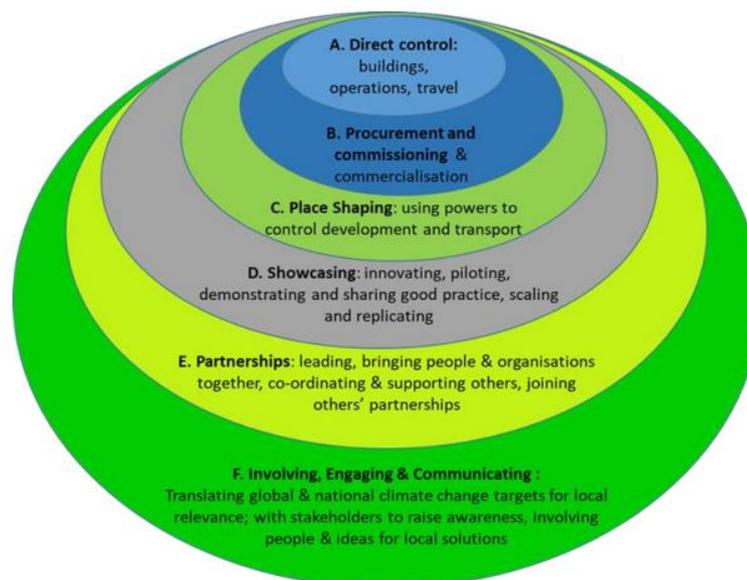


Climate Change Strategy June 2022

Overview

1. Climate change, caused by increased greenhouse gas emissions, is having a devastating impact on our planet. Without decisive action to reduce emissions, we are likely to experience an increase in damaging weather events impacting homes, livelihoods, infrastructure, food production, habitats and biodiversity.
2. The global response to this threat is framed in the Paris Agreement¹ a legally binding international treaty, adopted by 196 Parties at COP 21 in Paris, 2015 and entered into force on 4 November 2016. Its goal is to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels.
3. In line with this ambition the UK government have outlined their commitment to net zero carbon by 2050, with a pathway committing us to the Independent Climate Change committee's (ICCC) Sixth Carbon Budget 2020, reducing emissions by 78% by 2035 to 1990 levels.
4. The UK Government's sixth Carbon Budget 2020 sets out the important and dynamic role local authorities have both directly and indirectly in delivering carbon reduction in their local area. We need to think globally but act locally with a sense of urgency, priority and scale. The role of Local Government in the climate change crisis is well documented and formally recognised but it is broad ranging and includes; active place shaping initiatives and de-carbonising of assets; empowerment and engaging partnerships; to lead and influencing change.

Figure 1.2 How local authorities control and influence emissions



Source: 'Onion diagram' based on internal Centre for Sustainability model and amended for this report.

¹ <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

5. Our borough, sitting in the heart of the Garden of England, with its beautiful countryside and varied towns and villages, needs us all to act together. We must consider how we can adapt and change our behaviour to lessen our impact locally, influencing and supporting positive change nationally and globally.
6. In May 2021, Ashford Borough Council made a clear commitment to carbon net zero targets within our own estate by 2030 and to support the government's national agenda to reach net zero carbon more widely in the Borough by 2050. The Climate Change Advisory Committee (CCAC), driven by our lead Member, ensures the commitment to act, achieve and collaborate to meet this agenda.
7. This strategy sets out how we will take a systemic approach to meeting both these targets with a two pronged approach. Firstly, through leadership and example, ensuring sustainability considerations, action and accountability are ingrained into all we do as a council and secondly to enable, support and advise all our partners, communities and stakeholders to contribute to our shared goals. We envisage a consultative and problem solving approach will help us understand and tackle any barriers to change and allow us to bring all communities with us in this vital work to secure natural balance, embrace innovation and drive a new green economy.
8. This strategy has a clear timeline to 2050, although this may inevitably require review as new challenges arise or indeed if new technologies bring earlier successes.

