






Climate Change

- Management Delivery Plan


Priority 1: GBC – the organisation

	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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	No. officers trained – 2	Assistant Director (IT & Transformation)	Q4 2021/22	 £	March 2022 Update Recruitment for the Climate Action Delivery Manager has been successful and the post holder will be in place during April 2022. Facilitation and planning of the Carbon Literacy Training is on their induction plan.
1.1.2	Delivery of Carbon Literacy training for officers and members as per rollout plan	No. Members trained -	Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £ £	March 2022 Update LGA training for a number senior officers and members has been delivered. A wider rollout plan will now be developed for the rest of the organisation.
1.1.3	Conduct pre and post course evaluation survey with all participants		Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £	
1.1.4	Become a Carbon Literate Organisation (as defined by the Carbon Literacy Project), achieving Bronze status by August 2022, and develop plans to achieve Silver status by September 2022	This is a new action with no existing baseline	Assistant Director (IT & Transformation)	Q2 2022/23	 £	


KEY:

 - under five members of staff involved in project delivery







£ - Low - less than £10,000


 - between 5 and 10 members of staff involved in project delivery

£ £ - Medium - £10,000 - £50,000


 - 10 or more members of staff involved in project delivery

£ £ £ - High - More than £50,000


	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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)	 	March 2022 Update Alternative design options for project proposed by Reef being evaluated, alongside design workshops being held to finalise operational aspects of the Civic & Cultural Hub. The second round of the Levelling Up Fund was announced on 23 March 2022 and work is underway to develop a bid for St Georges Phase II ahead of the bid submission date of 6 July. February 2022 Update Levelling Up Funding Bid of £20m to support viability of the project was unsuccessful. Feedback from BEIS was that bid was strong. Awaiting next bidding round (anticipated to be Spring 2022). Work ongoing with Reef to firm up space requirements and operational aspects of the theatre facility in particular to inform revised construction costs and identify any opportunities to reduce capital outlay.
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)	 	March 2022 Update Pagabo framework agreement signed and lead consultant appointed. Project consultancy scope of works being prepared. External Funding options being sought. February 2022 Update Report presented to Cabinet 31/01/22. Agreed for authority to be delegated to Director (Communities) in consultation with the Leader, the Director (Corporate Services) and the Monitoring Officer to take all necessary practical, financial and legal actions required to deliver the leisure centre within agreed budgets. Officer group established to take forward the project. Consultants appointed. External Funding being sought.
1.2.3	Ebbsfleet Landmark Leisure Facility – continue to work with the Ebbsfleet Development Corporation to bring forward leisure facilities in the west of the borough.	Gas: 348.37 tCO ₂ e Electricity: 107.57 tCO ₂ e <i>ESTIMATE</i>	Director (Corporate Services) Assistant Director (Strategic Regeneration)	Timeframe dependent on EDC confirming proposals.	 	February 2022 Update EDC has confirmed that the preferred location of the Landmark Leisure Facility will be at Blue Lake, which falls within the Gravesham Borough Boundary. Strategic Outline Business Case developed, but EDC are waiting for notification of their funding from DLUHC (expected early 2022) which will then confirm they have the resources secured to take the project forward. Latest estimate from EDC was an 18-month lead in time to the project.

