







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 the rollout plan.		Assistant Director (IT & Transformation)	Q4 2021/22	 £	The council arranged Carbon Literacy training for the wider management team and senior officers last year and it is currently working with APSE, a Carbon Literacy training provider to develop a short 1-2 hour video tutorial for all staff to increase awareness of climate change within the council.
	1.1.2	Delivery of Carbon Literacy training for officers and members as per the rollout plan	No. officers trained - No. Members trained -	Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £ £	To date, 48 officers have attended Carbon Literacy training and 31 officers have received their certificates. The council continues to signpost officers to courses provided by training providers and government bodies. Planning of the Member Induction Programme and a full-day course for members of the Climate Change Advisory Board is underway and will be delivered post-election.
	1.1.3	Conduct pre and post-course evaluation surveys with all participants		Assistant Director (IT & Transformation)	Q1 + Q2 2022/23	 £	No new update but the council continues to get feedback from course participants as and when they attend training and we have received positive feedback from them.
	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	 £	The council is now a recognised Carbon Literate Organisation and have achieved Bronze level, and is actively working towards developing plans to be achieve Silver status.
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)	 £ £ £	The Levelling Up Fund bid of £20 million for the civic aspects of St Georges Square (Formerly St Georges Phase II) was unsuccessful. Consideration is now being given to how a viable scheme might be developed, as well as the extent of remedial work that may be required for the current Civic Centre.


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
1.2.2	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)	 	Planning permission was granted by the Planning Committee on 1 st March 2023. The approved proposals include the design of the centre to high sustainability standards (EPC A with significantly reduced carbon emissions when compared to the current building), support for sustainable travel options (including 23 spaces in the car park for active charging of vehicles and 35 cycle parking spaces) and active open space.
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 continue to meet with representatives from the Ebbsfleet Development Corporation (EDC) to ascertain the status of the Landmark Leisure Facility project and the likely facilities to be offered at the site if brought forward.
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	 	Work commenced in December 2022 to establish and document operational needs as well as collect current site information to inform future intended uses of the site and potential retrofitting/redevelopment options.
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 been completed, and final reports were received. Assets will be prioritised for future grant funding opportunities.
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	 	Continuing to investigate alternative funding sources, including the Green Finance Institute and Green Bonds.
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 an element of renewable energy	Building and Facilities Manager	Q4 2022/23	 	LASER have finalised procurement of their Flexible gas & electricity frameworks for the supply period from October 2024 to September 2028. Information Packs on the new frameworks have been received and a meeting with LASER and internal stakeholders to discuss options is being arranged for Q1 2023.

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
1.4.2	Switch to a new energy supplier.	Look to increase this element at the next renewal	Building and Facilities Manager	October 2024	 £	To follow on from above – 1.4.1
1.5	Design and implement a fleet replacement programme intended to deliver decarbonisation of the fleet by 2030, focusing on small and medium-sized 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 - 12	Assistant Director (Operations)	Q1 2022/23	 £ £ £	<p>The council now has three EV Vans within its fleet, alongside the 10 EV vans currently on hire.</p> <p>The Operational Team has undertaken a trial of an electric-powered RCV, however, the industry has yet to agree on the future of alternatively fuelled RCVs.</p> <p>The 10-year plan is still being developed as it is essential that the move to alternatively fuelled vehicles does not affect operational efficiency.</p>
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 - 2	Assistant Director (Operations)	Q1 to Q3 2022/23	 £ £ £	Temporary chargers are still used in the depot while a long-term plan is developed alongside the fleet development plan. Along with other carbon reductions at the depot, a plan for permanent EV chargers is being finalised.
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 routing software to ensure fleet vehicles minimise journey times where possible.	390.63 tCO ₂ e (Operational Fleet vehicles only)	Assistant Director (Operations)	Commence April 2022 and then ongoing	 £	There are currently a number of software applications available that ensure fleet vehicles take the shortest route to their next job (ie Oneserve and Bartec). Routes will be updated more frequently as these software packages are updated.
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.	 £ £	<p>Every year, 30 employees with HGV driver entitlement receive driver training, which includes safe and fuel-efficient driving techniques.</p> <p>Employed drivers are subjected to an annual driving evaluation in an HGV.</p>