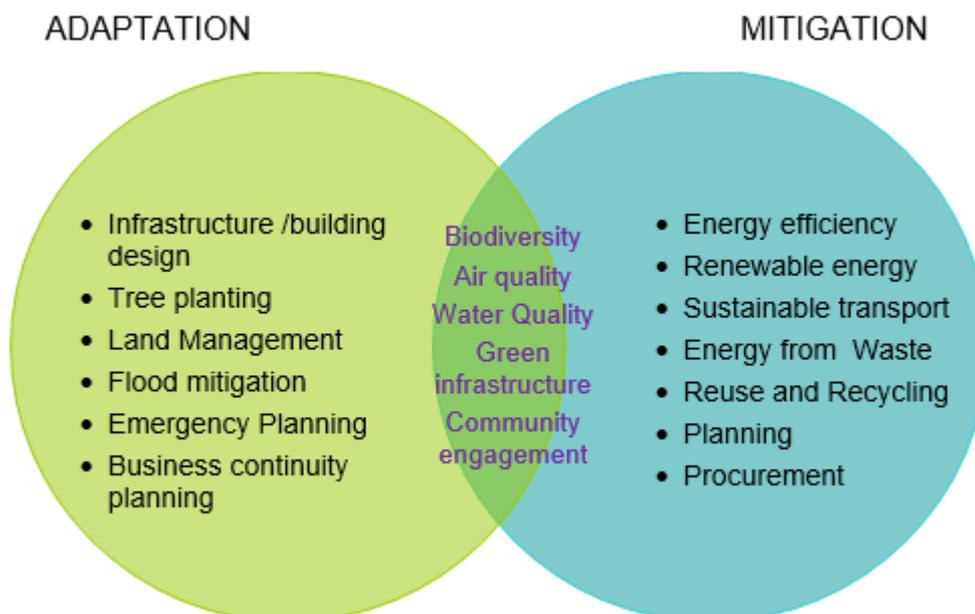
Vision and Purpose

9. To lead and drive this agenda with ambition, build on our reputation as a resilient, innovative and caring Council, delivering sustainable services that meet resident's needs but which also motivates essential behaviour change.
10. The realisation of our vision will help to ensure we continue to deliver high quality and cost effective services to local residents but give increasing weight to the longer term impacts of climate change and acknowledge our responsibility as guardians for the future and exemplars of good practice.
11. We seek to genuinely embed sustainability into all decision making, share our learning and actively support others to engage meaningfully in the agenda.
12. The new strategy will be delivered through the successful adoption of 8 guiding principles which will frame ongoing iterations of our Climate Action Plan, (the first version for 2022-24 attached.) which covers both our internal and external net zero carbon targets.
13. This is more than a set of interventions and exciting new project areas but involves a fresh centralised approach, whereby all council services share accountability, matrix teams become a comfortable norm and data collation and an evidence led approach is always the starting point for prioritisation, to ensure greatest benefits are attained. The action plan will be considered a living document that can respond to data, policy change and new technologies and regularly engages all stakeholders.

14. The action plan will be delivered collaboratively but with central oversight from a new Climate Action Team (CAT), which will build capacity, co-ordinate and support the required activities to deliver on our responsibility as leader and enabler of the local climate change agenda.
15. Adoption of the strategy will confirm Climate Change as the golden thread running through all policy considerations. It confirms that its multiple co-benefits such as health, wellbeing, air quality, biodiversity, energy security and economic development are understood and will enable the Council to demonstrate and illustrate benefits of a holistic, 'One Council' approach.

Our Focus

16. The core focus of the strategy is to tackle the numerous work streams collectively, to prioritise work based on evidence, reduce duplication and ensure work streams and funding opportunities do not fall between the gaps.
17. The Climate Change Strategy and Climate Action Plan touches all areas of Council activity, whether focusing on **Mitigation** strategies through greenhouse gas reduction, or **Adaptive** strategies, ensuring resilience to current climate change pressures and future threats. As such success requires a system led approach recognising that work areas will inevitably overlap and requires some organisation.



18. We are also keenly aware that there is an internal and external context to consider. Only 2-5% of our area emissions are in our direct control (assets, energy use, Etc.) but a further 33% reductions are attainable by targeting activity in our circle of influence, out in the community. ² It is vital that we work on our own assets so

² Climate Change Committee Local Authorities and the 6th Carbon Budget Dec 2020 <https://www.theccc.org.uk/wp-content/uploads/2020/12/Local-Authorities-and-the-Sixth-Carbon-Budget.pdf>

that we can lead by example and meet our 2030 targets but we also have a more challenging duty to ensure we meet our 2050 borough wide target by tackling this 33%. The remaining borough wide emissions may be out of our control (and include areas such as aviation, motorway use, power generation etc.), although we have a behaviour change / lobbying role in this regard.

19. Data is key to planning our strategy going forwards and we are committed to an evidence led approach to understanding and best targeting our localised response as well as measuring our impact. This will involve the commissioning of external expertise for feasibility work where appropriate. Qualitative data and resident feedback is also vital to ensuring our policies and actions meet community need.

Delivery model

Climate Action Plan - meeting 2050 target for Borough wide emissions

20. The cornerstone of our approach hangs around 8 priorities, which have been refined through public consultation.

Objective	Outcomes
<p>Priority 1: Raise awareness of climate change to increase understanding and knowledge, empower and enable our partners and residents</p>	<ul style="list-style-type: none"> • Increased awareness within the community of positive choices, replicable projects and activities that can benefit carbon reduction. • Improved 2 way communication, whereby the Community have better means to influence and advise the Council how they can better support and help them to achieve carbon reduction targets. • Improved equity of access and participation in the green agenda • Improved staff skillsets and knowledge
<p>Priority 2: Ensure the council's decision making processes, strategic documents and procedures contribute to climate change; reducing carbon emissions, and increasing local resilience to climate change.</p>	<ul style="list-style-type: none"> • All council departments have shared accountability to the climate change agenda. • There is integration of carbon reduction and sustainability considerations into all processes, procurement and decisions.