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










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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	 	March 2022 Update Fee quotations being sought for site survey and recommendations/options for improvement on the existing buildings at the site. Specification of works being drawn up to enable professional advice to be sought on potential design options for the site. February 2022 Update Meeting scheduled between Director (Corporate Services) and Director (Environment and Operations) in March 2022 to commence development of proposals for the site.
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	 	March 2022 Update Fee quotations being sought for surveys and recommendations/options for improvement on the six highest-emitting buildings beyond the main operational buildings of the council.
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	 	April 2022 Update The Funding Officer provides regular updates on various funding opportunities and relevant opportunities will be explored as appropriate.
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. A	Existing contract does include element of renewable energy	Building and Facilities Manager	Q4 2022/23	 	April 2022 Update Discussions to take place with current procurement provider in order to progress with this process.
1.4.2	Switch to new energy supplier.	Look to increase this element at next renewal	Building and Facilities Manager	October 2024	 	April 2022 Update To follow on from above.
1.5	Design and implement a fleet replacement programme intended to deliver decarbonisation of the fleet by 2030, focusing on small and medium size petrol and diesel vehicles from 2022.					
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	390.63 tCO ₂ e (Operational Fleet vehicles only)	Assistant Director (Operations)	Q2 to Q4 2021/22	 	March 2022 Update Report from the EST has been completed and the information is currently being used to develop the electric vehicle procurement plan.

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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
1.5.2	Commence a fleet replacement programme, focusing on decarbonisation of smaller fleet vehicles.	Current level of alternatively fuelled vehicles – 0	Assistant Director (Operations)	Q1 2022/23	 £ £ £	March 2022 Update A programme to replace all the vans within the Council's fleet is currently being produced. New electric vehicle models are being released by manufacturers so providing more choice, these vehicles are having increased mileage range between charges. An assessment has been made on the current electric vehicles on the market. Currently updating costs for new vehicles, value of current vehicles and delivery lead times. This will need to be supported by the update in 1.5.3 During April 2022, we will have two electric vehicles on trial, these will be provided to selected drivers and used through the period on their work schedule so we can obtain some real life comparisons to their diesel equivalent.
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 - 0	Assistant Director (Operations)	Q1 to Q3 2022/23	 £ £ £	March 2022 Update This action will be linked to 1.3.1 An area has been allocated for the electric vehicle charging infrastructure which will comprise of both AC and DC charges. Currently awaiting updated costs to install infrastructure. This will need to be supported by the installation of infrastructure at the Civic Centre
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.	390.63 tCO ₂ e (Operational Fleet vehicles only) Mileage to be added	Assistant Director (Operations)	Commence April 2022 and then ongoing	 £	March 2022 Update There are currently a number of software applications that ensure fleet vehicles are using the most direct route to their next job (ie Oneserve and Bartec). New software applications are currently being trailed or installed within the Street Cleansing such as bin sensors to ensure jobs are only made when required.
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	Waste and Transport Manager	Training has already taken place and will continue in future years.	 £ £	March 2022 Update Basic training has been delivered to staff, however a more robust programme of training is being explored. A programme of HGV driver assessment which includes fuel efficient driving is currently being undertaken.

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
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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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.	Previous cycle to work programme in 2015 resulted in 21 orders being placed for bicycles	HR Consultant	Q1/Q2 - 2022	 	February 2022 Update This is currently in progress – research has begun with regards to identifying different cycle to work and cycle hire scheme options and potential car sharing arrangements. This research includes consideration of the approaches taken by other local authorities.
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.	Statistics on take up of the travel club have been requested	HR Consultant	Q1-2022	 	February 2022 Update Gravesham Borough Council's commitment to the Employer Travel Club has been published on the main Arriva website. Available via this link: Gravesham Borough Council Employer Travel Club Arriva Bus Further advertisement of the Employer Travel Club on the internal intranet is currently in progress
1.7.3	Develop and publicise a Hybrid Working Policy	Statistics on number of formal remote working employees prior to introduction of hybrid working are being calculated	HR Business Partner HR Consultant	Currently undergoing a trial period prior to full implementation	 	February 2022 Update The Hybrid Working Policy was launched on 1st November 2021, for an initial trial period, which will be reviewed on 31st March 2022. The objective of the policy was to develop working practices to support employees to effectively carry out their roles with the needs of the community being the priority, whilst also recognising the benefits hybrid working can bring to employees. It is hoped that the implementation of the policy should help to strike a reasonable balance between operational demands and flexibility for staff in their working arrangements. As mentioned in the policy itself, the potential benefits of implementing the policy for the purposes of the climate/environment include reduced vehicle emissions, reduced travel and reduced environmental impact from our buildings.
1.7.4	Embark on a programme of culture/behaviour change training and communication to encourage people to move to alternative travel and working arrangements.	This is a new action with no existing baseline	HR Business Partner HR Consultant Communications Manager	Q3 – 2022 Following completion of above actions	 	February 2022 New action added to the delivery plan as it is recognised that there will be a need for culture/behaviour change to ensure these initiatives are successful.

