Date: **12 April 2024**
Our ref: **Overview & Scrutiny Panel/Supplementary Agenda**
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thanet district council

OVERVIEW & SCRUTINY PANEL

16 APRIL 2024

A meeting of the Overview & Scrutiny Panel will be held at **7.00 pm on Tuesday, 16 April 2024** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

Councillor Fellows (Chair); Councillors: D Green (Vice-Chair), Austin, Bright, Britcher, Currie, Davis, Farooki, Kup, Paul Moore, Packman, Pope, Wing, Worrow and Bright

SUPPLEMENTARY AGENDA

Item No	Subject
5.	**SPORT ENGLAND SWIMMING POOL SUPPORT FUND (SPSF) RAMSGATE LEISURE CENTRE SOLAR PHOTOVOLTAICS (PV)** (Pages 3 - 120)
6.	**PURCHASE OF SECTION 106 AFFORDABLE HOUSING UNITS** (Pages 121 - 126)
7.	**TOURISM REVIEW WORKING PARTY REPORT** (Pages 127 - 152)

Please scan this barcode for an electronic copy of this agenda.

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Sport England Swimming Pool Support Fund (SPSF)
Ramsgate Leisure Centre solar photovoltaics (PV)

Overview and Scrutiny Panel:	16th April 2024
Report Author:	**Lindsay Reynolds (Decarbonisation Surveyor)**
Portfolio Holder:	Cllr Ruth Duckworth
Status:	For Decision
Classification:	Unrestricted
Key Decision:	Yes
Ward:	Central Harbour (Ramsgate)
Previously Considered by:	N/A

Executive Summary:

In 2019, the UK became the first major economy in the world to legislate a binding target to reach net zero emissions by 2050. Following the release of the Sixth Carbon Budget, the then Prime Minister Boris Johnson agreed to legislate a new target to reduce the United Kingdom's emissions by 78% by 2035. Kent County Council produced a Climate Change Risk and Impact Assessment for Kent and Medway and reported on the risks to Kent due to climate change. These include flash floods, droughts and heat waves which could cause disruption to homes, businesses and transport as well as risks to health.

Thanet District Council called a Climate Emergency on Thursday 11 July 2019 and made a pledge to:

- make Thanet District Council net zero by 2030 in our core carbon footprint (this includes emissions we have direct control over e.g. the estates and activities that we own and manage)
- address emissions that Thanet District Council has partial control over (those outside of the core carbon footprint e.g. projects, procurement and social housing) as soon as possible, and by 2050 at the latest.
- support KCC, the Government, business, industry and the community to make Thanet as a whole net zero by 2050.

Thanet District Council submitted bids to both phases of Sport England's Swimming Pool Support Fund and was successful for both phases. For Phase I, TDC was awarded £380,561 in revenue costs to cover maintenance, heating and chemicals at Ramsgate and Hartsdown Leisure Centres, and recently, for Phase II, we have been awarded up to £674,740 in capital costs for Solar PV installation and variable speed filtration pumps for

Ramsgate Leisure Centre. There is a delivery deadline to meet, which is 31st March, 2025. We need to have spent the funding and delivered the scheme by this date.

The objectives of Phase II Swimming Pool Support Fund is to reduce the energy consumption compared to baseline, minimise the closure of swimming pool provision, reduce the carbon output compared to baseline, and prioritise areas with greatest socio-economic needs.

Recommendation(s):

Members of the Overview and Scrutiny Panel are asked to:

1. Note and scrutinise the report and consider any representations to Cabinet in advance of its meeting on 25th April 2024;
2. Note and comment on the proposed recommendations to Cabinet, as follows:
    I. Notes the progress achieved and the outcome of the SPSF grant funding award
    II. Approve the use of the Swimming Pool Support Fund capital grant of up to £674,740 to fund the proposed installation of Solar PV installation and variable speed filtration pumps at Ramsgate Leisure Centre.

Corporate Implications

Financial and Value for Money

Thanet District Council called a climate emergency on 11th July 2019 and pledged to become net zero by 2030. As part of this, Thanet District Council must decarbonise its core estate, which includes Ramsgate and Hartsdown Leisure Centres. Without the Swimming Pool Support Fund from Sport England, it is unlikely that Thanet District Council would be able to fund this scheme from core budgets.

The current monthly electricity bill at Ramsgate Leisure Centre is approximately £19,000. With the solar PV array the monthly bill will be approximately £11,700, a saving of £7,300 (38.7% saving). This translates to an annual saving of over £88,000 and, over 25 years, this saving is estimated to be £2,600,000.

There will also be a significant impact on greenhouse gas emissions, with a reduction of 63.3 tonnes of CO2e every year. This solar installation will have a system lifetime of 25+ years, providing a reliable source of energy and returns on investment over time. In total, the rooftop solar, LED lighting (which Your Leisure are committed to delivering outside of this fund) and variable speed filtration system (which has been included in this grant funding) will save more than half (55%) the annual electricity bill at Ramsgate Leisure Centre, equating to over £125,000 annually.

Value for money will be secured by following the Council's procurement process.

Legal

The Climate Change Act 2008 places national targets on the reduction of emissions by 2050. The Council has powers to do anything an individual could, under the power of general competence in the Localism Act 2011. This includes taking steps to reduce Council emissions, which contribute to the local and national targets.

In 2019, the UK became the first major economy in the world to legislate binding targets to reach net zero emissions by 2050. Following this, TDC called a climate emergency and committed to the pledges as set out above. The TDC Net zero strategy and action plan is the first step in TDC's journey to meeting these pledges. Within TDC's net zero strategy, the first priority is to decarbonise its estate, which includes both Ramsgate and Hartsdown Leisure Centre.

Risk Management

It is important to address greenhouse gas emissions to avoid the serious risks of climate change e.g heatwaves, sea level rise, flash floods and societal disruption. This climate disruption will mean that some areas of the world will become uninhabitable and there could be food insecurity worldwide.

These risks are made clear in the IPCC's report "Climate Change 2022: Impacts, Adaptation and Vulnerability" which assesses the impacts of climate change, looking at ecosystems, biodiversity, and human communities at global and regional levels. It also reviews vulnerabilities and the capacities and limits of the natural world and human societies to adapt to climate change.

The Climate Change Risk and Impact Assessment for Kent and Medway (CCRIA) was produced in 2019 by KCC; it describes the changes Kent might face, and the potential risks to Kent's society, economy and environment.

It explains:
"Understanding the potential future impacts of warmer, wetter winters and hotter, drier summers is crucial for future prosperity, environmental quality, and health and wellbeing of communities.

Based on the Met Office's UK Climate Projections (UKCP) for the south east, by 2080

- summers are likely to be hotter by around 5°C to 6°C
- winters are likely to be warmer by around 3°C to 4°C
- summer rainfall is likely to decrease by 30% to 50%
- winter rainfall is likely to increase by 20% to 30%
- sea level rise is likely to increase by 0.8m.

The impacts of climate change are likely to be felt acutely in Kent with its long, strategically important coastline, large number of properties at risk of flooding and warm summers compared with the rest of the United Kingdom. It is imperative that the impacts of climate

change are considered alongside other drivers of change including economic fluctuations, population growth and demographic shifts."

The risks of not acting, or delaying acting, on climate change will affect us all, but the poorest in society will suffer the greatest risk, for example, through the rising cost of food and the lack of financial resilience to disasters. If we do not act quickly, the risks of ecological breakdown and extreme heating will get worse. It is important that we address climate change now as a matter of fairness and equality.

The Stern Report demonstrated that the cost of doing nothing to combat climate change far exceeded the cost of tackling climate change. The cost of living crisis will not get better, but worse if we ignore this emergency. The benefits of strong and early action far outweigh the economic costs of not acting and so we will act now.

There is a risk, if the recommendations in this report are not approved (and are either amended, or rejected), that TDC may have to return the grant funding to Sport England as we will not be able to fulfil the delivery timescales, of which is the 31st March, 2025.

Although it is unlikely that we will over-spend this grant award, due to the structural survey suggesting that the rooftop solar pv system will not be as large as our bid and proposal to Sport England, TDC will monitor costs throughout the duration of the project delivery, and if necessary, will make necessary adjustments to ensure we keep to budget. In the bid, TDC also included project management costs of 15% and a 10% contingency to ensure the risks of over-spending are minimal.

Equality Act 2010 & Public Sector Equality Duty

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.

Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.

This report relates to the following aim of the equality duty: -

- To eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act.
- To advance equality of opportunity between people who share a protected characteristic and people who do not share it
- To foster good relations bet*ween people who share a protected characteristic and people who do not share it.*
- Ramsgate Leisure Centre provides a diverse and extensive programme of activities. The wet side programme offers essential swimming lessons for all age groups, preschool to adults. Local primary and secondary schools participate in 32 sessions per week across 15 local schools, with an extensive and varied

public swimming programme providing an average of 70 sessions per week, also included are: parent and toddler, inclusive & accessible to all swim sessions, ladies only and specific sessions for 60+. The facility facilitates competitive and non-competitive clubs as well as Lifesaving.

- Your Leisure is committed to reducing health inequalities through removing barriers in accessing healthy lifestyles and has an extensive outreach programme for our community to become more active. This includes Kent County Council Wellbeing and Everyday Active which provides opportunities for disabled and non-disabled people to be active focusing on increasing participation for the over 55s, these programmes supplement the facility programme at Ramsgate Leisure Centre.

Corporate Priorities

This report relates to the following corporate priorities:

- To keep our district safe and clean
- To protect our environment
- To create a thriving place
- To work efficiently for you

1.0 Introduction and Background

1.1 Please read the Net Zero Strategy attached. A summary of the document is set out below:

The Intergovernmental Panel on Climate Change (IPCC, 2021) published its most detailed report on climate change in 2021 showing that the warming of the planet is due to human activity. The world is heating up due to the extraction and burning of fossil fuels (coal, oil and natural gas) to power our homes, transport and industry. The production of emissions (mainly methane) from the agricultural industry also plays a part. Worldwide agricultural practices are also responsible for over 90% of worldwide deforestation, as forests are cleared for food (mainly meat) production[1].
These emissions will cause extreme heat waves, drought and floods which will affect people's health, infrastructure and food production, and the Isle of Thanet will not be immune from these effects. Heatwaves, fires and floods have already been seen around the world, including the UK this summer. We are on the brink of world wide disruption.

1.2 To reduce emissions, the UK needs to stop using fossil fuels, and instead produce renewable electricity by solar, wind and nuclear. Everything that can be run on electricity needs to be run on electricity e.g. transport, heating and some industrial processes.

1.3 In 2019, the UK became the first major economy in the world to legislate a binding target to reach net zero emissions by 2050.

1.4 Reaching net zero is a matter of equality. Climate change will disproportionately affect the poorest, youngest/oldest and disabled. For example, these groups will be affected by heatwaves more than others in society.

[1]

The cost of living crisis will also get worse due to climate change as the price of food and other items increase in a disrupted world. It is therefore important that we address climate change now.

1.5 Thanet District Council called a climate emergency on 11th July 2019.

This included the following pledge:

- Pledge to do what is within our powers and resources to make Thanet District Council carbon neutral by 2030, taking into account both production and consumption emissions;
- Call on Westminster to provide the powers and resources to make the 2030 target possible;
- Continue to work with partners across the County and region to deliver this new goal through all relevant strategies;
- Investigate all possible sources of external funding and match funding to support this commitment;

1.6 As the meaning behind the specific terms in the initial pledge became more explicit, it became necessary to update the pledge. This includes using the words “net zero” instead of “carbon neutral” as net zero is a stronger commitment. Carbon neutral means that you can offset emissions by supporting projects such as solar farms. However, these projects do not directly remove/absorb emissions from the atmosphere. Net zero means that any leftover (residual) emissions must be absorbed by carbon sequestration projects and directly removed from the atmosphere e.g. woodland creation projects. This is why net zero is a more robust term.

1.7 The updated net zero pledge which was recommended by the cross-party Climate Change Cabinet Advisory Group is as follows:

- make Thanet District Council net zero by 2030 in our core carbon footprint (this includes emissions we have direct control over e.g. the estates and activities that we own and manage)
- address emissions that TDC has partial control over (those outside of the core carbon footprint e.g. projects, procurement and social housing) as soon as possible, and by 2050 at the latest.
- support KCC, the Government, business, industry and the community to make Thanet as a whole net zero by 2050.

In order to make these targets possible we will:

- call on Westminster to provide the powers and resources to make the targets possible;
- continue to work with partners across the county and region to deliver this new goal through all relevant strategies;
- investigate all possible sources of external funding and match funding to support this commitment

1.8 Ramsgate and Hartsdown Leisure Centres have been included in Thanet District Council's Net Zero Strategy and Carbon Reduction Plan, as they are leased to Your Leisure with the assumption that Thanet District Council would run the operation of these leisure centres if they were not leased. We will need to reduce our electricity use and source renewable electricity (~730 tonnes) to reduce our emissions associated with electricity. Addressing the emissions from TDC owned and managed offices and leisure centres is priority 1 in the net zero strategy.

Sport England announced the administration of the government's Swimming Pool Support Fund (SPSF) which provides £60 million to local authorities in England as a support package for public leisure facilities with swimming pools. This fund was split into two phases,

- Phase I - Revenue: £20m is available to support facilities with swimming pools with increased cost pressures, leaving them most vulnerable to closure or significant service reduction.
- Phase II - Capital: £40m is available from the government for capital investment to improve the energy efficiency of public facilities with pools in the medium to long term.

Thanet District Council submitted bids to both phases and was successful for both phases. For Phase I, we were awarded **£380,561 in revenue costs** to cover maintenance, heating and chemicals at Ramsgate and Hartsdown Leisure Centres, and recently, for Phase II, we have been awarded **£674,740 in capital costs** for Solar PV installation and variable speed filtration pumps for Ramsgate Leisure Centre. There is a delivery deadline to meet, which is 31st March, 2025. We need to have spent the funding and delivered the scheme by this date. The objectives of Phase II of SPSF are:

- Reduce the energy consumption level of facilities in receipt of funding, compared to baseline, and support the leisure sector to transition to a position of environmental and financial sustainability.
- Minimise the closure of swimming pool provision, where funding has been provided, to a site to prevent gaps in public leisure provision emerging.
- Reduce the carbon output of facilities in receipt of funding, compared to baseline, in line with the government's Net Zero by 2050 objectives.
- Prioritise support in those areas of greatest socio-economic need (as evidenced by IMD level), where all other factors are equal.

1.9 The operator of Ramsgate Leisure Centre, Your Leisure, have been committed towards taking action to reduce energy consumption. For example, the pool and air temperatures have been reduced by 1 degree centigrade since Dec 2022. Operational teams have been challenged to ensure high standards of energy efficient housekeeping, such as ensuring lights are turned off when areas are not in use. YL has a policy of changing any defective / failing lighting for LED equivalent where possible.

2.0 The Current Situation

2.1 As part of the Carbon Reduction plan, which was commissioned by LASER Energy, the core carbon footprint of TDC was calculated. This included the buildings TDC owns and manages as well as the two leisure centres which are leased to Your Leisure. The total carbon footprint was 4054 tonnes and was dominated by:

- The heating of the estates and leisure centres
- The diesel used in our fleet, especially in the waste carrier vehicles

2.2 The first priority in the net zero strategy is to address the emissions from TDC owned and managed offices and buildings, including the two leisure centres.

2.3 The Net Zero Strategy and Carbon Reduction Plan is attached.

2.4 In procuring and tendering this programme, TDC anticipates using the LASER Energy Framework (Lot 4) and our internal procurement manager is currently reviewing the proposal and access agreement. This service offers support with survey and design, writing the specification, project management, and tendering the work through a Dynamic Purchasing System (DPS). LASER have confirmed over 20+ suppliers and installers are on the Framework and are currently delivering similar rooftop solar panel installations on Leisure Centres.

3.0 Options

3.1 Members of the Overview and Scrutiny Panel are invited to review and scrutinise this report, making any agreed recommendations to Cabinet in advance of its meeting on 25th April 2024.

Contact Officer: Lindsay Reynolds (Decarbonisation Surveyor)
Reporting to: Andreea Plant (Head of Property)

Annex List

1. Annex 1 - TDC's Net Zero Strategy
2. Annex 2 - Carbon Reduction Plan

Background Papers

Title: *Kent's changing climate - KCC Climate Change risk and impact assessment*
Title: *Climate Change Committee: the sixth carbon budget*
Title: Climate Change 2022: Impacts, Adaptation and Vulnerability
Title: The Stern review

Corporate Consultation

Finance: Chris Blundell (Director of Corporate Services - Section 151)
Matthew Sanham (Head of Finance and Procurement)
Legal: Ingrid Brown (Head of Legal and Democracy & Monitoring Officer)

Thanet District Council

NET ZERO STRATEGY 2023

thanet.gov.uk/climate-emergency

FEBRUARY 2023

CONTENTS

FOREWORD

From Cllr Bob Bayford, Cabinet Member for Environmental Services and Special Projects

The world is under threat from global climate change which will impact everyone. The Isle of Thanet will not be immune to these impacts and that is why the council declared a climate emergency back in 2019. Tackling Climate Change is a priority for us.

Thanet District Council will act quickly, doing what we can within our resources and powers to reduce the greenhouse gas emissions that we directly produce and aiming for net zero by 2030.

We will also aim to reduce emissions that are partially within our control as soon as possible e.g within our projects, the things we buy and our social housing

Furthermore, we want to support Kent County Council, the Government, business, industry and the community to reach net zero by 2050 for the whole District, and avoid the worst impacts of climate change.

The purpose of this strategy is to show how we will meet our net zero pledge and how we will work with others in this mammoth task. However, we won't be able to do this by ourselves and so we call on residents to help in the fight against climate change in whatever way they can.

INTRODUCTION

What is climate change?

Fossil fuels are stored carbon which were formed thousands of years ago from the bodies of animals and plants. Since the industrial revolution humans have been mining and burning them. The burning of this stored carbon has produced large volumes of carbon dioxide gas which is now at extreme levels in our atmosphere. Carbon dioxide gas holds heat in our atmosphere and is causing the warming of the planet. The planet will continue to heat up unless we stop burning fossil fuels.

Although the impact isn't as significant as the burning of fossil fuels, the change in our eating habits also contributes to global warming. In the past we did not eat as much meat as we do now. However, over the past 50 years, more cows and sheep have been reared. These animals produce another gas which holds heat in our atmosphere called methane. Methane levels have been increasing each year and will continue to do so until we reduce our meat consumption. Worldwide agricultural practices are also responsible for over 90% of worldwide deforestation, as forests are cleared for food (mainly meat) production[1].

The impact of the high level of carbon dioxide and methane (greenhouse gases) in our atmosphere will cause worldwide heatwaves, droughts and flash floods. Sea levels will also rise causing low lying areas to flood and pests and diseases will also move north from tropical regions.

This climate disruption will mean that some areas of the world will become inhabitable due to heat, sea level rise or collapsed food systems and there could be great food insecurity. We have already seen devastating fires in Australia and Greece, heat waves in North America and India, floods in Germany, melting ice caps and dying coral reefs due to ocean warming. The past decade has contained the hottest years on record and this year the UK hit 40°C, showing that we need to act fast to avoid further severe impacts of climate change.

The reality of this situation can cause eco-anxiety. Please see Appendix A if you would like assistance with this.

However, you can do something about climate change - individual action does make a difference and will not just prevent climate change but will produce a more positive, vibrant future.

If you would like to calculate your carbon footprint: Giki zero is easy to use and fun: **https://zero.giki.earth/**

The Jump campaign encourages people to reduce their carbon footprint in fun and interesting ways: **https://takethejump.org/**

[1] https://www.fao.org/newsroom/detail/cop26-agricultural-expansion-drives-almost-90-percent-of-global-deforestation/en

What is being done in the UK and in Kent?

In 2019, the UK became the first major economy in the world to legislate a binding target to reach net zero emissions by 2050. Following the release of the Sixth Carbon Budget (CCC[2], 2020)[3] Prime Minister Boris Johnson agreed to legislate a new target to reduce the United Kingdom's emissions by 78% by 2035, including emissions from international shipping and aviation (gov.uk, 2021).

Major announcements have included the banning of new gas boilers in new developments by 2025, the halt of the sale of petrol and diesel cars by 2030 and hybrid cars by 2035 and the greening of electricity by 2035. These actions put the UK on route to net zero by 2050.

As an overview, in order to reach net zero the UK needs to do the following:

- Produce electricity from renewable sources - e.g. solar and wind.
- Everything that can be powered by electricity needs to be powered by electricity e.g. transport, industry and equipment. This is because electricity can be generated by renewables whereas gas, petrol and diesel cannot (in the volumes that we need).
- Heating will also need to become electrified in the future e.g. by installing air source or ground source heat pumps.
- Individuals will need to make low carbon choices such as reducing use of personal vehicles, reducing meat consumption and considering purchases.

Kent County Council produced a Climate Change Risk and Impact Assessment for Kent and Medway[4] and reported on the risks to Kent due to climate change. These include flash floods, droughts and heat waves which could cause disruption to homes, businesses and transport as well as risks to health.

They concluded that decisions made today will have lasting effects on residents, services, the natural environment, infrastructure and finances over the coming decades.

[2] The Climate Change Committee is an independent, statutory body established under the Climate Change Act

[3] https://www.theccc.org.uk/publication/sixth-carbon-budget/

[4] https://www.kent.gov.uk/environment-waste-and-planning/climate-change/kents-changing-climate/climate-change-risk-and-impact-assessment

Thanet District Council's work

TDC called a Climate Emergency on 11 July 2019. An officer working group and a cross party councillor working group was formed to initiate actions on a first environmental action plan. All of the actions within this first action plan have been completed and in December 2021, the working group was changed to a cabinet advisory group to produce this strategy and action plan, focussed specifically on the reduction of greenhouse gas emissions.