<p>Priority 3: Reduce reliance on <i>fossil fuels</i> for energy by increasing renewable energy generation and consumption</p>	<ul style="list-style-type: none"> • Increase in renewable energy use across the Borough. • Higher standards of environmental sustainability in new developments • Council drives local renewable energy generation and usage projects at all scales, supporting the community with accessibility to green energy and sharing learning. • Council achieves 100% green energy use in its own operations.
<p>Priority 4: Encourage and enable a shift towards cleaner modes of <i>transport</i> and reduce car dependency with co benefits to air quality and health.</p>	<ul style="list-style-type: none"> • Significantly reduce carbon impact from council related travel and operations. • Increase active and sustainable travel by increasing opportunity through regional and national lobbying; planning and design; and encouraging take up through positive messaging.
<p>Priority 5: Enable <i>business</i> growth while maximising opportunities to reduce carbon emissions</p>	<ul style="list-style-type: none"> • Reduce carbon footprint of business sector and develop a low carbon circular economy. • Increase green industries, skills and jobs in the borough.
<p>Priority 6: Reduce the environmental footprint of <i>buildings</i> through retrofitting existing buildings and improved building standards within new build developments</p>	<ul style="list-style-type: none"> • Lower carbon footprint of buildings within the Borough through new build regulation, private and public sector retrofit initiatives and use of renewable energy and heat networks where appropriate. • Increase net biodiversity where new building takes place. • Reduce fuel poverty.
<p>Priority 7: Protect, enhance and increase <i>green space</i> for the benefit of people, wildlife and carbon sequestration</p>	<ul style="list-style-type: none"> • Increased and enhanced biodiversity of open spaces in the borough increasing key species. • Improvement in river water quality • Improve access to open space, food growing and wildlife through land management, community gardening and habitat creation.
<p>Priority 8: Reduce <i>waste</i> and continue high levels of recycling</p>	<ul style="list-style-type: none"> • Reduced tonnage of non-recyclable material collected • Increase re-use and re-appropriation of waste (incl. exploration of projects relating to heat for heat networks and energy from waste).

21. These frame our aspirations and activities going forward across the Authority. A detailed Climate Action Plan (Appendix 1) specifically designed to deliver on each priority and bring together service delivery directly impacting climate change, has been devised to communicate our planned activity and also enable performance management of progress. The strategy has been informed by; a) work from consultants Laser UK who have provided us with indicative carbon descent pathways, b) feedback from public consultation and pressure group Climate Emergency UK and c) self assessment.
22. All planned actions are aligned with the Corporate Plan³, particularly our Green Pioneer theme
 - Reduce reliance on fossil fuels in line with our carbon neutral targets
 - Increase biodiversity and encourage sustainable lifestyles
 - Reduce the amount of waste produced from homes and business

But also Caring Ashford, which strives for *Homes and Neighbourhoods that meet the needs of local people to live sustainably and safely, reduce health inequalities and well being of local people.*
23. The Kent Resilience Forum (KRF) 'Principles for a Green Recovery', which were also adopted as part of our Corporate Plan, will also continue to guide decision making through the lifetime of this strategy.
24. This first 2022-24 action plan has an initial focus on mitigation work looking at carbon reduction projects and governance, impacting on co-benefits such as air quality and biodiversity. It is envisaged that future plans will need to give increasing focus to adaptation projects.
25. We envisage that the proposed plan will be an evolving document and subject to regular review as technological changes, policy and ongoing consultation direct a progressive path to meeting our target levels most quickly and efficiently.
26. Progress will be reported on a quarterly basis to the Climate Change Advisory Committee (CCAC), explaining activity to date and highlighting any identified risks to target attainment. Regular updates and information will also be published on our web pages.
27. The strategy, while setting out a new framework and action plan, will also be an umbrella for any existing plans that already deliver on climate action. The HRA business plan 2021-2052 and the Waste contract specifications include commitments to climate change but will be monitored separately from the core action plan in the short term due to financial ring fencing and external partnership requirements which renders our 2030 internal targets challenging (although not impossible). Teams managing these areas will still be required to fully engage in the strategy and report on progress; and the situation will be reviewed for the 2024-26 plan.

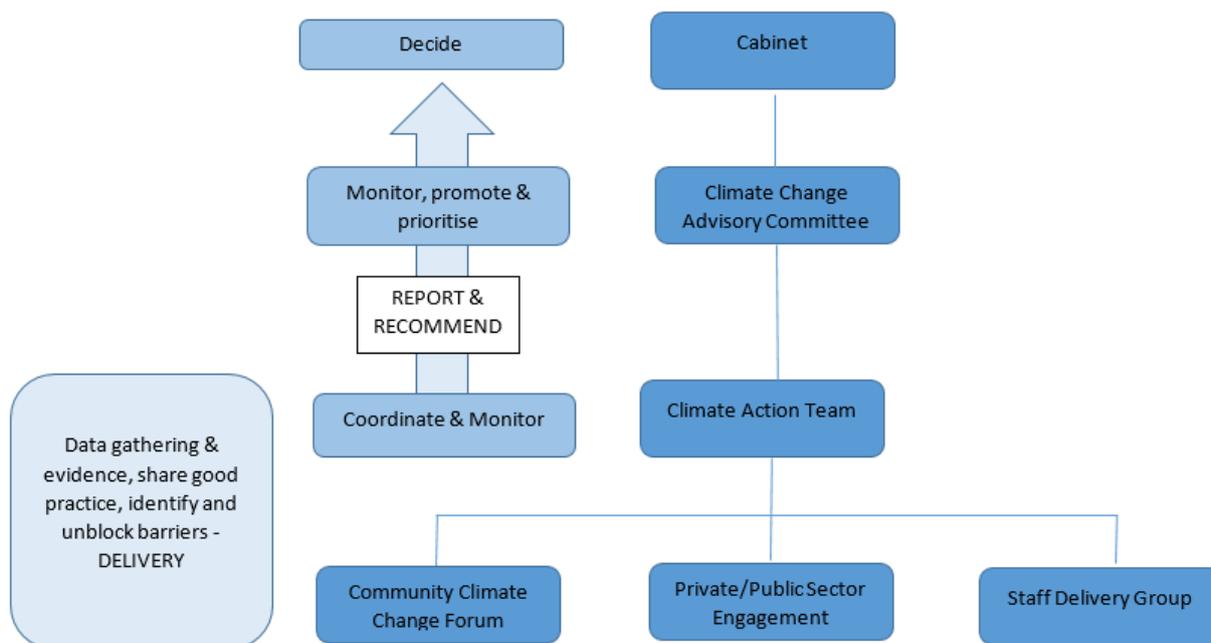
³ <https://www.ashford.gov.uk/your-council/policies-and-strategies/corporate-plan-and-our-performance/>

