






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.	No. officers trained - No. Members trained -	Lead Officer - Climate Action Delivery Manager (Corporate Services)	Q4 2021/22	 £	Completed → September 2023
1.1.2	Delivery of Carbon Literacy training for officers and members as per rollout plan and conduct pre and post-course evaluation survey with all participants.	No. officers trained - 0 No. Members trained - 0	Lead Officer - Climate Action Delivery Manager (Corporate Services)	Ongoing	 £ £	Members training scheduled on 5 th October was attended by 6 members and officers training scheduled mid-October was attended by 13 officers. To date, we have 61 Officers trained with 39 certified and 6 Members trained with 1 certified. A post-course evaluation survey was also conducted and the results were positive, with a 90% satisfaction rate.
1.1.3	Become a Carbon Literate Organisation (as defined by the Carbon Literacy Project), achieving Bronze status by August 2022.	This is a new action with no existing baseline	Lead Officer - Climate Action Delivery Manager (Corporate Services)	Q2 2022/23	 £	Completed → February 2023
1.1.4	Develop plans to achieve Silver status.		Lead Officer - Climate Action Delivery Manager (Corporate Services)	Q3 2025/26	 £	Members and Officers training was delivered in October 2023. We are working on developing a general staff training by end of this year.


KEY:

 - under five members of staff involved in project delivery






£ - Low - less than £10,000

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£ £ - Medium - £10,000 - £50,000


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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
1.2	Progress plans to replace the existing Civic Centre, The Woodville, Cascades Leisure Centre, and Cygnet Leisure Centre (the largest energy-using operational assets of the council) by 2026 with new energy-efficient buildings, targeting the achievement of net zero standards. Ensure that steps are taken to ensure that the embodied carbon of a new building is considered in design and construction.					
1.2.1	Seeks to identify and implement a viable scheme that will provide for a new carbon-efficient Civic Centre.	Gas: 317.08 tCO2e Electricity: 186.78 tCO2e	Lead Officer - Director (Corporate Services)	Winter 2026 (subject to viable scheme coming forward)	 £ £ £	In the currently difficult economic climate, work continues to develop viable plans to decarbonise the Civic Centre.
1.2.2	Cascades Leisure Centre – progress the project to bring forward a new leisure facility at the existing site.	Gas: 184.83 tCO2e Electricity: 70.57 tCO2e	Lead Officer - Director (Corporate Services)	Winter 2027 (subject to viable scheme coming forward)	 £ £ £	Cost inflation and upward interest rate pressures have made project delivery more challenging. Value engineering measures have been employed alongside consideration of alternative financing options as a means to enable the project to be brought forward.
1.2.3	Seeks to identify and implement a viable scheme to decarbonise Cygnet Leisure Centre.	Gas: 348.37 tCO2e Electricity: 107.57 tCO2e <i>ESTIMATE</i>	Lead Officer - Director (Corporate Services)	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 likely facilities to be offered at the site if brought forward. A bid to the Capital Element of the Sport England Swimming Pool Support Fund was submitted in respect of energy efficiency measures relating to Cygnet Leisure Centre and was recently announced that our application was successful.
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 tCO2e Electricity: 25.40 tCO2e	Lead Officer - Director (Environment) Supporting Officer - Director (Corporate Services)	Q1 to Q3 2026	 £ £ £	Work is being concluded to document operational needs as well as collect current site information to inform future intended uses of the site. The current financial climate means that the council is currently not in a position to bring forward plans to fully redevelop the Brookvale Depot site, so attention has turned to developing plans for retrofit options and seeking external funding to support this where available.
1.3.2	Undertake surveys of council-owned properties to identify works required to improve energy efficiency and develop a programme of proposed works, prioritising largest emitting assets.	Gas: 375.31 tCO2e Electricity: 136.75 tCO2e	Lead Officer - Building and Facilities Manager	Q3 to Q4 2023/24	 £ £	Surveys have been completed on the Council's most significant emitting assets. Survey information was used to develop a decarbonisation plan for Cygnet Leisure Centre, which was used to prepare a bid for retrofit funding under the Capital element of the Sport England Swimming Pool Support Fund and was recently announced that our application was successful.

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	1.3.3	Explore funding opportunities (Government grants, loans etc.) to progress required works.	N/A - funding availability may affect works completed	Lead Officer - Climate Action Delivery Manager (Corporate Services) Supporting Officer - Building and Facilities Manager	Ongoing	 	Funding opportunities continue to be shared through emails to relevant teams.
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	Lead Officer - Director (Corporate Services) Supporting Officer - Building and Facilities Manager Climate Action Delivery Manager (Corporate Services)	Q4 2022/23	 	<p>Legal contractual processes were completed with LASER in November 2023, with the new contract period commencing 1st October 2024 and ending on 30th Sept 2028.</p> <p>The LASER Framework agreements that the council will be accessing required suppliers to place increased emphasis on supporting customers in achieving Net Zero ambitions through the energy supply chain by investment in renewable energy sources. Furthermore, support will be available from LASER on the decarbonisation of operational buildings, including options for the supply and installation of on-site renewables or heat decarbonisation project.</p> <p>Completed → November 2023</p>
	1.4.2	Switch to a new energy supplier.	Look to increase this element at the next renewal	Lead Officer - Director (Corporate Services) Supporting Officer - Building and Facilities Manager Climate Action Delivery Manager (Corporate Services)	October 2024	 	Completed → November 2023
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 tCO2e (Operational Fleet vehicles only)	Lead Officer - Assistant Director (Operations)	Q2 to Q4 2021/22	 	Completed → March 2022