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
1.7	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	 	<p>A provider for a Cycle to Work scheme has been selected and contracts and legal documentation have been received and approved by the council's Legal and Finance teams.</p> <p>In due course the documentation will be signed, and the scheme will be implemented. Marketing and promotion of the scheme have also been considered, and these initiatives will be implemented in a timely manner to promote and advertise the scheme to staff.</p>
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>Work on the updated marketing materials continues, and they will be advertised in due course to encourage employees to use the scheme.</p> <p>Consideration of Arriva's other initiatives is also ongoing at the moment.</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
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 be mostly completed after the alternative travel options have been remarketed and implemented. The reason for this is that the engagement and utilisation of the different alternative travel options will need to be gauged in the first instance before any further work is undertaken in this area.

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

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 delivering 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	👤 £	With just over 300 properties accessed as part of the Social Housing Decarbonisation Fund (SHDF) scheme, we are continuing to see good access.
	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	👤 £	10 Officers have been trained as Energy Champions and are assisting tenants as a result. The training will not be conducted further until the engagement workshops with TPAS (Tenant Participation Advisory Service) are completed, as this forms part of the wider Energy Champions project.
	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	👤 £	This has been completed but the housing team will continue to review opportunities to promote this in the future.
	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	👤 £	The Energy saving document was finalised and will be distributed to tenants who are receiving works as part of the energy and sustainability programmes, and we are currently exploring ways to distribute it to a larger number of tenants, such as including it with rent statements and making it available on the Council website.
	2.1.5	Tenant awareness around saving energy and reducing carbon emissions. Having an 'Estate Energy Champion' per estate to increase resident awareness	The Energy Champion scheme did not previously exist	Service Manager (Housing Operations)	Q2-2022/2023	👤 £	The second round of staff workshops has concluded, with 8 members of the Housing team in attendance. Work with TPAS (Tenant Participation Advisory Service) will now begin to identify ways to continue to improve tenant engagement around net zero, energy efficiency works, and energy advice, as part of our larger 'Energy Champion' scheme.
	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	👤 £	At the time of the research, 1,583 Council properties were identified with an EPC rating of D or lower and had a total rent arrears amount of £456k. The properties have also been void 2,086 times, with 80 properties void 3-10 times.
	2.1.7	Share best practices, 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	👤 £	The South East Consortium has invited the Project Surveyor (Energy & Sustainability) to speak about the Council's ground source heat pump project's success at their next 'Sustainability AM' event in March 2023.

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

		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
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	 £	Some properties that require planned works (roofing and windows) have been identified as requiring energy efficiency measures and have been incorporated into the energy & sustainability programme for 2023/24, which includes just under 400 properties that will receive insulation and heat pumps.
	2.2.2	Create an asset management strategy consisting of an Asset Grading Module.		Service Manager (Housing Operations)	Q3-4 2021/2022	 £ £	The draft strategy is currently being reviewed and finalised in accordance with the developing Housing Stock Net Zero Strategy.
	2.2.3	Create a programme to tackle homes that lack loft or cavity wall insulation.		Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 £	The Social Housing Decarbonisation Fund (SHDF) Wave 1 scheme is progressing well with 350 properties surveyed and 200 properties receiving insulation since June 2022. The Council has submitted a bid for SHDF Wave 2, which if successful will result in improvements to 714 Council-owned homes. Our SHDF Wave 2 bid outcome will be known by late February or early March.
	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	 £	The team has now submitted the application form for the Social Housing Decarbonisation Fund Wave 2, which includes loft and cavity wall insulation upgrades for 714 Council-owned properties.
	2.2.5	Switching to PIR-sensored lights in blocks and sheltered schemes to prevent lights from being left on all night and day		Service Manager (Housing Operations)	Q3-4 2021/2022 and ongoing	 £ £	The LED programme for 2022/23 is completed
	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	 £	The 2022/23 programme is now complete, with an annual carbon savings of 62 tonnes. The programme for 2023/24 includes 12 blocks.


