





Climate Change

- Management Delivery Plan

Priority 1: GBC – the organisation

		Specific Action	Baseline performance	Owner	Timescale	Resource
1.1	Educate all council Members and officers on Climate Change so that they are able to have an awareness of the carbon dioxide costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisational basis. Create opportunities and engagement activity to enable them to be actively involved in the council’s activity around Climate Change and become advocates for Climate Change in all council, business and community operations.					
	1.1.1	Plan facilitation and delivery of the training toolkits provided by the Carbon Literacy Project for the target audiences (officers and members) and finalise rollout plan		Assistant Director (IT & Transformation)	Q4 2021/22	 £
	1.1.2	Delivery of Carbon Literacy training for officers and members as per rollout plan		Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £ £
	1.1.3	Conduct pre and post course evaluation survey with all participants		Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £

KEY:

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		Specific Action	Baseline performance	Owner	Timescale	Resource
1.2	Progress plans to replace the existing Civic Centre, The Woodville, Cascades Leisure Centre and Cygnet Leisure Centre (the largest energy-using operational assets of the council) by 2026 with new energy efficient buildings, targeting the achievement of net zero standards. Ensure that steps are taken to ensure that the embodied carbon of a new building is considered in design and construction.					
	1.2.1	St Georges Phase II Project – seek to identify and implement a viable scheme which will provide for a new, carbon-efficient Civic Centre and theatre facility.	Gas: 317.08 tCO ₂ e Electricity: 186.78 tCO ₂ e	Director (Corporate Services) Assistant Director (Strategic Regeneration)	Winter 2026 (subject to viable scheme coming forward)	 £ £ £
	1.2.2	Cascades Leisure Centre – progress the project to bring forward a new leisure facility at the existing site.	Gas: 184.83 tCO ₂ e Electricity: 70.57 tCO ₂ e	Director (Corporate Services) Assistant Director (Strategic Regeneration)	Winter 2023 (subject to viable scheme coming forward)	 £ £ £
	1.2.3	Ebbsfleet Leisure Facility – continue to work with the Ebbsfleet Development Corporation to bring forward leisure facilities in the west of the borough.	As per GHG Reporting	Director (Corporate Services) Assistant Director (Strategic Regeneration)	Timeframe dependent on EDC confirming proposals.	 £ £ £

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



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		Specific Action	Baseline performance	Owner	Timescale	Resource
1.3	Develop and implement a programme of targeted carbon reduction projects on the remaining operational assets held by the council, focusing on energy source, energy use reduction and 'fabric-first' measures.					
	1.3.1	Brookvale Depot – develop plans for the site, considering service requirements and options for retrofitting and/or redevelopment to improve building efficiency.	Gas: 33.46 tCO ₂ e Electricity: 25.40 tCO ₂ e	Director (Corporate Services) Director (Environment and Operations)	Q1 to Q3 2022/23	 
	1.3.2	Undertake surveys of council-owned properties in order to identify works required to improve energy efficiency and develop a programme of proposed works, prioritising largest emitting assets	Gas: 375.31 tCO ₂ e Electricity: 136.75 tCO ₂ e	Building and Facilities Manager	Q1 to Q3 2022/23	 
	1.3.3	Explore funding opportunities (Government grants, loans etc.) to progress required works.	N/A - funding availability may affect works completed	Building and Facilities Manager Funding Officer	Ongoing	 
1.4	Seek to secure an alternative energy supply through the procurement of renewable energy when the current supply contract ends in 2024.					
	1.4.1	Commence tender exercise for the procurement of renewable energy for council use.	Existing contract does include element of renewable energy	Building and Facilities Manager	Q4 2022/23	 

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		Specific Action	Baseline performance	Owner	Timescale	
	1.4.2	Switch to new energy supplier.	Look to increase this element at next renewal	Building and Facilities Manager	October 2024	 
1.5						
	1.5.1	Work with the Energy Saving Trust (EST) to undertake a review of the vehicle fleet and identify opportunities to reduce the impact on the environment	As per GHG Emissions	Assistant Director (Operations)	Q2 to Q4 2021/22	 
	1.5.2	Commence a fleet replacement programme, focusing on decarbonisation of smaller fleet vehicles.	Current level of alternatively fuelled vehicles	Assistant Director (Operations)	Q1 2022/23	   
	1.5.3	Linked to 1.3.1. above, finalise plans to deliver fleet vehicle charging infrastructure at the Brookvale Depot.	Current level of charging points at the depot	Assistant Director (Operations)	Q1 to Q3 2022/23	   

