

Appendix 2 Action Plan

Emissions within our Control					
Theme	Action	Responsibility	Timescale	Deliverability issues	Progress
Theme 1 Assets & Estate			Short/ Medium/ Long term		
Cut energy consumption in all our buildings	Active energy monitoring	Climate Change & Energy Conservation	S, M	Accurate knowledge of energy consumption essential in order to understand how to best to reduce need.	AMRs being installed across the whole estate to ensure realistic energy consumption figures.
	Better reporting	Sustainability Champions	S	Accessibility to billing information	Contract with Laser from August 2020. Officers have sight of online bills via Laser Portal. Will make annual GHG reporting easier
	Establish Energy Champions	CMT	S		
	Switch it off/ energy saving behaviour staff campaigns	Sustainability Champions supported by Climate Change	Ongoing		

Improve energy efficiency	Look at how low carbon solutions can be integrated into all projects (LED lighting)	Heads of Service	S, Ongoing		Dec 2020 Consultant engaged (with funding from Salix Low Carbon Skills Fund) to draw up decarbonisation plan for Public Sector Decarbonisation Fund for Whitfield Offices and Dover Museum and BAB
	Decarbonise Heating provision	Assets & Building Control	M		Dec 2020 Consultant engaged (with funding from Salix Low Carbon Skills Fund) to draw up decarbonisation plan for Public Sector Decarbonisation Fund for Whitfield Offices and Dover Museum and BAB
Theme	Action	Responsibility	Timescale	Deliverability issues	Progress
<i>Theme 1 Assets & Estate</i>					
	Equipment (IT)	Digital team	S		
	Replacement of ineffective/ inefficient plant	Heads of Service	M		
Green Energy	Procure green gas and electricity	Climate Change	S,M		Aug 2020 – Estate electricity purchased through REGO (Green Energy) certificates. Gas contract to be reviewed August 2021

	Install renewable energy technologies	Assets & Building Control	Ongoing		
Theme 2 Housing	Action	Responsibility	Timescale	Deliverability issues	Progress
Stock condition	Refresh survey of Council Housing Stock	Assets & Building Control	S		Oct 2020 Application to Social Housing Technical Assistance fund for a plan to be drawn up highlighting how all Social Housing can be brought up to EPC band C
Retrofit	Insulate/ upgrade Council Housing Stock to EPC band C by 2030	Assets & Building Control	M, L		
Low Carbon	Look at low carbon solutions across Council Housing Stock	Assets & Building Control	S		
	Ensure Council new build projects are low/ zero carbon	Assets & Building Control	S,M,L		
Theme 3 Governance	Action	Responsibility	Timescale	Deliverability issues	Progress
Procedures	Insert Climate change 'green thread' across Council Strategies, Corporate Plan, MTFP,	Democratic Services and	S, ongoing	Guidance for Officers on Climate change and Environmental Implications.	From January 2020 all cabinet reports include a Climate Change and Environmental Implications section for report writer to complete. Guidance for

	Service Plans, Capital Strategy + Local Plan	relevant Head of Service		Some projects will be limited due to type / location/ materials/budgetary factors	report writers drafted for consideration to be adopted.
	Add Climate lens to all internal audits	East Kent Audit Partnership	M, Ongoing		
	Confirm support of Kent wide Strategies (Energy & Low Emissions Strategy, Kent Environment Strategy) and implement relevant actions at a local level	Cabinet (adoption) Heads of Service (Implementation)	S		Cabinet report 11 January 2021 regarding support for ELES
Theme 3 Governance	Action	Responsibility	Timescale	Deliverability issues	Progress
	Increase resilience/ business continuity plans to prepare for the harmful consequences of our changing climate	Heads of Service	S,M	<i>Include drought / flood / coastal erosion / gales</i>	
Procurement	Develop a sustainable procurement policy giving consideration to the carbon impacts of	Procurement Manager	S		

	associated goods, works and services				
	Specify environmentally friendly materials in tender documents	Heads of Service Project Managers	S		
	Ensure the local authority supply chain is minimising carbon, ask the question how are you helping to meet district targets?	Procurement Manager	S, M		
	Strengthen green credential/ low carbon weighting in procurement scoring process Make mandatory.	Procurement Manager	S, M	Lowest carbon should trump cost; also applies to DDC catering > plant-based, locally produced food.	
Investment	Look at 'green' alternatives for Council Investment Strategy, i.e. renewable energy and energy storage. This represents a carbon reduction saving.	CMT Property Investment Group Regeneration Team	S, M		
	Ringfence funds for green initiatives	Strategic Director (Resources)	S		Funding set aside in 2019 budget for 'green initiatives' - £.....

