








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 activities 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	 £	Planning and facilitation of Carbon Literacy Training is underway with courses attended by the wider management team and senior officers in July. Further training is being organised for those that could not attend, with consideration also being given to the new member induction programme.
1.1.2	Delivery of Carbon Literacy training for officers and members as per rollout plan	No. Members trained - 0	Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £ £	34 delegates attended the Carbon Literacy training and are working on their pledges to get certified. Officers trained – 43 Officers certified - 22
1.1.3	Conduct pre and post-course evaluation survey with all participants		Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £	Feedback has been captured from course participants. Results show that the course is having a positive impact.
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	 £	Information is currently being obtained to confirm the requirements for achieving Bronze status and Silver status. Once confirmed, activity will commence towards securing Bronze status as a first stage.
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 – seeks to identify and implement a viable scheme that 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)	 £ £ £	Outline project proposal has been worked up and this has formed the basis of a Leveling Up Fund bid for £20m relating to the civic aspects of St Georges Square (Formally St Georges Phase II). The council is currently awaiting the announcement of the bid outcome from the Central Government to know if the project can proceed.
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)	 £ £ £	RIBA Stage 1 Completed and preferred scheme option agreed which will focus on the delivery of a sustainable center, targeting Passivhaus principles. An updated report will be presented to Cabinet in the next few months.


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


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
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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
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.	 	Council Officers met with representatives from the Ebbsfleet Development Corporation (EDC) in September, which confirmed ongoing challenges being experienced by the EDC in bringing the project forward due to a lack of clarity around funding. Agreed for an ongoing dialogue to be maintained.
1.3	Develop and implement a programme of targeted carbon reduction projects on the remaining operational assets held by the council, focusing on the 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	 	Operational needs are being mapped to confirm future intended uses of the site, which will inform the decision preferred option for the site. A site Survey has been completed to identify retrofit options should this be the council's preferred route of action. The final report is awaited.
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 the largest emitting assets	Gas: 375.31 tCO ₂ e Electricity: 136.75 tCO ₂ e	Building and Facilities Manager	Q1 to Q3 2022/23	 	Surveys have now been completed for six of the council's assets and final reports received.
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	 	Based on the surveys completed at 1.3.2 above, work is now currently underway to develop a Public Sector Decarbonisation Scheme funding bid application for three sites eligible for the scheme.
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	 	Work is commencing to consider future provision of energy for the council. LASER will shortly be entering into the award and associated standstill period for the Flexible gas & electricity procurement frameworks for the supply period October 2024 to September 2028. They will be producing Information Packs on the new frameworks to assist with internal decision making and sign up process. At the same time the council will be identifying other suppliers in the market.
1.4.2	Switch to a new energy supplier.	Look to increase this element at the next renewal	Building and Facilities Manager	October 2024	 	This action will follow on from 1.4.1 above.

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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	 £	Completed
1.5.2	Commence a fleet replacement programme, focusing on the decarbonisation of smaller fleet vehicles.	Current level of alternatively fuelled vehicles - 0	Assistant Director (Operations)	Q1 2022/23	 £ £ £	All the operational hire panel vans have been replaced with EV equivalents which are 10 vans. Orders have been placed for 3 x small panel vans, 3 x medium panel vans, and 2 small caged vehicles. The new vehicles will be used within the Housing, Cemeteries, and Street Cleansing Services. A new 10-year vehicle replacement plan is being finalised which will detail how all vans will be replaced by 2030 to meet the Council's Net Zero ambitions The replacement of larger vehicles is being researched however there is no agreed solution across the industry. The workshop technicians have started their EV charging maintenance training.
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	 £ £ £	Investigations have commenced to develop a proposal to install 20 EV chargers in the depot. Two temporary chargers have already been installed in the depot so the electric hire vans can be charged safely.
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 routeing 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	 £	The council continues to make use of a number of software applications to 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 carried out 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 online.	Current level of training	Waste and Transport Manager	Training has already taken place and will continue in future years.	 £ £	Basic training has been delivered to staff. A more robust programme of training is being explored. The programme of HGV driver assessment which includes fuel-efficient driving has been completed.

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
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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	 	The research into the different cycle-to-work scheme options has progressed substantially. Business development meetings have been held with 3 leading potential cycle-to-work scheme providers. The market research and information resulting from those business development meetings and wider research will be collated and presented for decision to the council's Management Team shortly.
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.	1 person has utilised the scheme since its introduction	HR Consultant	Q1-2022	 	<p>Contact has been made with Arriva, who have confirmed limited uptake of the scheme. As a result a business development meeting was held with Arriva to discuss new ways in which the Employer Travel Club can be promoted and publicised to staff to increase engagement levels and also to discuss other travel benefits that Arriva could offer to Gravesham Borough Council.</p> <p>As a result of this meeting, Arriva has offered to produce updated marketing material tailored for council employees to enable the scheme to be promoted and publicised again. In addition, other travel benefits and initiatives have been offered by Arriva for the council to consider, and consideration of these wider initiatives is currently ongoing.</p>
1.7.3	Develop and publicise a Hybrid Working Policy	Statistics on the number of formal remote working employees prior to introduction of hybrid working are being calculated, as are statistics on the number of employees working on a hybrid working basis since the permanent implementation of the Hybrid Working Policy	HR Business Partner HR Consultant	Currently undergoing a trial period prior to full implementation	 	Completed.

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	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 the above actions	 	This work will largely be undertaken once the alternative travel options have been readvertised and implemented. The reason for this is that the engagement and utilization of the different alternative travel options will need to be gauged in the first instance before any further work is undertaken in this area.


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