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






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1.5.2	Commence a fleet replacement programme, focusing on the decarbonisation of smaller fleet vehicles.	Current level of alternatively fuelled vehicles - 0	Lead Officer - Assistant Director (Operations)	Q1 2022/23 and ongoing	 	<p>The electric equivalent (if available) continues to be taken into consideration when smaller fleet vehicles are due for replacement. The Council's depot now has charging capacity installed for smaller electric vehicles which will support the expansion of the EV fleet moving forward.</p> <p>For larger vehicles, the industry standard is diesel Euro 6 vehicles which the Council have been operating since 2014. New larger vehicles will continue to be diesel-powered, as EV vehicles are in their infancy with reliability problems. Operating a fleet of larger electric vehicles would require extensive development of the Council's depot to allow for sufficient power and charging infrastructure. Officers are actively looking at HVO (Hydrotreated Vegetable Oil) to replace diesel as a more environmentally friendly option.</p> <p>15 out of 115 vans have been replaced with electric vehicles, representing 13% of the fleet.</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 - 0	Lead Officer - Assistant Director (Operations)	Q1 to Q3 2022/23	 	<p>Installation of 18 EV charging points has been completed at the Brookvale site and there are no current plans to further expand the charging infrastructure at this time.</p> <p>Completed → October 2023</p>
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 tCO2e (Operational Fleet vehicles only)	Lead Officer - Assistant Director (Operations)	Commence April 2022 and then ongoing	 	<p>To further develop the waste service and to take account of new residential developments in the borough, the route scheduling module of the Waste Management Team's Collective System has been procured and is currently being developed. This will allow the Waste Team to reschedule the main collection refuse & recycling routes to ensure that the work and vehicles are efficiently allocated every day/week. It is anticipated that this will further reduce vehicle miles thus reducing emissions.</p>
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	<p>Lead Officer - Waste and Transport Manager</p> <p>Supporting Officer - Assistant Director (Operations)</p>	Training has already taken place and will continue in future years.	 	<p>Completed --> September 2023</p>


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	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
1.7	Develop a Sustainable Travel Policy to reduce the level and impact of business travel. Develop policies and initiatives to encourage active travel by Members and officers.					
1.7.1	Complete research into alternative travel arrangements for staff including different cycle-to-work and cycle-hire scheme options as well as potential car-sharing arrangements.	Previous cycle-to-work programme in 2015 resulted in 21 orders being placed for bicycles	Lead Officer - HR Consultant	Q1/Q2 - 2024	 	<p>Cycle-to-Work Scheme</p> <p>The cycle-to-work scheme continues to prove popular with staff, with 14 staff members purchasing a bicycle or accessories via the scheme.</p> <p>Promotional offers are advertised as and when they become available, and staff contact HR regularly for advice on the scheme. As we head into the spring and summer months it is anticipated that the number of staff involved in the scheme will continue to grow.</p> <p>A survey has been planned to be rolled out in May which will mark 12 months since its implementation. The survey will help us to evaluate the scheme and its success and identify areas for improvement.</p> <p>Car Sharing Initiative</p> <p>In terms of car sharing arrangements, this was advertised via the Chief Executive's weekly update, but unfortunately, only 1 staff member expressed an interest in a car sharing scheme. Therefore, this potential initiative has not been progressed.</p> <p>EV Vehicle Salary Sacrifice Scheme</p> <p>In the coming months, a new leasing service will be launched for all staff offering electric cars on a salary sacrifice scheme.</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 and as well as other modes of transport.	1 person has utilised the scheme since its introduction	Lead Officer - HR Consultant	Q1-2022 and ongoing	 	<p>The Employer Travel Club with Arriva continues to be advertised to staff. Although research has been done on train travel, using public railcards offers the greatest potential savings and benefits for staff. As a benefit for employees, rail season tickets may be a smart choice, but this would have an impact on Council budgets.</p> <p>This has been completed but the HR team will review it to see if there is any opportunity to promote this again in the future.</p> <p>Completed → March 2024</p>
1.7.3	Develop and publicise a Hybrid Working Policy.	Completed	Lead Officer - HR Business Partner Supporting Officer – HR Consultant	Currently undergoing a trial period prior to full implementation	 	Completed --> September 2022

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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	<p>Lead Officer - HR Consultant</p> <p>Supporting Officer – HR Business Partner Communications Manager</p>	Q3 – 2025 Following the completion of the above actions	 	<p>A comprehensive cultural change plan has not yet been implemented, mostly because of other ongoing projects about organisational transformation, such as Investors in People programmes, which also have an impact on staff engagement and change throughout the organisation.</p> <p>However, all the alternative travel arrangements and initiatives continue to be promoted to staff such as the Cycle to Work Scheme and Employer Travel Club.</p>
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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	<p>Lead Officer – Project Surveyor (Energy & Sustainability)</p> <p>Supporting Officer – Head of Housing Assets</p>	Q1 2022/2023	 	Completed → September 2023
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	<p>Lead Officer – Project Surveyor (Energy & Sustainability)</p> <p>Supporting Officer – Head of Housing Assets</p>	Q1 2022/2023 and ongoing	 	The Healthy Homes Taskforce was approved and endorsed by the Management Team. Arrangements were made to organise the first meeting which commenced in January 2024 where dampness and mould, rent arrears and the energy performance of a property were key discussion points. This will continue to be explored by the group.
2.1.3	Encourage residents to purchase high-rated A+++ energy-efficient appliances.	No previous communication with tenants had been undertaken	<p>Lead Officer – Project Surveyor (Energy & Sustainability)</p> <p>Supporting Officer – Head of Housing Assets</p>	Q1-2022/2023	 	Completed → September 2023