TDC's Climate Change pledge [5]

We pledge to do what is within our powers and resources to:

- make Thanet District Council net zero by 2030 in our core carbon footprint (this includes emissions we have direct control over e.g. the estates and activities that we own and manage)
- address emissions that TDC has partial control over (those outside of the core carbon footprint e.g. projects, procurement and social housing) as soon as possible, and by 2050 at the latest.
- support KCC, the Government, business, industry and the community to make Thanet as a whole net zero by 2050.

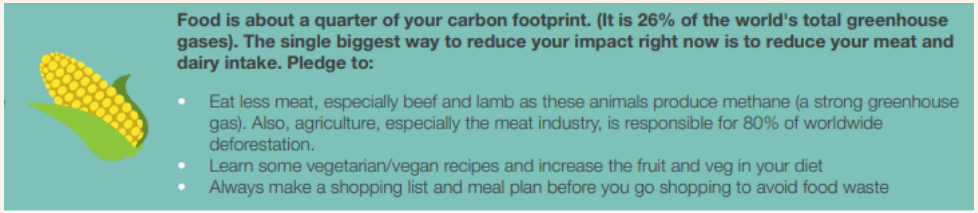
In order to make these targets possible we will:

- call on Westminster to provide the powers and resources to make the targets possible;
- continue to work with partners across the county and region to deliver this new goal through all relevant strategies;
- investigate all possible sources of external funding and match funding to support this commitment

[5] See Appendix B for notes on this updated wording.

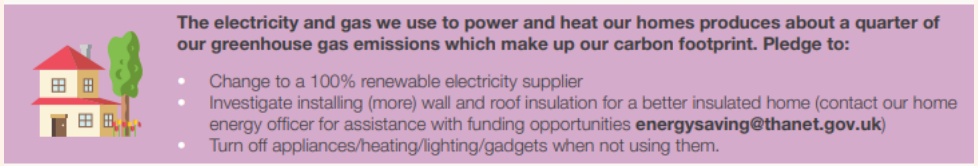
What can I do?

You could also make a pledge within your financial means to reduce emissions created by food, home, travel, purchases or activities.



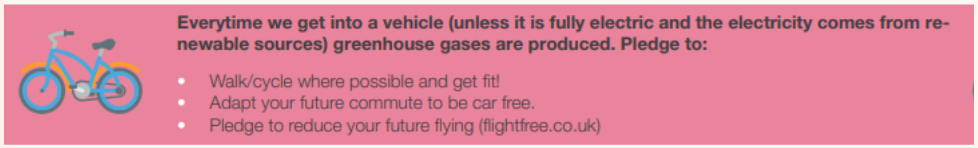
Food is about a quarter of your carbon footprint. (It is 26% of the world's total greenhouse gases). The single biggest way to reduce your impact right now is to reduce your meat and dairy intake. Pledge to:

- Eat less meat, especially beef and lamb as these animals produce methane (a strong greenhouse gas). Also, agriculture, especially the meat industry, is responsible for 80% of worldwide deforestation.
- Learn some vegetarian/vegan recipes and increase the fruit and veg in your diet
- Always make a shopping list and meal plan before you go shopping to avoid food waste



The electricity and gas we use to power and heat our homes produces about a quarter of our greenhouse gas emissions which make up our carbon footprint. Pledge to:

- Change to a 100% renewable electricity supplier
- Investigate installing (more) wall and roof insulation for a better insulated home (contact our home energy officer for assistance with funding opportunities **energysaving@thanet.gov.uk**)
- Turn off appliances/heating/lighting/gadgets when not using them.

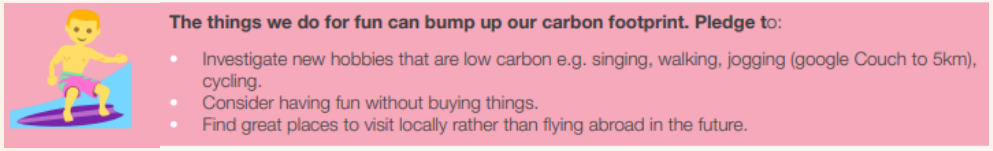


Everytime we get into a vehicle (unless it is fully electric and the electricity comes from re-newable sources) greenhouse gases are produced. Pledge to:

- Walk/cycle where possible and get fit!
- Adapt your future commute to be car free.
- Pledge to reduce your future flying (flightfree.co.uk)

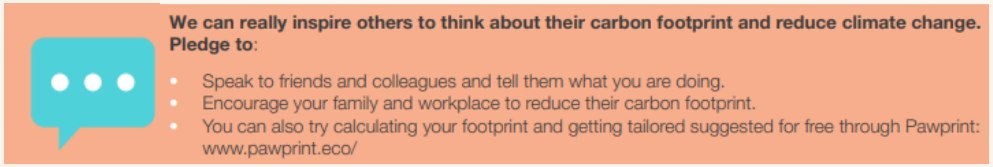
Energy and emissions go into producing every new product and item, so buying new things comes with a high carbon cost. Pledge to:

- Always consider if you really need to purchase an item before you buy it.
- Hire/borrow items e.g. gardening/DIY tools
- Share items between neighbours/family members e.g puzzles/computer games/tools.
- Buy pre loved items from charity shops or social media groups (e.g. Freecycle.org)
- Refrain from buying something for a month or even a whole year e.g. pledge to not buy brand new clothes (apart from underwear maybe!).



The things we do for fun can bump up our carbon footprint. Pledge to:

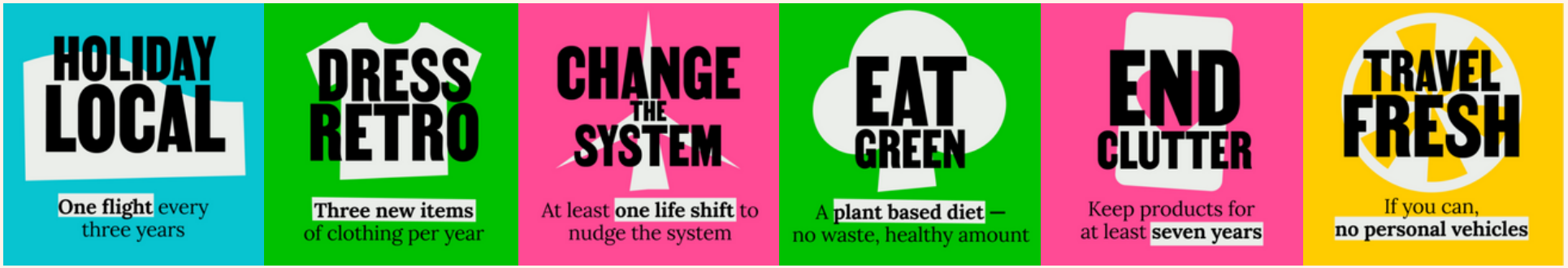
- Investigate new hobbies that are low carbon e.g. singing, walking, jogging (google Couch to 5km), cycling.
- Consider having fun without buying things.
- Find great places to visit locally rather than flying abroad in the future.



We can really inspire others to think about their carbon footprint and reduce climate change. Pledge to:

- Speak to friends and colleagues and tell them what you are doing.
- Encourage your family and workplace to reduce their carbon footprint.
- You can also try calculating your footprint and getting tailored suggested for free through Pawprint: www.pawprint.eco/

The Jump campaign encourages people to take the JUMP in at least one of the six categories below to reduce your carbon footprint. See the website for more information on each 'jump' **https://takethejump.org/**



THE STRATEGY

The strategy shows how we will meet this pledge and is split into addressing emissions in TDC's core carbon footprint, wider TDC emissions and Thanet wide emissions.

The data for TDC's core carbon footprint and Thanet wide emissions has been calculated and is clearly laid out, and 12 priorities to address these emissions have been agreed. Each priority is described and then specific, immediate actions to 2024 are then set out. The actions have been agreed with the TDC directors and officers across the council and the action plan will be monitored at regular intervals by the cabinet advisory group, as well as externally audited.

The strategy sets out how we will:

- Reduce the greenhouse gas emissions in TDC core carbon footprint which we have direct control over and how we will aim to reach net zero by 2030.
- Reduce emissions in other areas that TDC has only partial control e.g. emissions within our projects, procurement and social housing emissions, reaching net zero as quickly as possible.
- Support KCC to reduce emissions from housing, transport, industry and commercial sectors District wide
- Assist the reduction of greenhouse gas emissions in the Thanet through local planning policies
- Assist residents with the right information to make low carbon choices to reduce emissions from their carbon footprints, addressing emissions from consumption.

With regards to district wide emissions, KCC has responsibility for the following areas:

- Schools
- Highways
- Transport
- Waste Disposal

And so TDC will play a supporting, rather than direct role in reducing these emissions.

The UK Government is responsible for the reduction of emissions from airports, ports and military transport. For example, the Government's approach for achieving net zero aviation by 2050 is set out in their Jet Zero Strategy. TDC has no powers with regards to these emissions however we will keep a watching brief on Manston Airport's adherence to their low emission plan.

We will also work with all residents of the district. The Climate Change Committee points out:

"More than ever before, future emissions reductions will require people to be actively involved. This need not entail sacrifices. Many people can make low carbon choices, about how they travel, how they heat their homes, what they buy and what they eat. The experience of the UK Climate Assembly shows that if people understand what is needed and why, if they have options and can be involved in decision-making processes, they will support the transition to Net Zero."

The principles of the Net Zero Strategy

We aim to ensure that this will be a **fair transition** to net zero which will not financially impact those already disadvantaged in Thanet. Some new low carbon technologies e.g. electric cars and heat pumps are unaffordable for many residents currently. The actions within this plan will not add to the inequalities in society.

It however calls on residents to help in the fight against climate change in whatever way they can and encourages individuals to feel empowered to take action. We will promote ways to reduce emissions which do not cost any extra or that can be achieved through grants.

The net zero strategy aims to not only avoid the serious impacts of climate change but stimulate the economy and create a healthier society. For example, TDC will work with KCC to increase employment within the housing retrofit sector. This will not only increase job opportunities but also produce warmer, more energy efficient homes which will be cheaper to run. Net zero actions also reduces air pollution and encourages us to be healthier, by eating more fruit and vegetables and walking and cycling more.

The risks of not acting, or delaying acting, on climate change will affect us all, but the poorest in society will suffer the greatest risk, for example, through the rising cost of food and the lack of financial resilience to disasters. If we do not act quickly, the risks of ecological breakdown and extreme heating will get worse.

It is important that we address climate change now as a matter of fairness and equality.

The Stern Report [6] demonstrated that the cost of doing nothing to combat climate change far exceeded the cost of tackling climate change. The cost of living crisis will not get better, but worse if we ignore this emergency.

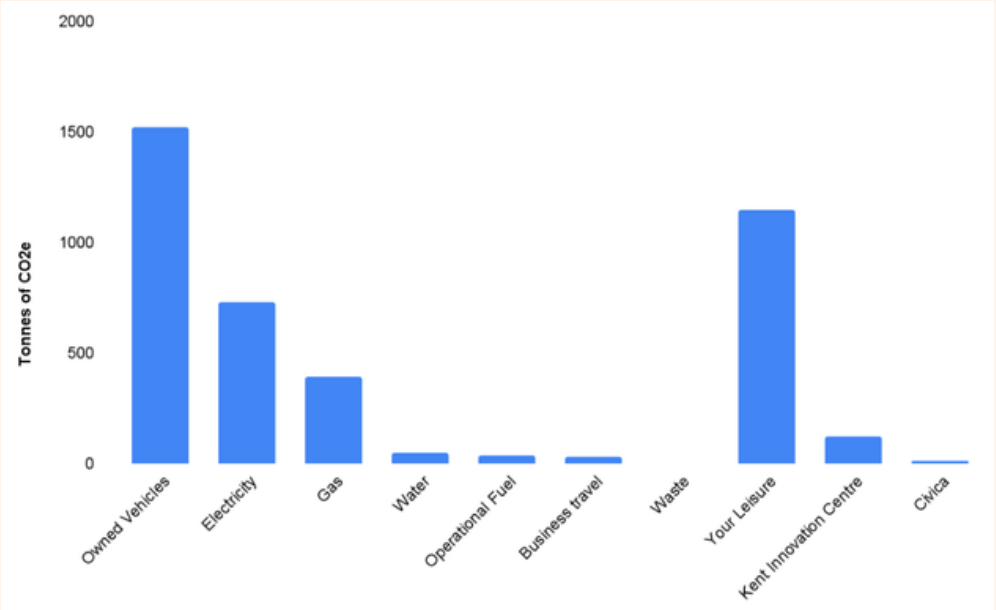
The benefits of strong and early action far outweigh the economic costs of not acting and so we will act now.

[6] **https://www.lse.ac.uk/granthaminstitute/publication/the-economics-of-climate-change-the-stern-review/**

1. REDUCING THE CORE CARBON FOOTPRINT OF TDC, AIMING FOR NET ZERO BY 2030

The core carbon footprint of the council includes all estates we own and manage and our core activities. The leisure centres which are leased to Your Leisure have also been added, as it is viewed that they would likely be run by the council if they were not leased out.

TDC's carbon footprint totals 4054 tonnes of CO2e. The graph below shows how this is broken down into various emission sources.



From the left, it shows greenhouse gas (GHG) emissions from our owned vehicles, emissions from electricity use and gas use (mainly in our offices and the crematorium), emissions from our water use, operational fuel (equipment such as lawn mowers/strimmers) and emissions from our business travel. The last bars on the right hand side are emissions from the two leisure centres, the Kent Innovation Centre and outsourced services (Civica).

This shows that a large percentage of emissions are from our owned vehicles. Further investigation shows that a large proportion of these are from the waste collection rounds.

The heating and powering of our offices is also a significant part of our carbon footprint. There is also a large volume of emissions from the two leisure centres (Ramsgate and Hartsdown), which is mainly from their gas use.

Emissions from our water use are not large but still significant, as are the emissions from our business travel and the fuel used in our open spaces department (operational fuel). The emissions from TDC's waste is so small it cannot be seen on the graph as it is only the waste from the offices and depots that we occupy.

Aiming for Net Zero by 2030

An overview of what TDC needs to do to reach net zero is as follows:

We need to reduce our reliance on gas throughout the buildings we own and manage and also the leisure centres (~1200 tonnes) by:

- Increasing insulation
- Replacing the gas boilers with air source /ground source heat pumps where possible. Heat pumps can use renewable electricity rather than polluting fossil fuels.

We will need to reduce our electricity use and source renewable electricity (~730 tonnes) to reduce our emissions associated with electricity. Addressing the emissions from TDC owned and managed offices and leisure centres is priority 1 in the strategy.

TDC also needs to reduce emissions from the fleet (~1500 tonnes) by electrifying as many vehicles as possible. This is because electricity can be sourced through renewable means whereas fossil fuels cannot be. We also need to reduce business travel (~30 tonnes) as much as possible.

We will also need to invest in electric equipment in our open spaces department (~40 tonnes) and also reduce water use (~50 tonnes) where possible.

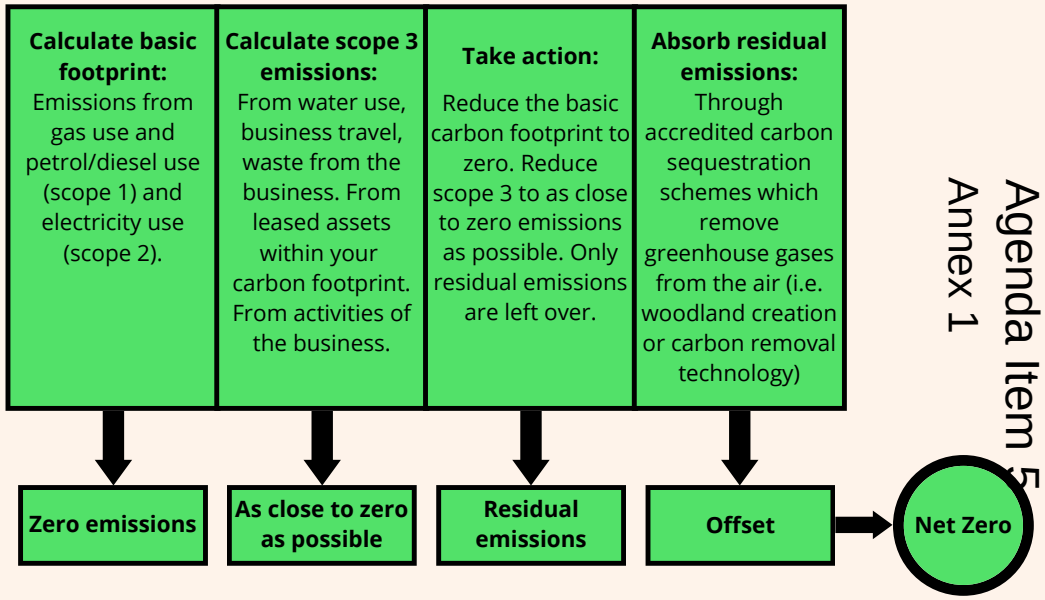
Addressing the emissions from TDC fleet and equipment is priority 2.

In order to reach net zero, TDC must reduce the emissions from the calculated carbon footprint to such a small volume that the leftover emissions can be absorbed by woodland creation or by accredited carbon sequestration projects (priority 3).

See the figure below for further explanation on the correct route to net zero.

The TDC Carbon Reduction Plan details the route to net zero by 2030 in our core footprint. It can be found at the bottom of the Net Zero TDC webpage: **thanet.gov.uk/netzero/**

See the figure below for further explanation on the correct route to net zero.



Overview of priorities 1 - 3

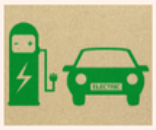
Below is an overview of a theoretical route that we are aiming towards to reach net zero by 2030. It is clear that TDC will need to source external funding to install heats pumps in our offices and a leisure centre and to assist with the electrification of the large vehicles in the fleet including the waste carrier vehicles.

As stated in our pledge: We will call on Westminster to provide the powers and resources to make the 2030 target possible.

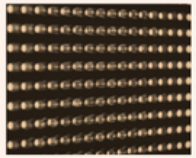
2022: Energy and water use efficiency measures are initiated within estates and leisure centres

2022: Business travel (grey fleet mileage) is reduced.

2023: Plan is set aiming to electrify some of the fleet.



Milestone 2023: Insulation within estates is improved and LED lighting installed. New water fittings.



2023: Full decarbonisation plan for offices, depot and leisure centre is completed.

Milestone 2023: Plan for TDC woodland creation explored.

Milestone 2024: New electric car derived vans are purchased as old vans come to the end of life.

Milestone 2024: 100% renewable energy purchased and opportunities to create renewable electricity explored and started.

2025 Milestone: Electric equipment is trialed and purchased as old equipment is replaced.

2026: TDC offices and depots are fully insulated and some have renewable energy.

2028: Diesel waste carrier vehicles are possibly electric.

2029: All car-derived vans are electric.

2029: One leisure centre heating supply is decarbonised.

2029: Heating supply to as much estates as possible is renewable.

Net Zero by 2030: Offsets purchased or woodland created to offset emissions that cannot be eliminated just yet e.g. the gas use in the crematorium.

Cost of reaching Net Zero by 2030

TDC employed consultants, Laser, to assist them in creating a carbon reduction plan for the 2030 net zero target. Please see Appendix D for the emissions reduction model.

Laser concluded that to reach net zero by 2030 an investment of approximately £9.6 million will be needed.

There will be approximately £4 million savings to 2030 and therefore **the net cost to the council by 2030 will be approximately £5.6 million**.

The main investments needed to reach net zero by 2030 include:

1. Energy efficiency measures throughout the estates
2. LED lighting
3. A small solar PV array
4. Changing the gas boilers to heat pumps (at least at the Kent Innovation Centre and Ramsgate Leisure Centre)
5. Replacing the diesel car derived vans for electric
6. Replacing the diesel waste carrier vehicles for electric
7. Offsetting the left over emissions

Early energy efficiency measures such as installation and solar pv should provide profit on the investment to 2030 and the installation of LED lighting will be profitable by 2050. These projects could therefore be carried out on an invest to save basis.

Many of the other actions will need external funding as they do return the investment by 2030 or even by 2050 e.g. heat pump installation and the electric waste carrier vehicles. There are possible funding streams for the installation of the heat pumps (the Public Sector Decarbonisation Fund) but there is no government funding for the electrification of waste carrier vehicles currently.

Further details are within the Carbon Reduction Plan found at the bottom of the Net Zero TDC webpage: thanet.gov.uk/netzero/

2. REDUCING EMISSIONS TDC HAS PARTIAL CONTROL OVER

TDC also wants to address the emissions from other activities which are outside the scope of our net zero 2030 target and set targets to reduce these by 2050 at the very latest. The reason why they are outside the 2030 target is because they are not completely within our control. For example, the emissions from our essential coastal engineering works is mainly due to emissions created in the concrete industry. We will however always source the lowest carbon concrete and building materials possible.

The emissions within our purchases (procurement) are also outside our 2030 target as many companies that we purchase from are aiming towards a 2050 target, not a 2030 target. However, we will not ignore the emissions from our procurement - we will calculate them and set targets to reduce them by stipulating new procurement rules. We will make it clear that we want to work with companies that take net zero seriously. We have already added questions such as “Do you calculate your carbon footprint and what are you doing to reduce it?” in our invitation to quote and tender documents.

With regards to the emissions within our social housing, we have already estimated the emissions and released the Social Housing Decarbonisation Strategy alongside this Net Zero Strategy. This sets out ambitious targets to reduce emissions in this sector.

Following public engagement, clear interim targets to 2030 and 2040 will be set out in the 2024 net zero action plan.

Other emissions that we will estimate and set ambitious targets for going forwards include: Emissions from decisions and projects (priority 4) procurement (priority 5) and social housing building and tenants (priority 6)

3. ASSISTING THE REDUCTION OF THANET WIDE EMISSIONS, AIMING FOR NET ZERO BY 2050

Thanet wide GHG emissions come from the energy we use, emissions associated with land use and emissions from everything we buy/consume e.g. food, clothing, furniture.