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		Specific Action	Baseline performance	Owner	Timescale	Resource
1.6	Continue to identify and implement opportunities to improve the efficiency of journeys completed by fleet vehicles.					
	1.6.1	Continuing to make use of the route software to ensure fleet vehicles minimise journey times where possible.	As per GHG emissions	Assistant Director (Operations)	Commence April 2022 and then ongoing	 £
	1.6.2	Continue to develop a driver training programme to ensure all drivers of GBC fleet vehicles know how to make the cost efficient use of the vehicles available to them, particularly as new vehicles are brought on line.	Current level of training and GHG emissions	Waste and Transport Manager	Training has already taken place and will continue in future years.	 £ £
1.7	Develop a Sustainable Travel Policy to reduce the level and impact of business travel. Develop policies and initiatives to encourage active travel by Members and officers.					
	1.7.1	Complete research into alternative travel arrangements for staff including different cycle to work and cycle hire scheme options as well as potential car sharing arrangements.	N/A	HR Consultant	Q1/Q2 - 2022	 £
	1.7.2	Publicise the Employer Travel Club which seeks to encourage people to utilise public transport and offers staff savings on local Arriva bus travel.	N/A	HR Consultant	Q1-2022	 £
	1.7.3	Develop and publicise a Hybrid Working Policy	N/A	HR Business Partner HR Consultant	Currently undergoing a trial period prior to full implementation	 £

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Priority 2: GBC – the housing provider

		Specific Action	Baseline performance	Owner	Timescale	Resource
2.1	Implement a GBC resident engagement strategy around Climate Change. Work with partners to promote climate change key messages and activities to all council housing tenants as a means to support them in adjusting behaviours and deliver their own climate change action agendas.					
	2.1.1	Create and implement a resident strategy in relation to energy improvement works to ensure access and buy in.	N/A	Service Manager (Housing Operations)	Q1 2022/2023	 £
	2.1.2	Create 'Staff Energy Champions' to assist residents and other staff members with energy saving advice	N/A	Service Manager (Housing Operations)	Q1 2022/2023	 £
	2.1.3	Encourage residents to purchase high rated A+++ energy efficient appliances	N/A	Service Manager (Housing Operations)	Q1-2022/2023	 £
	2.1.4	Provide energy saving information at sign-up to new tenants	N/A	Service Manager (Housing Operations)	Q3-2022/2023	 £
	2.1.5	Tenant awareness around saving energy and reducing carbon emissions. Having an 'Estate Energy Champion' per estate to increase resident awareness	N/A	Service Manager (Housing Operations)	Q2-2022/2023	 £
	2.1.6	Undertake research into the potential link between poor energy performance, voids and rent arrears.	N/A	Service Manager (Housing Operations)	Q1-2022/2023	 £

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		Specific Action	Baseline performance	Owner	Timescale	
	2.1.7	Share best practice, lessons learned and case studies through Kent Housing Group, BEIS, LinkedIn, Private Landlord Forum	N/A	All Senior Managers within Housing Services	Q3 2021/2022 onwards	 
2.2						
	2.2.1	Review all future planned work programmes to ensure a 'No regrets' approach and that any work is coordinated where possible with any saving energy saving measures.	Baseline based upon current levels of EPC ratings of GBC Housing Stock: A Grade – 21 D Grade - 2084 E Grade – 264 F Grade – 27 G Grade - 4	Service Manager (Housing Operations)	Q3-4 2021/2022	 
	2.2.2			Service Manager (Housing Operations)	Q3-4 2021/2022	 
	2.2.3	Create a programme to tackle the homes that lack loft or cavity wall insulation.		Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 
	2.2.4	Create a programme of properties and blocks for retrofitting taking a 'fabric first' approach based on data from Parity system.		Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 
	2.2.5	Switching to PIR sensored lights in blocks and sheltered schemes to prevent lights being left on all night and day		Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 