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




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Climate Change

- Management Delivery Plan


Priority 2: GBC – the housing provider

		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
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.	Currently no engagement strategy for energy retrofit works	Service Manager (Housing Operations)	Q1 2022/2023	 £	April 2022 Update In progress- the content of the tenant engagement strategy for retrofit works has been completed. We have been working with the Communications team who will be helping to design the strategy.
	2.1.2	Create 'Staff Energy Champions' to assist residents and other staff members with energy saving advice	Previously only 2 staff members had undertaken this training	Service Manager (Housing Operations)	Q1 2022/2023	 £	March 2022 Update In progress- Energy Saving Trust have completed the first cohort of training to 12 housing staff who will become 'super trainers' with the intention of rolling out across all the services within housing.
	2.1.3	Encourage residents to purchase high rated A+++ energy efficient appliances	No previous communication with tenants had been undertaken	Service Manager (Housing Operations)	Q1-2022/2023	 £	April 2022 Update Completed - Information on this initiative has been included in Your Home publication. This information has also been completed in the energy advice document produced in conjunction with the Energy Saving Trust.
	2.1.4	Provide energy saving information at sign-up to new tenants	Not previously provided on sign up of new tenancies	Service Manager (Housing Operations)	Q3-2022/2023	 £	April 2022 Update In progress- Energy Saving Trust have been engaged to assist with content. The content has now been finalised and has been sent to Communications to prepare the document ready for distribution.
	2.1.5	Tenant awareness around saving energy and reducing carbon emissions. Having an 'Estate Energy Champion' per estate to increase resident awareness	Energy Champion scheme did not previously exist	Service Manager (Housing Operations)	Q2-2022/2023	 £	April 2022 Update In progress- work has begun with TPAS in regards to implementing a strategy and working with tenants. A number of officers within the Housing Operations service have been invited to behavioural insight workshops that are being held by TPAS.
	2.1.6	Undertake research into the potential link between poor energy performance, voids and rent arrears.	No research has been previously undertaken	Service Manager (Housing Operations)	Q1-2022/2023	 £	April 2022 Update Data analysis has started to identify any trends in poor energy performing properties and rent arrears.


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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
	2.1.7	Share best practice, lessons learned and case studies through Kent Housing Group, BEIS, LinkedIn, Private Landlord Forum	Sharing of best practice in regard to housing has always been shared however not focused around net zero.	All Senior Managers within Housing Services	Q3 2021/2022 onwards	 £	April 2022 Update In progress- this is a regular topic of discussion at Kent Housing Group and joint projects are currently being explored. We have formed a working relationship with West Kent Housing Association to share advice and explore joint ventures for bids & works. We have also been working alongside other Kent council's including Medway Council and Thanet District Council who have been interested in our GSHP project at Merston Court and we have been sharing our experiences and lessons learnt so far.
2.2 Ensure all investment decisions regarding the council's housing stock are made with consideration to the impact of climate change. Develop and deliver a programme of investment to reduce carbon emissions and improve the energy rating of the housing stock.							
	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 – 36 B Grade – 500 C Grade - 3027 D Grade - 1947 E Grade – 123 F Grade – 4 G Grade - 1	Service Manager (Housing Operations)	Q3-4 2021/2022	 £	March 2022 Update Completed for 2022/2023 work programmes, following financial years are currently in progress.
	2.2.2	Create an asset management strategy consisting of an Asset Grading Module.		Service Manager (Housing Operations)	Q3-4 2021/2022	 £ £	March 2022 Update In progress- initial project meeting has taken place.
	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	 £	April 2022 Update Local Authority Delivery Scheme Phase 2 – The council was successful with a funding bid of £297k to deliver loft and cavity wall insulation works to council owned homes. Works are now well underway for this scheme. Social Housing Decarbonisation Fund Wave 1 – The council was successful with a funding bid of £800k to deliver loft and cavity wall insulation works to 364 council owned homes. Energy Company Obligation Funding – The council have been working alongside retrofit contractor, The Warm Front Team, to secure funding through the ECO scheme for a number of properties not being pursued through other funding schemes with all works being completed at no cost to the council. Surveys have now concluded to around 3500 of the stock which will identify any properties that are eligible for fully fundable fabric and heating measures.