Kent County Council leads on much of the district-wide emissions reduction work. The Kent and Medway Energy and Low Emissions Strategy and implementation plan can be found on their website. Local councils work with KCC on this through the Climate Change Network, which meets regularly. More details can be found in Appendix D.

Emissions from direct energy use

The government produces a breakdown of carbon dioxide (CO2) emissions by Local Authority area from their energy consumption.

The emissions from energy use are attributed to five sectors: [7]

- Industry (61100 tonnes)
- Commercial sector (110800 tonnes e.g. shops)
- Public sector (27800 tonnes e.g. buildings associated with services such as hospitals and libraries)
- Domestic (187,000 tonnes e.g. housing)
- Transport (128,100 tonnes)

[7] **https://www.gov.uk/government/publications/regional-energy-data-guidance-note**

The largest percentage of emissions in Thanet is due to heating and powering houses (residential) and from the transport sector. The total emissions is approximately 515000 tonnes (515k tonnes).

This is more than 100 times the emissions of the TDC core carbon footprint (4054 tonnes). It is therefore very important that we support KCC and other stakeholders to reduce these district wide emissions by 2050.

Emissions from land

The land can also absorb or release emissions. The land of Thanet actually releases a small volume of emissions (400 tonnes) each year rather than absorbs them.[8]

Thanet's tree cover absorbs approximately 300 tonnes, the grassland absorbs 4600 tonnes, the cropland emits 1900 tonnes and the emissions released due to change in land use from settlements is 3400 tonnes of CO2e.

It is important to point out however that even if the land did absorb emissions, it would still only absorb an exceptionally small volume of what we produced as a District. Therefore, **although it is important to improve the land so it absorbs more emissions and biodiversity is improved, it is more important to reduce emissions.** For example, the emissions absorbed by the trees and grassland is only 1% of the emissions released due to the energy use of Thanet. This imbalance is reflective of the whole world issue and shows that emissions should be reduced first and foremost.

[8] From the UK Local authority and regional carbon dioxide emissions national statistics for the land use, land use change and forestry (LULECF).

Reduction of emissions, not offsetting

It is important that we do not rely on offsetting. One hectare of woodland absorbs just 270 tonnes of carbon dioxide over 30 years of its life (not each year). This means that Thanet would need to plant 57 thousand hectares to offset the carbon footprint of energy emissions over 30 years.[9] Thanet is only 10 thousand hectares in size and therefore we would need nearly six Thanets to just offset emissions from our energy use.

How much woodland is needed to offset an individual's carbon footprint?

When we look at an individual's carbon footprint, which is approximately 10 tonnes annually, over 30 years the emissions total 300 tonnes. This means that each person would need to plant a whole hectare of woodland now to offset their carbon footprint to 2050 (as a hectare offsets 270 tonnes).

As this is completely unrealistic, it is therefore important that each person works to reduce their carbon footprint, rather than simply hope to offset their emissions.

[9] (515500 x 30 years / 270)

Consumption data for Thanet

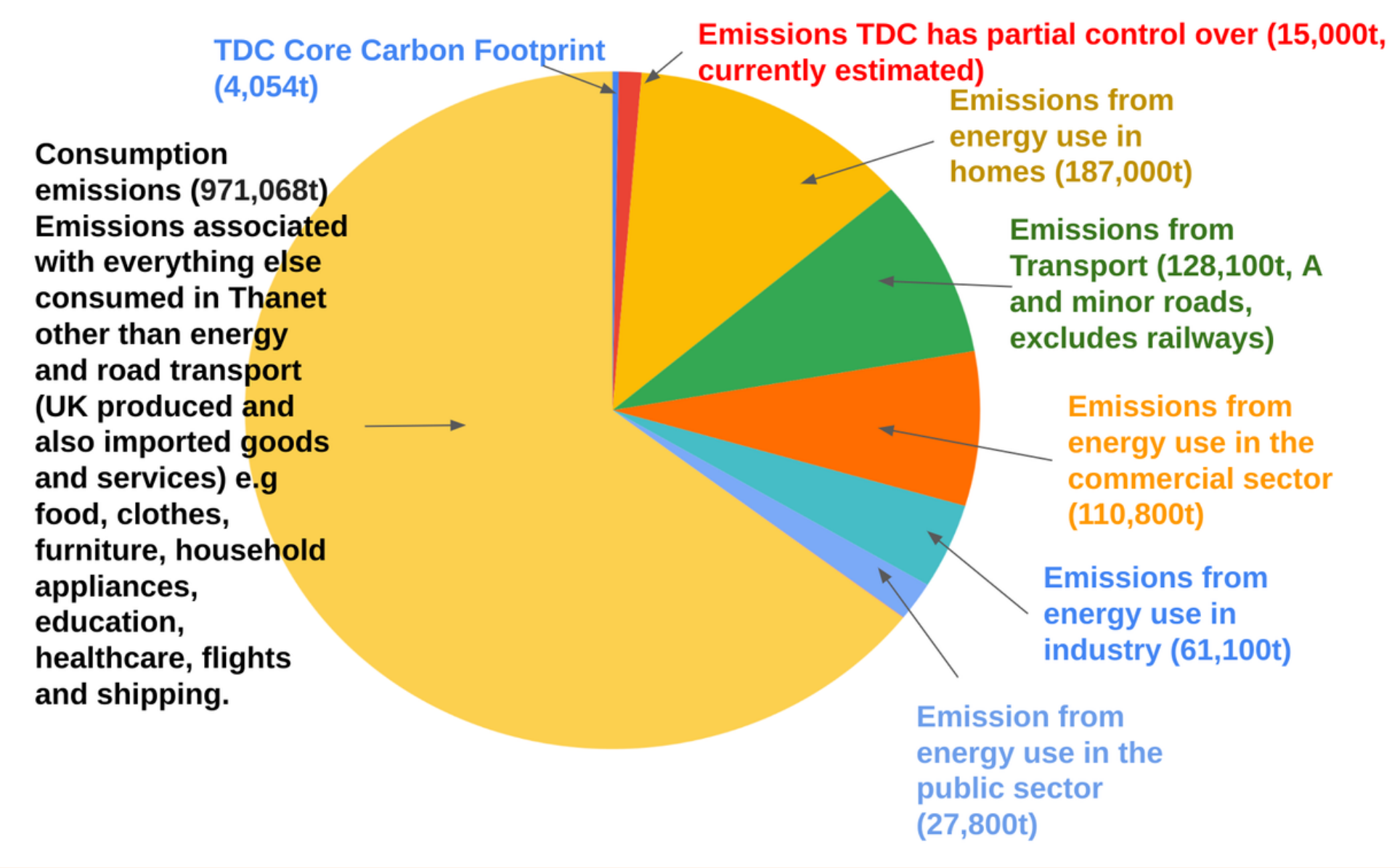
When we add on emissions from consumption, the carbon footprint for Thanet goes from 515000 tonnes (energy consumption) to an estimated 1,486,068 tonnes of CO2e for everything in our carbon footprint.

This includes the services used (e.g. education, NHS) and everything else that we buy e.g. household appliances, clothing and food. Approximately 971,068 tonnes of emissions are therefore produced from our consumption (DEFRA)[10] which is nearly double the emissions from the district's energy use. (Calculations shown in Appendix C). This is why it is important to address everything in our carbon footprint, not just the emissions from our direct energy consumption.

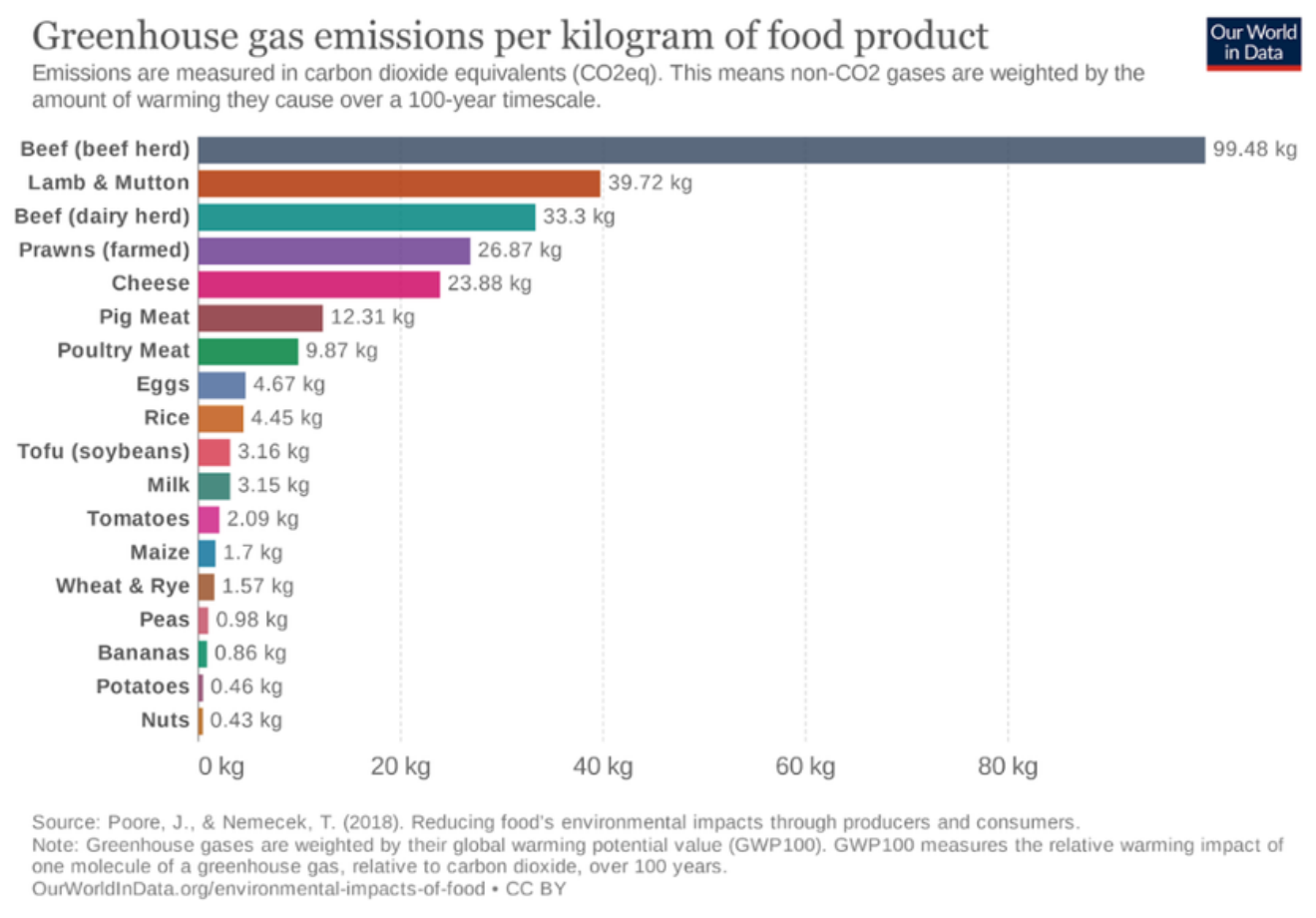
The over consumption of things is not only causing excess greenhouse gas emissions, but is also destroying the natural world and causing biodiversity collapse.

[10] **www.gov.uk/government/statistics/uks-carbon-footprint** shows consumption data for the UK. It is then pro-rata'd using ONS local authority population estimates. 10.48 tonnes per person.

The following graph shows a pie chart for all the emissions for Thanet. The emissions taken up/ emitted by the land is so small that it cannot be seen on the graph.



What we eat contributes greatly to our carbon footprint, with beef and lamb contributing the most emissions per kg as shown in the next graph. This is because cows and sheep are ruminants and produce a very strong greenhouse gas called methane when they digest their food. The agricultural industry is also responsible for over 90% of worldwide deforestation, as forests are cleared for food (mainly meat) production.[11] The reduction of meat consumption is one of the quickest ways to reduce your carbon footprint and environmental impact.



The last 6 priorities of the strategy address the Thanet wide emissions in housing, transport, business and industry, new housing and development, absorbing emissions using the land and addressing the emissions from everything else - consumption.

[11] https://www.fao.org/newsroom/detail/cop26-agricultural-expansion-drives-almost-90-percent-of-global-deforestation/en

TWELVE PRIORITIES

There are twelve priorities for this strategy. Three that address the 2030 aim for emissions within our control (core carbon footprint), three which address TDC emissions that we have partial control over and six which address district wide emissions. Each of these relate to the emission data set out above.

TDC Net Zero Carbon Footprint

1. Addressing the emissions from TDC owned and managed offices and buildings plus leisure centres
2. Addressing the emissions from TDC fleet and equipment
3. Sequestering/offsetting left over emissions e.g. Woodland Creation

Emissions TDC have partial control over

4. Addressing the emissions in decisions and projects
5. Addressing the emissions within TDC purchases (Procurement)
6. Addressing the emissions within our social housing and other buildings we own

District Wide Emissions (those emissions we don't have direct control over)

7. Addressing emissions in the current housing stock: Thanet housing retrofit action
8. Addressing emissions in Thanet's transport
9. Addressing emissions produced by Thanet's businesses (commercial and industry)
10. Addressing emissions from new housing and development: Local planning
11. Stimulating renewable energy production and Thanetwide carbon sequestration
12. Addressing Thanet wide consumption emissions including emissions from food and purchases: Climate Change Education and Communication

Apart from the TDC Local Plan, KCC is leading on addressing district wide emissions and this is laid out in the Low Carbon Energy and Emissions Strategy.[12]

These 12 priorities are set out in detail below with actions that we will start immediately and aim to complete by March 2024.

[12] https://www.kent.gov.uk/__data/assets/pdf_file/0009/112401/Kent-and-Medway-Energy-and-Low-Emissions-Strategy.pdf

Addressing TDC Core Carbon Footprint

1. Addressing the emissions from TDC offices and buildings including leisure centres

Following best practice, an Estates Decarbonisation Plan will be created using the guidance from the government's Heat and Building Strategy[13] and the Net Zero Estate Playbook.[14]

This may need to take place in a number of phases for some buildings and include:

1. Reducing energy use through behaviour change
2. Decreasing electricity use by swapping to LED lighting
3. Reducing gas use by adding insulation
4. Decreasing gas use by reducing the flow of the hot water taps/shower heads
5. Swapping the gas boilers for low emissions alternatives. Currently the most efficient option is air or ground source heat pumps
6. Adding solar pv to reduce the cost of electricity use and produce our own renewable electricity.

Some of the actions e.g. behaviour change, LED lighting and insulation will likely save TDC money and will be considered as the first steps. The decarbonisation of the heating supply by the installation of heat pumps will be much more costly and external funding will need to be sought. The Heat and Building Strategy states that for the UK to meet its 2050 net zero targets, heat in virtually all buildings must be decarbonised.

One of the first steps is to understand if there are offices that TDC does not need due to hybrid working. A clear Estates rationalisation plan will need to be drawn up alongside the estates decarbonisation plan.

The four main short term actions to March 2024 are:

- Create a governance structure, estates rationalisation and heat decarbonisation plan
- Create a business plan for the possible employment of a new Energy Efficiency and Heat Decarbonisation Officer
- Aim to reduce the emissions from the estates by 15% by January 2024.
- Understand if a solar farm can be added to TDC land.

[13] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1036227/E02666137_CP_388_Heat_and_Buildings_Elay.pdf

[14] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1035417/Net_Zero_Estate_Playbook__1_.pdf

2. Addressing the emissions from TDC offices and buildings including leisure centres

This priority includes the aim to purchase electric cars and car derived vans (<3.5 tonnes) when the current diesel versions come to the end of their operational lives from now until 2030. An investigation into the full net cost of electric car derived vans will be the first step. Associated with this is the installation of EV charging points at appropriate TDC locations to enable this to happen.

The electrification of the large waste carrier vehicles is a complex project that will need to be planned soon if they are to be included in the 2030 net zero aim. It involves complex new electric charging infrastructure and possibly a new way of working for many staff using these vehicles. The current waste carrier vehicles have a lifespan to 2028 and electric vehicles will be considered. The cost of these however is currently more than double the diesel versions, and even when taking into account the savings on the cost of the electricity and also reduced cost of maintenance, the uplift in cost will be great.

A fully costed plan will need to be produced as soon as possible to understand these costs and savings. However, there will continue to be considerable uncertainty around both the costs and the operational efficiency of the use of these types of vehicles in the short term as this market develops and matures.

A plan to reduce emissions from TDC's business travel through encouraging the use of public transport or ultra low emission vehicles will also be created. These emissions have already started to reduce through the use of online rather than face to face meetings and flexible working.

A small volume of emissions is generated from the open spaces equipment and a plan will need to be created to purchase electric equipment instead of motorised. The team has trialled some electric equipment in the past few years however, they were not robust enough for the work that they do. New sturdier electric equipment will be trialled as it comes onto the market and will be considered as older equipment comes to the end of its life.

The main short term actions are to:

1. Investigate the uplift in cost of electric car derived vans compared to diesel versions, agree a policy on the purchase of electric car derived vehicles in the fleet replacement scheme, aiming for zero emissions by 2030.
2. Complete a full report of the costs and benefits of purchasing electric waste carrier vehicles (WCV) in 2028.
3. Create policies to reduce emissions from business travel.
4. Create a costed report on options to decarbonise the open spaces equipment, aiming to purchase electric versions as old equipment comes to the end of its life.

3. Sequestering/offsetting left over emissions e.g. Woodland Creation

Realistically, TDC will not be able to reduce all emissions from our estates by 2030. For example, the crematorium has a life span to 2036. We would not want to discard our current cremator and change it for a possible electric version until it came to near the end of its life. Also, some vehicles do not have electric versions currently.

The emissions that are left over in 2030 will need to be absorbed if we want to reach true net zero by that date. The carbon reduction plan calculates this to be approximately 1200 tonnes of CO2e, reducing to approximately 1000 tonnes of CO2e if the gas cremator is replaced for an electric version in 2036.

Although all trees absorb carbon dioxide, the planting of individual trees cannot be used to officially offset these left over emissions currently. The planting of individual trees in parks, such as the new large trees planted in Jackey Bakers by TDC cannot therefore be used to offset our carbon footprint.

The planting of individual trees will be addressed in the future Tree and Biodiversity Strategy and action plan, as it is important that trees are planted even if they cannot be used in offsetting. They are important to us for many other reasons such as biodiversity, air quality, addressing heat stress and water runoff, as well as being beautiful to look at and improving mental and physical health.

There is a minimum size of woodland that can be used in the official offsetting scheme. TDC could either create its own woodland if there is appropriate land or pay into a gold standard scheme for carbon sequestration. This may be through the new Wilder Carbon Scheme which is being created by Kent Wildlife Trust.[15]

122 hectares of woodland would need to be planted to offset average annual emissions of 1100 tonnes each year for 30 years.[16]

Given the fact that the Isle of Thanet is predominantly farmland, most of which is the best and most versatile agricultural land and not appropriate for woodland creation, it is very unlikely that this level of woodland creation could be achieved. Offsetting schemes will therefore need to be considered.

Scientists will also assess the carbon storage and sequestration potential of all UK seas, as well as within Marine Protected Areas and it is hoped that the report will be available in summer 2023. This report will inform our carbon sequestration plans.

The main short term actions are to:

1. Investigate land owned by TDC for possible woodland creation.
2. If sites are identified, investigate funding to establish woodland to offset TDC's residual emissions
3. Investigate offsetting projects and the cost of these.

[15] **https://www.kentwildlifetrust.org.uk/wilder-carbon**

[16] TDC would produce 1100 tonne each year for 30 years = 33,000 tonnes. 33,000 / 270 = 122 hectares

Addressing emissions TDC has partial control over

4. Addressing the emissions in decisions and projects

The aim of this strategy is to reduce all emissions produced by TDC, therefore the impact of all decisions and activities on TDC's carbon footprint will need to be considered. If the decision taken reduces emissions then it is in line with this strategy.

Decisions that reduce emissions compared to the current situation include installing insulation and LED lighting, creating renewable energy, purchasing electric vehicles and creating woodland.

Guidance will need to be produced to enable directors and officers to consider emissions within proposals and decisions. Every decision that increases emissions will be seen as a risk to the environment, to society and to the council. It is clear we need to aim to reduce emissions in this decade.

Any action that causes extra annual emissions will also need to be addressed in the future which could be costly.

We will consider a Net zero decision policy that ensures decisions have had due regard to reducing emissions in line with the net zero strategy and carbon reduction plan.

TDC will also devise a method to calculate the emissions within projects and set targets to reduce these emissions.

Actions to 2024 include:

1. Calculate the estimated emissions within the activities of the council for the baseline year 2019- 2020 including projects
2. Investigate and agree a method to calculate the emissions within planned regeneration projects e.g. Levelling Up fund and planned estates projects up to 2024
3. Create a plan to reduce a) embodied emissions (through contract specifications) and b) functional emissions within TDC projects
4. Create advice to all directors and officers on how to consider greenhouse emissions in all decisions
5. Add climate change as consideration and sign off on all cabinet reports. All decisions will be asked to identify basic emissions sources within their decisions
6. Consider a Net zero decision policy that ensures decisions have had due regard to reducing emissions in line with the net zero strategy and carbon reduction plan.

Update: The emissions from our top 15 spends in our baseline year (2019-2020) were calculated between the first and final draft of this strategy. This totalled approx. 3,500 tonnes of CO2e from a spend of approx. £21.5m - a similar volume of emissions created from our core carbon footprint (~4,000 tonnes).

The study found that a large volume of emissions is emitted from construction projects. They have a higher carbon/spend intensity due to the nature of their supply chain activities. The specifications within the procurement of these types of projects should therefore be targeted to reduce emissions associated with our spend.