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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
	2.1.4	Provide energy-saving information to tenants.	Not previously provided on sign-up of new tenancies	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q3 2022/2023 and ongoing	 £	Discussions are being held with the Neighbourhood Housing Manager about the 'Energy-saving advice' document being distributed on a large scale to our residents. Activity is also underway to update some sections of the 'Your Home' area of the website to include energy-saving advice.
	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	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q2-2022/2023 and ongoing	 £	Linked to action 2.1.2, the estate champion scheme will be explored. As part of our retrofit projects, communications prepared for residents have been reviewed and will provide them with more details about carbon and bill savings following the completion of the works.
	2.1.6	Undertake research into the potential link between poor energy performance, voids and rent arrears.	No research has been previously undertaken	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q1-2022/2023 and ongoing	 £	It has been determined to be more appropriate to complete this exercise on a project-specific basis and use this data to help shape our retrofit programmes. This will be an ongoing task and the housing team will undertake research where there is an opportunity, hence marking it as completed. Completed → March 2024
	2.1.7	Share best practices, lessons learned and case studies through Kent Housing Group, BEIS, LinkedIn, and Private Landlord Forum.	Sharing of best practices regarding housing has always been shared however not focused on net zero.	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	The Project Surveyor (Energy & Sustainability) has recently spoken at HOMES UK Unlock Net Zero Live at the ExCeL London on the topic of 'Engaging tenants and residents from the outset for retrofit success'. They have also been asked to speak at Solar and Storage Live London 2024 at ExCeL London on the subject of 'No Quick Fixes - What Changes Need to be Made to the Social Housing Decarbonisation Fund?' and are also due to speak at Kent Housing Group about decarbonisation of the housing stock. The Officer also spoke at Gravesham's Private Sector Landlord Forum and has shared learning experiences from the Council's experience of delivering retrofit works with private sector landlords.
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 energy-saving measures.	A Grade – 36 B Grade – 500 C Grade - 3027 D Grade - 1947	Lead Officer – Project Surveyor (Energy & Sustainability)	Q3-Q4 2022/2023 and ongoing	 £	The programmes for 2024/25 have been finalised and where possible, energy efficiency measures have been joined up with planned works programmes such as windows, doors and roof replacements. This approach has been adopted for planned work programmes,


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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
			E Grade – 123 F Grade – 4 G Grade - 1	Supporting Officer – Head of Housing Assets			hence marking this as completed. Completed → March 2024
	2.2.2	Create an asset management strategy consisting of an Asset Grading Module.		Lead Officer – Head of Housing Assets	Q3 2023/24	 £ £	It was agreed that the Asset Strategy will be implemented alongside the Development Strategy and it is expected that these two strategies will be presented to Cabinet in Spring for adoption.
	2.2.3	Create a programme to tackle the homes that lack loft or cavity wall insulation.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	The Council have submitted a bid for the Social Housing Decarbonisation Fund (SHDF) Wave 2.2 consisting of loft and cavity wall insulation, improved ventilation and double glazing to 105 properties. A rolling programme of insulation upgrades for properties that do not qualify for Government funding will be carried out in 2024/25 and future years. This approach has been adopted for planned work programmes, hence marking this as completed. Completed → March 2024
	2.2.4	Create a programme of properties and blocks for retrofitting taking a 'fabric first' approach based on data from the Parity system.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	The Council have submitted a bid for the Social Housing Decarbonisation Fund (SHDF) Wave 2.2 consisting of loft and cavity wall insulation, improved ventilation and double glazing to 105 properties. A rolling programme of insulation upgrades for properties that do not qualify for Government funding will be carried out in 2024/25 and future years. This approach has been adopted for planned work programmes, hence marking this as completed. Completed → March 2024
	2.2.5	Switching to PIR-sensored lights in blocks and sheltered schemes to prevent lights from being left on all night and day		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q3-4 2021/2022 and ongoing	 £ £	Completed → September 2023

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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
	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.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 	The programme for 2023/24 has now been completed at Pegasus Court, Portreeve Court and Longferry Court. The programme for LED lighting replacements for 2024/25 has been finalised and consists of 8 blocks and will commence from April.
	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.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 	<p>As part of the capital investment plan review, we have identified the works that are required to reach EPC C and net zero. Where practical and required, materials such as triple glazing will be considered where it is felt appropriate in improving the energy performance of the building more so than traditional materials such as double glazing.</p> <p>This activity has been completed. Completed → March 2024</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.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 	Water-saving devices at all 13 planned sites have now been installed, resulting in a yearly savings of 292,000 litres of water and an energy savings of 9,840 kWh. The team are still finalising the proposed programme for water-saving devices for 24/25 and exploring whether these can be introduced alongside other retrofit projects.
	2.2.9	Gas boilers – retrofit installation of flue gas heat recovery systems (FGHRS) to new gas boilers as a short-term measure.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q1 2022/2023	 	Completed → September 2023

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	2.2.10	Review of the void property lettable standard to include air tightness, draft reduction, and adequate ventilation.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q2 2022/2023 and then ongoing	 £	The Decent Homes Standard has not yet been released. Since the last CCAB update, we have carried out major retrofit works to 3 void properties consisting of insulation upgrades and installation of air source heat pumps and solar panels.
	2.2.11	Carry out EPCs following the completion of planned works.	A Grade – 36 B Grade – 500 C Grade - 3027 D Grade - 1947 E Grade – 123 F Grade – 4 G Grade - 1	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	Current EPC's figures are as follows: A Grade - 71 B Grade - 595 C Grade - 3885 D Grade - 1032 E Grade - 25 F Grade - 1 G Grade – 1
	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.		Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	Works at Springvale Court have been completed. All the 15 completed homes have now reached EPC A and are assessed at net zero. Two blocks have been identified for renewable heating to be installed in 2024/25. We are still currently at the design and tender stage on these projects and once finalised, we will work with our residents to carry out further engagement sessions before the works proceed.