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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
	2.2.4	Create a programme of properties and blocks for retrofitting taking a 'fabric first' approach based on data from Parity system.	Baseline based upon current levels of EPC ratings of GBC Housing Stock: A Grade – 36 B Grade – 500 C Grade - 3027 D Grade - 1947 E Grade – 123 F Grade – 4 G Grade - 1	Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 £	March 2022 Update Completed for 2022/2023 work programme and successfully applied for Social Housing Decarbonisation funding (SHDF), confirmation of award in Feb 2022 for £800k funding. Following financial years are currently in progress. Heat Pump Ready Programme – The council have applied for a funding bid to deliver the whole house retrofit scheme, Energiesprong, to 10 non-traditional constructed homes.
	2.2.5	Switching to PIR sensed 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	 £ £	April 2022 Update This has now been implemented in the LED communal lighting programme.
	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.		Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 £	April 2022 Update In progress – A long term programme of works has been identified. 8 blocks have been identified for LED upgrades in 22/23 which are currently in progress and are being completed by our DLO.
	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	 £	March 2022 Update We have switched our paint supply to Paint360 who re-engineer waste paint and bring back to new. Each litre of paint contains a minimum of 65% recycled content. 1 litre saves enough embedded carbon to drive a transit van 5 miles carbon free (independently verified)
	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	 £	March 2022 Update A meeting with Southern Water has been held and currently exploring water saving devices to be installed on voids and kitchen and bathroom installations. We are liasing with our supplier Build Base if they can provide costs for these items.
	2.2.9	Gas boilers – retrofit installation of flue gas heat recovery systems (FGHRS) to new gas boilers as a short term measure		Service Manager (Housing Operations)	Q1 2022/2023	 £ £ £	March 2022 Update It has been determined that the cost to retrofit FGHRS to existing boilers is too expensive and in some cases not possible and therefore it has been decided to install these only at the time of a new installation.
	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	 £	March 2022 Update To commence.

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	2.2.11	Carry out EPCs following the completion of planned works	Baseline based upon current levels of EPC ratings of GBC Housing Stock:	Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 £	April 2022 Update In progress- three members of staff have now complete the necessary qualification to undertake EPCs in-house from Apr 2022. The Projects Surveyor and Apprentice Projects Surveyor have also successfully completed the PAS2035 Retrofit Assessor course. Energy Performance Certificates are now being completed in house.
	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.	A Grade – 36 B Grade – 500 C Grade - 3027 D Grade - 1947 E Grade – 123 F Grade – 4 G Grade - 1	Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 £	March 2022 Update In progress- The installation of a Ground Source Heat Pump (GSHP) heating system is in the process of being installed at one of our independent living schemes, Merston Court in Higham. Gas boiler installation programmed scaled back for 2022/23 and subsequent years to be reviewed annually. Ground Source Heat Pumps (GSHP) programmed for Sheltered Schemes s 2022/23. Air Source Heat Pumps (ASHP) installed in off-gas properties and performance measured before roll-out on large scale.
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.	New developments dealt with in isolation with separate Employers Requirements, (ER's). ER's currently require that thermal U values of external walls, glazing and roofs exceed existing Building Regs standards, (minimum 30% over Part L)	Housing Development & Strategy Manager	Q1 2022/2023 and then ongoing	 £	March 2022 Update Currently working on updated Employers Requirements for project at St Columbas including ground source heat pumps system and passivhaus principles