5. Addressing the emissions within TDC purchases (Procurement)

The TDC procurement team has already added a 5% weighting for net zero targets within their grading matrix for quotes and tenders. This means we ask competing companies to explain if they have calculated their carbon footprint and what they are doing to reduce it and grade their answer out of 5. This grade is added to their total score out of 100.

Going forwards, we are considering asking larger companies to calculate the emissions within the contracts. This will be vital to calculate and monitor our emissions reductions.

Working with the KCC procurement subgroup, TDC wants to set targets within our procurement which encourages the move towards net zero emissions within all contracts.

Actions to 2024 include:

1. Calculate the estimated emissions of the top 15 TDC contracts in the baseline year 2019 - 2020
2. Continue to ask companies about their carbon footprint and reduction in the procurement process. Evaluate the answers and improve the questions where necessary.
3. Create advice to officers on how to evaluate the answers within the tender response documents
4. Agree a net zero market statement.
5. Consider asking larger companies for the calculated carbon emissions within their contracts.

6. Addressing the emissions within our social housing and other buildings we own

The housing team is creating ambitious targets to improve the insulation and energy efficiency within TDC's social housing and has published a Social Housing Decarbonisation Strategy alongside this strategy.

We have calculated the estimated emissions from the energy use in our social housing. This totalled 9215 tonnes of CO2e and is 4.9% of the total housing emissions across Thanet.

One of the first aims of the housing department is to make all properties EPC C by 2030, using capital schemes and government funding. By 2028, we will have trialled some options for decarbonising housing using the principles of fabric (insulation) first, worst first (worst properties) and no regrets.

This will include an education plan for tenants to ensure they understand how to use the new heating systems e.g. if air source heat pumps are installed, they need to be on all the time compared to gas boilers which are turned on and off.

The team will also set targets to decarbonise the heating supply of a percentage of the current social housing by 2030.

Any new social housing built will have strict criteria. For example, we will set stringent targets around the u values and energy emission standards to net zero for all new social housing building.

We can also set design briefs which include low embodied emissions, using guidance from the Green Building Standard and the Net Zero Carbon Toolkit.[17]

The government has banned the installation of gas boilers in new developments from 2025 and so we want to follow this ambitious target. We will not install gas boilers into new social housing as this will simply add to the fossil fuels being burned.

Landlord responsibilities

TDC own and lease a number of other buildings in our estates. As a landlord we will aim to increase the energy efficiency of these buildings and follow the forthcoming government guidelines. e.g. For commercial let premises the Government is consulting on raising the standard to EPC B by April 2030 with limited exceptions.[18]

Actions to 2024 include:

1. Complete a plan that ensures all social housing stock are EPC C by 2035, aiming for 2030 using capital schemes and government funding.
2. Create a full plan to fully decarbonise the heating of a percentage of the social housing that TDC own and take the plan to cabinet to agree.
3. Create a plan to meet the government guidelines around energy efficiency of commercial let properties.

[17] **https://www.westoxon.gov.uk/media/2ddb125k/net-zero-carbon-toolkit.pdf**

[18] Energy white paper (**https://www.gov.uk/government/publications/energy-white-paper-powering-our-net-zero-future**)

Thanet Wide Emissions

Apart from the TDC Local Plan, KCC is leading on addressing emissions Thanet wide which is laid out in the Low Carbon Energy and Emissions Strategy. This strategy shows how we will support KCC, the Government, business, industry and the community to make Thanet as a whole net zero by 2050.

7. Addressing emissions in the current housing stock: District wide Thanet housing retrofit action

37% of Thanet's GHG emissions are from domestic housing (187700 tonnes of CO2e). The bulk of these emissions are from domestic heating and hot water. To decarbonise existing stock, a mixture of energy efficiency and low-carbon heating measures are required.

As it stands the UKs housing stock is amongst the most inefficient in Europe. Thanet Councils role is to facilitate the retrofitting of insulation, energy efficiency and low carbon measures into households of all tenures and income levels. This will be achieved by accessing national, regional and international funding for installing measures into low income homes, developing community energy initiatives and affordable and trustworthy solutions for all tenures and incomes. These actions will run alongside the Government's industry-led transformation of the heating appliance market towards low-carbon products.

The government also considers actions to improve home energy efficiency as the best long term method of tackling fuel poverty.[19]

There are a number of TDC actions within this priority:

1. Create a Domestic Retrofitting Action Plan Strategy for Thanet. Increasing energy efficiency and decreasing fuel poverty
2. Ensure installation of measures into homes by designing delivery routes for various funds through available funds (Green Homes Grants, Home Upgrade Grants, ECO4 etc.)
3. Continue to provide energy advice and referral service for residents of all tenures
4. Provide community advice including neighbourhood pop up advice events and door to door advice
5. Deliver training to partner organisations, the industry, landlords, letting/ estate agents
6. Develop the installer markets and associated skills. Including training in local colleges, working with local installers/surveyors.
7. Deliver a communication plan to assist all residents with reducing energy consumption and reduce energy bills, provide affordable warmth and reduce carbon emissions
8. Develop community energy decarbonisation initiatives.
9. Help address fuel poverty in the district by enabling households to access measures, funds, benefits and crisis support.

[19] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1044598/6.7408_BEIS_Clean_Heat_Heat_Buildings_Strategy_Stage_2_v5_WEB.pdf

8. Addressing emissions in Thanet's transport

25% of emissions (128100 tonnes of CO2e) in Thanet come from transport and this needs to be addressed in various ways including supporting the shift from car use to active travel or public transport and the electrification of transport. This aim is led by KCC in the KCC Energy and Low Emission Strategy but assisted by TDC.

TDC can work with KCC on projects to encourage more cycle paths and therefore support/ encourage those wanting to cycle to school and work. The Council will seek to develop a cycling network in the district, and new development should take into account the needs of cycling. The change of thinking that is needed to move from car travel to more active travel can be assisted by the communication team. The TDC air quality team will also work with KCC on projects around air pollution from vehicles.

TDC can assist sustainable transport by creating an EV charging station plan for the land we own and drawing down government funding as and when it is released. We already have two fast chargers for residents and taxi drivers in our car parks and would like to install more when funding is available. The lack of charging points throughout Thanet is a barrier to some purchasing electric vehicles.

Active transport is already incorporated in policies within the local plan, however this can be reviewed to ensure it is a priority in decision making.

Actions to 2024 include:

1. Create an EV charging point plan for TDC owned land
2. Complete the installation of the currently funded electric charging points across the district
3. Finalise, agree and consult on the taxi licensing policy which will promote a shift to low emission vehicles
4. Create an action plan to encourage tourists to use public transport, walk or cycle
5. Promote KCC campaigns and activities to encourage people to walk and cycle. Encourage the public to use sustainable transportation, including public transport, car sharing, cycling, and walking
6. Work with KCC to create digital resources for schools on air quality and encouraging walking and cycling.

9. Addressing emissions produced by Thanet's businesses (commercial and industry)

The emissions from industry within Thanet make up 11.9% of the District's carbon footprint whereas the emissions from the commercial sector makes up 21.5%. In total they contribute 171900 tonnes of CO2e.

TDC will promote KCC's actions e.g. LoCase project[20] which aims to facilitate local businesses in reducing their carbon footprint through grants and advice. We will provide new and updated information on our website and provide news flashes through our social media.

The teams that work with businesses at TDC can also advise them directly, such as the tourism team. They have already produced a Green Tourism Toolkit for businesses which gives guidance around setting net zero aims and reducing their environmental impact.

Actions to 2024 include:

1. Facilitate KCC to decrease emissions from tourism businesses e.g. through the green tourism toolkit.
2. Promote KCC courses e.g STEM and funding streams e.g. LoCase through our networks e.g. tourism, members and residents newsletters.
3. Promote BEIS funding streams locally through our networks.

[20] https://locase.co.uk/

10. Addressing emissions from new housing and development: Local planning

TDC can directly influence the emissions of the district by the planning policies within the Local Plan. Currently, in TDC's Local Plan, housing must meet good energy efficiency standards. It is anticipated that the government will announce planning laws that stipulate zero carbon buildings in the future, however we are currently reviewing the local plan and will consider if it is viable to add any new policies to improve this even quicker. Currently, new houses are still using fossil fuels for their heat and power.

The government has announced that no new gas boilers will be installed from 2025 and we are waiting for the details of this in the government's final Future Homes Standard. It is important that these standards are added to building regulations, so that they will be stipulated automatically as a house is built. If the Government's Future Home Standard[21] is ambitious it will mean that new homes will create a very small volume of GHG emissions, most likely having air source heat pumps to provide heat (instead of gas boilers) and also possibly solar panels for electricity.

The current local plan also stipulates that 1 electric vehicle charging point must be added for every 10 units built and we will ensure that this policy is also robust in commercial areas.

The local plan can also be used to encourage active transport across the district and this will be reviewed as part of the Thanet Transport Strategy and Cycling and Walking Strategy review.

As water use also creates some greenhouse gas emissions, as well as putting demand on our drought prone area, we will also investigate if we can introduce a policy which stipulates 100L per person per day in all new builds.

There are numerous actions within this section:

1. Estimate the extra greenhouse gas emissions due to development and transport within the local plan to 2031, for data collection and decision making purposes
2. Investigate the viability of low carbon housing policies that could be added to the local plan
3. Investigate the viability of a policy whereby modifications to existing homes must also improve energy efficiency and reduce emissions
4. Investigate the viability of including a 100L of water per person per day policy
5. Review the Thanet Transport Strategy alongside the local plan.
6. Create a high level cycling and walking strategy alongside the local plan using the SUSTRANS audit report
7. Review the planning policies around EV charging points in commercial development
8. Work with KCC transport on embedding sustainable transport into new developments e.g. cycle paths, connectivity to train stations to ensure that new developments add as little transport emissions as possible
9. Investigate any resource gaps within TDC planning with regards to analysing environmental aspects of applications.

[21] **https://www.gov.uk/government/consultations/the-future-homes-standard-changes-to-part-l-and-part-f-of-the-building-regulations-for-new-dwellings**

11. Stimulating renewable energy production and Thanetwide carbon sequestration

In order for the UK to reach net zero, vast amounts of renewable electricity will need to be produced e.g. for new electric heating in housing and for powering future electric transport. Land in Thanet will therefore need to be considered for the installation of renewable energy production where appropriate. The planning team can carry out a call for sites to ask landowners if they are intending to create renewable energy projects, such as solar farms. This will enable a map of future installations to be drawn up.

The land in Thanet may also assist with carbon sequestration through woodland creation, hedgerow planting and wetland restoration. Levels of woodland creation will be limited as it is often inappropriate to turn highly productive farmland into woodland. Improved farming practices that increase soil carbon management would be more appropriate such as no till and cover crops, although calculating the amount of carbon sequestered in these projects is difficult at present.

Many projects will be led by Natural England and charities such as Kent Wildlife Trust e.g. Wilder Carbon. The South East Nature Partnership project called Accelerating Climate Based Solutions will help accelerate the supply and demand of these nature based solutions. Currently, this work is being trialled with Swale Borough Council.

Also, in conjunction with the Kent Nature Partnership, KCC are developing a Local Nature Recovery Strategy, which will support a portfolio of investment-ready projects for external funding in the future. The requirement to develop a Local Nature Recovery Strategy was confirmed in the Environment Act 2021[22] with the detail on how to prepare and what to include still awaited.

KCC has also released their draft Tree Establishment Strategy (2022 - 2032)[23] which aims to plant one tree for every resident (1.5 million in total).[24] By 2050, KCC also aim to achieve an average tree canopy cover of 19% in Kent, the target recommended by the Committee on Climate Change. TDC is currently writing a Tree and Biodiversity Strategy and Action plan which will lay out how it can assist KCC in its aims and objectives within its powers and resources.

Actions to 2024 include:

1. Carry out a call for sites for renewable energy production e.g. solar farms.
2. Work with KCC on Local area energy planning to devise a plan for renewable energy across the district, where resources allow.
3. Support KCC with the Local Nature Recovery Strategy and Kent Tree Strategy within our powers and resources.
4. Finalise the TDC Tree and Biodiversity Strategy and Action Plan.

[22] https://www.legislation.gov.uk/ukpga/2021/30/contents/enacted

[23] https://letstalk.kent.gov.uk/plantree

[24] https://www.kent.gov.uk/environment-waste-and-planning/nature-and-biodiversity/trees/tree-planting-statement

12. Addressing Thanet-wide consumption emissions including food and purchases: Climate Change Education and Communication

This section has the largest volume of emissions. As explained in the data section, approximately 971,068 tonnes of emissions are produced from our consumption, (DEFRA)[25] which is nearly double the emissions from the district's energy use. This includes the services used (e.g. education, NHS) and everything else that we buy e.g. household appliances, clothing and food.

KCC are currently leading on climate change communication Kent Wide through Kent Green Action,[26] but TDC produces a number of webpages on climate change[27] which will be updated regularly. We will inform the community what we are doing to tackle the emergency as well as give advice on how individuals can decrease their own carbon footprint.

We have split the carbon footprint into easy to understand sections: FOOD, HOUSE, TRAVEL, PURCHASES as well as a section on hobbies and how to inspire others. We are encouraging residents and staff to take a pledge to make a change in one or more of those sections and will create communication plans for each section.

We will also provide information on any government grants that may be available to assist people to reduce their carbon footprint. We currently run a sustainability forum that predominantly addresses litter and we hope that we can run further forums which specifically aim to reduce greenhouse gas emissions.

As the Climate Change Committee (2020) explains, combating climate change

> "can only be achieved if Government, regional agencies and local authorities work seamlessly together. More than half of the emissions cuts needed rely on people and businesses taking up low-carbon solutions – decisions that are made at a local and individual level. Many of these decisions depend on having supporting infrastructure and systems in place. Top-down policies go some way to delivering change, but can achieve a far greater impact if they are focused through local knowledge and networks."

The Climate Change Officer will also give talks to Town and Parish Councils. These organisations are so important as they are the first tier of local government and are closest to Thanet residents. She will also give talks to community groups who would like to understand more about climate change and how to reduce their carbon footprint.

Actions to 2024 include:

1. Start a net zero community group forum by next summer. This will be in addition to the sustainability forum group which focuses on plastic and biodiversity.
2. Present climate change talks to Town and Parish Council and at community events.
3. Ensure all TDC staff are educated on climate change.
4. Create an overarching Net Zero Communication Plan which aims to reduce emissions within the full carbon footprint including food consumption and purchases.

[25] **www.gov.uk/government/statistics/uks-carbon-footprint** - shows consumption data for the UK. It is then pro-rata'd using ONS local authority population estimates. 10.48 tonnes per person.

[26] **https://www.kent.gov.uk/environment-waste-and-planning/kent-green-action**

[27] **https://www.thanet.gov.uk/services/energy-and-climate-change/** and **https://www.thanet.gov.uk/wp-content/uploads/2020/10/Carbon-Footprint-pledge.pdf** (Also see appendix B.)

CHALLENGES AND FUNDING

The Climate Change Committee (2019)[28] points out:

> Local authorities have a range of existing levers that can be used to deliver local action that reduces emissions and prepares local areas to a changing climate. However, these levers alone are unlikely to be sufficient to deliver local authorities' Net Zero ambitions, due to gaps in powers, policy and funding barriers, and a lack of capacity and skills at a local level. Additionally, without some level of coordination from Government, the UK risks pursuing a fragmented strategy towards Net Zero.

At TDC we have called on the government for more joined up working and resources so that we can achieve our aims.

We are aware of the many barriers facing us on the road to net zero. Simply achieving net zero in the TDC offices, the fleet of vans and waste carrier vehicles is complex and costly, and involves not just changes in the way vehicles are powered, but could also affect the way people have worked for years. This challenge is not just about energy, but is about change and managing the losses and stress that is associated with new ways of working.

We also have a number of gaps in our powers which many residents are not aware of. TDC does not control roads, schools or healthcare and other aspects of the district and so the decarbonisation of these areas will need to be led by KCC through the Kent and Medway Energy and Low Emission Strategy.[29]

Furthermore, and most importantly, TDC is a small council, having limited staff members who can work on the net zero plan. It is important that all staff members are motivated to achieve this goal, and that we can work with all groups in the community who are also willing to make the changes needed to decarbonise the Isle of Thanet.

One of the main challenges in reaching net zero by 2030 is the costs involved. For example, the cost of changing to a 16 vehicle electric fleet will be approximately £4 million Every 7 years, as well as the initial cost of upgrading the depot for charging which has not been calculated yet. The budgets at TDC are already stretched and therefore the majority of funding for climate change will need to be sourced externally, mainly through government funding. Currently, there is no funding for electric waste carrier vehicles however.

Cabinet has agreed to consider using the risk management reserve, if external funding from government cannot be applied for, or match funding is required. The use of the risk management reserve will also be considered to employ staff during essential projects (e.g. project managers), if the external funding does not cover this and these positions are necessary for the successful completion of an essential carbon reducing project.

Any proposed use of the risk management reserve for these purposes would be subject to the usual budget approval process.

[28] https://www.theccc.org.uk/publication/local-authorities-and-the-sixth-carbon-budget/

[29] https://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/kent-and-medway-energy-and-low-emissions-strategy

HOW THIS STRATEGY WILL WORK AND PROGRESS BE MEASURED

A full action plan has been created to enact this strategy. It records the responsible service area's directors for each action within each priority. The action plan also shows if there is a gap in resources and funding and this information can be used in forward planning. A summary of these actions has been described throughout this strategy.

Monitoring and reporting are essential to ensure that actions taken are effective and enable informed decisions to be made. The Cabinet Member for Environmental Services and Special Projects, Director of Finance and the Climate Change Officer will review the action plan each month.

Each service area will be responsible for monitoring the success and impacts of their actions and the main responsible directors and officers will form part of the updated Net Zero Officer group which will meet every two months.

Members of the Net Zero Officer Group will provide updated information relevant to the Climate Change Cabinet Advisory Group which meets every two months, who will also monitor progress.. full report will also go to cabinet every summer, before decisions on the budget for the year are made. This way, any actions that are not proceeding as they should can be taken into consideration within the budget if necessary.

An external auditor will also monitor the progress on the action plan and the carbon reduction plan and report to the Overview and Scrutiny Committee annually.

The full carbon footprint of TDC will also be published each year to show progress made. The actions against the Thanet wide emissions will be reported through the KCC Kent Climate Change Network and will feed into the Kent and Medway Energy and Low Strategy. As the role of TDC in Thanet wide emissions becomes clearer then more detailed reporting will be considered.

The full carbon footprint of TDC will also be published each year to show progress made. The actions against the Thanet wide emissions will be reported through the KCC Kent Climate Change Network and will feed into the Kent and Medway Energy and Low Strategy. As the role of TDC in Thanet wide emissions becomes clearer then more detailed reporting will be considered.

The council's work on climate change will also be overseen by Climate Emergency UK who use council climate scorecards.

After public engagement on the first draft of this strategy, we have resolved to:

- add interim targets (to 2030 and 2040) for the emissions we have partial control over in the next action plan, which will be written in 2024.
- add the emissions from home working to future carbon footprinting calculations.
- consider calculating emissions from staff commuting when resources become available to collate the more complicated data set.

APPENDICES

Appendix A: Eco Anxiety

You might like to watch this Youtube video:
https://www.youtube.com/watch?v=f52LJJFBCLc

Ecologi recommends: The Climate Psychology Alliance holds regular online 'Climate Cafes' which you can attend to discuss fears & uncertainties about our climate & ecological crisis, all while in a safe and empathetic space with others who feel the same. See more here: https://ecologi.com/articles/in-depth/whats-in-the-new-ipcc-report-and-what-does-it-mean

Appendix B: Updated pledge

The pledge was updated at the climate change cabinet advisory group July 4th 2022.

Thanet District Council (TDC) called a Climate Emergency on 11 July 2019. As part of this declaration, the Council resolved to:

- Pledge to do what is within our powers and resources to make Thanet District Council carbon neutral by 2030, taking into account both production and consumption emissions;
- Call on Westminster to provide the powers and resources to make the 2030 target possible;
- Continue to work with partners across the County and region to deliver this new goal through all relevant strategies;
- Investigate all possible sources of external funding and match funding to support this commitment;

In December 2021, TDC added the following:

- We pledge to do what is within our powers and resources to support KCC, the Government, business, industry and the community to make Thanet as a whole net zero by 2050.

As the meaning behind the specific terms in this pledge became more explicit, it has become necessary to upgrade the wording of the pledge made on the 11 July.

The updates

The word carbon neutral was changed for Net Zero as it is a stronger commitment.

Net zero is a more robust term than carbon neutral. Carbon neutral means that you can offset emissions by supporting projects such as solar farms. However, these projects do not directly remove/absorb emissions from the atmosphere.
Net zero means that any leftover (residual) emissions must be absorbed by carbon sequestration projects and directly removed from the atmosphere e.g. woodland creation projects. This is why Net zero is a more robust term.

Consumption emissions are now addressed in Partial Emissions element of our pledge on page 6 (the second bullet point).

This is because most companies in the UK have not set 2030 targets and therefore reaching net zero by 2030 within our consumption emissions is out of our control and unachievable. Many companies have however set 2050 targets.

We will instead work with companies to encourage them to reduce their emissions as quickly as possible and only buy things from companies that are serious about reducing their emissions in the future. We will aim to reduce emissions from procurement as quickly as possible, however it is simply not possible to reach net zero by 2030 for consumption as it is not within our direct control.

In summary, the updated pledge includes the term 'net zero' to make it a stronger pledge and clarify that our 2030 pledge is for emissions we have direct control over.[30] It adds a new sentence which addresses emissions that we only have partial control over e.g. consumption. Emissions from projects, procurement and social housing have been included here to ensure all emissions are addressed.