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		Specific Action	Baseline performance	Owner	Timescale	Resource
	2.2.6	Creation of a replacement programme of GBC owned internal and external communal and street lighting on the estates with LED upgrades to expand on existing works.	Baseline based upon current levels of EPC ratings of GBC Housing Stock: A Grade – 21 B Grade – 425 C Grade - 2786 D Grade - 2084 E Grade – 264 F Grade – 27 G Grade - 4	Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 £
	2.2.7	Carry out a review of the planned works programmes to see if any improvements and changes can be made such as triple glazing, use of recycled materials, installation of green roofs.		Service Manager (Housing Operations)	Q1 2022 and then ongoing	 £
	2.2.8	Explore water saving initiatives such as installing water efficient shower heads, tap aerators, dual flush toilets, waste water heat recovery and providing water butts.		Service Manager (Housing Operations)	Q1 2022 and then ongoing	 £
	2.2.9	Gas boilers – retrofit installation of flue gas heat recovery systems (FGHRS) to existing gas boilers as a short term measure		Service Manager (Housing Operations)	Q1 2022/2023	 £ £ £
	2.2.10	Review of the void property lettable standard to include air tightness, draft reduction and adequate ventilation		Service Manager (Housing Operations)	Q2 2022/2023 and then ongoing	 £
	2.2.11	Carry out EPCs following the completion of planned works		Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 £

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	2.2.12	Carry out a review of the heating system installation programme and put a robust plan in place to switch from gas to an alternative heat source and review blocks for the potential of installing heat networks.		Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 
2.3 Ensure that all projects to deliver new council-owned housing target the achievement of net zero standards and include provision for electric vehicle charging.						
	2.3.1	The council will take a 'no regrets' approach to installing renewable energy, power and heat to ensure that new developments are future proofed with limited potential for further adjustments.	N/A	New Homes Development & Strategy Manager	Q1 2022/2023 and then ongoing	 
		The council will also ensure that the level of energy, heating and power in new council homes is in line with government standards such as the Future Homes Standard.	N/A	New Homes Development & Strategy Manager	Q1 2022/2023 and then ongoing	 
	2.3.3		N/A	New Homes Development & Strategy Manager	Q1 2023/2024 and then ongoing	 

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
		Specific Action	Baseline performance	Owner	Timescale	Resource
	2.3.4	Provide clear guidance and information to tenants who are looking to install EV charging points at the property (non-estate)	N/A	Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 
2.4	Seek to secure an alternative energy supply through the procurement of renewable energy when the current supply contract for communal and other council-managed housing assets in 2024.					
	2.4.1	Review current energy tariffs for provision of energy in communal and council managed housing assets, with a view to moving to green energy providers it is feasible to do so.	N/A	Service Manager (Housing Operations)	Q2 2022/2023	 
2.5	Explore alternative energy solutions for communal areas and council housing tenants, looking to encourage use of green energy companies wherever possible.					
	2.5.1	Encourage the use of green energy companies in publications and explore with current provider to see if a discounted service could be offered to residents.	N/A	Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 
	2.5.2	Ensure that all energy tariffs are 'green' tariffs that are used to power the communal areas	N/A	Service Manager (Housing Operations)	Q1 2023/2024 and then ongoing	 


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	2.5.3	Explore options to install Solar PV panels to power the communal electricity in communal areas of blocks and schemes and potentially for the power to flats also.	Currently 0 installations specifically to power communal areas.	Service Manager (Housing Operations)	Q1 2022/2023	 £ £
2.6	Develop and deliver a programme of investment in EV charging points in existing housing estates.					
	2.6.1	Create a long-term programme to introduce EV charging on existing council estates where feasible and appropriate.	N/A	Service Manager (Housing Operations)	Q1 2023/2024	 £
	2.6.2	Encourage residents to consider alternatively powered vehicles through publications such as the monthly housing newsletters energy saving advice leaflets.	N/A	Service Manager (Housing Operations)	Q2 2023/2024	 £
2.7	Work with council tenants to promote a better understanding of the benefits of alternatively-powered vehicles and active travel options.					
	2.7.1	Ensure cycle stores are allowed for in the design of new developments where appropriate and create a programme for the installation of cycle storage on existing estates where feasible to encourage residents to cycle as an alternative method of travel.	N/A	Service Manager (Housing Operations) New Homes Development & Strategy Manager	New builds – commence 2021-22 and then ongoing Existing sites – commence Q1 2022/2023 and then ongoing	 £ £ (Capital Budget)