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
	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, and installation of green roofs.		Service Manager (Housing Operations)	Q1 2022 and then ongoing	 £	There are no new programmes at the moment.
	2.2.8	Explore water-saving initiatives such as installing water-efficient shower heads, tap aerators, dual flush toilets, wastewater, heat recovery and providing water butts.		Service Manager (Housing Operations)	Q1 2022 and then ongoing	 £	A water-saving consultant conducted feasibility studies at all of our highest consuming blocks, and the reports have now been received, and water saving systems have been proposed and costs for the 13 sites, resulting in a yearly savings of 292,000 litres of water and an energy savings of 9,840 kWh. Work will commence in 2023/24.
	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 continues to install flue gas heat recovery systems (FGHRS) alongside our new boiler installations where feasible.
	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	 £	The review of the Void Lettable Standard is being carried out in conjunction with the development of the Asset Strategy, which is still in progress.
	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	Service Manager (Housing Operations)	Q1 2022/2023 and then ongoing	 £	Energy Performance Certificates are now being completed in house and its ongoing since then.
	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.	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	 £	<p>Due to the age of the boilers and the need to upgrade existing pipework, 29 flats in Springvale Court in Northfleet have been identified as a block to have renewable heating installed in 2023/24. The Council is currently investigating several options with the goal of presenting the design of the chosen system to residents by March 2023.</p> <p>Following the failure of the tenants' existing electric storage heaters, an air source heat pump (ASHP) was installed at another off-gas property at Haysmead in Luddesdown, bringing the total number of heat pumps in stock to 21.</p> <p>The Council is in the process of installing air source heat pumps (ASHP) at 2 void properties that were previously using inefficient storage heating and had poor EPC ratings of E.</p>
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.						

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
	2.3.1	The council will take a 'no regrets' approach to install 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 cost estimate for GSHP (Ground Source Heat Pump) is now £16,400 per unit.</p> <p>The projected annual heating and hot water running costs for a one-bedroom flat range from £422 to £755 per year for a four-bedroom house.</p> <p>Part L has been updated for new builds. Thermal efficiency/building fabric to reduce carbon emissions by 31% in new dwellings. An on-site audit will be required to confirm that the designed details and new home construction meet the new standards (BREL). The use of GSHP will assist in meeting targets.</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 are 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 Future Homes standard has set 2025 as the deadline for the removal of gas boilers from new construction developments. The St Columbas 46 new build project is currently in the planning stages, and GSHP will be specified in the Employers Requirements.</p> <p>A smaller 8-unit scheme at Worcester Close is now in for planning permission with ASHP (Air Source Heat Pump)</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 on 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	 	<p>According to the Part S guidance update, 1 on 1 active EV charging points to new development parking spaces are required, subject to a financial cap of £3,600 per space. As a result, all 8 units in the Worcester Close scheme will have active charging points, and St Columbas will have an additional 20 EV parking spaces (the net gain increase)</p>


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
	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	 	Our contractor, Carbon 3, has now received all of the necessary information, and we are in the process of creating a guide for tenants who wish to install EV charging within their own individual dwellings.
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 the provision of energy in communal and council-managed housing assets, with a view to moving to green energy providers if 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 have finalised procurement of their Flexible gas & electricity frameworks for the supply period from October 2024 to September 2028. Information Packs on the new frameworks have been received and a meeting with LASER and internal stakeholders to discuss options is being arranged for Q1 2023.
2.5	Explore alternative energy solutions for communal areas and council housing tenants, looking to encourage use of green energy companies wherever possible.						
	2.5.1	Encourage the use of green energy companies in publications and explore with current provider to see if a discounted service could be offered to residents.	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 Energy Saving Trust 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 – 2.4.1
	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	 	The installation of solar PV panels at Chantry Court to power the communal electricity has now been completed, and these have generated 1,250 kWh since their installation in late October 2022. The panels will generate 19,720 kWh per year, saving 4,502 kg of CO2 per year. Remote monitoring has also been implemented, allowing the council to view the system's performance and statistics from afar.
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	 	The Energy & Sustainability team is currently working and identifying key housing sites that would benefit from EV charging and will schedule installations for 2023/24.
	2.6.2	Encourage residents to consider alternatively powered vehicles through publications such as the monthly housing newsletters and energy saving advice leaflets.	No previous communication with tenants had been undertaken	Service Manager (Housing Operations)	Q2 2023/2024	 	To commence in Q2 2023/2024