Theme 4 Natural Environment	Action	Responsibility	Timescale	Deliverability issues	Progress
Plan	Develop/ update plans to encourage nature-based solutions and sustain /enhance biodiversity	Head of Commercial Services	S, M, L + very long	Outcome of KCC Natural Solutions to Climate Change to provide steer for future action giving due consideration to mitigation and adaptation and promote a multiple benefits approach – not just carbon sequestration and/ or flood and water management but also benefit of biodiversity and society.	Green Infrastructure Strategy being developed
	Tree/ hedge planting projects within our control to improve carbon sequestration/ air quality	Head of Commercial Services	S,M,L		

	Maintain existing tree stock, biodiversity, soil and carbon capture rich landscapes	Head of Commercial Services	S,M,L		
	Consider Climate Change Risk Impact Assessment (CCRIA) in adaptation plans for Council environmental projects	Head of Commercial Services		Publication of Kent & Medway CCRIA MET Office area based climate change projection of ‘What will climate change look like near me?’	
	Rainwater harvesting from Council buildings	Assets & Building Control	M		
Identify	Council land for woodland/ green corridors	Head of Commercial Services Head of Assets & Building Control	S,M,L		
	Develop re-wilding on Council land.	Head of Commercial Services Head of Assets & Building Control	S,M,L		

Maintain	Sea defences with rock groynes to reduce longshore drift and allow for efficient beach recycling	Environment Agency/ Assets & Building Control	M,L - ongoing		
	Prevent importation of pest, diseases and non-native species through the Port of Dover, and ensure eradication of non-native species on council owned or council managed land	Head of Regulatory Services Head of Commercial Services	M,L		
Theme 5 Waste	Action	Responsibility	Timescale	Deliverability issues	Progress
Reduce	Phase out single use plastics in Council Offices/ buildings/ functions (such as election counts)/ events	Procurement Manager Heads of Service	S		
	In-house campaign to reduce food waste at work	Sustainability Champions	S		

	Paper usage with electronic alternatives	Digital Team Sustainability Champions	S	Recycling of printed paper	Home working through COVID 19 pandemic has significantly reduced office copying/ printing.33% reduction in printing from photocopiers Mar – May 2020 compared to Mar-May 2019.
Theme 6 Air Quality	Action	Responsibility	Timescale	Deliverability issues	Progress
Monitor	Monitor and review across the District – determine whether National AQ objectives met	Regulatory Services	S		
	Define areas of poor air quality for action	Regulatory Services	M/L		
Implement	Pro-active measures that DDC can take to reduce negative impact on air quality	Regulatory Services	M/L	More AQMZ s	
Theme 7 Local Development Plan	Action	Responsibility	Timescale	Deliverability issues	Progress
Local Plan	Introduce Climate Change chapter into new Local Plan	Head of Planning	S	Subject to consultation and independent examination	Agreed at Cabinet 07.12.20 for consultation in January 2021

	Identify areas suitable for renewable energy, biodiversity + tree enhancement + rewilding, new walking / cycling routes +infrastructure in the Local Plan		S-M	Outcome of Local Plan consultation may well bring sites forward for renewable energy.	Preferred option is not to identify specific sites for renewable energy however, to have a supportive policy in place to consider proposal when sites are identified (DM Policy 3). Green Infrastructure Strategy being developed
	Green thread' of climate action throughout Local Plan	Head of Planning	S		Draft Local Plan Climate Change chapter includes: - <ul style="list-style-type: none"> • Strategic Policy 1 – planning for climate change • DM Policy 1 – Reducing Carbon Emissions • DM Policy 2 – Sustainable Design and Construction • DM Policy 3 – Renewable and Low Carbon Energy • DM Policy 4 – Sustainable Travel (inc. EV charging infrastructure) • DM Policy 5 – Water Efficiency • DM Policy 6 – Flood Risk • DM Policy 7 – Surface Water Management • DM Policy 8 – Coastal Change Management Areas