Buildings Decarbonisation Programme - meeting our 2030 target

28. Although part of the wider agenda, we need to be able to separate out and identify the specific interventions that will deliver our in house targets for reporting purposes. This work will be framed within a comprehensive Decarbonising Assets programme that will utilise the recent baseline carbon footprint data provided by Laser UK, and involve extensive feasibility work to create bespoke delivery plans for each property in a programme format.
29. Each property plan will have a phased approach on a timeline that, for example, leaves a boiler in place until the end of its life rather than just a shopping list of interventions. This planned approach will enable us to prepare in advance for future government funding rounds proactively. We will also be able to prioritise projects based on cost, carbon reduction profile and speed of impact on a case by case basis. Each plan will outline modelled carbon reduction estimates, as a result of our interventions, over a 20 year period.

Climate Action Team

30. A new Climate Action Team has been set up to co-ordinate this holistic council wide response to the agenda with a systems thinking approach. The team will work to integrate sustainability into day to day service delivery throughout the Council, working with managers to improve business processes and strategies as required. It will support services with compliance through a cross service staff delivery group, where delivery progress against action plans and targets is recorded, barriers to progress identified and resolved, cross working and funding opportunities taken and external communities and partners engaged.
31. While CAT will be responsible to CCAC for oversight, delivery will remain devolved at service level, ensuring accountability for the agenda remains shared and integral.
32. The team will act as a central liaison point for local, regional and national communications, ensuring insights and opportunities are shared with colleagues and any new legislative requirements are met or exceeded. They will liaise with multiple stakeholders and influence and lobby for change (internally and externally) where systemic barriers or conflicting priorities arise
33. The team will support the Climate Change Advisory Committee, acting as its delivery arm. The team will be the central liaison point for members allowing ease of access to information on initiatives, put forward proposals for approval, based on member recommendations and prepare performance management information for the Committee.



Community engagement

34. Borough wide success to meet 2050 targets is dependent on greater engagement with our communities and external partners. We will only be able to make any substantial impact to climate change with their support and endorsement. We have a role to empower action and share knowledge, but also to encourage challenge, seek innovation, and understand everyone's priorities and barriers to engagement if we are to succeed.
35. Community in this context also refers to our third sector partners including the breadth of business stakeholders from our top employers, housing developers to SMEs. It is only when we engage that we can understand the best delivery models for change, climate change action has to be collaborative to ensure success.
36. The CAT team will take on the community engagement role and be the principal local stakeholder contact for community groups, business, third sector and parishes for all sustainability and climate change matters. They will research and sign post suitable project areas and funding opportunities to local partners, provide support and share best practice.
37. The team, working with communications team, economic development team and housing team will be responsible for creating a narrative to better explore social co benefits of climate agenda – health, cost effectiveness, job opportunities, community investment, commercial benefits in a local context to create council wide linkages. They will promote the Local Authorities Leadership role, through social media and other comms, to motivate and incentivise behaviour change.
38. Understanding resident's aspirations and barriers to engagement are vital if we are to work collectively. We envisage setting up a Community Climate Change forum where we have a truly demographically reflective group of 100 residents to give us feedback, help us direct activity and ensure engagement is effective. This would be chaired independently but supported by the climate action team.