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	2.3.2	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.	New developments dealt with in isolation with separate ER's. Solar panels not currently installed in new developments and have been installing gas boilers to date.	New Homes Development & Strategy Manager	Q1 2022/2023 and then ongoing	 £	March 2022 Update As above. Cost of ground source heat pumps will be compared to use of air source heat pumps. Additional costs of passivhaus principles will be calculated.
	2.3.3	Making allowance within the council's development standards and requirements that EV charging is included when identifying areas and preparing proposals for new council homes.	Currently working to Planning requirements that 20% of new development is futureproofed with cabling for EV charging points.	New Homes Development & Strategy Manager	Q1 2023/2024 and then ongoing	 £	March 2022 update Two new developments currently on site are going above previous EV installations with above ground charging included to at least one third of the homes in the form of Podpoints, (Wallpod) , over and above futureproofing required by Planning. EV charging will be reviewed as part of the ER's for new projects.
	2.3.4	Provide clear guidance and information to tenants who are looking to install EV charging points at the property (non-estate)	Guidance was previously not provided to tenants	Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 £	March 2022 Update To commence.
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.	National average of renewables provided to the grid – according to BEIS statistics is 43.1%	Service Manager (Housing Operations)	Q2 2022/2023	 £ £	March 2022 Update Current in discussions with our existing supplier LASER about the potential to move to green tariffs for supply to communal areas of blocks.
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.	No previous communication with tenants had been undertaken	Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 £	April 2022 Update Mention has been made to green tariffs in the energy advice document that has been produced by EST and will be shared with residents shortly.

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



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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
2.5.2	Ensure that all energy tariffs are 'green' tariffs that are used to power the communal areas	No blocks are currently on green tariffs	Service Manager (Housing Operations)	Q1 2023/2024 and then ongoing	 £ £	March 2022 Update Meeting held with LASER to discuss switching to a green tariff next October when the contract finishes.
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	 £ £	April 2022 Update In progress- All high rise blocks have been surveyed and designs finalised. The installation of the Solar PV at Carl Ekman House is to commence at the start of May.
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.	Currently no EV charging on housing estates	Service Manager (Housing Operations)	Q1 2023/2024	 £	April 2022 Update In progress- two blocks have currently been identified for EV charging in conjunction with installation of Solar PV. We have also been working with Corporate Services and have helped them identify potential non-block housing sites for EV charging. The installation of EV charging at Carl Ekman House will commence in May alongside the Solar PV install, which will provide 2 charge points for residents and the council's fleet.
2.6.2	Encourage residents to consider alternatively powered vehicles through publications such as the monthly housing newsletters energy saving advice leaflets.	No previous communication with tenants had been undertaken	Service Manager (Housing Operations)	Q2 2023/2024	 £	March 2022 Update To commence.
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.	Four most recent new developments provided with cycle storage in line with Planning requirements. Older housing stock does not have any cycle storage.	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)	March 2022 Update Cycle storage will continue to be provided to all new developments