					<p>Cross referencing to other policies assists with the 'green thread'</p> <ul style="list-style-type: none"> • Strategic Policy 2 – Housing growth – locating development in accessible locations • Strategic Policy 17 – Green Infrastructure and Biodiversity • DM Policy 21 – Homeworking • DM Policy 29 – Highways network and Highway safety (travel plan requirements) • DM Policy 30 – Parking • DM Policy 31 – Providing Open Space • DM Policy 33 – Protection of Open Space • DM Policy 35 – Digital Technology • DM Policy 37 – Quality Residential Accommodation (space for homeworking) • DM Policy 38 – Biodiversity Net Gain • DM Policy 41 – Air Quality • DM Policy 42 – Water Supply and Quality
Theme 8 Transport	Action	Responsibility	Timescale	Deliverability issues	Progress
Staff travel	Mobile working – less travel to the office	CMT	S,M	Build on COVID 19 working practices	COVID 19 has significantly reduced daily commuting miles - annual reduction of 549

					tonnes of CO2e calculated on average staff commute to and from Whitfield offices
Staff travel	Use alternative meeting options (telephone/ digital meetings)	Digital Team	S	Build on COVID shift to digital meetings and reducing need to travel for business meetings.	Mar, Apr, May 2020 business travel – car shows – reduction of 12.48 tonnes CO2e compared to same 3 months in 2019
Fleet	Change to hybrid/ electric vehicles where feasible – Ask contractors to show policy of shift to EV by 2025	CMT Heads of Service	M		EV pool car managed by Community Team
EV charging	Provide EV charging points in Council car parks cycle + car	Assets & Building Control Parking Services Climate Change	S	Success of OLEV fund/ match funding from DDC funds Participation in Kent EV Charger Network KCC grant to Town/ Parish Councils to install EV charging points	DDC application for OLEV funding for EV charging points Kent EV in car parks scheme. Local Plan - requirement for EV infrastructure to be included in all new developments.
	Consider provision of EV charging points cycle + car in Council build projects	Head of Assets & Building Control	S		EV Charging Points installed at Snelgrove/ William Muge development

Emissions Within our Influence					
Theme	Action	Responsibility	Timescale	Deliverability issues	Progress
Theme 1 Assets & Estate					
Audit	Undertake asset audit to evaluate efficiency of each building type, to ascertain possible improvements, cost/ carbon implications and budget	Head of Assets & Building Control		Poor data information from East Kent Housing could delay implementation of improvements in Council Housing Stock	Application of Social Housing Technical Assistance for plan to bring Social Housing stock up to Band C by 2030
Demonstrate	The benefits of the natural environment through schemes/ projects on Council land	Head of Assets & Building Control			
Theme 2 Housing	Action	Responsibility	Timescale	Deliverability issues	Progress

Encourage	Retrofit in owner occupied housing to EPC 'C'	Private Sector Housing Climate Change		BRE Housing Stock Data available for use until March 2021 to inform targeting	Signposting and provision of advice to residents on Green Home Grant Joint application with other Kent LAs to Local Authority Delivery Scheme 1A – measures External Wall Insulation and Air Source Heat Pumps.
	Work with Landlord's to see the potential benefit of higher standard lets	Private Sector Housing Climate Change			
	Energy efficiency improvements to fuel poor/ vulnerable households through grants and loans	Private Sector Housing Climate Change		Dependent on availability of grant funding. Use of PSH Grants/ Loans to top up funding to enable 100% free install	Referring residents into Energy Company Obligation Scheme – ongoing. Signposting and provision of advice to residents on Green Home Grant Delivering Warm Home fund across the District. Joint application with other Kent LAs to Local Authority

