








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	 £	The strategy is now in use alongside our current retrofit programmes and has resulted in an increase in resident engagement and property access, with 180 properties accessed to date through the Social Housing Decarbonisation Fund scheme.
	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	 £	The 'Train the Trainer' session has now been completed. This will allow the 5 'super trainers' to deliver this training to other Housing staff, which is in the process of being arranged.
	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	 £	Information on this initiative has been included in Your Home publication. This information has also been included in the energy advice document produced in conjunction with the Energy Saving Trust. Action will be taken to continue to review opportunities to promote this.
	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	 £	Energy Saving Trust have been engaged to assist with content. The content has now been finalised and the Communications Team has now formatted the document ready to be distributed to new residents. Opportunities will also be explored to distribute this document on a large scale to existing residents.
	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	 £	A second awareness session is currently being arranged with the Tenant Participation Advisory Service.
	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	 £	The officer who has been leading on this data study has been working on the implementation of the new housing system so the completion of this action has been delayed. This work will commence at the end of Q2 into Q3.


KEY:

 - under five members of staff involved in project delivery





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	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	 £	<p>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.</p> <p>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.</p> <p>The Project Surveyor (Energy & Sustainability) has also previously been a speaker at London Climate Action Week attended by various local authorities from the country, sharing the Council's experience of delivering the first GSHP in Kent. They are also due to speak at South East Retrofit Summit.</p> <p>The Housing Operations team have also been working closely with the Private Housing team on how they can promote sustainable heating to private landlords in the borough.</p>
	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	 £	A large update in data due to the completion of around 300 Energy Performance Certificates has allowed us to determine our priorities to form next year's programme of works.
	2.2.2	Create an asset management strategy consisting of an Asset Grading Module.		Service Manager (Housing Operations)	Q3-4 2021/2022	 £ £	The Asset Grading module has been completed and the draft strategy received.
	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	 £	<p>The Local Authority Delivery (LAD) 2 scheme is due to finish at the end of the month and work is ongoing to ensure that as many properties as possible that qualify for the funding receive installations before the cut off date.</p> <p>The Social Housing Decarbonisation Fund (SHDF) scheme is progressing well with 175 properties surveyed and 100 properties receiving insulation since June.</p> <p>The Energy Company Obligation (ECO) scheme has been slow to start across the sector but we are continuing to work with the Warm Front Team to explore and where possible access this funding.</p>

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










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
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	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	 	<p>Completed for 2022/2023 work programme and successfully applied for Social Housing Decarbonisation Fund (SHDF), confirmation of award in Feb 2022 for £800k funding. Following financial years are currently in progress.</p> <p>Heat Pump Ready Programme – The council was successful in its funding bid to deliver the whole house retrofit scheme, Energiesprong, to 10 non-traditional constructed homes. Designs and feasibility studies are to commence towards the end of 2022.</p> <p>The team are currently progressing an application for Social Housing Decarbonisation Fund Wave 2 which will tackle a mixture of measures including double glazed windows, cavity wall insulation, loft insulation and heat pumps.</p>
	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	 	Implementation has commenced of the LED communal lighting programme. Good feedback is being received by residents.
	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	 	A long term programme of works has been identified. For this financial year, installation of LED lighting in 8 blocks, which equates to 413 new LED fittings, has been successfully completed.
	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	 	<p>The council has switched its 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).</p> <p>Triple glazing has currently been ruled out due to cost vs benefit.</p> <p>The council is currently in the process of reprocurring a number of planned works programmes and as part of this will look at more sustainable materials.</p>
	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	 	The council is currently currently in discussions with water consultants about how to reduce water consumption in our properties.
	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	 	The council are continuing to installs Flue Gas Heat Recovery Systems (FGHRS) alongside new boiler installations.
	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	 	Work has commenced on this following receipt of the draft Asset Strategy.

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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: 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	 £	Three members of staff have now completed the necessary qualification and have undertaken EPCs in-house from Apr 2022. The Projects Surveyor and Apprentice Projects Surveyor have also successfully completed the PAS2035 Retrofit Assessor course.
	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	 £	<p>The installation of the council's first Ground Source Heat Pump (GSHP) heating system has now been completed at one of our independent living schemes, Merston Court and 54-62 Hermitage Road in Higham. Hermitage Road is expected to see a saving of 24 tonnes of carbon over 20 years, while at Merston Court the figure is 13.67 tonnes over the same period.</p> <p>A second Independent Living block has been identified for GSHP with the design currently being finalised before we confirm to the residents.</p> <p>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 2022/23.</p> <p>Air Source Heat Pumps (ASHP) installed in off-gas properties and performance measured before roll-out on large scale. 3 ASHP's have been installed to date with 10 more due to be installed as part of the Council's Heat Pump Ready Funding.</p>