Performance management

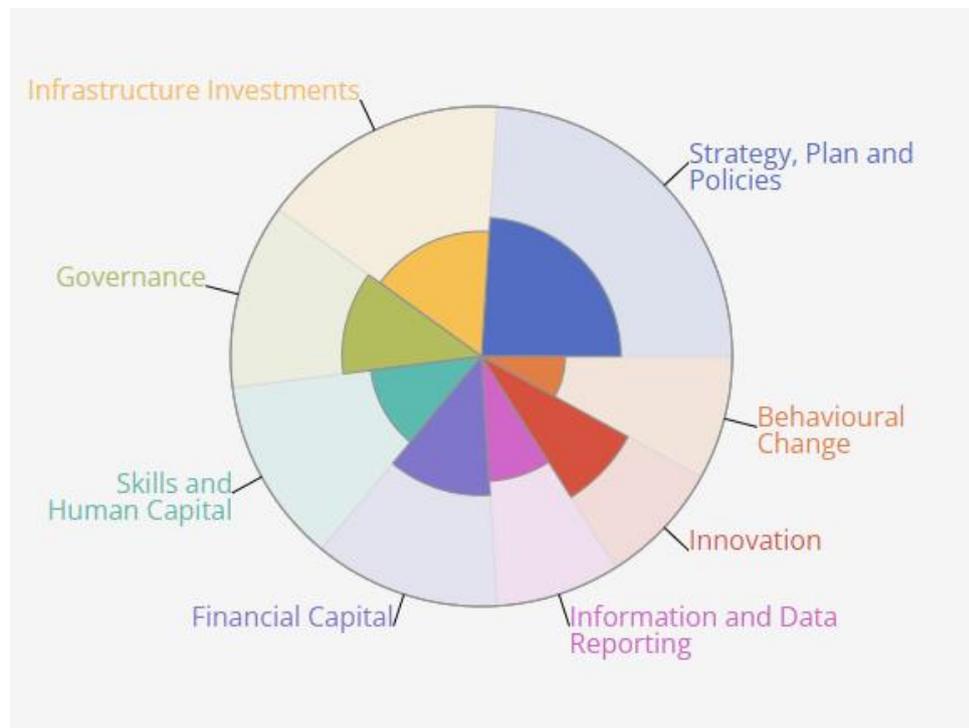
39. Monitoring attainment of the Climate Action Plan will be managed centrally by CAT and will be considered at bi monthly stakeholder meetings. Regular updates on progress will be reported to CCAC, using a RAG (Red Amber Green) status, with project updates and risk/barriers summary for each area. The public will also receive regular updates on progress through our web pages and annual reports.
40. The Council's performance management system will be used to measure attainment of our core targets i.e. carbon reduction and delivery of our action plan, as well as a suite of additional measures that reflect the core priorities and can more tangibly illustrate impact in accordance with our Corporate Plan.
1. % of planned actions in Climate Action Plan 2022-24 completed
 2. Total CO2 emissions - borough wide
 3. Total CO2 emissions - borough wide per capita
 4. Total CO2 emissions - council's own estate and operations (*Corporate Plan (CP) - Councils carbon footprint (tCO₂e)*)
 5. Number of air quality monitoring sites with NO₂ below 40µg/m³ (*CP - Air Quality – average level of NO₂ µg/m³*)
 6. *CP - Number of EV charging point on council property*
 7. % of businesses who tender to work with us who have a carbon reduction plan in place
 8. % of electric/alternative fuel vehicles in council operated fleet
 9. Net gain in tree stock through council led initiatives (*CP - Number of trees planted (net gain) supported through ABC projects*)
 10. % of HRA homes that are below EPC rating C that are retrofitted
 11. Household waste tonnages – aiming for a reduction
41. Work with Laser UK has helped us establish our overall Borough wide and internal carbon footprints and given us illustrative descent pathways to highlight the level of intervention required, reflected in our action plans. These are modelled assessments but we will be able to report on any significant risks to delivery of these high level targets through monitoring the action plan and its future iterations.

Carbon Budget Period	Recommended Carbon Budget (ktCO ₂ e)
2019-2023	11.900
2024-2028	5.952
2029-2033	2.961
2034-2038	1.361
2039-2043	0.611
2044-2048	0.320
2049-2100	0.541
Total Budget	23.646

Recommended Borough Wide Carbon Budget

From Laser UK

42. We will also use the Government Funded Net Zero Navigator tool to ensure our strategic efforts are in line with national best practice delivery models. We have used the tool to self assess our organisational maturity in relation to net zero. Our current standing is illustrated in the chart below



43. The self-assessment tool looks at different areas of activity, or enablers. Currently, we are assessed as a 'starting out' organisation, and it reflects our planned actions as well as our aspiration. Using this tool we will also be able to demonstrate our development over time.
44. In addition, at a service level, a suite of over 80 suggested measures have been collated for services to utilise, evidence their interventions and contribute to measuring outcomes.

Funding

45. Although there are many challenges ahead there are also opportunities. The Governments new net zero strategy, Build Back Greener published in April 2022 sets out funding of at least £1.5bn during the next spending review period, expanding a portfolio of cross government net zero innovation to fund BEIS-led programmes on power, buildings and industry; DfT-led programmes across transport; and DEFRA led programmes on natural resources, waste and F-gases.
46. The Climate Action Team will have a strategic overview of central government policy, its implications and potential funding opportunities. It has been tasked with identifying income streams, signposting these internally and to partners and preparing appropriate bid and grant applications. It is also envisaged that a system thinking approach will help us to identify areas where there are gaps in current delivery to enable a proactive rather than reactive approach to funding applications and project development.

47. Much of the work identified in the Climate Action Plan are already agreed in principle through the corporate plan. Additional identified project areas will emerge for approval as technologies develop and improve
48. The strategy will build on existing successes with grant funding. £1.7m has already been secured to deliver a decarbonisation scheme at the Stour Centre, a further £330k to replace a 30 year old Air Handling Unit with an Air Source Heat Pump and other upgrades and Low Carbon Skills funding to enable consultants APSE Energy to write comprehensive decarbonisation plans for Julie Rose Stadium and International House.

Delivering benefits

50. The successful adoption of the Climate Change Strategy, Climate Action Plan and introduction of the Climate Action Team will deliver multiple benefits including:
 - Attained carbon neutrality targets internally for 2030 and Borough wide for 2050
 - Corporate drive of 'Green Pioneer' delivery
 - Increased public satisfaction as real action demonstrated
 - Co benefits – e.g. improved air quality, quality of life, green economy growth and skills, reduced energy poverty
 - An evidence led approach – giving assurance and political security, justification for chosen pathways
 - Clarity of role and responsibilities for all departments
 - Community engagement, support and empowerment
 - An inclusive approach to support decision making processes that will drive future council ambitions
 - Efficiencies - reduced duplication, single point of liaison
 - PR –Council recognised in leadership role; active, positive role model
 - Proactive approach to adaptations and interventions rather than reactive
 - Ensuring our resources are used sustainably to deliver the outcomes our residents need.
 - Income generation to support Council, Parish and individual efforts and balance budgets
 - A commercial approach that utilises our assets
 - Engender a culture of collaboration, innovation and problem solving through systemic approach.