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
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)	New development at the St Columbus site has been identified to install approximately 70 cycle spaces which are in line with KCC guidance which is 1 space per flat or maisonette and one per bedroom space per house.
	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	 £	No new update
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 in Q1 2023/2024
	2.8.2	Carry out a review of communal waste and recycling facilities across all council owned estates and identify a programme of improvements such as de-commissioning rubbish chutes/ hoppers. Undertake resident survey per site for a greater understanding as to how easy it is for them to recycle	5 sites have currently had waste improvement works carried out	Service Manager (Housing Operations)	Q2 2022/2023	 £ £ (Capital Budget)	Potential sites for 2023/24 have been identified in collaboration with Waste Management and Estate Services. In December 2022, new bin storage was installed at Forder House in Northfleet.
	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	 £ £	A trial with a Gravesend-based charity has begun in which they will collect good quality furniture and household items from our vacant homes and estates to repurpose in their charity shops, reducing the amount of waste sent to landfill by the Council. The first trial day began on January 5, 2023, and to date, 5 collection days have occurred, with £800 raised for the charity, and we are in the process of arranging more collection days with them.
	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 in Q2 2023/2024

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
	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 and ongoing monitoring	 £ £	<p>The Council has sent a total of 46.2 tonnes of green waste from parks and open spaces to Pepperhill for composting since April 2022.</p> <p>KCC has not provided raw data beyond December, but the total amount is 53.1 tonnes.</p>
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)	Q1 2023/2024	 £	<p>The Tree Policy and Biodiversity Strategy have now been completed, with the intention of using the knowledge to cross-reference against the newly commissioned work that is about, to begin with, Levitt Bernstein as part of the Design for Gravesham.</p> <p>Blackwood Bayne Ltd is reviewing the draft document as they have experience in developing other local policies related to Kent ecology.</p>
	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 2022/2024	 £ £ (Capital Budget)	<p>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 in the design phase for most of the projects i.e., Constable Road, Medhurst Gardens, St Columbas, St Patricks Gardens, Valley Drive, and Worchester Road.</p>
	2.9.3	Undertake a series of green infrastructure pilot programmes in the borough to demonstrate the positive impact that greening has on urban landscapes	No previous pilot programmes	Service Manager (Housing Operations)	Q1 2023/2024	 £ £ (Capital Budget)	<p>The council is working on identifying each of the borough's parks and open spaces (Heritage, Leisure, or Biodiversity) to promote a defined message that Gravesham Borough Council 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>Defining key applications through grant funding, specifically KFA and FCC Community Foundation (>£100k)</p>


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
	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	 £	<p>KCC tree strategy is being developed and the council is developing a climate change/net zero strategy. This will connect to tree work.</p> <p>46 heavy standard trees have been planted, and 1,300 whips and 120 standards will be delivered and planted in urban and green spaces.</p> <p>A second meeting has been scheduled for February 24th to discuss Gravesham testing of a Myawaki planting technique.</p>
	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)	46 new Council homes at St Columbas now have planning permission and are scheduled to begin construction in September 2023 and be ready for occupancy in April 2025. New homes will have GSHP heating and hot water systems.


