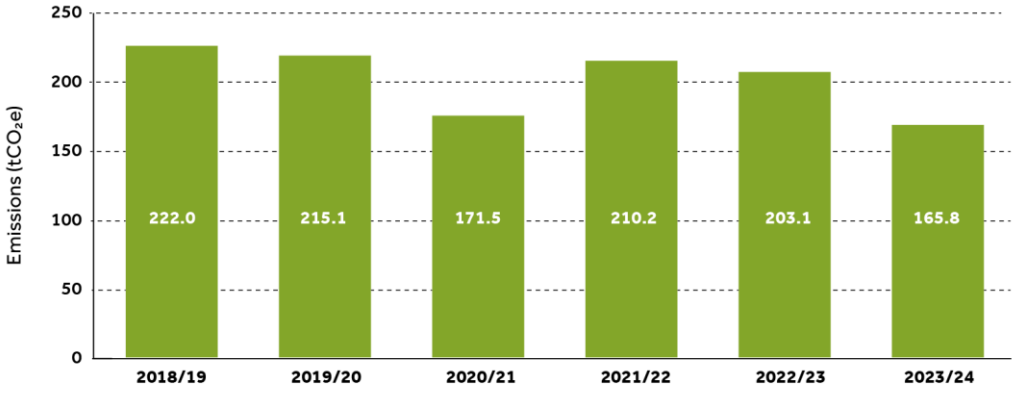
buildings has been greatly reduced and is driving most of the change in our overall organisational footprint during 2023/24.

6.10. It is important to note that there was a reduction in boat use due to an operational issue, resulting in approximately 5tCO_2e of emission reduction. While this drop in emissions is unintentional, it does provide some important insights. Firstly the boat fleet remains a significant source of carbon emissions for the Park Authority. Market immaturity for alternatives to fossil fuel-based boats remains the biggest barrier to effective decarbonisation of the boat fleet. Secondly this is a good example of the role that operational and behavioural changes have in decarbonisation of our organisation. Whilst we wait for decarbonisation developments to occur within the smaller-scale marine sector, we must look towards operational and behavioural changes in the interim to reduce our boat fleet emissions.

6.11. Transport emissions are not particularly noteworthy for 2023/24, as decarbonisation efforts have been focused on Park Authority buildings. There has a been a slight uptick in emission of less than 2tCO_2e compared to the year prior. However, this increase is insignificant, and we expect there to be a degree of fluctuation year on year due to the varying operation nature of vehicle use.

6.12. The introduction of measuring our homeworking emissions (a scope 3 emission), which began during the COVID-19 Pandemic, has led to a sizeable

Figure 3. NPA cumulative scope 1 and 2 carbon emission
2018 - 2024

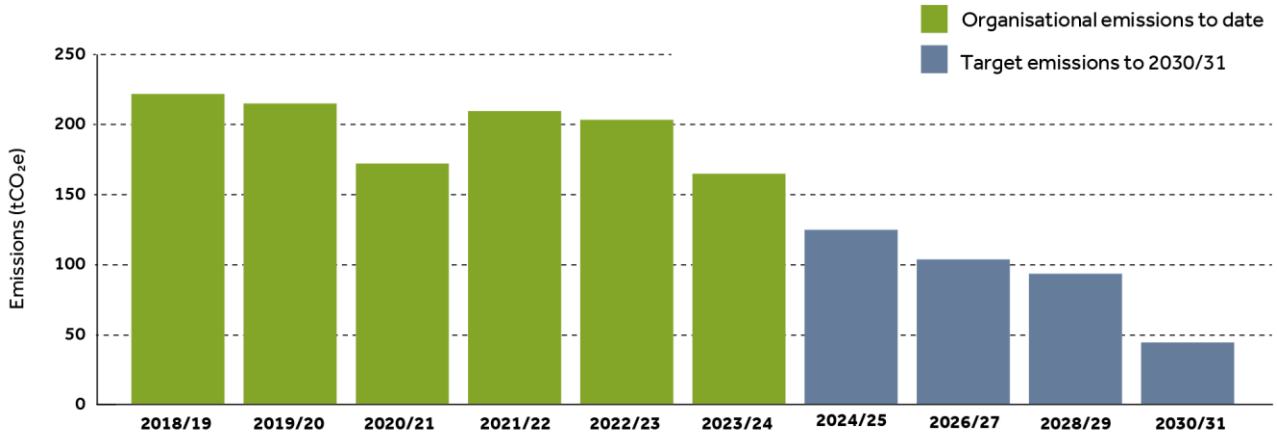


increase in our total reported organisational emissions as seen in figure 2. As a reminder, post COVID energy trends were covered in the previous Board paper. In figure 3, we get a more accurate, like-for-like trend and a clearer picture of our emissions over time. This is because scope 3 emissions were not originally included in the organisational baseline emissions for FY2018/2019 at the inception of the Mission Zero programme.