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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
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)	Lead Officer – Senior Development Manager	Q1 2022/2023 and then ongoing	 £	Completed → September 2023
	2.3.2	The council will 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 ERs. Solar panels are not currently installed in new developments and have been installing gas boilers to date.	Lead Officer – Senior Development Manager	Q1 2022/2023 and then ongoing	 £	St Columba's Close project has now commenced on-site with completion scheduled for April 2026. The Worcester Close project is still in the planning permission stage and is still to go out to tender. The proposed development of annual regulated carbon emissions against Building Regulations' target emissions is expected to be a 52.4% reduction against Government Building Regulations "Conservation of fuel and power: Approved Document L" for both projects.
	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.	Lead Officer – Senior Development Manager	Q1 2023/2024 and then ongoing	 £	Completed → September 2023

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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	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	This has been completed but the housing team will continue to review opportunities to promote this in the future. Completed → March 2024
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%	Head of Housing Assets	Q2 2022/2023	 £ £	LASER Contract Renewal paperwork has been completed, which requires suppliers to place increased emphasis on supporting customers in achieving Net Zero ambitions through the energy supply chain by investing in renewable energy sources. Completed → November 2023
2.5 Explore alternative energy solutions for communal areas and council housing tenants, looking to encourage the use of green energy companies wherever possible.							
	2.5.1	Encourage the use of green energy companies in publications and explore with current providers to see if a discounted service could be offered to residents.	No previous communication with tenants had been undertaken	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	Opportunities to encourage the use of green energy will continue to be identified. The energy-saving advice document has been shared with residents and is due to be shared more widely including with new tenancy packs.
	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	Head of Housing Assets	Q1 2023/2024 and then ongoing	 £ £	Refer to 2.4.1 Completed → November 2023

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		Specific Action	Baseline performance	Owner	Timescale	Resource	Officer Updates
	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.	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q1 2022/2023 and ongoing	 £ £	The solar panels at Springvale Court have been completed in mid-December. Three blocks have been identified for the installation of Solar PV to power the communal electricity in 2024/25, including Block 21-62. The Hive is in our approach to converting all of our high-rise blocks to solar energy to power communal areas. We are currently still in the design stage for all three blocks.
2.6 Develop and deliver a programme of investment in EV charging points in existing housing estates.							
	2.6.1	Identify opportunities to introduce EV charging on existing council estates where feasible and appropriate.	Currently no EV charging on housing estates	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q1 2023/2024 and ongoing	 £	As part of our solar PV feasibility studies, two blocks have been identified as potential sites for Electric Vehicle (EV) chargers in 2024/25.
	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	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q2 2023/2024 and ongoing	 £	The upcoming issue of "Your Home" will feature a section on electric vehicles and how to charge them, as well as average charging rates and range statistics.
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.	Lead Officer – Senior Development Manager	New builds – commence 2021-22 and then ongoing Existing sites – commence Q1 2022/2023 and then ongoing	 £ £ (Capital Budget)	The new development at the St. Columbus site has been identified to install approximately 70 cycle spaces which are in line with KCC guidance and equivalent to one space per flat or maisonette and one per bedroom space per house which is due to be completed by April 2026.