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












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

		Specific Action	Baseline performance	Owner	Timescale	Resource
	2.7.2	Continue to deliver sustainable travel behaviour change messaging through online digital content and targeted engagement opportunities	N/A	All Senior Managers within Housing Services	Q2 2022/2023 and then ongoing	 
2.8	Reduce the amount of waste generated by the service and tenants that is sent to landfill with the intention to increase recycling rates.					
	2.8.1	Set waste reduction and recycling targets for building and refurbishment waste including making amendments to new contracts to outline requirements.	N/A	Service Manager (Housing Operations)	Q1 2023/2024	 
	2.8.2	Carry out a review of communal waste and recycling facilities across all council owned estates and identify a programme of improvements such as de-commissioning rubbish chutes/hoppers. Undertake resident survey per site for a greater understanding as to how easy it is for them to recycle	N/A	Service Manager (Housing Operations)	Q2 2022/2023	   (Capital Budget)
	2.8.3	Creating an affordable recycled furniture and household items project for residents to donate.	N/A	Service Manager (Housing Operations)	Q1 2023/2024	  
	2.8.4	Estate skip initiative - providing skips for residents to dispose correctly of items.	N/A	Service Manager (Housing Operations)	Q2 2023/2024	  




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		Specific Action	Baseline performance	Owner	Timescale	Resource
	2.8.5	Mulching and composting 95% of in-house green waste	N/A	Service Manager (Housing Operations)	Q1 2023/2024	 £ £
2.9	Ensure the principles of green infrastructure are incorporated into new council housing developments and major works to the existing estate.					
	2.9.1	Develop and implement a Tree and Biodiversity Strategy	N/A	Service Manager (Housing Operations)	Q2 2022/2023	 £
	2.9.2	Identify opportunities to 'green' the Council's property estate, looking to find appropriate sites to deploy green infrastructure	N/A	Service Manager (Housing Operations)	Q2 2022/2023	 £ £ (Capital Budget)
	2.9.3	Undertake a series of green infrastructure pilot programmes in the borough to demonstrate the positive impact that greening has for urban landscapes	N/A	Service Manager (Housing Operations)	Q2 2022/2023	 £ £ (Capital Budget)
	2.9.4	Work with Trees for Cities to identify suitable locations on Council owned land to deliver a carbon offsetting programme to support the delivery of net zero carbon targets on our estates	N/A	Service Manager (Housing Operations)	Q2 2022/2023	 £

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	2.9.5	Ensure that included within the employments requirements for new build council homes that renewable energy, combined heat and power from sustainable sources, and local heat networks are included in the design where appropriate and practical.	N/A	New Homes Development & Strategy Manager	Q2 2022/2023 and then ongoing	  (Capital Budget)

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Priority 3: GBC – the community leader

		Specific Action	Baseline performance	Owner	Timescale	Resource
3.1		Implement an overarching Communications Strategy to clearly articulate how the council will seek to engage with residents, businesses, partners and communities to encourage and support climate change action across the borough. Linking in with national and local initiatives, develop a programme of activities targeted at increasing awareness of climate change activities within schools.				
	3.1.1	Development of a 'Stay Safe, Shop Local' campaign using EU Welcome Back funding as an ongoing publicity tool in order to reduce carbon footprint through educating and encouraging people to reduce travel to shopping centres.		Communications Manager	Ongoing	 £ £ (potential EU funding)
	3.1.2	Engaging with local schools through various channels to promote and encourage climate change awareness and measures. Schools being encouraged to sign up to national Eco Schools programme.		Communications Team in liaison with relevant council departments	Ongoing	 £
	3.1.3	Working with partners such as Kent Resource Partnership and WRAP to identify and participate in key national campaigns and raise awareness via social media channels		Communications Team	Ongoing	 £
	3.1.4	Use of Your Borough and Your Home magazines to reach all residents with updates and educational material re council's efforts to reach Net Zero and how residents and businesses can contribute		Communications Team	Ongoing	 £