Appendix C: Calculation of Thanet's full carbon footprint including consumption emissions

UK emits 703,131 ktonnes = 703,131000 of CO2e due to its overall consumption including imports. ONS data: Population of UK: 67.1 million. ONS data: Population of Thanet: 141,819

703,131000/67100000 = 10.48 tonnes per person x 141,819 people in Thanet = 1,486,068 tonnes of CO2e

Appendix D: Working with KCC on district-wide emissions

Climate change officers from each district in Kent (along with Medway) formally meet quarterly at the Climate Change Network (CCN) to share learning, exchange ideas, where possible identify shared approaches/joint projects, and receive and feed in to updates from KCC on the Kent and Medway wide implementation plan. In addition to these four formal meetings each year, the CCN meet more frequently for specific briefings and topic discussions, and as part of additional sub-groups, discuss areas like procurement, communications, taxi licensing and energy.

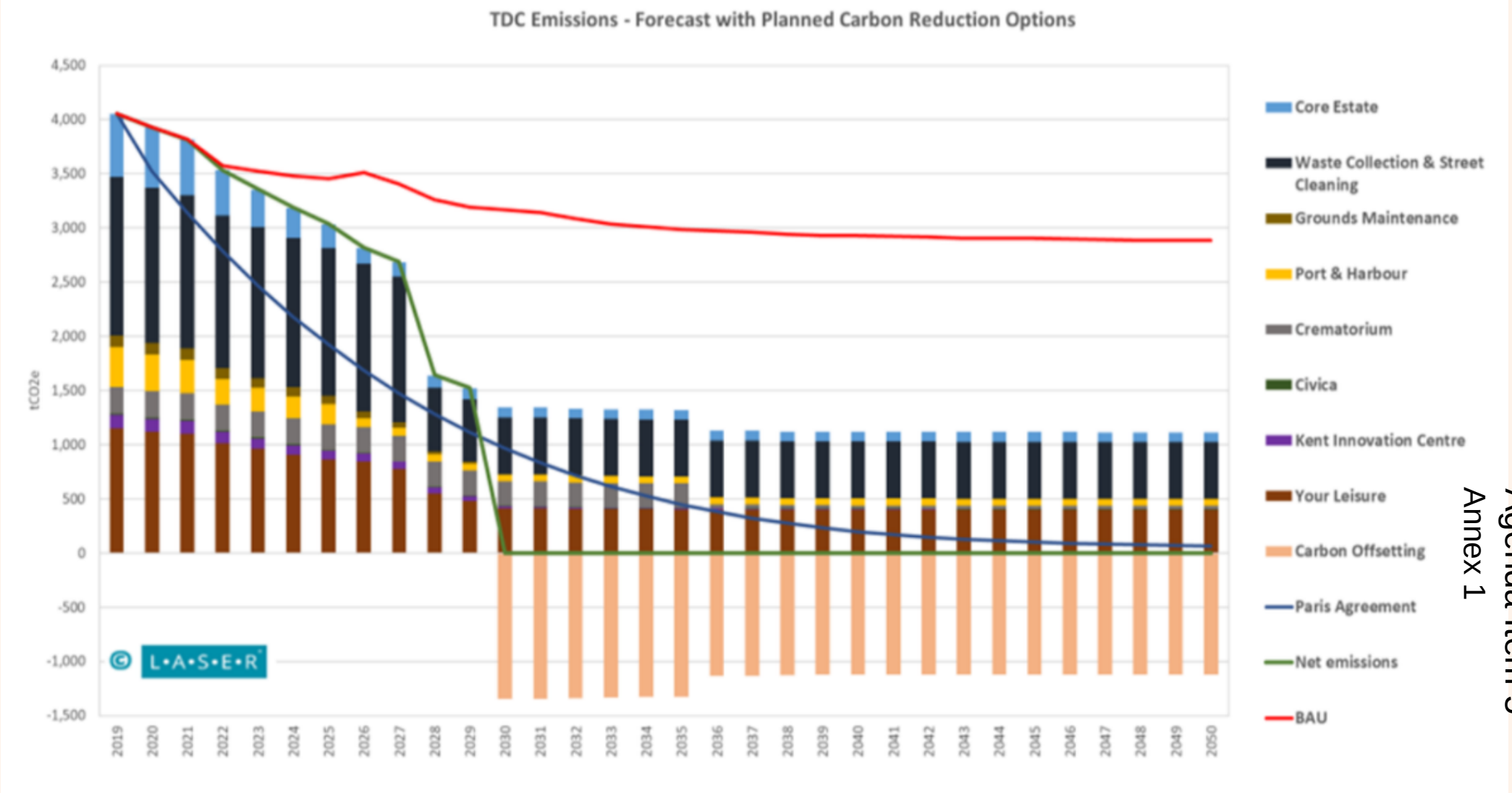
CCN feed upwards into the Kent and Medway Environment Group (KMEG), which also meets formally each quarter. This is a director level group that has strategic oversight of the implementation plan. It is chaired by Larissa Reed, Chief Executive at Swale, and has representation from all districts, KCC and Medway. It provides scrutiny, ensures the plan is staying on track and champions it corporately within each organisation.

An annual review of progress against the KCC implementation plan goes to KCC's Environment and Transport Cabinet Committee, usually in June/July and is published on KCC's website. KMEG ultimately reports upwards to Joint Kent Chief Executives and Kent Leaders. SMART targets are being drawn up including emissions from housing, transport, business and communities. District wide emissions will have interim targets to 2025, 2030 and 2040.

[30] We have also included the leisure centres which we do not actually have direct control over, but it was agreed that they should be included because if Your Leisure did not lease the buildings TDC would likely take them back in house.

Appendix E: Emissions reductions model

The current emissions reduction pathway is shown below. Emissions left over at 2030 include those from the crematorium (grey bar) which will come to the end of its life in 2036. It is hoped that TDC can purchase an electric cremator in this year. Other left over emissions include the fuel use from trucks which do not currently have electric versions. It is hoped that electric versions will come on the market and can be included in the emission reduction model, rather than having to offset the emissions.



E

Carbon Reduction Plan

Thanet District Council

14 July 2022

Carbon Reduction Plan

Author: Helen Cartledge, Zero Carbon Consultant

Table of Contents

Executive Summary

Introduction

This document summarises the activity and findings of the Zero Carbon Roadmap exercise carried out by LASER for Thanet District Council (TDC), with the key elements, findings and next steps summarised in the Executive Summary.

Following the initial project initiation meeting, LASER progressed through a number of steps in conjunction with TDC to quantify the Council's carbon footprint. This was to help TDC understand what measures could be taken to diminish these emissions, with the ultimate aim of achieving net zero by 2030. This report mirrors these steps and goes on to give additional explanation around areas, such as zero carbon electricity supply options and offsetting - which are extremely important considerations in this context. Finally, the report goes on to draw the findings together and identifies the most efficacious actions that the Council could take.

Process & Key Points

The following stages were carried out for the project:

- Scoping
- Data collection
- Footprints & Business as Usual forecast
- Options appraisal workshop
- Carbon reduction modelling

Each stage is summarised below with key points and further details can be found in the main body of this report.

1. A scope was defined in order to frame the target. This was based on the operational control consolidation approach and the premise of including

outsourced contracts which would likely be provided by TDC if they had not been contracted out, for example the two leisure centres. Therefore, the following areas were included:

- Core Estate
- Waste collection and street cleaning
- Grounds maintenance
- Crematorium
- Ports and harbours
- Your Leisure (Ramsgate and Hartsdown Leisure Centres)
- Civica
- Kent Innovation Centre

2. For areas identified within the project scope data was collected, where available, for the below emission sources:

- Gas
- Fuel for stationary combustion
- Fuel for owned vehicles
- Fugitive emissions (F-Gas that has escaped to the atmosphere from air conditioning, refrigeration and other heat transfer systems)
- Electricity
- Grey fleet (employees using their own vehicles for business travel
- Water
- Waste

This data was quality assessed by LASER and were necessary, recommendations provided for actions to remedy any issues or concerns.

3. TDC's carbon footprint was calculated based on FY 2019/20 data and was 4,054 tCO_2e. It was shown to be dominated by the fuel use for TDC's owned vehicles, in particular the waste carriers and gas for the estates and two leisure centres.

4. Business As Usual forecast shows that emissions will continue to drop without further activity by TDC, mainly because of reducing electricity grid emissions, however this will plateau at around 71% of current emissions by 2050.

5. An option appraisal workshop was carried out with TDC Directors and Senior Officers from multiple departments. This was to help LASER understand which issues, subjects and concerns were of importance to the Council, and to help LASER align carbon reduction modelling with TDC's net zero journey.

6. A carbon reduction model was generated for TDC, assessing carbon emissions and high-level financial implications for chosen Carbon Reduction Options and assumptions.

   To be net zero by 2030 the Council will need to invest £9.640m and there will be savings of £4.070m resulting in a net position of -£5.570m. By 2050, investment will increase to £29.109m with savings of £20.811m and a net position of -£8.298m. (These figures are cumulative).

   The two areas with the largest investment costs were the introduction of electric vehicles into TDC's fleet (mainly the waste carrier vehicles) and the heat pumps. By 2030, the investment cost for EV replacements and heat pumps will be around 20% and 63% of the overall investment cost respectively. By 2050, the investment cost for EVs increases to 75% of the overall investment required.

   In 2030, there will be 1,347 tCO_2e remaining from the carbon footprint of 4,054 tCO_2e after the assumed Carbon Reduction Options have taken place. Carbon emissions will drop to 1,117 tCO_2e by 2050, mainly due to the assumption that the crematorium would be electrified by 2036. According to the government's central forecast, the cost to offset the remaining tCO_2e by 2030 is £0.109m and £3.978m

by 2050. Forecast costs to offset are variable, with the government providing a low and a high forecast – the below table shows the associated costs:

	2030 £m (Cumulative)	2050 £m (Cumulative)
Low Forecast	-0.054	-1.899
High Forecast	-0.163	-5.696

Table 1. Offsetting costs for 2030 and 2050 for low and high forecast

7. In order to align with science-based targets and contribute their fair share of emissions reductions determined under the Paris Agreement, a rapid reduction in TDC's emissions would be required, a cut of 46% by 2025. At current emission levels, TDC would use their entire carbon budget to 2100 by 2026.

Key Findings

- Substantial early action is needed to align with Paris Agreement pathway.
- In order to reach net zero as many vehicles as possible within the TDC fleet should be electrified.
- Firming up a strategy around estate rationalisation is vital to help TDC understand the extent of how this can contribute to meeting their net zero target, the associated financial benefits, and with planning of Carbon Reduction Options, such as LED and heat pump installation.
- Determining actions in retained buildings within an estate decarbonisation plan will be key for TDC in understanding how their net zero target can be reached, with steps taken to understand the feasibility of installing heat pumps in areas with a large gas consumption.

- Less significant emission sources should be addressed such as water and equipment.
- For electricity, a procurement strategy for green energy can help abate associated emissions.
- The carbon reduction model generated relied on some carbon offsetting to achieve net zero by 2030. There are inherent risks with this as the offsetting market is an evolving market and difficult to predict and it is important to highlight that there would be no financial returns or saving from offsetting.

Next Steps

Following the work carried out by LASER, the below next steps are recommended for consideration by TDC with further details provided on pages 50-51.

1. **Carry out electrification feasibility studies for car derived vans and waste carrier vehicles.**
2. **Determine estate future.**
3. **Complete a full estate decarbonisation plan for retained buildings and investigate the feasibility of heat pumps.**
4. **Address less significant emissions sources, for example from water and equipment.**
5. **Procure green energy for estate.**
6. **Investigate offsetting options.**
7. **Update carbon footprint.**

LASER would be happy to assist in either more detailed action planning or modelling of particular options and helping deliver activities via our public sector frameworks.

Important points to note on interpreting this document

- Analysis of financial impacts is based on energy costs only. For example, the savings stated from reducing the size of the estate only account for reductions in energy costs and does not take into account revenue from selling or leasing properties.
- Many of these actions are financially prohibited and TDC, where available, will need to source funding and assistance.
- This is an evolving strategy that can be refined, but allows TDC to understand their current position, the challenge and options to meet the challenge.
- There are not defined regulations or conventions at this time around reporting emissions from green energy, so decisions will need to be made based on the Council's preference or an interpretation of what it is felt would be favoured by the public.

Background

In 2015, the EU and 196 nations signed on to the first truly global commitment to address climate change, namely the Paris Agreement. The aim of this was to limit global warming well below 2°C and in pursuit of 1.5°C compared to pre-industrial levels. On the 3rd of December 2020, the UK government unveiled its target to reduce emissions by 68% by 2030, compared to 1990 levels, and net zero by 2050. It released its Net Zero Strategy in October 2021.

At the time of this report around 80% of councils across the UK have declared a climate emergency*, with the majority of these setting target dates to be carbon neutral either for their own operations or across their area as a whole. Numerous other public bodies have also made declarations or are putting plans in place to begin this transition. The ambition of declarations varies significantly and also vary in scope, as public bodies begin to define exactly what they are committing to include, in terms of operations and emissions sources. Of those councils who have declared a climate emergency, approximately three quarters have stated a target, with dates ranging between 2025 and 2050, but the majority are 2030 in line with Thanet District Council.

The progress with planning and implementation is mixed. Some organisations are clearly taking large scale action towards developing new renewables, others have committed significant resource to planning yet many others have a clear target but little detail at this stage on how it will be achieved.

Regardless of current progress, these bodies have a mandate to take positive action to address the issue of climate change and will need to formulate detailed plans and take steps towards meeting these targets imminently. If action isn't taken now, the bodies could face substantial political pressure in the short term, and face not meeting their self-imposed targets in the longer term. In 2019, the environmental law firm ClientEarth threatened 100 councils with legal action if they did not provide adequate evidence of planning to meet for their carbon reduction targets.† At the beginning of

* Find a council – Climate Action Plan Explorer (climateemergency.uk)
† https://www.energylivenews.com/2019/09/03/environmental-lawyers-threaten-councils-with-legal-action-over-climate-inaction/

2022, action was also taken against the government by both ClientEarth and Friends of the Earth, with lawyers stating that their net zero climate strategy failed to include required policies to meet the emission reductions stated.‡ Although COP26, was seen to mark an important step in global efforts to address climate change, with key focus areas in the UK being that of strengthening NDCs and phasing out fossil fuel subsidiaries, it is apparent that action in every area and at every level is needed.

TDC's climate emergency declaration made on 11th July 2019 sets out a commitment for the Council's operations and services to be carbon neutral by 2030. LASER's expertise and frameworks means that we are well equipped to assist TDC on their journey to net zero. LASER can not only assist in the carbon footprint and planning stages but are also able to offer compliant procurement routes to support TDC through the implementation of emissions reduction projects and initiatives.

Scoping

The first step towards measuring emissions and creating the carbon footprint for TDC was to carry out the scoping exercise. There are two stages to this process – the first is to review the organisational boundaries and the second is to review the operational boundaries. The below table provides details on why and how each stage is carried out.

	Why the stage was carried out	How the stage was carried out

‡ UK government sued over 'pie-in-the-sky' net-zero climate strategy | Climate crisis | The Guardian

Stage 1 **Organisational Boundary Setting**	To determine which organisations, entities and assets would be included in the scope To determine boundaries between TDC's own operations, and third party / outsourced operations To help classify emission sources into scopes 1,2,3 or scope 3	Determine what organisation, entities and assets TDC influence or have control over Application of an appropriate consolidation approach for less clear areas
Stage 2 **Operational Boundary Setting**	To determine which emission sources would be included and excluded in TDC's scope	Emission sources and data availability reviewed Recommended that all scope 1 & 2 emissions were included for own operations, with scope 3 emissions for own operations as optional, and if data was available

Table 3. The stages of scoping

Stage 1: Organisational Boundary Setting

Consolidation Approaches

The GHG Protocol Guidance provides three different consolidation approaches which are detailed below, to help determine what is influenced by an organisation. As highlighted in the above table, this also helps to determine which emissions sources are classified as the Council's scope 1, 2 & 3 emissions, and which emission sources are classified as scope 3 only. Further details of scopes 1, 2 and 3 are provided on page 11.

- **Operational Control**
    - The organisation has the full authority to introduce and implement its operating policies at the organisation, entity or asset.

- **Financial Control**
    - The organisation has the ability to direct the financial and operating policies of the organisation, entity or asset with a view to gaining economic benefits from its activities.
- **Equity Share**
    - The organisation accounts for GHG emissions from the entity according to your share of equity in the organisation, entity or asset.

It was decided by the Council that the operational control consolidation approach would be adopted, as it was felt to best tie in with the Council's setup, operations and objectives. Organisations, entities and assets that were included within the scope for TDC were also based on the premise that if the organisation was not outsourced to a third party, it would be an inhouse service provided by TDC. Based on this methodology the following areas and associated emissions were classified as scope 1, 2 and 3:

- Core estate (council offices, PCs, public areas, carparks, streetlighting, grey fleet – employees using own vehicles for company business)
- Waste collection and street cleaning
- Grounds maintenance
- Crematorium
- Ports & harbours

As the below areas fell outside of TDC's chosen consolidation approach, i.e., the buildings are owned by TDC but not operated by them, the associated emissions from these areas were classified as scope 3 only:

- Your Leisure (Ramsgate and Hartsdown leisure centres)

- Civica
- Kent Innovation Centre (TDC own and manage but the majority of offices are leased out).

TDC also have space utilised by EKS for server use, which was also recognised whilst carrying out the organisational boundary setting. However, due to complications with splitting out energy use, it was included under TDCs core estate.

Stage Two: Operational Boundary Setting

This stage involves determining which emission sources would be included for each area, and how they would be classified in relation to scopes 1, 2 and 3 as detailed in the GHG Protocol Guidance. Below, is a definition for each scope:

- Scope 1 – Direct GHG (Greenhouse Gas) Emissions, where the emission occurs directly from sources controlled or operated by the Council, for example the gases emitted from a boiler flue as a result of burning natural gas for heating, or emissions from diesel engines in vehicles.
- Scope 2 – Indirect GHG Emissions, where the consumption of a utility on site has a direct bearing on the emissions offsite. This predominantly relates to electrical consumption but can also include district heating and cooling.
- Scope 3 – Other indirect GHG Emissions, where emissions are a consequence of the activities of the Council such and emissions which also occur from sources not owned or controlled by them,

Scope 3 is a very wide category, as it includes all emissions sources which do not fall under scope 1 and 2, as well as all emissions associated with organisations, entities or assets that fall outside of the chosen consolidation approach.

For areas falling under TDC's chosen consolidation approach, it was determined that, the following emission sources would be included:

- Gas
- Fuel for owned vehicles
- Fuel for stationary combustion (such as standby generators)
- Fugitive
- Electricity
- Grey fleet (employees using their own vehicles for business travel)
- Water
- Waste

For areas which fell outside of the consolidation approach, a similar approach was taken, however it was understood that some of this data may not be as readily available for some of the areas and emission sources.

The scoping diagram is depicted in appendix 1, with appendixes 2 & 3 providing further details about scoping decisions.

Upstream emissions

A further category of two scope 3 emissions were included within the operational scope:

- Transmission and distribution losses: the energy losses that occur from supplying electricity from the power plant to TDCs areas, organisations and leased assets.
- Well-to-tank: emissions that occur from fuel extraction, refining and transportation prior to combustion by TDC or leased assets – this includes:
    - Gas
    - Fuels for stationary combustion

- Fuel used in both owned vehicles and grey fleet.

Base Year

TDC chose FY 2019-2020 as the base year which would be used for the Council's carbon footprint, as this represented a consistent period of time, with no major anomalies or variations from normal operations.

Social Housing Emissions

It was determined by the Council that emissions associated with social housing would be reported separately by TDC. These included emissions from electricity and gas use for both tenants and the landlords supply (stair wells, outside lighting), and emissions from the housing repair contract (Mears). These emissions were quantified by LASER and provided to TDC.

Emissions evaluated outside of the project scope

The below emissions were evaluated by LASER but not included within the project scope. It is prudent to note that even though a specific organisation, entity or area may be excluded from TDC's project scope, the Council can still act and look to reduce associated carbon emissions if wished.

- Purchased goods & services – this has been carried out as a separate study and reviews procurement spend to help understand associated carbon emissions in the supply chain. At time of report this has not yet been carried out due to data availability.
- Employee commuting – at time of report, due to data availability this has not been evaluated.

Data Collection and Footprint

Data Collection

LASER worked with TDC to collect available data for the areas and emission sources detailed in the previous section. Data not readily available was:

- Fugitive emissions for all areas, operations and assets
- Waste data – some data was received for Cecil Street offices, crematorium, and waste collection and street cleaning.

LASER worked closely with TDC to try and split out the server usage for EKS, however it was not possible to do so and therefore the total server usage for EKS is included within TDC's core estate area.

Recharges for Ramsgate Marina and the Newport area were also addressed based on recharging invoices and information received from the finance department at TDC.

Appendix 4 contains the carbon footprint data table.

Data Quality

Consumption data was assessed by reviewing the quality of the data received, and its overall significance on the carbon footprint. This allowed LASER to identify any areas of risk and take the appropriate action to address. Data quality was assessed on a sliding scale, with 1 being the best quality (actuals from billings or reports), and 5 being the lowest quality (approximates and estimates). Table 2 demonstrates how data is scored, and table 3 advises of the priority impact and what actions should then be taken.

Quality of Data	Significance				
	<1% 1	1-5% 2	6-10% 3	10-20% 4	>20% 5
1 (best quality)	1	2	3	4	5
2	2	4	6	8	10
3	3	6	9	12	15
4	4	8	12	16	20
5 (lowest quality)	5	10	15	20	25

Table 4 – scoring of data

Priority	Overall Score & Description
1	1 to 5 - no action required
2	6 to 16 - to be reviewed next year
3	17 to 25 - immediate action required

Table 5 – Priority and actions to take

The majority of the data received by LASER fell under impact 1, and there was no data with an impact of 3.