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
	2.7.2	Continue to deliver sustainable travel behaviour change messaging through online digital content and targeted engagement opportunities.	No previous communication with tenants had been undertaken	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Ongoing	 £	Benefits of active travel including financial savings, health benefits and how active travel can benefit the planet and community will be provided in the next edition of the 'Your Home' magazine.
2.8	Reduce the amount of waste generated by the service and tenants that is sent to landfills 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	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q1 2023/2024 and ongoing	 £	A number of new contracts are due to be procured and we are working with our procurement framework supplier South East Consortium to include a question as part of the tender evaluation stage in relation to waste and reduction targets which will include grading.
	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 surveys per site for a greater understanding of how easy it is for them to recycle.	5 sites have currently had waste improvement works carried out	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q2 2022/2023 and ongoing	 £ £ (Capital Budget)	The review of communal waste and recycling facilities is carried out under the fire risk assessment programme where suitable improvements are identified. Ebbsfleet Walk is currently being reviewed to identify improvements to the waste management arrangements.
	2.8.3	Creating an affordable recycled furniture and household items project for residents to donate.	No previous scheme existed	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q1 2023/2024 and ongoing	 £ £	The project has been processing well with Ellenor Hospice with around £4,200 raised by the charity from the collections of unwanted items to date. This action item was to create the scheme which has been done and is in progress, hence marking this as completed. Completed → March 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
	2.8.4	Estate skip initiative - providing skips for residents to dispose correctly of items.	No previous scheme existed	Lead Officer – Project Surveyor (Energy & Sustainability) Supporting Officer – Head of Housing Assets	Q2 2023/2024	 £ £	As part of the retrofit works at Springvale Court, this initiative was trialled and a skip was provided to residents to dispose of any items, this was also completed in tandem with the Ellenor project for any items that could be reused and sold in their shops.
	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 landfill for general composting.	Lead Officer – Parks and Open Spaces Manager Supporting Officer – Head of Town Centre & Cultural Services	Q1 2023/2024 and ongoing	 £ £	Total green waste collected from GBC, including domestic garden waste, is 3,205 tonnes which is an increase of 5.5% from last year and 1.8% against the average over the past 5 years.
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	Lead Officer – Parks and Open Spaces Manager Supporting Officer – Head of Town Centre & Cultural Services	Q1 2024/2025	 £	The priority of this strategy leads onto the council's requirement to capture the ongoing carbon from our portfolio and increase this through the BNG (Biodiversity Net Gain) strategy. This is ongoing and will require direction from management in line with corporate plans. The council is currently reviewing companies to run a feasibility study on GBC parks and open spaces to create a baseline from which we can develop the strategy.
	2.9.2	Identify opportunities to 'green' the Council's property estate, looking to find appropriate sites to deploy green infrastructure.	No previous ground maintenance projects	Lead Officer – Parks and Open Spaces Manager Supporting Officer – Head of Town Centre & Cultural Services	Q1 2024/2025 and ongoing	 £ £ (Capital Budget)	The council is working on a better maintenance schedule for the new Valley Drive development now this has been handed over. We are also working on making comments on EDC development and St. Columbus. As part of the Biodiversity Net Gain (BNG) strategy the plan is to identify 10 primary sites to start this project, these will be a mixture of urban, peri-urban, and open space.

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
	2.9.3	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	Lead Officer – Parks and Open Spaces Manager Supporting Officer – Head of Town Centre & Cultural Services	Q1 2024/2025	 £ £ (Capital Budget)	The council is working on a proposal to look at evidence and research that had been collected by KCC and Kent Wildlife Trust to establish wildlife habitats. North Kent Countryside Partnership has agreed to work with North Kent Mind to help the council improve Gordons Promenade. Application for designated funds has been made to assist in the benchmarking exercise that will help facilitate these pilots. In addition, a proposal is being taken to the senior team to join as a core partner to the National Nature Reserve, this will also bring data and resources through intelligent mapping of green infrastructure to allow GBC to target areas of priority and measure success against historical ecology benchmarking.
	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	Lead Officer – Parks and Open Spaces Manager Supporting Officer – Head of Town Centre & Cultural Services	Q1 2024/2025 and ongoing	 £	Applications were unsuccessful to the Woodland Trust but there is renewed application for a further 300 whips for native hedgerow by the Windmill Hill Association. Additionally, the council is in discussion with the Ecology Charity who are looking to develop its volunteer and partnership programme for the offsetting of carbon and biodiversity purposes. Although it is worth noting that carbon sequestering through trees will be a 10-year monitoring program and this is important for the council's carbon net zero targets, it would be equally advisable to propose global, national and localised plans and financially incentivising specific groups to claim the carbon credits that can be used and recorded for the council.
	2.9.5	Ensure that included within the employment requirements for newly built 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 changes in requirements have required further adjustments	Lead Officer – Senior Development Manager	Q2 2022/2023 and then ongoing	 £ £ (Capital Budget)	Construction for 46 new Council homes at St Columba's Close has commenced now with completion due in April 2026. These new homes will have above-average building fabric performance, high level of air tightness, GSHP heating and hot water systems.

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 3: GBC – the community leader


	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
3.1	Implement an overarching Communications Strategy to clearly articulate how the council will seek to engage with residents, businesses, partners, and communities to encourage and support climate change action across the borough. Linking in with national and local initiatives, develop a programme of activities targeted at increasing awareness of climate change activities within schools.					
3.1.1	Development of a 'Stay Safe, Shop Local' campaign using EU Welcome Back funding as an ongoing publicity tool in order to reduce carbon footprint through educating and encouraging people to reduce travel to shopping centres.	The first campaign of its type, so no baseline measure is available	Communications Manager	January-March 2022	 £ £ (potential EU funding)	Completed → March 2022
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	Lead Officer - Communications Team in liaison with relevant council departments	Ongoing	 £	In October, officers addressed about 350 students at Tymberwood Academy during an entire school assembly focussing on recycling. An opportunity was taken to invite pupils to bring in small electrical items for recycling – 44 items weighing 69.6kg were taken in by the Waste Projects and Compliance officer. Since January, the main focus has been on helping Kent County Council submit an application to the Zero Carbon Fund for HUB school financing. Unfortunately, the application was unsuccessful however KCC is working on building the same project on a smaller scale by working in collaboration with other councils.
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.		Lead Officer - Communications Team	Ongoing	 £	Officers have focused on electrical recycling scheme promotion in partnership with Materials Focus and it has been promoted on social media platforms and our website.
3.1.4	Use of Your Borough and Your Home magazines to reach all residents with updates and educational material regarding the council's efforts to reach Net Zero and how residents and businesses can contribute.		Lead Officer - Communications Team	Ongoing	 £	The Winter edition of 'Your Borough' focused on recycling, including Christmas trees and the Spring/summer edition of 'Your Borough' featured articles on the electrical recycling scheme and the Great British Spring Clean.
3.1.5	Media releases/briefings regarding implementation of key measures (e.g., installation of EV charging points in council-owned car parks).		Lead Officer - Communications Team	Ongoing	 £	Release issued and coverage achieved regarding the electrical recycling scheme.
3.1.6	Consideration is being given to parish events regarding the Net Zero programme.	No parish events had previously been held	Lead Officer - Communications Team	Ongoing	 £ £	The council is committed to providing support to Parish Councils and signposting them to our events wherever possible, and Parish Councils have been provided with updated contact information for the council should support or advice on climate actions be required.
3.1.7	Ensure engagement activities are undertaken with the community as required in line with key projects and directives being undertaken.		Lead Officer - Communications Team (to lead on projects with relevant departments)	Ongoing	 £ £	Engagement activities for the forthcoming year are yet to be planned.