6.13. Figure 3 shows a reduction in emissions of 56.22tCO2e compared to the 2018/19 baseline. This is a greater reduction than seen in figure 2, emphasising the degree of decarbonisation that has occurred as a result of the interventions made as part of the Mission Zero programme, as described in section 5 above.

6.14. In figure 4, Park Authority emissions to date are compared again target emissions for future years which stems from our Mission Zero Route Map. This figure shows that while progress has been made in reducing organisational emissions, significant reductions still need to be made in the coming years to stay on track to meet our 2030 net zero commitments.

Figure 4. NPA Emissions to date and targets to 2031



7. Risks to delivery

7.1. While we maintain positive trajectory towards Net Zero, there are two main risks facing the programme which threaten the efficacy of our proposed delivery.

7.2. There is a significant risk that elements of Phase 2 of Mission Zero may not be deliverable due to the high capital costs required, which are likely to exceed the budget available to the Park Authority. In addition, there is no certainty that external public funding will be made available by the Scottish Government to support wider decarbonisation measures. For example, in the current financial year, Scottish Government funding has been restricted solely to heat decarbonisation projects, which would not provide support for future solar PV installations identified as priorities within Phase 2. This creates uncertainty around the affordability and deliverability of some key elements of the next stage of the programme.

7.3. The scale, complexity, and cost of the Mission Zero programme mean that ensuring sufficient capacity remains an ongoing challenge. Because the programme cuts across every area of the organisation, it requires sustained input from multiple departments alongside their core responsibilities, creating a constant pressure on resources. While the addition of roles such as the Climate Delivery Manager and Climate Change Programme Manager has strengthened leadership and coordination, the programme remains heavily reliant on staff from across the Park Authority. Competing operational priorities can limit the time and expertise they are able to dedicate, creating a risk to delivery. Without maintaining adequate capacity, there is a danger that critical aspects of planning, monitoring, and delivery in Phase 2 may be delayed or underdeveloped, ultimately reducing the programme's effectiveness and slowing progress towards net zero targets.

7.4. We are actively working to overcome these challenges by:

Phasing of High Capital Costs

- Break Phase 2 into smaller, costed packages that can be delivered incrementally, prioritising high-impact interventions with greater Return On Investment, while deferring higher-cost interventions until funding is secured, if applicable.

- We will undertake regular horizon scanning for future public funding streams and policy developments to ensure we are well positioned to capitalise on emerging opportunities and mitigate the risk of financial insecurity in delivering Phase 2

Smarter Resourcing

- Build resourcing plans with clear time allocations for Mission Zero across departments, making responsibilities explicit and balancing workloads against core duties.

- Use cross-departmental working groups with regular reporting lines to maintain momentum and accountability.

- Build wider organisational capacity by equipping non-specialist staff with the skills to support elements of decarbonisation, reducing dependence on a small expert team.

- Using external contractors and consultants for specialist work when necessary, ensuring in-house staff remain focused on oversight, delivery and strategy.

- Integrate Mission Zero targets into relevant departmental work plans and performance objectives, making climate delivery a mainstream responsibility for all staff involved

8. Adaptation Planning

8.1. During the period we have also begun work on our National Park Authority adaptation plan. Adaptation planning is a process of preparing for the current and future impacts of climate change by assessing risks and implementing strategies to reduce vulnerability and enhance resilience.

8.2. Unlike mitigation, which focuses on reducing greenhouse gas emissions, adaptation is about adjusting systems, infrastructure, policies, and behaviours to cope with climate-related changes such as extreme weather events such as flooding, droughts, and heatwaves.

8.3. As members will be aware we completed the first step of Adaptation Planning by securing localised climate projections for the National Park area. These are publicly available at Chapter 2 of our Climate Change Risk and Opportunities Assessment. The Assessment report also provides a detailed analysis of the risks faced by the National Park due to these climate changes. Using this evidence base we are now at the second stage of adaptation planning for the Park Authority itself, namely conducting a climate risk assessment specific to our estate.