					Delivery Scheme 1A – measures External Wall Insulation and Air Source Heat Pumps.
	Uptake of renewable energy technologies through promotion of successful pilot projects undertaken at a local level	Climate Change			4 Properties in the district received fully funded solar pv and battery storage (European Triple A funded project led by KCC)
Enforce	Take action to enforce minimum energy efficiency standards in private rental sector	Private Sector Housing			
Theme 3 Governance	Action	Responsibility	Timescale	Deliverability issues	Progress
Business Continuity	Flexibility in approach to delivering services, and adapting services	Heads of Service			
Use	Influence to review low carbon solutions across Council operations	CMT Head of Assets & Building Control East Kent Audit Partnership			
	Influence to encourage supply chain to minimize impact on the environment	Procurement Manager			Signposting to LOCASE

		Regeneration Team Project Managers			
	Influence to help SME business to access funds and expertise to help reduce their carbon footprint	Regeneration Team Business Hub Climate Change			Green Business Grants supported ... Business to upgrade energy efficiency/ low carbon technologies
<i>Theme 4</i> <i>Natural Environment</i>	Action	Responsibility	Timescale	Deliverability issues	Progress
Awareness	Increase volunteer/ outreach work to promote the value of the natural environment	White Cliffs Countryside Project	S-M		
	Liaise with community groups/ schools to increase awareness of what we can all do to help benefit the environment	White Cliffs Countryside Project Community Engagement Team	Ongoing		
<i>Theme 5</i> <i>Waste</i>	Action	Responsibility	Timescale	Deliverability issues	Progress

Inform	Increase education and promotional campaigns on how to reduce waste, reuse and recycle	Waste Services			
Collaboration	Work with KCC on disposal strategy at waste disposal sites to encourage waste re-purposing, and use of biodegradable waste to generate biogas	Head of Commercial Services			
	On encouragement/ enforcement on appropriate disposal of used products	Waste Services			
	Strengthen intelligence of and penalties for waste crime	Regulatory Services			
Theme 6 Air Quality	Action	Responsibility	Timescale	Deliverability issues	Progress
Develop	AQ Plan and set out measures that could improve air quality in the district	Regulatory Services			
	Define areas of poor air quality for action	Regulatory Services			
Collaboration	Work with Kent Highways to implement measures to improve air quality (i.e. Anti-idling, Planting of hedges/ trees to absorb emissions and improve air quality)	CCWG			

Theme 7 Local Development Plan	Action	Responsibility	Timescale	Deliverability issues	Progress
Encourage	Sustainable pattern of development supported by a low carbon transport infrastructure	Head of Planning Joint Transport Board	M, L		
	Encourage renewable sources of energy supply	Regeneration Team Climate Change	M,L		DDC partner in Kent Solar Together Scheme Aug 2020 – 537 registered. 58 accepted solar pv and 31 added battery storage. 47 registered for standalone battery storage – 7 households accepted offer.
	A reduction in car use through managing developments in the Local Plan	Head of Planning	M,L		Requirements for developers to have a modal shift to public transport – applicants will need to demonstrate

					how they will achieve this
Request	Higher standards of sustainable design in buildings in the District	Head of Planning	M,L		
	Enforcement through Building Regs	Head of Assets & Building Control	Ongoing		Proposed revision to Part L of Building Regs
	Refresh of Kent Design Guide in partnership with Kent Councils	Head of Planning	S- M		Started to review
Theme 8 Transport	Action	Responsibility	Timescale	Deliverability issues	Progress
Promote	Sustainable travel planning	Visitor Economy and Strategic Tourism Manager	M, L		
	Focus Visit Dover campaigns on 'green' tourism in the district	Visitor Economy and Strategic	M, L		

		Tourism Manager			
	Actions within Kent Energy & Low Emissions Strategy	Head of Commercial Services Head of Planning Joint Transportation Board	M, L		
	Uptake of electric vehicles through changes to licensing of taxis	Head of Regulatory Services	M, L		

Emissions of Concern					
Theme	Action	Responsibility	Timescale	Deliverability issues	Progress
Theme 1 Assets & Estate					
Event/ Policy	Implications of international/ national/ local events that have a consequence of limiting current carbon reduction ambition	ESAG (Event Safety Advisory Group) CMT CCWG	M, L		
	Impact on economic prosperity of the district that will inhibit ability to take future action	CMT CCWG	M, L		
	Changes to National Policy reduces level of current Climate Change ambition/ action	CMT CCWG	M, L	Try to influence National Policy through responses to relevant consultations	