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	The first campaign of its type, so no baseline measure is	Communications Manager	January-March 2022	 £ £ (potential EU funding)	Completed


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
		shopping centres.	available				
	3.1.2	Engaging with local schools through various channels to promote and encourage climate change awareness and measures. Schools are being encouraged to sign up for the national Eco-Schools programme.	No schools in the Borough had completed the Eco-Schools programme	Communications Team in liaison with relevant council departments	Ongoing	 £	The Communications Manager addressed the Gravesham Youth Council meeting in December, highlighting our progress towards net zero status and asking for members' help in encouraging schools and youth organisations to invite council representatives to present and/or facilitate net zero workshops. In response to the students' letters concerning climate change, a council officer and The Mayor paid a visit to Springhead Park Primary School. They addressed the points raised in the letter, provided advice, and answered their questions at the event, which was very successful and productive. They also promoted the Street Champion programme and The Mayor facilitated those young pupils being climate champions.
	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	 £	A pumpkin recycling awareness campaign was launched around Halloween to reduce pumpkin waste, and the Great British Spring Clean is currently being supported via social media.
	3.1.4	Use of Your Borough and Your Home magazines to reach all residents with updates and educational material regarding council's efforts to reach Net Zero and how residents and businesses can contribute		Communications Team	Ongoing	 £	An article on the Climate Change Annual Report, as well as a link to the full report, will be included in the spring edition of Your Borough.
	3.1.5	Media releases/briefings regarding implementation of key measures (e.g., installation of EV charging points in council-owned car parks).		Communications Team	Ongoing	 £	Local media published a press release on the new charging stations on Parrock Street and currently collaborating on publicity for the installation of new EV charging stations with Connected Kerb.
	3.1.6	Consideration is being given to parish events regarding Net Zero programme	No parish events had previously been held	Communications Team	Ongoing	 £ £	A project led by representatives from the council's Wider Management Team has explored opportunities to develop a programme of engagement activities for residents. Ideas and thoughts have been collected and a report has been prepared for Management Team, following discussion and approval, the team will start implementing those planned actions.
	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	 £ £	Social media campaign running aimed at reducing the amount of contamination of recycling bins
	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	 £	A project led by representatives from the council's Wider Management Team has explored opportunities to develop a programme of engaging activities for residents. All the ideas and thoughts have been collected and a report has been prepared for Management Team, following discussion and

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
							approval, the team will start implementing those planned actions.
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	 £	According to the most recent Phase Two delivery report, 566 solar panels were installed, generating a total of 0.22MW per hour, with 127 installations accepted, 68 completed, and 9 installations booked. Year one savings of 50 tonnes of CO2 from completed installations. Gravesham residents invested £458,986 in the scheme. So far, 50 installations have included battery storage, with a total capacity of 237KW/h, and 8 have been registered for retrofit battery installation, but installation is still pending.
	3.2.2	Active engagement in Phase Three of the Solar Together Scheme		Director (Corporate Services) Communications Manager Climate Action Delivery Manager	March 2023 to June 2024		Key dates for the 2023 programme Part 1: Registration by 27 th March Offer letters out 8 th May Installations are to be completed by January 31 st 2024. Part 2: Registration by 28 th August Offer letters out on 9 th September Installations are to be completed by June 30 th 2024. Gravesham interest in participating has been registered.
	3.2.3	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	 £	The 'Share the warmth' trial by the Local Government Association(LGA) Behaviour Insights Programme is now complete. In total, 1749 people started on the platform and 295 of them completed it. The statistics of this trial provided information and learning that can be applied to future campaigns for more positive results.
	3.2.4	Actively engaging with organisations such as the Greater Southeast Energy hub to bring forward initiatives intended to improve efficiency in domestic properties.		Climate Action Delivery Manager	Ongoing	 £	Council Officers are actively attending meetings/ sessions/ webinars and sharing learning and funding opportunities as and when come across with relevant teams.
	3.2.5	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	 £	The Council is supporting residents on energy usage through our social media platforms and newsletters which promoted the 'share the warmth' campaign, sustainable warmth scheme, solar together, and EV chargers and a recent addition to the website was the 'cost of living' page which guides residents with different benefits and schemes -