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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	 	<p>The St Columbas 46 unit redevelopment scheme is likely to be the first newbuild to have ground source heat pumps.</p> <p>The scheme will meet the new Part L and O Building Regulations and Part S. Ongoing discussions are taking place with consultants about the properties being 'net zero ready' for example roof made ready for PV. Inflationary costs in the building industry are, however, hampering some ambitions for new build.</p>
	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.	Housing Development & Strategy Manager	Q1 2022/2023 and then ongoing	 	<p>The council is exploring Part L plus as energy efficiency standard on future developments. 'Futureproofing' to net zero including ability to install solar panels.</p> <p>Air source heat pumps are the current preferred method of heating and power in new build and will be specified in future employers requirements.</p> <p>Use of GSHP and developing 'Part L Plus' and 'Net Zero Ready'.</p>
	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.	Housing Development & Strategy Manager	Q1 2023/2024 and then ongoing	 	Proposals are to deliver 1-on-1 EV chargers per property for new developments in line with Part S.

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	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	 £	The team is currently working with our contractor Carbon 3 to produce this information.
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	 £ £	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.
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	 £	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.
	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	 £ £	To follow on from above – 2.5.1
	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	 £ £	<p>All high rise blocks have been surveyed and designs finalised.</p> <p>The installation of the Solar PV at Carl Ekman House has now been completed and since being commissioned on 13th July it has generated 3.97 MWh which based on the the kWh charge of £0.52, this has generated £2,064.40 of electric.</p> <p>The installation of Solar PV at Chantry Court which will supply the communal electricity requirements has commenced.</p>


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


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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	 	<p>Work with Corporate Services has helped them identify potential non-block housing sites for EV charging.</p> <p>The installation of EV charging at Carl Ekman House and Bishops Court has now been completed, which will provide 2 charge points at each site for residents and the council's fleet.</p> <p>The intention will be to provide EV charge points alongside council Solar PV installs where possible.</p> <p>The Housing Operations team will also be installing EV charge points at the new Valley Drive development once the scheme has been handed over by the Housing Development & Strategy team.</p>
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	 	To commence in Q2 2023/24.
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)	<p>Cycle storage guidance provided by KCC is 1 space per flat or maisonette and one per bedroom space per house.</p> <p>Work has commenced in regards to identifying suitable existing sites.</p>
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	 	Information is included as part of the energy saving advice document and also the Council's 'Your Home' publication.

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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	 £	To commence Q1 2023/24.
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)	<p>The review has begun on all of the estates to identify where improvement to waste and recycling facilities is needed. From this exercise, a programme of improvement works will be created.</p> <p>The installation of the new bin storage at Pickwick House has been completed. Blocks for 22/23 are in the process of being identified.</p>
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	 £ £	To commence Q1 2023/24.
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	 £ £	To commence Q2 2023/24.
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	 £ £	To commence Q1 2023/24.
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	 £	The development of the Tree and Biodiversity strategy is in progress currently with the plan being that it will utilise information from several high-level strategic surveys that have been commissioned (Blue and Green Infrastructure Planning), together with the general planning of the Lower Thames Cross, and Kent County Council initiatives. These will be brought together with the corporate plan to set the vision for these strategies.

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	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)	Horticulture has been working with Gravesham planning and property to identify, as well as consulting with landscape designers to include appropriate methodologies and schemes that will fit in those locations. Work is in progress at the moment and at the design phase for most of the projects i.e. Constable Road, Medhurst Gardens, St Columbas, St Patricks Gardens, Valley Drive, and Worcester Road.
	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)	<p>Prioritising on sharing an identity for each of the parks and open spaces within the borough (Heritage, Leisure, or Biodiversity), to communicate the future of these green spaces to promote a defined messaging that GBC will be able to design a landscape around, including wildflowers, perennial flowerbeds, tree planting, natural boundary creation and specific walkways through the spaces.</p> <p>The distinct labelling of each area will also help with community engagement to include outside organisations to assist in the development and maintenance to elevate the strain and pressure on the council and the Parks & Open Spaces department.</p>
	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	 £	The Parks & Open Spaces team have been investigating the Defra-approved charities to ensure that they will be able to assist in not only the sourcing of the 'Right Tree' but also working in conjunction with the above infrastructure and identity plans to ensure it is the 'Right Location' is chosen with the 'Right Maintenance'. Conversation and surveying of the council land have started with these representatives but a formalised plan is yet to be completed and shared with management to support the council's target for net zero neutrality.
	2.9.5	Ensure that included within the employment 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 imminently.

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