8.4. Once that is complete, we will work with key teams across the organisation to ground truth the risk assessment and identify the response options. We are integrating this work with work already underway to develop Site Management Plans for our estate. This approach will ensure that all site-related risks and resilience measures are clearly documented, easily accessible across the organisation, and supported by proactive preparations for the future impacts of climate change.

8.5. The final stage will see us form the draft Adaptation Plan from the risk assessment and identified response options, bringing a draft Adaptation Plan for noting to the December Board meeting.

9. Beyond Mission Zero: Net Zero National Park

9.1. As members are aware, our work to reach net zero emissions as a National Park as a place is distinct from our work to decarbonise our organisation. It goes beyond our Mission Zero programme, with ambitious emission mitigation and sequestration embedded in the new National Park Partnership Plan (2024-29).

9.2. Members will remember that our approach and work to date has been ratified by becoming members of Race to Zero, with the family of UK National Parks being the first national parks in the world to join. The UN-backed initiative is a climate leadership framework that supports members to lead ambitious climate action in their local area. During the reporting period the family of UK National Parks are jointly moving forward with two key next steps:

- Completion of Climate Action Plans for each UK National Park
- Annual and independently verified reporting on progress

9.3. The Climate Action Plans of each National Park will cover mitigation, sequestration and adaptation. They will follow a common template and share sections on the role of National Parks in tackling the climate emergency and maximising effort across their areas. Our work to date on the Net Zero National Park Route Map has been integrated into the emerging Climate Action Plans. This will give us one plan that joins the dots between the commitments of our National Park Partnership Plan, the requirements of Race to Zero, the coordinated UK-wide approach, pertinent developments in climate legislation in Scotland, and our key programmes that deliver climate action (such as Future Nature and the National Park Mobility Partnership). We plan to bring our draft Climate Action Plan to board in December 2025.

9.4. Other noteworthy progress on achieving a net zero National Park during the reporting period:

- Our Future Nature programme continues to deliver significant nature-based solutions, with woodland creation and peatland restoration being critical to reaching and going beyond net zero. As reported in the 2024/25 Future Nature Update Annual Report 562ha of new woodland was created in the National Park (outperforming our annual average target of 400ha) and we were on track for a projected total of over 700 ha of peatland restoration projects (nearing the annual average target of 840ha).

- Establishing the National Park Mobility Partnership is also key to achieving net zero, with travel to and from the National Park being our largest source of emissions. As reported in the National Park Mobility Partnership Programme Update (March 2025) the Leadership Group has been formed, comprising of representatives from the National Park Authority, Argyll & Bute Council, Stirling Council, West Dunbartonshire Council, Perth & Kinross Council, Strathclyde Partnership for Transport (SPT), Tactran, Hitrans, Transport Scotland, Forestry and Land Scotland and VisitScotland. The emerging Partnership has also been delivering joint studies, pilot services and engaging stakeholders.

10. **Conclusion**

10.1. In summary, the Mission Zero programme continues to play a central role in the National Park Authority's response to the climate emergency, with significant progress made in decarbonising our estate, reducing organisational emissions, and embedding good practice across teams. Completion of Phase 1 has delivered major capital works and valuable lessons, while the independent energy audit provides a robust evidence base to guide Phase 2. Emissions have now fallen to their lowest recorded levels, demonstrating the tangible impact of our interventions, though further reductions will require continued investment, capacity, and careful prioritisation of measures. Alongside mitigation, we are developing our adaptation planning to ensure resilience to future climate risks, while also advancing wider ambitions for a net zero National Park through initiatives such as Future Nature and the National Park Mobility Partnership. Taken together, this work positions the Park Authority as a leader in Scotland's just transition, while recognising the scale of the challenge ahead and the need to maintain momentum, secure resources, and strengthen collaboration to deliver on our 2030 net zero commitment.

Next Steps for Delivery

10.2. In order to continue progressing Phase 2 of Mission Zero, the following steps need to be completed, and subsequently, have become the primary delivery focus for the upcoming period

- Finalise the completion of existing monitoring equipment work and expand to more technologies where necessary.
- Integrate findings from our energy audit into our new principal design contractor ITT.
- Issue ITT and secure new principal design contractor.
- Begin to implement the "softer" ECMs recommended by the energy audit report.
- Continue development of the National Park Authority adaptation plan.
- Begin and complete the formal process of the 2024/25 PBCCDR return.

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