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
						https://www.gravesham.gov.uk/cost-living We are also working with Wider Management Team to extend this and add more helpful campaigns for residents in the coming months.
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	 £	Most recently, Low Carbon Kent hosted a circular economy gathering, and the Lower Thames Crossing project's suppliers were highlighted in a newsletter that highlighted their low carbon standards: Shortly to submit: Lower Thames Crossing (campaign-archive.com) The Innovate UK team who developed the Net Zero Go tool, have met with senior officers and have offered assistance with our decarbonisation projects, especially those requiring a novel approach and/or with funding requirements.
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	 £	Later in 2023, the prospects for a local (renewable energy) generation scheme with the potential to involve a large occupier at Springhead Enterprise Park will be considered. This work will be linked to the successful Solar PV schemes initiated by the GBC Housing team. Discussions are ongoing with two of the Borough's largest employers, in relation to renewable energy and circular economy projects.
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 the operational carbon footprint	Applications to awards will contribute to establishing a baseline dataset.	Senior Economic Development Officer	By May 2022	 £ £	The Awards ceremony will be held in November 2023, with a greater emphasis on an explicit environmental category this year.
3.4	Implement a 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	 £	Members were presented with draft Dropped Kerb and Electric Vehicle Charging Guidance documents for consideration and feedback at the Strategic Environment Cabinet Committee meeting in November. Some changes were discussed, and the final version will be returned to Members.
3.4.2	Ensure that emerging Local Plan policy, to support that in the Core Strategy, is framed		Assistant Director	Development of Local Plan policy		On January 3, 2023, a report on the Local Development Scheme was presented to Cabinet. While progress on the

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
	with regard to the latest Government guidance, regulation and best practice		(Planning)	in line with Local Development Scheme	£ £	emerging Local Plan was initially affected by Covid-19, subsequent delays to the emerging Local Plan were directly related to delays in the availability of Kent County Council's Transport Model and the time required to conduct highways modelling. Without this modelling, the Council cannot proceed to the Regulation 19 (publication) stage. The meeting agreed that a revised Local Development Scheme outlining the new timetable would be published.
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	 £	Solar Together also provides EV charging points for residents, and the scheme has so far installed 60 EV chargers in Kent through previous schemes. We will plan to promote this further once Phase 3 launches in March 2023.
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	 £ £	BP Pulse has completed the installation of an additional 20 charge points at Parrock Street Car Park. Connected Kerb has completed installation at Echo Square (2 points), May Avenue (4 points), The Bay Vigo (6 points), The Hill Northfleet (2 points) and Cygnet Leisure Centre (4 points). Installation is starting at Rathmore Road for an additional 4 charge points, to be completed by April 2023.
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 Senior Economic Development Officer	Commence Summer 2022 and ongoing thereafter	 £	The Council recently met with KCC colleagues to discuss the new LEVI fund, and we'll see how we can take this further by connecting with businesses and service providers to get EV charging points.
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	 £ £	The contract was signed, consultation was conducted, and no objections were received. The latest email from KCC received on the 25th of January advised "The Independent Connections Provider (ICP) who will be conducting the connections work are currently in discussions with UKPN concerning the exact point of connection. This is in the hope of obtaining confirmation that no work will be required on the carriageway, thereby saving money, avoiding lane closures, and improving delivery times, among other things." It is therefore in progress and another email from KCC on February 16th with details of the upcoming rebranding of chargers but confirming still no major update, although a

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
						meeting with Swarco has been scheduled, after which we can expect a further update.
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	 £	At the Strategic Environment Cabinet Committee meeting in November, Members were presented with the Gravesham Local Cycling & Walking Implementation Plan. The plan has already been used for a successful bid to the Active Travel England Capability Funds via KCC to develop two scheme proposals within the Borough.
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	 £ £	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. KCC is waiting on the approval of the BSIP (Bus Strategy Improvement Plan) funding from the Department of Transport before progressing to procurement.
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	 £	KCC has issued a tender with work scheduled to commence in March 2023 with an expected duration of approximately 9 to 12 months.
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	 £	National Highway has submitted its application for Development Consent for the Lower Thames Crossing. It was accepted for examination, and the Council will use the examination to ensure that the application took into account climate change resilience and mitigation.