Data Quality Advisories

- KIC electricity consumption - priority 2: data was based on an average estimate from previous years consumption. The provision of actual data for the desired period will ensure a true reflection for this site.
- Although both the below sources fell within priority 1, as they did not contribute significantly to the overall footprint, reviewing and implementing sourcing and reporting methods will improve accuracy for these emissions sources:

- TDC own operations waste – data based on bin quantity and litre size and volumes of waste were unknown. Therefore, an assumption was made that bins were between 85% to 100% full at time of collection.
- Grounds maintenance fuel use for equipment – this was a yearly estimate.

- Newport: proportioning consumption data from the main utilities data received from TDC was quite complex due to the nature of the area. All efforts have been made to ensure that a reasonable approximation has been used for Newport, including adjustments for recharges which have been taken from invoices. It is recommended that, if possible, a specific breakdown is understood for future consumption data – this will enable identification of building and areas which are operated by TDC and which are leased to external organisations.
- EKS: As consumption for this area could not be split and has therefore been included under TDC's Core Estate, it is recommended, if possible, that sub-metering is installed to identify a true reflection of usage associated with EKS.

Full details of the data quality assessment can be found in appendix 5.

Emissions Factors

Once the data gathering had been completed, LASER utilised emissions factors gathered from various government sources and calculated factors where specific government factors were not available.

LASER have put significant time and resource into the compilation and generation of these figures, for both the footprint and the forecast, to ensure that as accurate a calculation of emissions as possible has been made for TDC.

Carbon Footprint

Total tCO_2e: 4,054

The Council's carbon footprint was calculated and broken down in a variety of ways which allows for insight into the emissions and the significance of the different emissions sources. Chart 1 shows emissions represented as the three scopes detailed in the GHG Protocol Guidance. Scope 3 emissions make up approximately 43% of the carbon footprint, followed by scope 1 emissions at 40% and scope 2 emissions at 17%. It can be seen in Chart 2 that emissions associated with third party contractors and TDC's own transport make up the largest proportions of the carbon footprint, accounting mainly for the large scope 2 and 3 proportions seen in Chart 1.

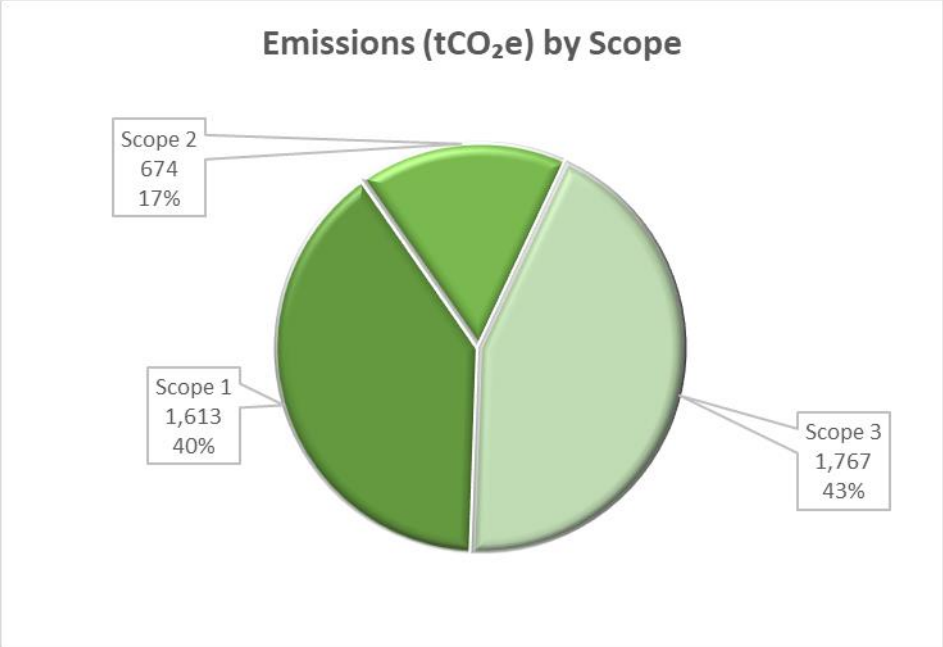


Chart 1 – TDC emissions by scope

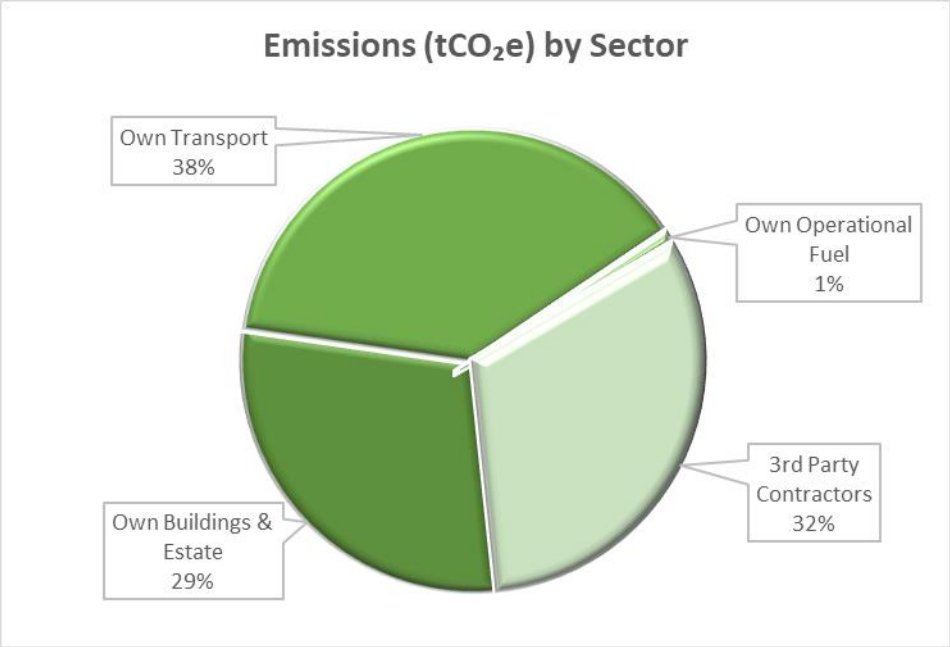
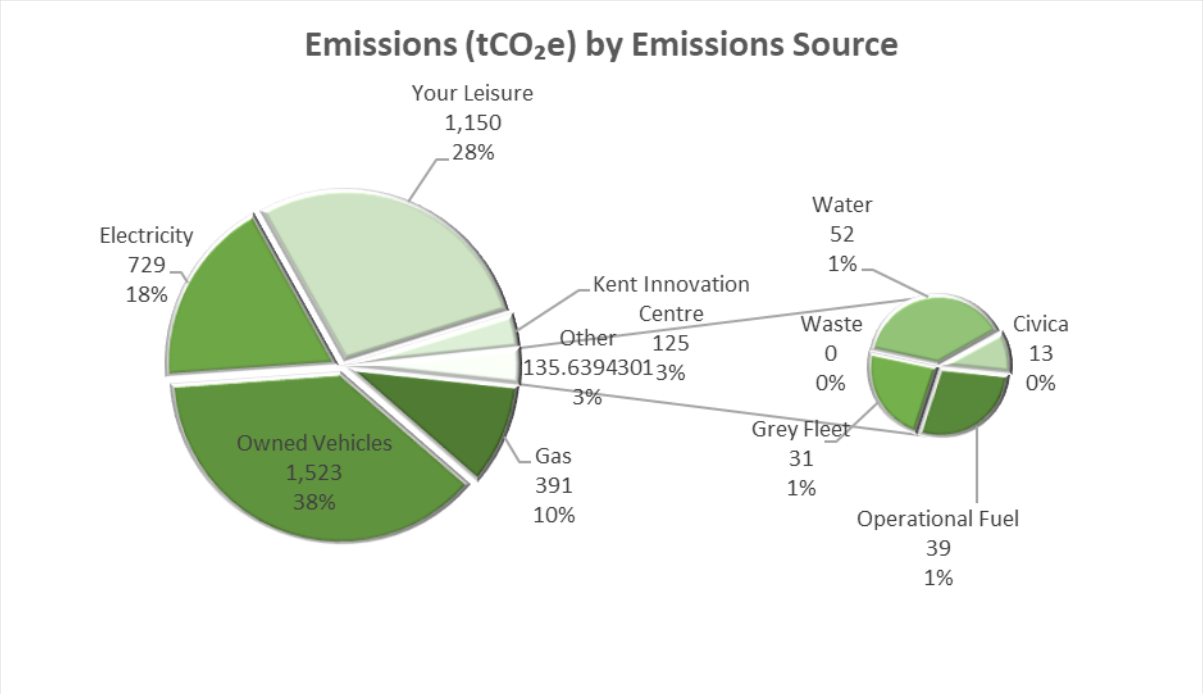


Chart 2 – TDC emissions by sector

The below chart further demonstrates the contribution of emissions from TDC's owned vehicles and the outsourced leisure contract and breaks down the footprint further.



Charts 3 – TDC emissions by source

In Chart 4, a breakdown of the different areas within the Council is shown and it is recognised that emissions for waste collection and street cleaning account for just over nearly a third of all emissions within the carbon footprint. A further breakdown of this specific area is shown in Chart 5, where it can be seen that 94% of these emissions are attributable to fuel use for owned vehicles.

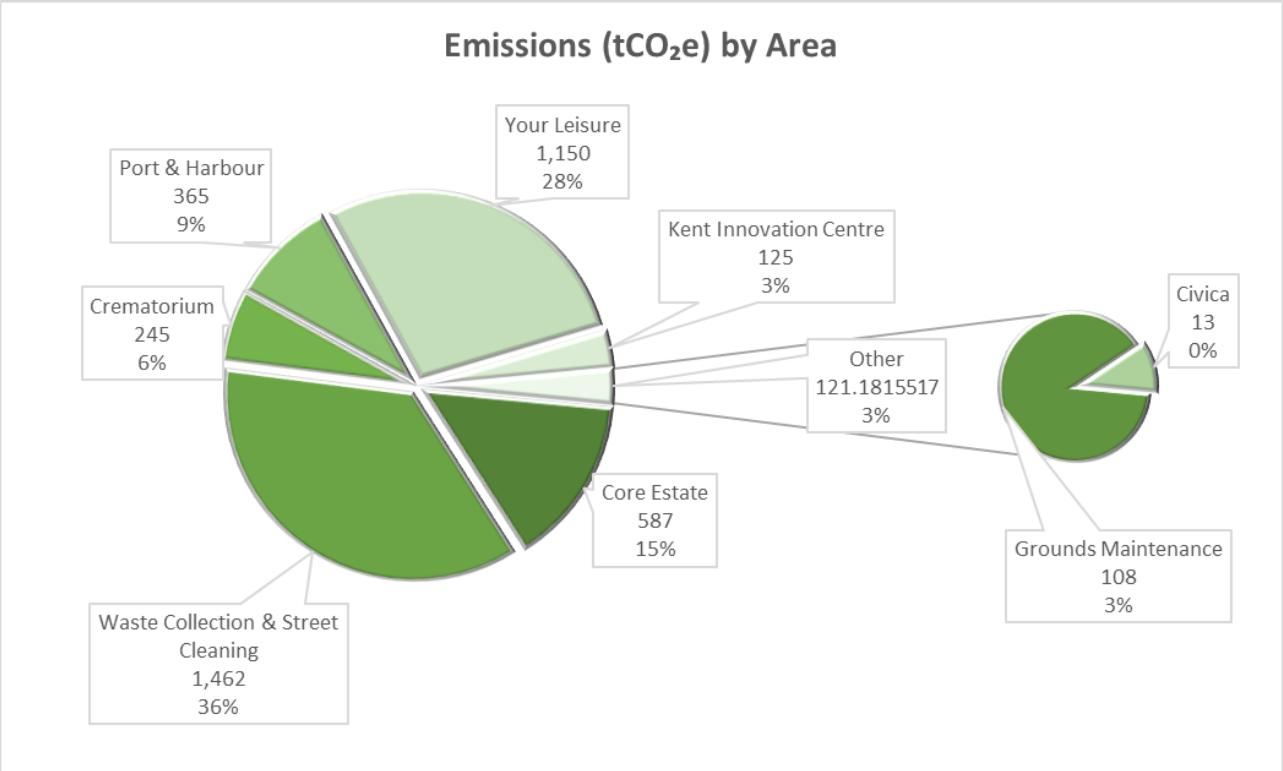


Chart 4 – TDC emissions by area

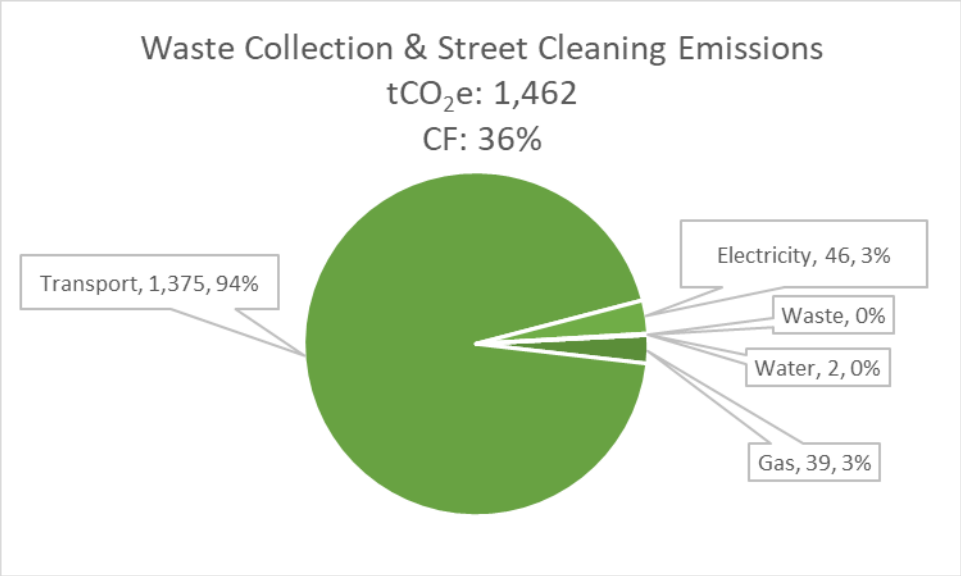


Chart 5 – TDC emissions: Waste Collection & Street Cleaning

In Appendix 6, emission breakdown charts can be found for the other areas within TDC, as well as the two leisure centres operated by Your Leisure.

Own Vehicle Fuel Data

Extensive work was carried out by LASER to quantify emissions associated with fuel use for TDC's owned vehicles. This work was used to help understand the following:

- Carbon emissions for each area (e.g., Core Estate, Waste & Street Cleaning)
- Vehicle category and tonnage
- Electricity required for EVs
- Approximate uplift costs for EVs (if available)

The below chart demonstrates that nearly half of the carbon emissions, approximately 750 tCO_2e, are associated with fuel use for the waste carriers.

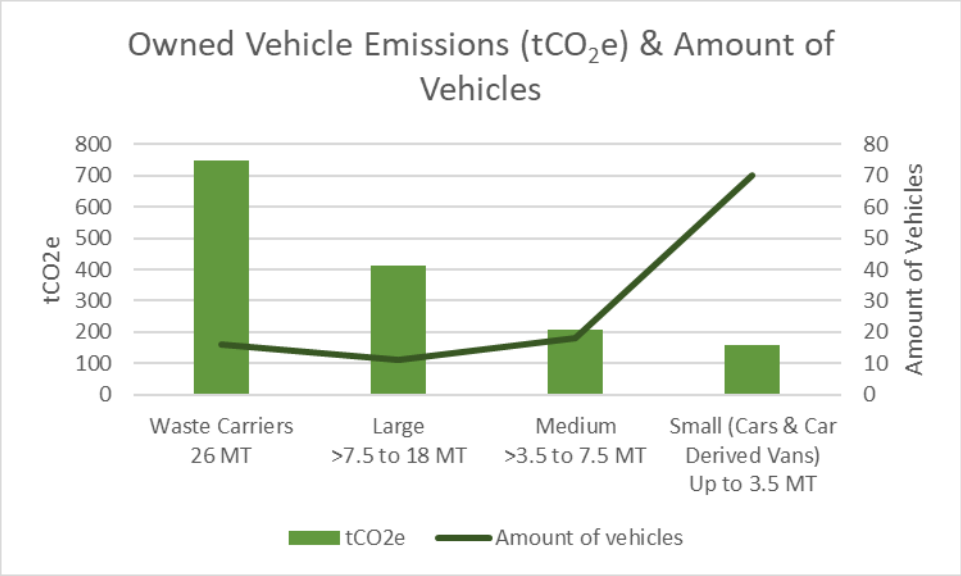


Chart 6 – TDC own vehicles

Key Findings

- The majority of emissions are scope 1 and 3, making up 83% of the total carbon footprint.
- Of the scope 3 emissions, the chief contributor is Your Leisure, specifically emissions associated with gas consumption.
- The vast majority of transport emissions shown are associated with TDC's owned vehicles, mainly from waste collection and street cleaning vehicles
- Emissions from waste collection and street cleaning and the leisure centres make up just over two thirds of total emissions.
- Other emissions from TDC owned and operated areas (crematorium, port and harbour, core estate and grounds maintenance) contribute to 33% of footprint, with Civica and the Kent Innovation making up the final 3%.

Business As Usual Forecast

LASER used the carbon footprint data and the emissions factors touched on above, to generate a forecast of TDC's emissions to 2050. This is designed to act as a representation of emissions levels if TDC took no action to reduce them.

The chart below shows that total emissions at the baseline equate to 4,054 tCO_2e. The foremost emission sources below are gas (blue), electricity (light green), and fuel use for owned vehicles (dark green). Each source includes emissions from all of TDC areas, as well as outsourced contracts and leased assets. Further detail and breakdown of the forecast data can be seen in Appendix 7.

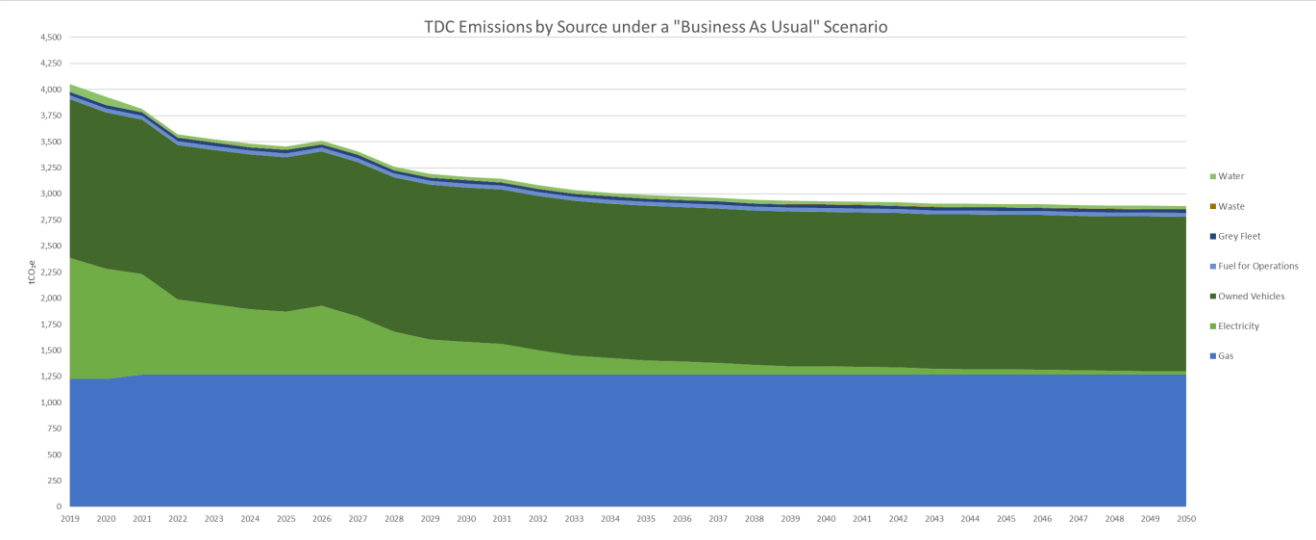


Chart 7 – TDC emissions to 2050 under a "BAU" Scenario

It can be seen that emissions reduce at a noticeable rate during the initial few years of the forecast. This is primarily due to a reduction in emissions associated with electricity consumption, as renewable generation is forecast to make up a larger proportion of the grid supply. As biofuel content continues to increase in the short term, the forecast also shows a slight reduction in emissions associated with fuel consumption. It can be

seen that emissions associated with gas remain largely static throughout and make up an increasing proportion of the total.

In the medium and longer term, emissions associated with this level of use would reduce to:

- 3,164 tCO_2e in 2030
- 2,884 tCO_2e in 2050

These figures are based on government forecasts so, while they are long term forecasts and liable to change, they are as realistic estimates as possible at this point in time.

Carbon Budget & Pathway

As part of an ongoing project for TDC, LASER were commissioned to provide a science-based carbon budget in line with the Paris Agreement. Aligning efforts with international agreements and recognised scientific research will give TDC's planning and actions more credibility both socially and politically.

The report was produced separately at the end of 2021, however since this time amendments have been made to the original baseline used to generate the budgets and pathway. These amendments are in relation to electricity recharges associated with the Marina Harbour and Newport area and exclusion of the landlord's electricity supply for social housing.

To allow TDC to understand how their net zero pathway is aligning with the Paris Agreement, this pathway has been included within the carbon reduction modelling and has been revised accordingly to take into account the above mentioned adjustments. Further analysis will be provided under the section 'Zero Carbon Modelling, Outputs & Strategy'.

Options Appraisal

Having established the Council's current position and quantified the scale of the task and reductions required, the next step was to devise a strategy which supported TDC's journey to net zero. In order to update and gain input from TDC Directors and Senior Officers, an options appraisal workshop was run. The aim of this was to ensure that LASER had a good understanding of which issues, subjects and concerns were of importance to the Council, and which were of less importance.

Particular areas of focus were electrification of TDC's owned vehicles, including the possible charging infrastructure required at Manston Road, and heat decarbonisation for TDC's own estate as well as the leisure centres operated by Your Leisure.