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
3.1.8	Consider the establishment of an action group or forum where residents can come together to share ideas on climate change and behaviours.		Lead Officer - Climate Action Delivery Manager Supporting Officer - Communications Manager	Ongoing	 £	Further consideration will be given to this action in line with the future engagement options presented in action 3.1.7.
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	Lead Officer - Director (Corporate Services) Supporting Officer - Communications Manager Climate Action Delivery Manager	January 2022 to October 2022	 £	Completed → September 2023
3.2.2	Active engagement in Phase Three of the Solar Together Scheme.		Lead Officer - Climate Action Delivery Manager Supporting Officer - Communications Manager	March 2023 to June 2024		Phase Three was launched in two parts last year and promoted through social media platforms, direct mail, posters, flyers, etc. Installations from the Spring phase are complete and the Autumn phase is due to be completed by June 2024. Spring Statistics Total registrations – 345, solar panels – 323, battery storage – 22 Total Installation – 44, panels installed – 546, battery installed – 2 Autumn statistics Total registrations – 225, solar panels – 48, battery storage – 170, retrofit battery storage - 7 Total Acceptance - 73, solar panels – 37, battery storage – 33, retrofit battery storage – 3
3.2.3	Working with other partners in Kent to actively deliver initiatives in line with the Kent & Medway Low Emission Strategy, which meets the needs of Gravesham residents.		Lead Officer - Climate Action Delivery Manager	Ongoing	 £	The Council work with colleagues from other public sector organisations in Kent as part of the Kent and Medway Environment Group and the Kent Climate Change Network to share best practices and identify common areas of interest for collaborative working. Officers have been working with Kent County Council to submit an application to the Zero Carbon Fund for HUB school financing. Unfortunately, the application was unsuccessful however KCC is working on building the same project on a smaller scale by working in collaboration with other councils.

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
3.2.4	Actively engaging with organisations such as the Greater Southeast Energy Hub to bring forward initiatives intended to improve efficiency in domestic properties.		Lead Officer - Climate Action Delivery Manager	Ongoing	1 person £	Council Officers are actively attending meetings/ sessions/ webinars and sharing learning and funding opportunities as and when these are identified 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.		Lead Officer - Climate Action Delivery Manager Supporting Officer - Communications Manager	Ongoing	1 person £	Council is currently working on the launch of Solar Together Phase 4 which will be open to residents in April.
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.		Lead Officer - Senior Economic Development Officer Supporting Officer - Climate Action Delivery Manager	Ongoing	1 person £	The proposed Lower Thames Crossing remains a designated pathfinder project to explore carbon-neutral construction. This should benefit local businesses through supply chain opportunities and upskilling to meet net-zero challenges. From Q1 2024, a feasibility study will be undertaken to consider options for creating local skills provision (focused on construction and decarbonisation). Content has been supplied to the Digital/Communications teams, for inclusion in the new climate change pages on the Council's website.
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	Lead Officer - Senior Economic Development Officer Supporting Officer - Climate Action Delivery Manager	Ongoing	1 person £	Kimberly Clark has now submitted plans for a Green Hydrogen Electrolyser, intended to produce renewable natural gas to help power their site at Northfleet. The potential for a local (renewable energy) generation scheme to reduce the energy costs of occupiers at Springhead Enterprise Park will be looked at once the capital requirements for Energy Performance enhancements have been fully considered across the council's wider estate. This work will be linked to the successful Solar PV schemes initiated by the GBC Housing team and the council's wider review of its property assets and upgrades including those associated with Energy Performance Certificates. The intention is to scope the pros and cons of a scheme to help reduce energy costs for occupiers and provide an alternative, resilient energy supply.

KEY:

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





£ - Low - less than £10,000


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

£ £ - Medium - £10,000 - £50,000


10+ people - 10 or more members of staff involved in project delivery

£ £ £ - High - More than £50,000


	Specific Action	Baseline performance	Owner	Timescale	Resource	Officer updates
						Council officers will be supporting partnership development, including via the Thames Estuary Partnership and other prospective partners undertaking decarbonisation-related work such as Innovate UK and their 'Net Zero Go' tool (especially where this might require a novel approach and/or external funding need).
3.3.3	A green / carbon reduction business award. To help identify local firms providing low-carbon environmental goods and services and/or successful case studies of businesses reducing operational carbon footprint.	Applications to awards will contribute to establishing a baseline dataset	Lead Officer – Senior Economic Development Officer	December 2023	 £ £	The Gravesham Business Awards ceremony was held in November 2023, with an explicit environmental category – Business Decarbonisation (Green) and this category will be part of the award ceremony going forward. Completed → November 2023
3.4	Implement policy to ensure adequate consideration is given to the impacts on the environment of new development (residential and commercial). Ensure that such developments support sustainable living and transport infrastructure and solutions for cycling, walking and low/zero-emission vehicles.					
3.4.1	Through the pre-application advice service, encourage applicants to submit policy-compliant schemes which minimise the impacts of new development on the environment		Lead Officer – Head of Planning	Until completion	 £	The revised version of the Dropped Kerb and Electric Vehicle Charging Guidance document was shared with Strategic Environment Cabinet Committee members last year and has been subsequently adopted. The guidance has been published on the website under - Supplementary planning and informal guidance Planning guidance – Gravesham Borough Council Completed → March 2024
3.4.2	Ensure that emerging Local Plan policy, to support that in the Core Strategy, is framed with regard to the latest Government guidance, regulation, and best practice		Lead Officer – Head of Planning	Development of Local Plan policy in line with Local Development Scheme	 £ £	The emerging Local Plan is currently being progressed and the transport modelling is progressing with National Highways points of clarification being addressed. A revised Local Development Scheme will be agreed upon formally in due course.
3.4.3	Represent Gravesham at the Kent Climate Change Network Energy Sub-Group with a specific interest in the role a Local Area Energy Plan (LAEP) may play within the borough's local plan to assist with the prediction of future energy demands.		Lead Officer – Career Grade Planner (Planning Policy)	Ongoing	 £	Gravesham has been represented at the Kent Climate Change Network Energy Sub-Group to understand the role a Local Area Energy Plan (LAEP) may play within the borough's local plan to assist with the prediction of future energy demands. The Group is looking at potential consultants to deliver an LAEP and the likely costs associated with this. UKPN and the National Grid are launching resources to aid in the delivery of local energy spatial planning. Ofgem is conducting a consultation on Regional System planning, which will most likely align with the LAEP programme. Ashford BC and Folkestone & Hythe BC will collaborate on a trial and feedback on their experiences to the group. Ashford Borough Council have commissioned IES (Integrated Environmental Solutions) to develop a new decarbonisation plan. This will support strategic level planning and provide visual models to take into 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
							community to help with planning for local renewable energy and retrofit projects. Ashford Borough Council are working with IES to pilot their new software as part of this project and plans to share learning with colleagues at CCN over the next year.
3.5	Develop electric vehicle charging infrastructure across the borough, both for residents, businesses, 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)		Lead Officer – Climate Action Delivery Manager	Ongoing	 £	Solar Together Phase Three was launched last year with the promotion of the scheme through our social media platforms. From the Spring batch, 2 electric vehicle charging points have been installed, we are awaiting statistics from the Autumn batch which is due to be known by June this year.
	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	Lead Officer – Parking & Environmental Enforcement Services Manager	Ongoing	 £ £	Council has completed all the planned installations except for one location which is pending due to the legal work at the Church and officers have been following up with them to get it expedited. We now have 52 GBC-owned charging points operated through Connected Kerb (24 charging points) and BP Pulse (26 charging points) and 2 Taxi chargers in the borough. The council will continue to identify funding sources and additional sites which may benefit from the installation of EV chargers and analyse data from existing sites to identify expansion where there is a demand.
	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.		Lead Officer – Parking & Environmental Enforcement Services Manager Supporting Officer - Climate Action Delivery Manager Senior Economic Development Officer	Ongoing	 £	KCC took their LEVI (Local Electric Vehicle Infrastructure) fund report to their Environment and Transport Cabinet Committee in January and was provided with the approval to progress with the application. The council has worked with KCC to secure the funding, with stage two of the application process due to be completed in Spring/Summer 2024. We will know in due course how the funds will be distributed among the various districts.
	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.		Lead Officer – Regulatory Services Manager Supporting Officer - Parking & Environmental Enforcement Services Manager	Summer 2022	 £ £	Completed → September 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
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.		Lead Officer – Principal Transport and NSIP Project Manager Supporting Officer - Communications Team	Ongoing	 £	Following on from the Gravesham Local Cycling & Walking Implementation Plan the following cycling schemes are being explored <ul style="list-style-type: none"> • Thames Way - improvements by EDC to existing provision are still being explored • Northfleet High Street – improvements by EDC being designed • Northfleet to Gravesend – revised scheme along Overcliffe/London Road being developed by KCC • Gravesend to Cascades – a report has been produced but needs resources to take forward • A226 enhancement – long term to produce separate highway/ cycleway/ footway • Istead Rise to Meopham – a study being done of possible options to see what might be practical • Improved crossings of Hever Court Road and the slip onto Hall Road from the Ebbsfleet junction are being explored
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.		Lead Officer – Parking & Environmental Enforcement Services Manager Supporting Officer - Climate Action Delivery Manager	Until project completion	 £ £	KCC received funding for Kent's Bus Service Improvement Plan (BSIP) in March 2023 which includes funding for the introduction of MaaS to the Ebbsfleet area. KCC started procuring a MaaS technology partner and initiating a marketing and behavioural change campaign in winter 2023 (completing Summer 2024) to introduce MaaS to the Thameside area initially during 2025. No Strategic Commissioning resource was available to work with the Public Transport team to progress the MaaS partner procurement until Sept 2023, delaying the procurement process due to the Strategic Commissioning restructure. Electric Car Club for MaaS Ebbsfleet is on hold until the MaaS scheme procurement progresses.
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.		Lead Officer – Regulatory Services Manager	Until project completion	 £	Work has commenced and is expected to continue for the remainder of the year, completing in May 2024. Latest updates can be found here: Bath Street Fastrack bus lane - Kent County Council