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
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	 £ £	The Environment Agency and other flood risk management authorities are reviewing and updating their long-term flood risk management strategy for the Thames Estuary (Thames Estuary 2100 (TE2100)). As part of the update, they asked for feedback on how the updated plan should look and what it should include. The request included a questionnaire, to which officers responded. The Environment Agency published its Thames River Basin District Flood Risk Management Plan 2021-2027 in December 2022. According to the foreword, over 15 million people live in the Thames River Basin District, with approximately 1.7 million people at risk of flooding from rivers and the sea, and approximately 2.3 million people at risk of flooding from surface water.
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	 £	The updated Contract Procedure were approved by Full Council in October 2022. Work is currently underway to review and refresh the Procurement Strategy.
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	 £	The updated Contract Procedure Rules make explicit reference to ensuring that relevant tenders over a certain threshold include seeking assurances as to how suppliers will actively contribute to minimising their carbon footprint as part of their contract with the Council.
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	 £	The updated Contract Procedure Rules make explicit reference to sourcing sustainable products where possible, considering environmental impacts, and taking action to reduce the effect that the council's activity has on the environment.
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	 £	The updated Contract Procedure Rules make explicit reference to ensuring that relevant tenders over a certain threshold include environmental impact considerations.
3.8.5	Actively work with strategic and/or significant suppliers to support improvement in their performance.		Assistant Director (Corporate Services)	From April 2022	 £	This action will be taken forward as procurement opportunities present themselves whilst the Supplier base is being reviewed.

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
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>Since August 2021, 822 more flats in the borough have dry mixed recycling collections and 702 more flats have food waste recycling collections. In total, 50 blocks of flats have been given recycling provisions in the past 16 months.</p> <p>Educational recycling leaflets have also been delivered to 1,351 flats in the borough (20.7% of total Council & private flats).</p> <p>Overall, 16 months into the project 57.3% of flats now have recycling compared to 49.0% at the start of the project and 14.8% of flats now have food waste collection compared to 4.4% in August 2021.</p> <p>Officers are currently collaborating with the management agents of seven additional blocks to provide recycling collections to 212 more flats.</p>
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>Since the launch of the Excess Waste Campaign in March 2022, our refuse tonnage has fallen by 89.6 tonnes (-0.7%) compared to the same period in 2021.</p> <p>Refuse per household has also fallen by 18.4 kilograms (-4.9%) as compared to the same period in 2021.</p> <p>In terms of recycling contamination, FCC, which operates the Pepperhill Transfer Station, has become more stringent in their inspection of recycling loads since January 2023, rejecting 18 loads totaling 83.1 tonnes sent to the energy from waste plant for incineration.</p> <p>Crews have been briefed again on the procedure for rejecting contaminated bins; contaminated bins are being stickered; and residents are still being written to explain why their bin was not collected. In addition, a social media campaign has been launched. As a result, 1,527 bins were rejected in January 2023, up from 388 bins rejected on average per month between March and December 2022.</p> <p>It is hoped that the campaign will improve recycling quality and reduce rejection in the future, thus improving the Council's overall recycling performance.</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>The services for residual waste composition were completed earlier last year, and the results were published in October 2022.</p> <p>According to the audit, 2.8 kilograms of the contents of the refuse bins sampled in Gravesham could have been recycled at the kerbside which was slightly above the Kent-wide average of 2.5 kilograms per household per week but lower</p>


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
							<p>than the highest recorded average of 3.4 kilograms per household per week recorded in Swale.</p> <p>The findings are being used to develop local and Kent-wide educational materials and strategies to increase recycling participation in these key material types.</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>1 person icon</p> <p>£</p>	<p>We collaborated with the Digital Team to improve the website to provide residents with more options for disposing of unwanted furniture or goods through donations and other channels.</p> <p>This can be seen at: Other ways to dispose of your items – Gravesham Borough Council</p>

KEY:

1 person icon - under five members of staff involved in project delivery

£ - Low - less than £10,000

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

£ £ - Medium - £10,000 - £50,000

10 person icon - 10 or more members of staff involved in project delivery

£ £ £ - High - More than £50,000