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





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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
2.7.2	Continue to deliver sustainable travel behaviour change messaging through online digital content and targeted engagement opportunities	No previous communication with tenants had been undertaken	All Senior Managers within Housing Services	Q2 2022/2023 and then ongoing	 £	March 2022 Update Work has begun to include this within the residents 'Your Home' publications.
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.	No current targets	Service Manager (Housing Operations)	Q1 2023/2024	 £	March 2022 Update To commence
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	5 sites have currently had waste improvement works carried out	Service Manager (Housing Operations)	Q2 2022/2023	 £ £ (Capital Budget)	March 2022 Update The review has begun on all of the estates to identify where improvement to waste and recycling facilities is needed. From this exercise, we will create a programme of improvement works. The installation of the new bin storage at Pickwick House has been completed. Blocks for 22/23 are in the process of being identified.
2.8.3	Creating an affordable recycled furniture and household items project for residents to donate.	No previous scheme existed	Service Manager (Housing Operations)	Q1 2023/2024	 £ £	March 2022 Update To commence
2.8.4	Estate skip initiative - providing skips for residents to dispose correctly of items.	No previous scheme existed	Service Manager (Housing Operations)	Q2 2023/2024	 £ £	March 2022 Update To commence
2.8.5	Mulching and composting 95% of in-house green waste	23 tonnes have been recycled in 2021/22. 15 tonnes used for biofuel, 8 tonnes for green land fill for general composting.	Service Manager (Housing Operations)	Q1 2023/2024	 £ £	March 2022 Update To commence
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	No strategy currently exists	Service Manager (Housing Operations)	Q2 2022/2023	 £	To commence

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

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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
	2.9.2	Identify opportunities to 'green' the Council's property estate, looking to find appropriate sites to deploy green infrastructure	No previously ground maintenance projects	Service Manager (Housing Operations)	Q2 2022/2023	 £ £ (Capital Budget)	To commence
	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	No previous pilot programmes	Service Manager (Housing Operations)	Q2 2022/2023	 £ £ (Capital Budget)	To commence
	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	No previous programme	Service Manager (Housing Operations)	Q2 2022/2023	 £	To commence
	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.	New developments were dealt with in isolation and change in requirements have required further adjustments	New Homes Development & Strategy Manager	Q2 2022/2023 and then ongoing	 £ £ (Capital Budget)	To commence

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Climate Change

- Management Delivery Plan


Priority 3: GBC – the community leader

	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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.	The first campaign of its type, so no baseline measure available	Communications Manager	January-March 2022	 £ £ (potential EU funding)	March 2022 Update Now complete.
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.	No schools in the Borough had completed the Eco Schools programme	Communications Team in liaison with relevant council departments	Ongoing	 £	March 2022 Update Presentation at Cecil Road school confirmed for 25 April Following earlier presentations, Tymberwood Academy confirmed they are working to Eco School status and we are working with them to help them achieve this.
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	 £	April 2022 update We supported the national Food Waste Action Week in March for which assets focussed on cutting food waste to contribute to controlling climate change. Upcoming campaigns: <ul style="list-style-type: none"> • Home composting • Easter recycling • Cutting excess sidwaste to bring refuse tonnage under control and encourage recycling
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	 £	March 2022 Update Autumn Your Borough to focus on Climate Change progress
3.1.5	Media releases/briefings re implementation of key measures (eg, installation of EV charging points in council-owned car parks).		Communications Team	Ongoing	 £	March 2022 Update Working with Connected Kerb on publicity around installation of new EV chargers this spring/summer


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




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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
3.1.6	Consideration being given to parish events re Net Zero programme	No parish events had previously been held	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 relevant departments)	Ongoing	 £ £	Plans to engage those attending the Riverside Festival (30 July) with recycling information and collection points across the event.
3.1.8	Consider the establishment of an action group or forum where residents can come together to share ideas on climate change and behaviours.		Climate Change Delivery Manager (with support from Communications Team)	Summer 2022	 £	
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	Phase 1 had 25 registrations with 2 progressing to installation	Director (Corporate Services) Communications Manager	January 2022 to October 2022	 £	April 2022 update 753 households in the Borough have registered during phase II of Solar Together; 723 for Solar PV, 30 for battery storage. Offer letters went out to those registered on 4 April 2022. As of 14.4.22, 47 households had accepted the offer of solar PV installation, and 3 of retrofit battery storage. The deadline to accept offers is 13.5.22
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	 £	March 2022 Update An officer now regularly attend the Kent Climate Change Network to assist with the development of the Kent & Medway Low Emission Strategy
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	 £	