Zero Carbon Electricity Supply Options

There are various zero or low carbon green electricity products available and emerging onto the market. Selecting the products and a procurement strategy which provides the best fit for the Council's situation and objectives is an important challenge. LASER offer three different products; Green Tariff, Green Basket and Public Energy Power Purchase Agreement (PEPPPA). Each product varies with the key features, considerations and advantages offered.

More details can be found in Appendix 8.

Zero Carbon Modelling, Outputs & Strategy

Following on from the creation of the business as usual emissions forecast, taking into account the feedback from the options appraisal workshop and from the strategy already formulated by TDC, LASER worked with TDC to identify a number of Carbon

Reduction Options and assumptions that the Council would like to assess in order to produce a carbon reduction model.

The Carbon Reduction Options were based around:

- Increasing energy and water use efficiency in estates
- Decarbonising the KIC and one of the two leisure centres
- Electrification of the car derived vehicles and the waste carrier vehicles
- Electrification of equipment
- Reduction in business travel mileage
- 100% green electricity

In order to understand the impact of the Carbon Reduction Options and associated assumptions, the BAU forecast has been used as a baseline, and the impact of each assumption for various Carbon Reduction Options have been built in to assess the net impact on emissions within the scenario.

Due to the emissions associated with TDC's owned vehicles and outsourced contracts having such a large impact on the Council's footprint, the Carbon Reduction Options and assumptions have been split into three tables:

- Table 8. Carbon Reduction Options for TDC owned vehicles (including grey fleet)
- Table 9. Carbon Reduction Options for outsourced contracts and leased buildings (Your Leisure & KIC)
- Table 10. Carbon Reduction Options for TDC estates (offices, depots, crematorium, port and harbour) and core activities (excluding transport)

Table 8. Carbon Reduction Options: TDC Owned Vehicles (including grey fleet)

The below table includes emissions from TDC fleet and emissions from staff using their own vehicles for business travel. It assumes that:

- By 2030 all cars and car derived vans will have shifted to an electric alternative.

- By 2028 TDC will have purchased electric waste carrier vehicles. It is understood that this is a very complex action and will require external funding and redesign of the Manston Road depot.
- Those who travel for business will reduce their mileage by 25% by 2025, and that 5% of those who do use their personal vehicle will switch to electric vehicles by 2030. This could be underestimated.

Further details can be found in the Owned Vehicles section on page 43.

	Core Estate	Waste & Street Cleaning	Grounds Maintenance	Crematorium	Port & Harbour
EV Shift Owned Vehicles	**100%** Small & car derived vans By 2030	**100%** Small & car derived vans By 2030 **100%** 26 T Waste Carrier 2028 - 2028	**100%** Small & car derived vans By 2030	**100%** Small & car derived vans By 2030	**100%** Small & car derived vans 2023 - 2030
Mileage Reduction Grey Fleet	**25%** By 2025	-	-	-	-
EV Shift Grey Fleet	**5%** By 2030	-	-	-	-

Table 9. Carbon Reduction Options: TDC Outsourced Contracts & Leased Buildings

Table 9 describes the assumptions within the Kent Innovation Centre and in the two leisure centres that are run by Your Leisure. It assumes that:

- the KIC will have full LED lighting by 2024 and heat pumps by 2030.
- energy efficiency (electricity and gas) will improve by 5% and water efficiency will improve by 10% by 2025.
- the leisure centres will have 100% LED lighting by 2030 and that one of the two will have its heating supply decarbonised by the installation of heat pumps.
- energy efficiency (electric and gas) and water use efficiency will increase by 25% by 2025 in both of the leisure centres.

	Kent Innovation Centre	Leisure Centres
Estate Rationalisation	-	-
LED Installation	**100%** 2022 - 2024	**100%** 2022-2030
Heat Pump Installation	**100%** 2023 - 2030	**50%** 2023 -2030
Energy Efficiencies (electricity and gas) **(kWh reduction)**	**5%** By 2025	**25%** By 2025
Water Efficiencies **(cbm reduction)**	**10%** 2023 – 2025	**25%** 2022 – 2025
Green Energy **Buildings (B)**	B By 2030	B By 2030

Table 10. Carbon Reduction Options: TDC own estate and operations (non-transport)

The below table includes the following assumptions:

- Estates rationalisation: less office space will be needed going forward, therefore from 2023 it is projected that the consumption associated with Cecil Street Office will reduce by 50%.
- There will be 100% LED lighting across the offices, depots, crematorium and port and harbour by 2030.
- Equipment in the Open Spaces team will be electric by 2030.
- Energy efficiency (electricity and gas) will mean a reduction of 25% in the offices and 10% in depots, crematorium and port and harbour by 2025 by behaviour change, with installation of motion sensors for lighting.
- Water use efficiency will increase by 10% in the offices and 20% in depots, crematorium and port and harbour by 2025.
- Electricity will be sourced from renewable sources by 2030 e.g., PEPPPA

Based on information provided by TDC, it is assumed that in 2036 gas usage for the crematorium will be replaced with electricity. At present, as the consumption of an electric crematorium is unknown, the electricity required for operation has been based on the gas usage.

The modelling includes a solar pv array of 25kWp (not included within the assumption tables).

High-level details were provided to TDC in relation to a potential solar park, however, this has not been included within the Carbon reduction model seen below as it has not yet been determined if this option would be viable.

	Core Estate	Waste & Street Cleaning	Grounds Maintenance	Crematorium	Port & Harbour
Estate Rationalisation	**Office Space to be reduced by 50%** 2023 – 2025	-	-	-	-
LED Installation	**100%** 2022 - 2030	**100%** 2022 - 2030	**100%** 2022 - 2030	**100%** 2022-2030	**100%** 2022-2030
Heat Pump Installation	-	-	-	-	-
Equipment Switch	-	-	**100%** 2025 - 2030	**100%** 2036	-
Energy Efficiencies (electricity and gas) **kWh reduction**	**25%** 2023 – 2025	**10%** 2023 – 2025	**10%** 2023 – 2025	**10%** 2023 – 2025	**10%** 2023 – 2025
Water Efficiencies **(cbm reduction)**	**10%** 2023 – 2025	**20%** 2023 – 2025	**20%** 2023 – 2025	**20%** 2023 – 2025	**20%** 2023 – 2025
Green Energy **Buildings (B) Vehicles (V)**	**B & V** By 2030	**B & V** By 2030	**B & V** By 2030	**B & V** By 2030	**B & V** By 2030

Carbon Reduction Model

The carbon reduction model generated for TDC includes four charts. The first chart details how carbon emissions will reduce with the application of TDC's chosen Carbon Reduction Options and assumptions, whilst the other three charts review the associated costs.

The below unit costs have been used in the model for the financial profile:

- Electricity for buildings and EVs: 20p/kWh
- Gas: 7p/kWh
- Diesel: £1.80/litre
- Water supply: £1.00/cbm / Water treatment - £1.10 cbm

Chart 8 below shows the total carbon emissions from 2019 to 2050 for each area as stacked columns made up from data in chart 4, page 22. Each part of the stacked column is made up of the emissions associated within that specific area.

Starting from the top of the bar and working down, the core estates bar is light blue and includes emissions from the offices. The waste collection and street cleansing bar (dark blue) is the largest bar because it includes the emissions from most of the fleet including the waste carrier vehicles.

The ground maintenance bar is small (dark brown), and the port and harbours bar (yellow) is larger as there are high levels of electricity used here. The crematorium emissions are shown as the grey bar (slightly smaller than port and harbour), and the emissions from the KIC are shown in the small purple bar. The second largest bar at the bottom shows emissions from both leisure centres (Hartsdown and Ramsgate).

The pink columns below the x-axis show the amount of carbon offsetting required by the Council.

The business as usual line in red demonstrates how TDC's emissions would look if no actions were taken by the Council and if consumption was to remain the same. The net emission line in green shows the impact of the Carbon Reduction Options that were

detailed in tables 8, 9 and 10. Based on TDC's carbon footprint for 2019, the blue line demonstrates the Paris Agreement pathway.

In order to meet the Paris Agreement, the Council will need to address the following:

- Emissions from the waste carrier vehicles are address
- Decarbonisation of the estates.

(It is likely that the Council will need to source external funding for these large projects).

In order to reduce emissions fully, it is recommended that heat pumps be installed at the Hartsdown Leisure Centre. However, it understood by LASER that there is a question of longevity of the current building, and a percentage of the building may not be suitable for heat pumps. Based on this, the installation of heat pumps at Hartsdown has therefore has not been included within the modelling.

If a future study shows that Hartsdown leisure centre is suitable for heat pumps, it will reduce the carbon footprint by approximately 387 tCO_2e and the installation of heat pumps would be estimated at a cost of £1.2m (based on previous TDC project).

It can be seen that carbon offsetting reduces in 2036 and this is in relation to the electrification of the crematorium.

The model does not address the emissions from the medium and large vehicles as currently there are no electric alternatives available on the market, so these emissions will need to be offset at 2030 to reach net zero.

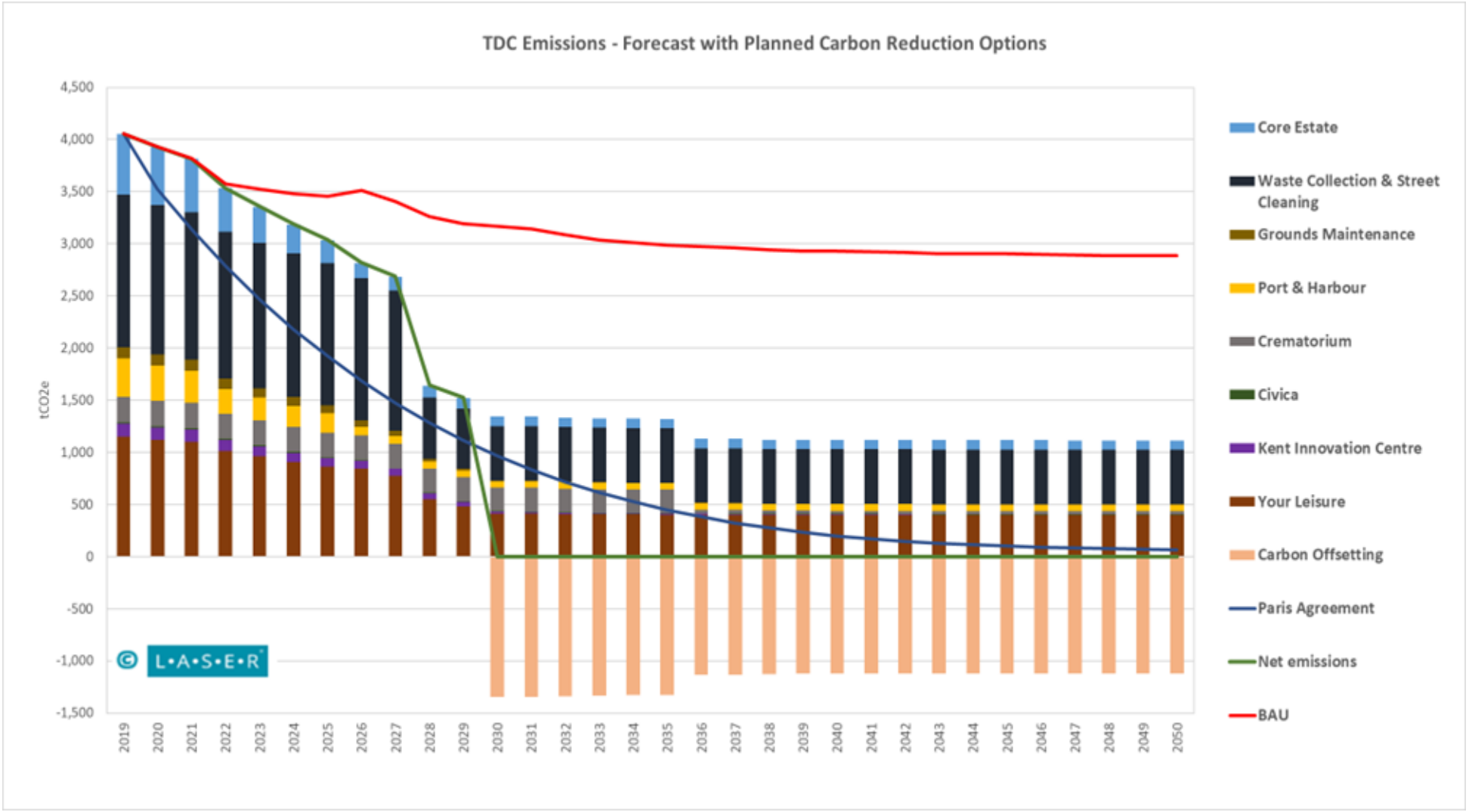


Chart 8 – TDC emissions forecast with carbon reduction options

The financial chart overleaf takes into consideration the overall cashflow position for both the capital investment and annual costs and savings. Carbon Reduction Options generating a savings are shown above the x-axis and those generating an additional cost are shown below the x-axis, with the net position represented by the dark green line.

Key Points	2030	2050
Cumulative Investment (£m)	-9.640	-29.109
Cumulative Net Financial Benefit (£m)	4.070	20.811
Net Position (£m)	-5.570	-8.298

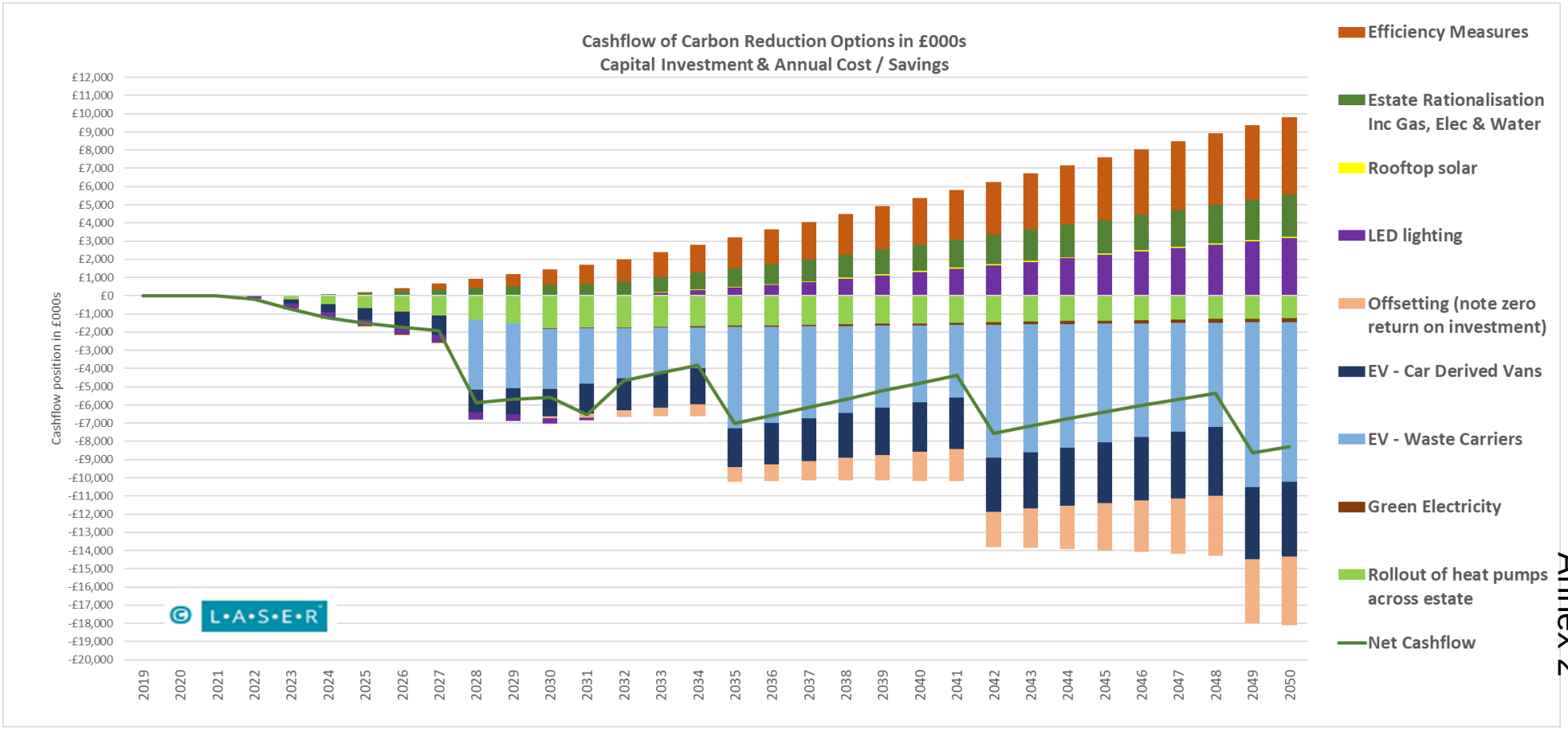


Chart 9 – TDC cashflow for capital investment and annual costs / savings

As shown in the key points table above, in order to reach net zero by 2030 the cumulative cost to the Council is £9.640m. By 2050 cumulative costs, including offsetting costs, will have risen to £29.109m. The increase in cost is mainly due to the purchase of new electric waste carrier vehicles every 7 years.

Investment is required for:

- Solar PV
- LED
- Heat pump installation EV waste carrier vehicle
- Car derived vehicles
- Cost of offsetting

Savings are associated with:

- Energy efficiency measures
- Estate rationalisation
- Roof top solar (export of energy to the grid)
- LED installation

Therefore, the net position by 2030 is -£5.570m and -£8.298m by 2050.

Chart 10 demonstrates the cumulative capital investment required only. It should be noted that the chart does not include investment for electrification of the crematorium.

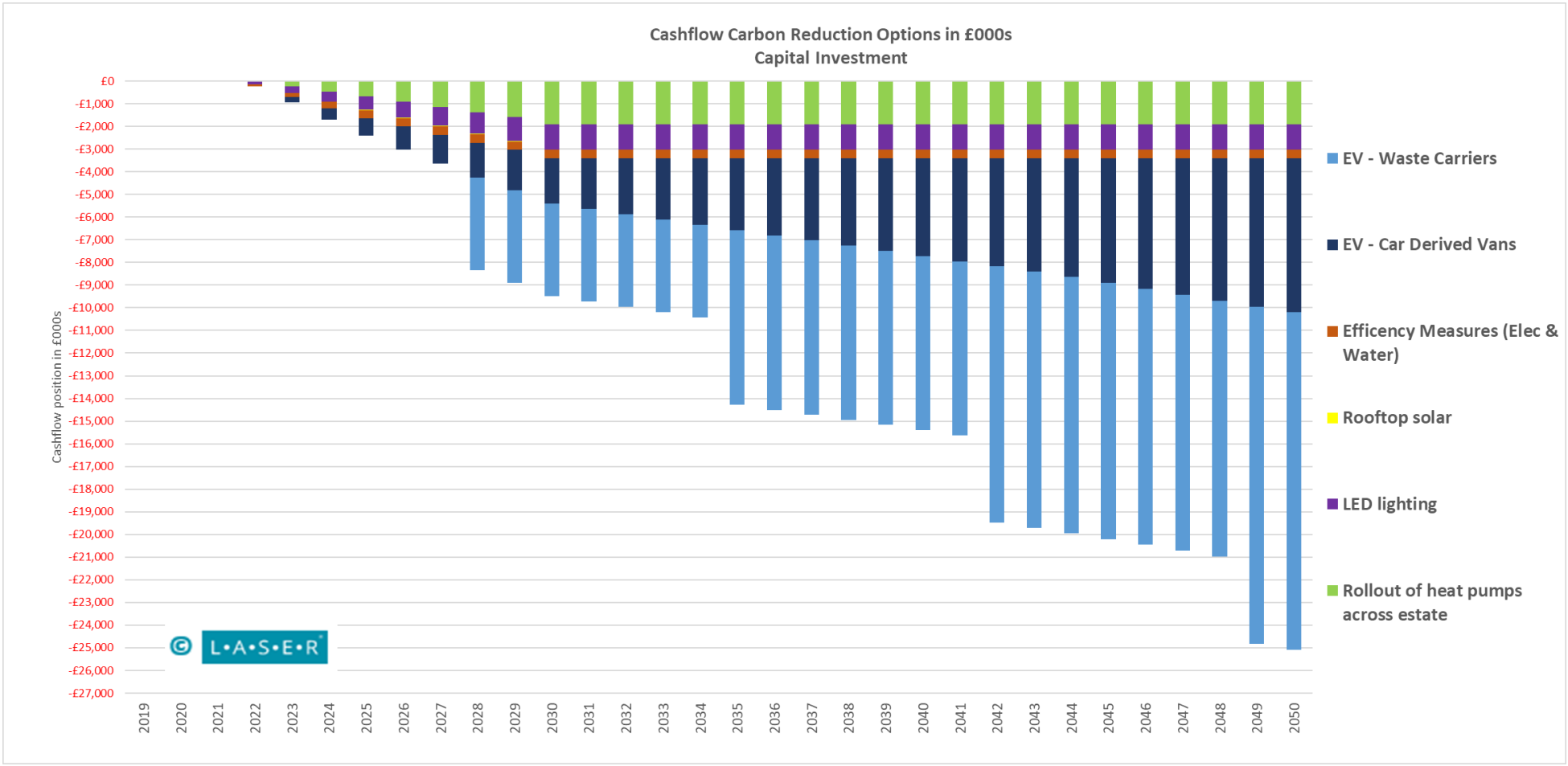


Chart 10 – TDC capital investment

Capital investment needed as per the bullet points above.

Below are approximate capital costs received from TDC for the full decarbonisation of

- Kent Innovation Centre: £1.35m (heat pump installation cost approximately 700k, including new radiators)
- Ramsgate Leisure Centre: £1.2m (based on the Stour Leisure Centre project, with heat pump installation costs of approximately this value)

Chart 11 demonstrates the cumulative annual costs and savings associated with each Carbon Reduction Option but does not include capital investment. The green line shows the overall net position for all Carbon Reduction Options for each year.