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		Specific Action	Baseline performance	Owner	Timescale	Resource
	3.1.5	Media releases/briefings re implementation of key measures (e.g., installation of EV charging points in council-owned car parks).		Communications Team	Ongoing	 £
	3.1.6	Consideration being given to parish events re Net Zero programme		Communications Team	Ongoing	 £ £
	3.1.7	Ensure engagement activities are undertaken with the community as required in line with key projects and directives being undertaken.		Communications Team (to lead on projects with responsible departments)	Ongoing	 £ £
3.2	Work with partners to promote and deliver initiatives to enable local residents to improve the efficiency of their homes. Inform and support local residents to reduce their own energy usage and consider renewable energy sources.					
	3.2.1	Active engagement in Phase Two of the Solar Together Scheme		Director (Corporate Services) Communications Manager	January 2022 to October 2022	 £
	3.2.2	Working with other partners in Kent to actively deliver initiatives in line with the Kent & Medway Low Emission Strategy, which meet the needs of Gravesham residents.		Climate Action Delivery Manager	Ongoing	 £

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	3.2.3	Actively engaging with organisations such as the Greater South east Energy hub to bring forward initiatives intended to improve efficiency in domestic properties.		Climate Action Delivery Manager	Ongoing	 £
	3.2.4	In line with the Communications Strategy, ensure regular updates to residents to assist them in reducing their own energy usage and renewable energy options.		Climate Delivery Action Manager and Communications Team	Ongoing	 £
3.3	Work with partners to enable and support local businesses to decarbonise their premises and processes.					
	3.3.1	Work with businesses to identify funding opportunities to support improvements to energy efficiency within their business.		Climate Action Delivery Manager Funding Officer	Ongoing	 £
	3.3.2	Work with the biggest emitters in the borough (as identified by BEIS) to encourage and support them in their decarbonisation plans		Climate Action Delivery Manager Principal Economic Development Officer	Commence 2022	 £
	3.3.3	A green / carbon reduction business award. To help identify local firms providing low carbon environmental goods and services. And / or successful case studies of businesses reducing operational carbon footprint		Principal Economic Development Officer	By May 2022	 £ £

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3.4		Implement policy to ensure adequate consideration is given to the impacts on the environment of new development (residential and commercial). Ensure that such developments support sustainable living and transport infrastructure and solutions for cycling, walking and low/zero-emission vehicles.				
	3.4.1	Through the pre-application advice service, encourage applicants to submit policy compliant schemes which minimise the impacts of new development on the environment		Assistant Director (Planning)	Ongoing	 £
	3.4.2	Ensure that emerging Local Plan policy, to support that in the Core Strategy, is framed with regard to the latest Government guidance, regulation and best practice		Assistant Director (Planning)	Development of Local Plan policy in line with Local Development Scheme	 £ £
3.5		Develop electric vehicle charging infrastructure across the borough, both for resident, business and general public use.				
	3.5.1	Support residents, where it is possible to do so, in the introduction of domestic electric vehicle charging points in individual properties. (Subject to Government Legislation)		Climate Action Delivery Manager	Ongoing from Q2 2022-23	 £
	3.5.2	Explore opportunities for the provision of electric vehicle charging points within GBC-owned assets and implement actions where a sound business case can be provided.		Assistant Director (IT and Transformation) Parking & Environmental Enforcement Services Manager	March 2022	 £ £