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
3.7.2	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.		Lead Officer – Head of Planning Supporting Officer - Regulatory Services Manager	Ongoing	 £	The Lower Thames Crossing examination closed in December 2023, the Planning Inspectorate are currently in the process of determining the Development Consent Orders. Comments around sustainability and climate change have been made.
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.		Lead Officer – Head of Planning	Ongoing	 £ £	The Planning Service continues to ensure that all forms of flood risk are taken into account as part of the decision and plan-making processes. The Planning Policy team together with the Inclusive Growth team continue to engage with the Environment Agency on strategic flood defence matters.
3.8	Review council procurement policies and practices 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.		Lead Officer – Principal Accountant (Special Projects) Supporting Officer- Finance & Procurement Officer	March 24	 £	The revised Procurement Strategy including Climate Change considerations was approved at Cabinet on 18 March 2024. The strategy aims to promote local service delivery, help decarbonise the supply chain and support opportunities for local supply in the council's procurement approach. Completed → March 2024
3.8.2	For contracts over £250,000 per annum, require bidding suppliers to confirm their commitment to working towards net-zero emissions.		Lead Officer – Principal Accountant (Special Projects) Supporting Officer- Finance & Procurement Officer	May 2024	 £	The 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. Work to refresh the Invitation to Tender (ITT) and evaluation templates is ongoing.
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.		Lead Officer – Principal Accountant (Special Projects) Supporting Officer- Finance & Procurement Officer	May 2024	 £	The 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. Work to refresh the Invitation to Tender (ITT) and evaluation templates is ongoing, alongside a review of existing suppliers.


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
	3.8.4	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.		Lead Officer – Principal Accountant (Special Projects) Supporting Officer- Finance & Procurement Officer	May 2024	 £	The Contract Procedure Rules make explicit reference to ensuring that relevant tenders over a certain threshold include environmental impact considerations. Work to refresh the Invitation to Tender (ITT) and evaluation templates is ongoing.
	3.8.5	Actively work with strategic and/or significant suppliers to support improvement in their performance.		Lead Officer – Principal Accountant (Special Projects) Supporting Officer- Finance & Procurement Officer	Ongoing	 £	This ongoing action will be taken forward as procurement opportunities present themselves whilst the Supplier base is being reviewed.
		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	Lead Officer - Assistant Director (Operations) Supporting Officer - Waste Projects and Compliance Officer	Q4 2022/23	 £ £	Since August 2021, 1,406 (+49.9%) more flats in the borough have dry mixed recycling collections and 857 (+323.4%) more flats have food waste recycling collections. In total, 73 blocks of flats have been given recycling provisions. Educational recycling leaflets have also been delivered to 1,992 flats in the borough (29.4% of total Council & private flats). Currently, 62.3% of flats now have recycling and 16.6% of flats have food waste collection. An action plan is being developed to deliver a recycling service to the 2k properties without recycling collections and to the 5k properties without food waste collections. A new town centre recycling round has yielded approximately 45.8kg of recycling (not including food waste) per household in the past 5-months. This action will be developed as Government policy and relevant New Burdens funding is finalised (Simpler Recycling / EPR) which will make it mandatory for every property to have a recycling and food waste collection by 31 st March 2026.


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
	3.9.2	Public education to reuse and recycle in the correct way.	PI8 Pledge2Recycle Plastics Survey	Lead Officer - Assistant Director (Operations) Supporting Officer - Waste Projects and Compliance Officer	Ongoing	 £	In terms of recycling contamination, since January 2023, 17,524 letters have been written to properties explaining the contamination issue and the correct way of recycling. Comparing overall recycling contamination between Q1 and Q3, the average rejected tonnage has reduced from 28.4 tonnes per week in Q1 to 7.9 tonnes per week in Q3; a reduction of 72%. Communications from our small electricals project have reached 42k accounts; generated 427 likes; 84 shares; 3,621 views; 58 comments, and; 4,059 clicks in total across our corporate social media platforms.
	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	Lead Officer - Assistant Director (Operations) Supporting Officer - Waste Projects and Compliance Officer	Ongoing	 £	A small electrical 'amnesty' event took place for International e-Waste Day 2023 in October, during which 216 individual items were donated for recycling, weighing in at 159.2kg. The 18 new small electrical recycling points were launched in November 2023 and have yielded 8,000 items in the first 5 months, weighing in at 7.3 tonnes. Total small electrical recycling from Brookvale stands at 9.1 tonnes since July 2023. The Waste Management Unit have also begun to segregate televisions and other small electricals for recycling that would otherwise have been disposed of as part of a residual waste stream. Since launching our Council household battery collection points in December 2022, 196.0kg of batteries have been collected and recycled. On average, 5.3 tonnes of batteries were recycled in Gravesham each year between 2020 and 2021. After an awareness-raising campaign and the introduction of GBC collection points, battery recycling in 2023 stood at 7.0 tonnes (+32.8% against the 3-year annual average).
	3.9.4	Work with 'third sector' partners to develop new reuse options.	Bulky waste & residual waste tonnages	Lead Officer - Assistant Director (Operations) Supporting Officer - Waste Projects and Compliance Officer	Ongoing	 £	A 'Your Borough' piece has been prepared to encourage reuse and more sustainable disposal routes, such as Vinted, Depop and Freegle to help residents reuse their unwanted items, minimising waste, and CO2 emissions. Freegle stats - Between January 2022 and February 2024, 23.9 tonnes were re-used and 12.2 tonnes of CO2 was saved, with an average of 956 kg re-used monthly.

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 - 10 or more members of staff involved in project delivery

£ £ £ - High - More than £50,000