	Capacity of existing/ lack of investment in national infrastructure to support different types of energy supply, i.e. decarbonisation of heat	CMT CCWG	M, L	Try to influence National Policy through responses to relevant consultations	
Theme 2 Housing	Action	Responsibility	Timescale	Deliverability issues	Progress
Funding	Continue to seek and lobby for funding to enable fuel poor households to achieve affordable warmth	Climate Change	M, L		
Advice	Provision of knowledgeable advice on energy, thermal efficiency, new technologies through different communication channels	Climate Change	M, L		
	Provide information on changes in behaviour that will reduce our	Climate Change White Cliffs Countryside Project	M, L		

	impact on the environment	Housing Officers Community Engagement Team			
Theme 3 Governance	Action	Responsibility	Timescale	Deliverability issues	Progress
New ways to work	Use lessons learnt from 'lockdown' to move away from business as usual approach to working life	Agile working group	M, L		
	Use of community and business grants for 'green' initiatives	Regeneration Team	M, L		
Theme 4 Natural Environment	Action	Responsibility	Timescale	Deliverability issues	Progress
Action	Be pro-active rather than wait till after the event to react, i.e. work with partners to increase cyclical drain clearance to prevent surface water flooding	Emergency Planning in conjunction with Kent Resilience Forum	M, L		
	Encourage landowners upstream to develop	Emergency Planning	M, L		

	flood prevention measures through natural sources, rather than installation of barriers downstream	in conjunction with Kent Resilience Forum White Cliffs Countryside Project			
	Encourage better land management to protect what we've got	White Cliffs Countryside Project	M, L		
	Highlight the impact food choices/ production, travel etc has on marine life, soil and the air we breathe	Climate Change	M, L		
Theme 5 Waste	Action	Responsibility	Timescale	Deliverability issues	Progress
Review	Zero Waste Strategy, update and implement	Head of Commercial Services	M, L		
Stimulate	Action to reduce waste through working with Parish Councils, Community Groups etc	Community Engagement Team	M, L		
	Market for resource efficient products	CCWG	M, L		

	through leadership and greener procurement choices	Procurement Manager			
	Understanding of food waste hierarchy, i.e. prevent, reuse, recycle	Waste Team Community Engagement Team	M, L		
	Recycling rates in the district where barriers exist currently that prevent recycling, ie. by working with residents in flats	Waste Team	M, L		
Theme 6 Air Quality	Action	Responsibility	Timescale	Deliverability issues	Progress
Partnership	Work with colleagues across the county/ community groups to extend the reach of local authority to achieve 'cleaner air' targets	Head of Regulatory Services	M, L		
	Smart connectivity and mobility modal shift plan, linking to	Regeneration Team	M, L		

	sustainable transport, transport innovations, active travel, virtual working and digital behaviour change				
Theme 7 Local Development Plan	Action	Responsibility	Timescale	Deliverability issues	Progress
Lobby	Government to require all new homes to be carbon neutral as soon as possible	Head of Planning Head of Assets & Building Control	M, L	Dependent on Government policy and timescales	If Government introduce as National requirement will remove from the Local Plan as superseded.
	For urgent update of National Planning Policy to minimize carbon emissions	CCWG	M, L		
	For reversal of urban sprawl, bring back to sustainable local living	CCWG	M, L	Will be dependent on Government's levels of house buildings in the district.	Local Plan – Distribution of development strategy

				Constraints of viability and deliverability will restrict DDC's ability to contain urban sprawl	
Theme 8 Transport	Action	Responsibility	Timescale	Deliverability issues	Progress
Collaboration	Through Quality Bus Partnership to work together towards the improvement of bus travel in Dover District	Joint Transportation Board	M, L		
	Work with KCC to improve the facilities for cycling and walking within Dover District and update Dover District Cycling Plan	Joint Transportation Board Visitor Economy and Strategic Tourism Manager	M, L		
	On continuance of Bus Rapid Transit process	Strategic Project Lead Officer (Infrastructure)	M, L		