KEY:
 - under five members of staff involved in project




 - between 5 and 10 members of staff involved in project


 - 10 or more members of staff involved in project

£ - Low - less than £10,000

£ £ - Medium - £10,000 - £50,000

£ £ £ - High - More than £50,000

		Specific Action	Baseline performance	Owner	Timescale	Resource
	3.5.3	Work with other businesses and service providers in the borough to support the provision of EV charging points within their own facilities.		Climate Action Delivery Manager Parking & Environmental Enforcement Services Manager Principal Economic Development Officer	Commence Summer 2022 and ongoing thereafter	 £
	3.5.4	Explore opportunities for the provision of on and off street electric vehicle charging points for taxis/ private hire vehicles and implement such charging points where it is feasible to do so		Regulatory Services Manager Parking & Environmental Enforcement Services Manager	Summer 2022	 £ £
3.6	Encourage active travel through the use of public transport, cycle routes and walking facilities across the borough, promoting the health and climate change benefits for all.					
	3.6.1	Working with Kent County Council to implement and publicise cycle lanes in appropriate locations across the borough.		Principal Transport and NSIP Project Manager Communications Team	Ongoing	 £

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		Specific Action	Baseline performance	Owner	Timescale	Resource
	3.6.2	Working with Kent County Council to bring the Mobility as a Service project (MaaS) to residents in the borough (including the Electric Vehicle car club) as an alternative to car ownership		Assistant Director (IT and Transformation) Parking & Environmental Enforcement Services Manager	Until project completion	 £ £
3.7	Work with partners to reduce and manage the impact of climate change impacts through adaptation, mitigation, sustainable flood risk management and promotion of the benefits of green infrastructure.					
	3.7.1	Work with key partners to progress the delivery of the new Fastrack bus lane proposed to be installed alongside the taxi rank and feeder lane in the town centre, which supports a reduction in vehicle emissions.		Regulatory Services Manager	Until project completion	 £
	3.7.2	Ensure the council, in its formal consultee role, ensures all planning applications have due consideration to climate change mitigation and adaption such as EV charging points, air quality consideration, traffic management considerations etc.		Regulatory Services Manager Assistant Director (Planning)	Ongoing	 £
	3.7.3	Work with key partners including Environment Agency and KCC and developers, via the Planning System (Local Plan development and Planning Applications), and land managers to ensure that an integrated approach is taken to sustainable flood risk management		Assistant Director (Planning) Service Manager (Planning)	Ongoing	 £ £

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		Specific Action	Baseline performance	Owner	Timescale	Resource
3.8		Review council procurement policies and practice to help mitigate Climate Change. Actively assess major contractors' commitment to achieving net zero by 2050 in the UK and work with these suppliers to improve their performance.				
	3.8.1	Ensure that Climate Change considerations are incorporated into the Council's Procurement Strategy.		Assistant Director (Corporate Services)	September 2022	 £
	3.8.2	For contracts over £250,000 per annum, require bidding suppliers to confirm their commitment to working towards net-zero emissions.		Assistant Director (Corporate Services)	From April 2022	 £
	3.8.3	For construction contracts, seek supplier consideration of low emissions requirements in specifications such as the use of materials, equipment, property, travel and delivery mechanisms.		Assistant Director (Corporate Services)	From April 2022	 £
	3.8.4	In accordance with Policy Procedure Note 06/21, ensure that all council procurements over £5m per annum (excl. VAT) require the bidding suppliers to provide a Carbon Reduction Plan.		Assistant Director (Corporate Services)	Commenced October 2021 and will be ongoing	 £
	3.8.5	Actively work with strategic and/or significant suppliers to support improvement in their performance.		Assistant Director (Corporate Services)	From April 2022	 £

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
		Specific Action	Baseline performance	Owner	Timescale	Resource
3.9	Continue to develop innovative and sustainable waste management solutions and opportunities for waste recycling and disposal.					
	3.9.1	Ensure that all properties across the borough have suitable recycling facilities	PI8 & PI9 Tonnages	Assistant Director (Operations)	Q4 2022/23	 
	3.9.2	Public education to reuse and recycle in the correct way	PI8 Pledge2Recycle Plastics Survey	Assistant Director (Operations) Waste Projects and Compliance Officer	Ongoing	 
	3.9.3	Work within the Kent Resource Partnership to develop new recycling streams and to ensure current waste disposal routes are sustainable	Bulky waste & residual waste tonnages	Assistant Director (Operations)	Ongoing	 
	3.9.4	Work 'third sector' partners to develop new reuse options.	Bulky waste & residual waste tonnages	Assistant Director (Operations)	Ongoing	 


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