- Robust delivery framework with aspirations to grow and deliver capacity and skills in the climate change agenda to benefit the organisation, wider community and green economy
- A non risk averse approach but built in capacity for change, understanding the agenda will develop and require adaptability with new data, technologies and impact of climate change already in train.
- Vision for the long term, with a view to securing the futures of generations to come, living and thriving in Ashford

APPENDIX 1: CLIMATE ACTION PLAN 2022-24

Priority 1: Raise awareness of climate change and air quality to increase understanding and knowledge, empower and enable our partners and residents

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 1.1 Maintain ongoing internal and external 'carbon neutral' communications			
1.1.1 Identify key themes from community consultation and feedback to drive behavioural change and implement communications plan	Deliver	Climate Action Team & Communications	GP1-3
1.1.2 Create new website page and content for climate change information, making sure to link with other sources of regional and national information	Deliver	Climate Action Team and Communications	GP1-3, CA1
1.2.3 Set up a community forum (fully representing the demographic make-up of our communities) to understand public requirements to participate in agenda and key drivers and barriers	Deliver, Support	Climate Action Team	GP1-3, CA1
Objective 1.2 Increase staff and elected member skills and knowledge			
1.2.1 Deliver Carbon Literacy Training and knowledge updates to key staff and all elected members	Deliver	Climate Action Team	GP1-3
1.2.2 Investigate other training opportunities and research best practice to continually increase knowledge and skills of all staff	Deliver, Research	Climate Action Team	GP1-3

Objective 1.3 Encourage others to promote a low carbon, environmentally sustainable ethos			
1.3.1. Drive Eco schools programme in the Borough	Deliver	Climate Action Team	GP1-3
1.3.2 Signpost project ideas, information on eco certification programmes such as ISO 50001 energy management and funding opportunities to business, schools and parishes	Support	Climate Action Team, Economic Development	
1.3.3 Promote opportunities to take part in green volunteering activities	Support	Climate Action Team with Economic Development, Environment Property and Recreation, Housing	CA 2.3 GP1-3
1.3.4 Annual Green Week event to promote and showcase work, signpost projects and engage the community	Deliver	Climate Action Team with other services	GP1-3
1.3.5 Establish a corporate Climate Change Stakeholder Group to nurture a proactive culture, problem solve and lobby as required to enable the council to implement policy	Lobby	Climate Action Team with other services	GP1-3

Priority 2: Ensure the council’s decision making processes, strategic documents and procedures tackle climate change, reducing carbon emissions, positively impacting biodiversity and air quality and increasing local resilience to climate change

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 2.1 Review council policies to ensure alignment with carbon neutrality and accountability and integration of carbon reduction and sustainability into all processes and decisions.			
2.1.1 Set up a Climate Change Team responsible for co-ordinating an holistic Local Authority response to the climate change crisis	Deliver	Director Place and Space, Environment Property and Recreation	GP1-3, CA1
2.1.2 Embed Kent Resilience Forum (KRF) Green Principles (adopted in Corporate Plan) into decision making process to support the carbon neutral ambition	Deliver	Policy	
2.1.3 Introduce new procurement policies to include carbon neutral criteria to maximise carbon reduction through purchased services, materials and provision of low emissions fleets by contractors	Deliver, Support	Procurement	TG1, 3; GP1-3
2.1.4 Regularise flexible working arrangements; update policies and procedures to support a longer term flexible working strategy	Deliver	Human Resources	GP1
Objective 2.2 Take a design led approach to delivering sustainable communities supported by evidence based planning policy and guidance			
2.2.1 Adopt and deliver the South of Ashford Garden Community vision and strategy - including ‘low carbon communities’	Deliver	CMO, Planning,	CA 1

2.2.2 Develop a Carbon Statement of Intent for Chilmington, to underpin decision making delivering current and future projects to exemplar environmental standards that also benefits residents health and wellbeing	Deliver	CMO, Planning	CA 1
2.2.3 Develop a scoping document to inform the direction of travel in the next Local Plan. To identify issues and discuss options for 'green' standards for Ashford <i>that reduce Carbon emissions and support pollutant mitigation</i>	Deliver	Planning	GP 1, CA1
2.2.4 Investigate viability of a climate change supplementary planning document to seek development of carbon neutral buildings (residential and commercial) in private and public sector	Deliver	Planning	GP 1,3, TG5, CA1
2.2.5 Utilise GIS technology to inform decision making and planning for , outlining Renewable Energy Opportunities and suitability of locations.	Deliver	IT, GIS, Customer Services	TG2, GP1-3;
Objective 2.3 Improve community resilience to the effects of climate change			
2.3.1 Increase number of parishes with high risk of flooding with emergency plans	Support	Community Safety and Resilience Team	CA 1.3
Objective 2.4 Consider options to offset residual carbon emissions after all reduction measures have been implemented			
2.4.1 Align with Kent and Medway Energy and Low Emissions Strategy action to develop and promote Kent and Medway offset scheme	Deliver	Carbon Action Team	GP1
2.4.2 Set a budget provision to enable carbon offsetting	Deliver	Finance	GP1

Priority 3 - Reduce reliance on fossil fuels for energy generation by increasing renewable energy generation and consumption