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




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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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. Progress made – see note.		Climate Action Delivery Manager Funding Officer Senior Economic Development Officer	Ongoing	 £	April 2022 Update The economic development team has concluded an agreement with Kent Invicta Chamber of Commerce, to divert £30,000 of central government ARG grant funds to provide 'top up' grants of £1,500 each to 20 no. Gravesham-based businesses who will first receive neutral advice on relevant investments from a specialist decarbonisation advisor funded through the UK Community Renewal Fund.
3.3.2	Work with the biggest emitters in the borough (as identified by BEIS) to encourage and support them in their decarbonisation plans	TBC post business engagement	Climate Action Delivery Manager Senior Economic Development Officer	Commence 2022	 £	April 2022 Update According to BEIS statistics (https://naei.beis.gov.uk/laco2app/) the three largest industrial emitters in Gravesham are North Kent Roadstone Ltd, Kimberly Clark, and Blue Circle. Meeting scheduled for w/c 11 April
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	Applications to awards will contribute to establishing a baseline dataset	Senior Economic Development Officer	By May 2022	 £ £	April 2022 Update Internal budget has been identified. Third party sponsorship pledges have been met and the award nominations are live and will close 15 April, with a gala evening to be held 20 May
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	 £ £	

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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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	 £	March 2022 Update There are permitted development rights that enable the installation of a wall mounted electrical outlet or an upstand with an electrical outlet mounted on it for recharging of electric vehicles without planning permission. For the installation to be classed as permitted development there are specific exclusions which apply i.e. not be within a site designated as a scheduled monument / listed building or face onto or be within 2 metres of a highway. Also the area must be lawfully used for off-street parking
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.	There were no EV charge points installed on council owned land prior to these projects starting	Assistant Director (IT and Transformation) Parking & Environmental Enforcement Services Manager	March 2022	 £ £	April 2022 Update Provision of four EV charging points has been completed at two car parks (2 at Parrock Street and 2 at Milton Place) and an additional ten charging points will be delivered in Parrock Street under the same contract. Further procurement has taken place through the Kent600 project using OZEV / ORCS funding. Connected Kerb are taking forward the sites identified as suitable for installation of EV chargers (total of 8 sites providing 33 bays) In November, the Government announced that building regulations will be altered to require every new home, including flats and dwellings created from a change of use, to have EV charging point infrastructure.
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	 £ £	

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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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	 £	March 2022 update The Council has just invited tenders for the production of a draft Gravesham Cycling and Walking Infrastructure Plan.
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	 £ £	March 2022 Update Assistance has been given to KCC on the development of a specification for awarding a contract for an "Electric Car Club" as part of the MaaS project
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	 £	March 2022 Update Meeting held on 25 February with KCC Assistant Project Manager to discuss progress made with design, including minor alterations to taxi rank call-forward system following consultation with taxi trade and review of initial proposals. Rank will be entirely resurfaced as part of works, which should be welcome news to trade. Taxis will be held on the Bath Street feeder lane in order to avoid congestion at bottle neck when turning left into New Road. Cameras will be installed covering rank and automatically call the next taxi(s) forward when one taxi leaves the rank – initial proposal was for sensors in the road, but this is not viable. This will be coupled with clear signage, including number to call in case of damage or equipment failing, and a SLA for any damage or failings reported to be addressed within a set urgent timescale.
3.7.2	Ensure the council, in its formal consultee role, ensures all planning applications and applications for Development Consent Orders, 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	 £	March 2022 Update EP Officers routinely recommend installation of EV chargers in their consultation responses to Planners for suitable developments which include parking provision, as well as AQ comments for all developments in, or close to, one of the declared Air Quality Management Areas – with an increasing tendency to recommend clean air mechanical ventilation in order to ensure clean, fresh air to dwellings all year round – and desirable internal noise levels – in relevant new residential developments.