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 3.1 Increase number of sites suitable for renewable energy generation			
3.1.1 Include renewable energy in the call for sites in the next local plan	Deliver	Planning	GP 1
Objective 3.2 Increase local renewable energy generation			
3.2.1 Encourage community groups to develop small scale renewable energy projects by signposting to information and advice and data.	Support	Climate Action Team	GP 1, CA1
3.2.2 Continue assessing all council owned assets for potential to host solar PV panels and install where financially viable.	Deliver	Corporate Property	GP 1
3.2.3 Explore feasibility and if viable invest in solar batteries (small scale and large scale storage site)	Deliver	Corporate Property	GP 1,3; CA1
3.2.4 Complete feasibility study to determine viability of building a solar farm and implement where/if appropriate	Deliver	Corporate Property	GP 1; CA1
3.2.6 Investigate and report on wind power investment options	Deliver	Corporate Property	GP 1
3.2.7 Switch Civic Centre and other assets to green tariff, and consider own renewable power generation.	Deliver	Corporate Property	GP 1
3.2.8 Investigate scheme options for levelling up green energy access - to those currently excluded due to cost	Deliver	Climate Action Team, Housing,	CA1,3; GP1-3

3.2.9 Conduct feasibility investigations and report on Ground Source Heat Pump options for council properties and wider Network options within the Borough	Deliver	Corporate Property, Housing	CA1,3, GP 1-3
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Priority 4: Encourage and enable a shift towards cleaner modes of transport and reduce car dependency

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 4.1 Reduce transport emissions associated with council business and operations			
4.1.1 Develop a green travel plan for staff and members for travel to and from work and work related journeys, informed by improved understanding of travel patterns	Deliver	HR, communications	GP 1,2
4.1.2 Enable increased use of public transport and active travel by provision of incentives and improved facilities such as cycle storage, changing facilities <i>and mileage rate for cycling</i>	Deliver	HR	GP 1,2
4.1.3 Further explore use of electric bikes /scooters and potential for electric pool cars for use on council business	Deliver	HR	GP 1,2
4.1.4 Investigate how to encourage / incentivise the take up of electric vehicles through the lease car scheme to coincide with next lease car contract <i>and explore fuel efficient driver training for essential car users</i>	Deliver	HR	GP 1,2
4.1.5 When vehicles within the grounds maintenance (Aspire) fleet are due for renewal / replacement, opportunities to minimise carbon emissions	Deliver	Environment, Property and Recreation	GP 1

through route optimisation and vehicle specifications will be considered			
4.1.6 Within the review of the waste contract consider minimising carbon emissions through route optimisation and contractors vehicle specifications	Deliver	Environment, Property and Recreation	GP 1
Objective 4.2 Encourage active travel in the borough			
4.2.1 Implement the agreed action plan for cycling and walking to include active travel plans for business, infrastructure improvements and community based initiatives <i>including walking to school schemes</i>	Enable	Environment, Property and Recreation	GP 1
Objective 4.3 Enable and facilitate a borough wide reduction in transport related emissions			
4.3.1 Develop a parking strategy to encourage an overall reduction in car usage and facilitate electric vehicle patronage	Deliver	Parking, Highways, Transportation	GP 1, CA1
4.3.2 Identify areas that would benefit from 20mph speed restriction <i>and/or for optimising traffic flow to reduce pollution levels and</i> make recommendation to Highways Authority	Enable	Parking, Highways, Transportation	CA 1
4.3.3 Review community bus scheme and assess demand for future programme	Deliver	Safety and wellbeing	GP 1, CA1, TG5
4.3.4 Promote existing rural transport services e.g. Kent Connects	Support	Safety and wellbeing	GP 1, CA 1, TG5
4.3.5 Work to improve services and patronage of buses including introducing cleaner buses	Support	Safety and wellbeing	GP 1, CA 1, TG5

4.3.6 Strengthen anti-idling message promoted in schools through CEO road safety programme and other agencies to improve air quality and reduce emissions	Support	Climate Action Team, Parking, Highways, Transportation	TG5, GP1, CA1
4.3.7 Encourage residents to use the Kent Connected for active transport options digital app	Support	Climate Action team	GP 1
4.3.8 Improve understanding of future demand for EV charging points, infrastructure capacity and location. Implement a corporate approach to installation and maintenance of EV charging points	Deliver	Parking, Highways, Transportation, Planning	GP1,2; CA1; TG5

Priority 5 - Enable business growth while maximising opportunities to reduce carbon emissions

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 5.1 Encourage businesses to utilise schemes and advice to transition to lower carbon economy			
5.1.1 Promote local low carbon schemes for business such as LoCase, REVs and STEM	Support	Climate Action Team and Economic Development	TG 1.6
5.1.2 Work with the Chamber of Commerce to promote low carbon business opportunities	Support	Climate Action Team and Economic Development	TG 1.6

5.1.3 Collaborate with partners to encourage and develop sustainable tourism opportunities for urban and rural business	Support	Climate Action Team and Economic Development	TG 4.1
Objective 5.2 Provide information and advice to business			
5.2.1 Develop a package of green business support/information materials for top employers and training days	Deliver	Climate Action Team and Economic Development	TG 1.6 GP 1-3
5.2.2 Signpost best practice to businesses. Work with them to understand concerns, aspirations and needs	Deliver, Research	Climate Action Team and Economic Development	TG 1.6 GP1-3
Work with business and colleges to understand and plug green skills gaps	Deliver, Support	Climate Action Team and Economic Development	TG1

Priority 6 - Reduce the environmental footprint of buildings through retrofitting existing buildings and improved building standards within new build developments

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 6.1 Council led housing development to be built to highest environmental standards achievable			
6.1.1 New build HRA homes to be built to attain EPC rating A or B	Deliver	Planning, Corporate Property, Housing	GP1 CA1
Objective 6.2 Undertake retrofitting programme for council owned homes			
6.2.1 Undertake stock condition survey	Deliver	Housing	GP 1.6, CA 1.1
6.2.2 Explore efficiencies of scale through joint working with other stock holding local authorities/ Registered Providers through Kent Housing Group	Enable	Housing	GP 1.6, CA 1.1
6.2.3 Develop a delivery plan for decarbonisation of homes to include types of properties, works required and timescales	Deliver	Housing	GP 1.6, CA 1.1
6.2.4 Identify retrofitting pilot projects to test, assess and learn methods	Deliver	Housing	GP 1.6, CA 1.1
6.2.5 Commence phased retrofitting programme	Deliver	Housing	GP 1.6, CA 1.1
Objective 6.3 Reduce water consumption across council owned assets			
6.3.1 Install water saving measures in council owned commercial and residential properties	Deliver	Corporate Property	GP 2.4

6.3.2 Encourage less water usage through behavioural change initiatives	Deliver	Communications , Corporate Property, Environment, Property and Recreation	GP 2.4
Objective 6.4 Retrofit councils own corporate property assets			
6.4.1 Complete condition survey and undertake study to fully understand cost of retrofitting Civic Centre and likely carbon savings aligned with rationalising floor space and more flexible working arrangements for staff. Utilise this information to determine options for future use	Deliver	Corporate Property	GP 1
6.4.2 Maintain daily energy reporting to evaluate energy usage and potential reduction / savings	Deliver	Corporate Property	GP1
6.4.3 Continue ongoing asset management to ensure opportunities to reduce carbon emissions are identified and reflected in future reviews of Asset Management Strategy	Deliver	Corporate Property	GP1
6.4.4 Develop a planned approach to retrofitting corporate assets as identified by condition surveys and prioritise in Asset Management Strategy to maximise opportunities to reduce carbon emissions	Deliver	Corporate Property	GP 1
6.4.5 Undertake post occupancy evaluations for corporate assets following completion of retrofitting works	Deliver	Corporate Property	GP1
Objective 6.5 Improve the energy efficiency of homes in the private sector			
6.5.1 Work with the Greater South East Energy Hub to deliver allocated funding for private homes grants when available	Deliver	Housing, Comms,	GP 1, CA1

6.5.2 Continue energy efficiency grants under the Landlord Accreditation scheme	Deliver	Housing	GP 1, CA1
6.5.3 Identify properties in PRS below band E requiring improvement under the Minimum Energy Efficiency Standards and take enforcement action where necessary	Deliver	Housing	GP 1, CA1
6.5.4 Actively contribute to Kent Energy Efficiency Partnership to address fuel poverty	Enable	Climate Acton Team, Housing	CA3, GP1
6.5.5 Promote energy efficiency schemes available to homeowners and private landlords	Support	Housing	GP 1

Priority 7: Protect, enhance and improve natural environment for the benefit of people and wildlife

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 7.1 Improve biodiversity on council owned land			
7.1.1 Develop and implement land management plans for council owned land which provide specific vision, aims and objectives for the ongoing maintenance and enhancement of parcels of land in a given locality	Deliver	Aspire	GP 2.2
7.1.2 Proactively manage ABC tree stock, which will inform future tree management and maintenance programmes	Deliver	Aspire	GP2 CA1
Objective 7.2 Support land based community projects			
7.2.1 Publish community gardening guidance	Deliver	Environment, , Property and Recreation	GP 2.3 TG5 CA3
Objective 7.3 Reduce environmental degradation through land management and habitat creation			
7.3.1 Explore the creation of wildlife habitats in the borough, <i>including roadside planting that seeks to mitigate air pollution</i>	Deliver	Aspire and Planning	GP 2
7.3.2 Work with land based industries and relevant agencies to implement sustainable land management practices	Support	Planning, Climate Action Team and Aspire	GP 2

Priority 8 - Reduce waste and continue high levels of recycling

Action	Role of the council	Lead service/team	Links to Corporate Plan
Objective 8.1 Work with Local Business to reduce waste			
8.1.1 Support reduction in plastic bag and single use plastics usage through reuse/'use your own' initiatives	Support	Environment, Property and Recreation	GP 3
8.1.2 Develop work streams as part of town centre reset to encourage upcycling and facilitate establishment of social enterprises with waste reduction objectives	Enable	Environment, Property and Recreation	GP 3
8.1.3 Increase number of water refill points in local outlets	Enable	Environment, Property and Recreation	GP 2
Objective 8.2 Ensure council processes reduce waste and maximise recycling			
8.2.1 Continue to move to electronic services and digital processes for staff and residents	Deliver	HR & Customer services	TG2
8.2.2 Recycle all the council's technological assets using WEEE and ADISA directives	Deliver	Environment, Property and Recreation	GP3
8.2.3 Eliminate single-use plastic within the council office including rolling out consistent bin system removing plastic and paper cups from vending machines	Deliver	Facilities	GP3
Objective 8.3 Encourage residents to reduce waste			
8.3.1 Continue to promote waste reduction including through home composting and garden waste service	Deliver	Environment, Property and Recreation	GP 3