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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
	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	 £ £	March 2022 Update Resources are likely to be: <ul style="list-style-type: none"> Officer time for engagement on national projects like TE2100 External specialist input - for supporting Local Plan studies such as for Strategic Flood Risk Assessments External specialist input – EA and KCC are statutory Local Plan and planning application consultees and applicants are encouraged to seek pre-application advice prior to submission (fee charged)
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	 £	March 2022 Update LGA Sustainable procurement tool presentation Social Value policy Sustainable Procurement Policy – 10 top considerations drafted CPR incorporating CSR considerations (expected to go to Full Council June 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	 £	March 2022 Update Templates for Modern Slavery Statement, CSR to be incorporated into new / existing tenders.
	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	 £	March 2022 Update Check Industry standards.
	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	 £	March 2022 Update Explore pilots (e.g. The LGA are about to release support for a Behavioural Insight Project; Social Value products, potential support from KCC)

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
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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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) Waste Projects and Compliance Officer	Q4 2022/23	 	<p>April 2022 Update</p> <p>The sheltered flats project is now complete. There are now 290 more flats with recycling (a 10.8% increase) and 605 more flats with food waste collections (a 237.3% increase) since August 2021. Since the commencement of the project, 740 flats (12.4% of flats in the borough) have received educational recycling materials.</p> <p>Waste Management are engaging with management companies to deliver recycling for private blocks and are supporting Housing in delivering recycling to all general housing flats.</p> <p>Projects to deliver recycling to 252 additional private flats are currently being scheduled and the WPCO is preparing a rolling schedule to deliver flats recycling to the remaining private blocks.</p>


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

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
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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
	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	 	<p>April 2022 Update</p> <p>Ongoing projects & educational campaigns. Currently, there is engagement with Pledge2Recycle Plastics which will see all Gravesham households receive a recycling leaflet from February 2022.</p> <p>Research has shown that Kent councils collected around 28kg of plastic per household, whereas the average UK household collected around 21kg per household, a collection rate of 55% in Kent compared to 41% in the rest of the UK.</p> <p>As blocks of flats receive recycling facilities, each flat receives an educational leaflets and bin areas receive bin stickers and signage.</p> <p>Our recycling contamination and excess waste procedures have been put in place to educate residents about recycling correctly to minimise the refuse they present for collection and to prevent recycling loads being rejected and sent to energy from waste due to contamination.</p> <p>In addition to our recycling on-the-go bins in the borough, we are now encouraging our Street Champions to collect littered plastic bottles and cans separately in clear sacks so that they can be recycled.</p> <p>Recently, two Officers attended Tymberwood Academy to deliver four assemblies about Gravesham's recycling service and the importance of recycling, reaching approximately 400 pupils. Further talks have been delivered to Scout Groups and adult groups, with additional schools in contact to arrange litter & recycling assemblies in the Spring and Summer terms.</p>
	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) Waste Projects and Compliance Officer	Ongoing	 	<p>April 2022 Update</p> <p>KRP are currently working with podback to trial the collection of used coffee pods from households doorsteps.</p> <p>Looking at working SUEZ to undertake a flexible plastics trial.</p>
	3.9.4	Work 'third sector' partners to develop new reuse options.	Bulky waste & residual waste tonnages	Assistant Director (Operations) Waste Projects and Compliance Officer	Ongoing	 	<p>April 2022 Update</p> <p>The 'Re-Use Partnership' with the Ellenor Hospice was postponed owing to the COVID-19 pandemic and the effect of restrictions on their furniture collections means that the project cannot proceed. Officers are currently engaging with the British Heart Foundation to develop a similar initiative through the Gravesend branch.</p>

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