Overall savings are recognised by the Council for:

- EV shift for both the car and car derived vans and the waste carriers - the cost to run these EVs is less than a diesel vehicle.
- Heat pumps – the cost to operate with electricity is less than a conventional gas boiler.

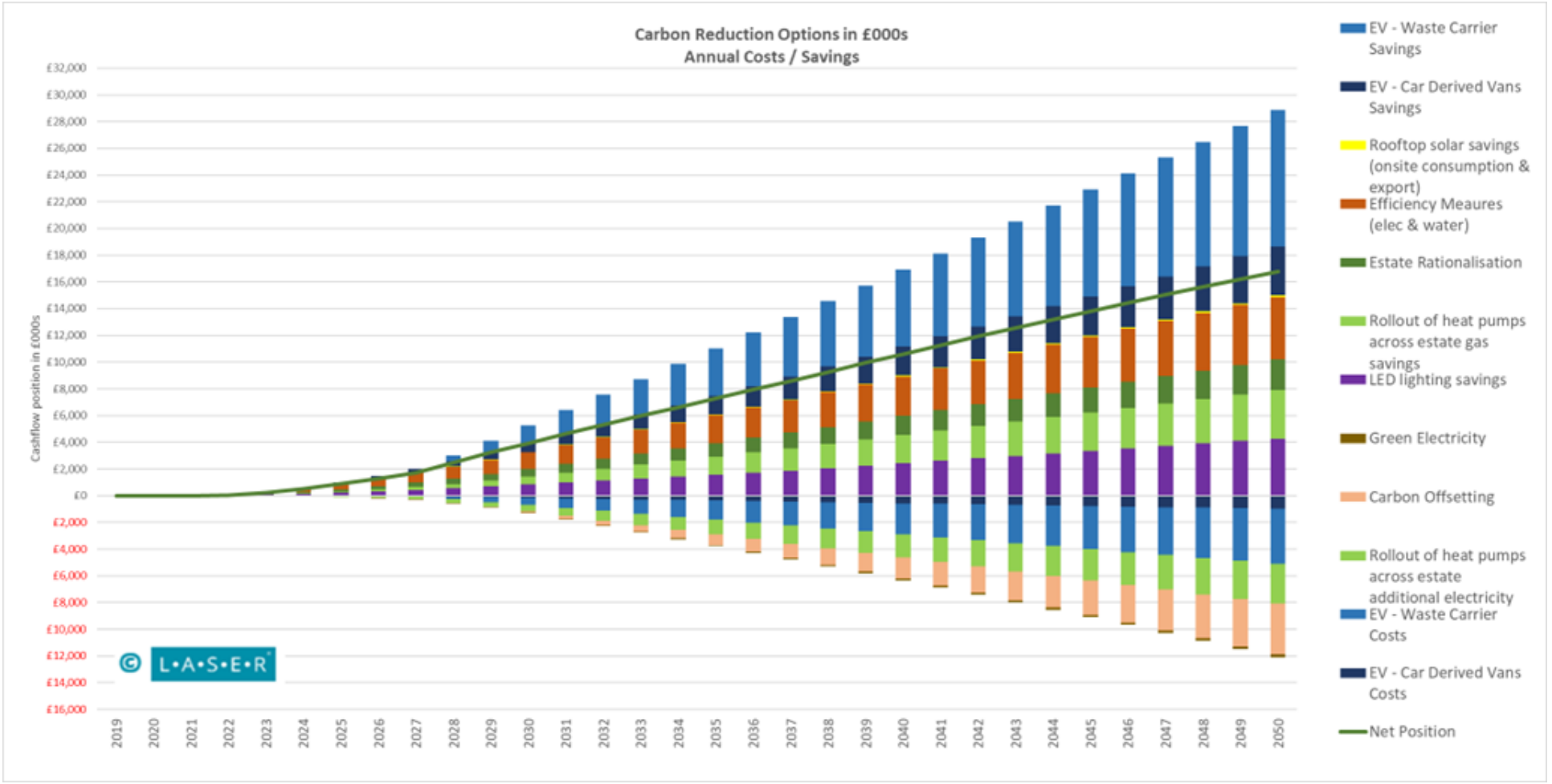


Chart 11 – TDC annual costs and savings

Table 10 provides a breakdown of the cumulative capital investment and cumulative annual costs / savings associated with each Carbon Reduction Option. It details these figures for two specific milestone years - 2030 and 2050. The net position figure at the bottom of the table takes into account both the capital investment and annual savings / costs, and corresponds with the green net position line shown in Chart 9 for these specific years.

There is scope to recognise greater savings for all the Carbon Reduction Options (except carbon offsetting and green energy), if implementation is carried out before the start dates detailed in tables 7, 8 and 9.

	2030		2050	
	Capital Investment £m (Cumulative)	Annual Costs / Savings £m (Cumulative)	Capital Investment £m (Cumulative)	Annual Costs / Savings £m (Cumulative)
Efficiency Measures (Elec & Water)	-0.370	1.225	-0.370	4.650
Solar PV	-0.023	0.032	-0.023	0.122
Estate Rationalisation	-	0.593	-	2.286
EV – Cars & Car Derived Vans	-2.002	0.486	-6.797	2.708
EV – Waste Carriers	-4.090	0.796	-14.893	6.099
Heat Pumps	-1.9	0.108	-1.9	0.670
LED	-1.117	0.830	-1.117	4.275
Carbon Offsetting	-	-0.109	-	-3.798
Green Electricity		-0.029	-	-0.211
Total	-9.501	3.932	-25.100	16.802
Net Position	**-5.570**		**-8.298**	

Table 10 – Costs for 2030 and 2050

Owned Vehicles

Due to the nature of the vehicle types found within the medium and large categories, these vehicles have not been included at present within the EV shift. The Mercedes hooklift which falls under the small category classification has also been excluded.

The table below shows the amount of vehicles owned and the uplift cost for the different types of vehicles. The financial uplift for cars and car derived vans has been based on an average cost which takes into consideration small, medium and large electric vans (up to 3.5t) currently available on the UK market. TDC also own four 4x4 trucks and this uplift is a substantial increase. Based on information and an Energy Saving Trust Fleet Review report (carried for Manchester City Council) provided by TDC, an uplift cost of £225,000 has been used for the 26t waste carriers.

	Tonnage	Amount of Vehicles	EV Uplift £
Cars & Car Derived Vans (Small)	Up to 3.5	65	£22,177
Cars & Car Derived Vans – 4x4s (Small)	Up to 3.5	4	£52,658
Mercedes Hook lift (Small)	Up to 3.5	1	EV not available
Medium	>3.5 up to 7.5	18	EVs not available
Large	>7.5 up to 18	10	EVs not available
Waste Carriers	26	16	£225,000

Table 11 – Owned vehicles and uplift costs

Cars and Car Derived Vans

The total additional cost of changing the 69 cars and car derived vans to electric alternatives over the next 7 years is estimated to be £0.536m.

It takes into consideration the capital investment, as well as the cost of infrastructure which has been estimated at approximately 6% of the total EV cost (as per details

received from TDC finance department). Loan interest is 2.5% (also received from TDC finance department).

A full annual usage of 204,322 kWh as from 2029 has been used, as this reflects a 100% fleet shift to EVS. (This kWh annual usage is based on the diesel consumption, and an average kWh/mile, which takes into consideration battery size and mile range for small, medium and large vans currently available on the market).

EV maintenance and repair costs are based on details from Link Group and a previous case study held by LASER. The EV maintenance and repair costs are on average 43% of diesel vehicles maintenance and repair costs.

	Cost Type	Diesel	Electric	Additional Costs / Savings
Vehicle (£m)	Capital	-1.481	-3.051	-1.570
Infrastructure (6% of vehicle cost)	Capital	0	-0.183	-0.183
Loan Interest (2.5%)	Capital	-0.033	-0.073	-0.039
Vehicle Exercise Duty (VED) £m	Operational	-0.145	0	0.145
Fuel / Energy £m	Operational	-0.972	-0.357	0.615
Maintenance & Repairs £m	Operational	-0.869	-0.374	0.496
Total over 7 years £m	Capital & Operational	**-3.500**	**-4.038**	**-0.538**

Table 12 – Cost breakdown for car derived vans over a 7 year period

It can be seen that EVs allow savings in three areas: VED, fuel, and maintenance and repairs. The fuel / energy cost comparison recognises the largest savings, equating to £0.615m over the 7 year period. The additional cost each year of switching to EVs is £0.076m, meaning that in this case, the Council does not see a break even position.

Waste Carrier Vehicles

Based on 16 vehicles, the below table shows costs over 7 years and assumes all vehicles are replaced in the first year when the contract is up for renewal in 2028.

The following assumptions have been based on the Energy Saving Trust 'Fleet Review' report carried out for Manchester City Council:

- Annual electricity usage for fleet: 895,226 kWh
- AdBlue: £0.36 per litre
- Maintenance and repair costs: 34% compared to ICEs

For each waste carrier, the end-of-life electric battery resale has been assumed to be £5,000 and is based on a figure obtained from a report by Eunomia[§]. The Energy Saving Trust 'Fleet Review' report carried out for Manchester City Council detailed a figure of £36,000 for each battery, however it was determined that the lower value would be used for TDC's modelling.

There have been no savings included for the resale of diesel waste carriers as it was advised that this was minimal, and in some instances could actually be an oncost to TDC.

	Cost Type	Diesel	Electric	Additional Costs / Savings
Vehicle (£m)	Capital	-2.440	-6.04	-3.600
Infrastructure (approx. 6% of vehicle cost)	Capital	0	-0.400	-0.400
Loan Interest (2.5%)	Capital	-0.054	-0.144	-0.090
Electric Battery Resale	Capital	0	0.080	0.080
Vehicle Exercise Duty (VED) £m	Operational	-0.034	0	0.034
Road User Levy (RUL) £m	Operational	-0.035	0	0.035

§ Ditching Diesel - A Cost-Benefit Analysis of Electric RCVs (eunomia.co.uk)

Fuel / Energy £m	Operational	-2.93	-1.253	1.677
Ad Blue (5l for every 100l)	Operational	-0.029	0	0.029
Maintenance & Repairs £m	Operational	-0.735	-0.560	0.175
Total over 7 years £m	Capital & Operational	**-6.257**	**-8.317**	**-2.06**

Table 13 – Cost breakdown for vehicles over 7 years for 2030 and 2050

There are six areas where savings are made when replacing with EV waste carriers. The most significant savings are seen in the fuel / energy comparison, where the financial benefit is £1.677m over the 7 year period. However, due to the large investment required for the vehicles themselves, approximately £3.6m, there is still an additional oncost of £2.22m to the Council overall.

NB: The replacement of infrastructure for both cars and car derived vans and waste carriers has assumed to be every 21 years based on a report from Eunomia.

Medium and Large Vehicles (and x1 Hooklift)

These have not been addressed in the carbon reduction model as electric alternatives are not currently available. An interim option could be to use biodiesel instead of conventional diesel until the market offers electric options for these types of vehicles. At time of report, biodiesel is approximately 15% more expensive than conventional diesel. Although there are specific bodies and schemes (such as the ISCC) which ensure production is sustainable, there are concerns by some around the sustainability of this option, and that it may put pressure on land which could be used for food.

The below table indicates a yearly additional cost, and cumulative costs by 2030 and 2050 if moving these vehicles to HVO by 2023.

Additional Yearly Cost £m	Cumulative Cost 2030 £m	Cumulative Cost 2050 £m
-0.043	-0.354	-1.204

Table 14 – Additional costs for HVO

In the longer-term future, another area of exploration that could be considered by TDC is hydrogen.

Carbon Offsetting

The carbon offsetting costs (£/tCO_2e) used in this analysis are based on government forecast figures from their central forecast and by 2030 are £0.109m and £3.978m by 2050.

There is a reliance on carbon offsetting to achieve TDC's net zero target in the carbon reduction model presented. This is a drawback from an environmental perspective as conventionally only emissions that can't be abated by other means should be offset. The Council have begun to explore the possibility of using owned land for sequestration, which could help to reduce the reliance of purchasing carbon offsets from the market in the longer-term future. This would also reduce the amount of risk the Council is exposed to from the market. Carbon offsetting can also be seen by some as 'greenwashing', so needs careful management to ensure emissions saving are real.

Although these are the best possible representation at this time, carbon offsetting is an evolving market and as such, more difficult to predict. Therefore, there is a risk that the cost of carbon offsetting could be substantially higher by 2030, especially as demand is likely to drastically increase at that point and over the intervening period.

The below two charts demonstrate the yearly and cumulative offsetting costs up to 2050 for the three offsetting forecasts available from the government: low, central and

high.

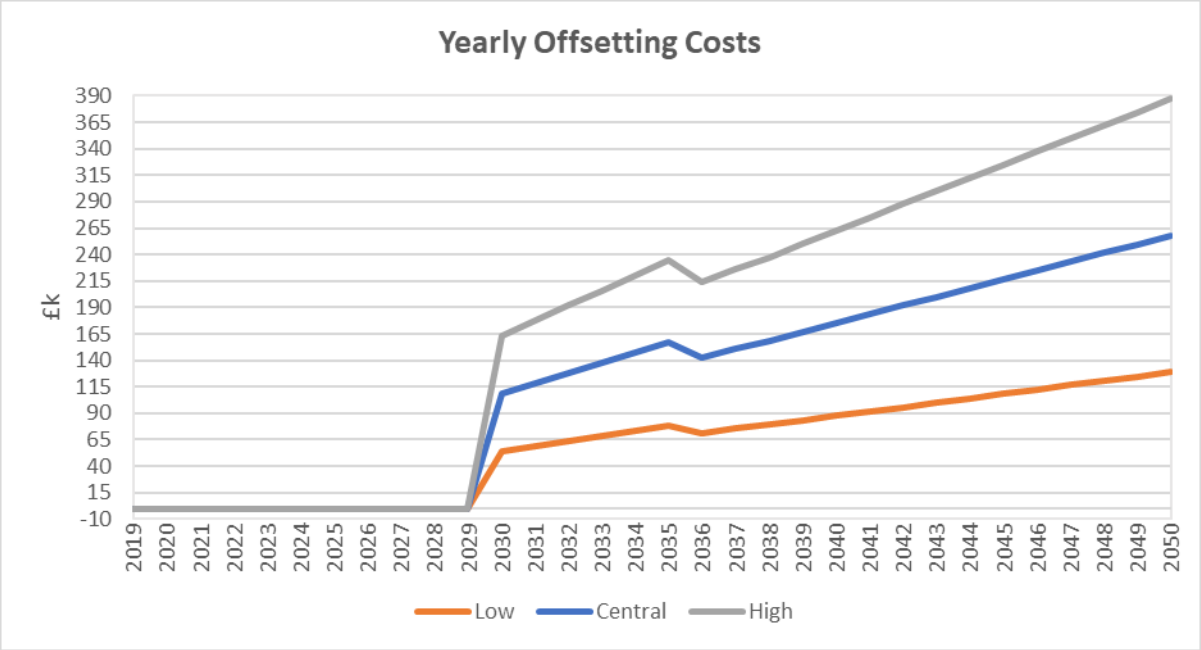


Chart 12 – Yearly offsetting costs

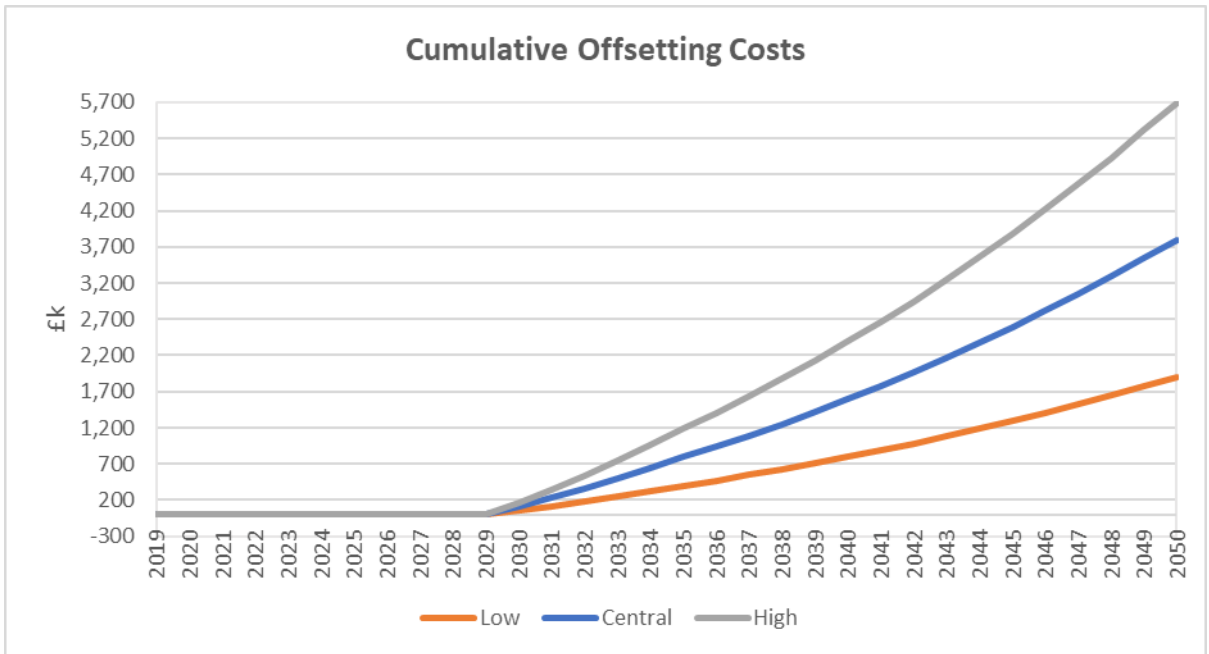


Chart 13 – Cumulative offsetting costs

Conclusion

In order to align with the Paris Agreement pathway, it is evident that substantial early action will need to be taken to reduce emissions.

With a significant proportion of TDC's emissions associated with fuel use for owned vehicles and gas consumption for heating, in particular the leisure centres, these are two major areas of focus, which have been recognised by TDC - and as such require substantial action by TDC in order to reach their net zero target. Currently, the market does not offer alternative EVs for all of TDC's owned vehicles so an alternative strategy for the short to medium term future will be required to abate these emissions.

The assumptions included for estate rationalisation have a significant impact on the reduction of carbon emissions. Further understanding and confirmation of the direction TDC wish to take with their own estate will help to firm up these assumptions and allow the Council to fully understand what Carbon Reduction Options can be implemented to mitigate any emissions that reside. It will also provide certainty around the development of a green energy purchasing strategy.

Many of these actions are financially prohibited and TDC will need to look to source funding and assistance.

Evolution of Strategy and Model

At this stage the modelling gives a view of potential possibilities and can be a useful tool in monitoring progress as well as for planning and decision making.

It is likely that opportunities for further emissions reductions will come to light in the medium term that are not included in the model. This may be through new technologies, reductions in costs of current technologies or government policies.

Key Points

- TDC can achieve net zero carbon by their target date however, some carbon offsetting will be required, as well as substantial external funding.
- Substantial early action is needed to align with Paris Agreement pathway.
- The majority of TDC's carbon footprint is attributable to fuel use for owned vehicles, mainly the waste carrier vehicles and the outsourced contract associated with the leisure centres.
- Clear long-term policy on estate will help with planning of energy efficiency measures and procurement of green electricity.
- Reliance on carbon offsetting to achieve targets comes with significant risks and importantly no financial returns on any investment.
- The offsetting market is expected to change and develop hugely over the next decade.
- Modelling is designed to help inform decision making and is based on current factors and state of the market technologies. Technologies and economics may change significantly over time and government funding and policy will also influence these issues. Regular review of the model as the technology landscape changes, particularly in relation to transport, will place TDC in the best position to meet their net zero targets.

Next Steps

1. Electrification of Owned Vehicles

As mentioned, alternative EVs are not currently available for all of TDCs owned vehicles. It is recommended that where alternatives are available feasibility studies are undertaken to review all aspects associated with the introduction of EVs.

2. **Determine estate future**

Establishing a firm and clear direction for the estate is vital and will help TDC with plans to reduce emissions.

3. **Estate Decarbonisation Plan**

Heat pumps should be explored as a viable alternative to conventional gas heating for estates that are to be kept, as well as other Carbon Reduction Options such as LED and energy efficiencies.

4. **Address less significant emissions sources**

The Council can pursue established initiatives in other areas such as reducing water use and switching equipment to electric alternatives.

5. **Procure green energy for estate**

Although influenced by steps 1, 2 & 3, TDC can establish a proposed procurement strategy for electricity and implement this once a clear direction is obtained.

6. **Investigate Offsetting Options**

For remaining emissions, it is recommended that options for offsetting are explored by the Council.

7. **Update carbon footprint**

Data for 2020-21 can be built into the model to demonstrate the changes to the carbon footprint to date and pertinently, the impact of COVID-19 on the Council's emissions.

LASER Background

LASER Energy Buying Group was formed in 1989 by Kent County Council (KCC) with the aim of assisting Local Authorities and other public bodies to benefit from lower energy prices through deregulated gas and electricity markets and to offer management services that focus on reducing energy spend, saving time and hassle for our customers.

LASER has grown to become one of the leading energy procurement and energy management service providers in the UK. Today our mission is to deliver unique end-to-end solutions to our customers helping reduce energy costs, manage market risk and provide compliance in an increasingly volatile market.

LASER's success and reputation has helped it to grow organically to its current position serving 200 public sector customers and buying in excess of £500m of energy per annum. We work with a large number of public sector bodies including NHS Trusts, Universities & colleges, Local Authorities and Housing Associations.

Key People

Name	Description
Steve Marks **Head of Carbon Advisory**	Steve has a strong background in energy and carbon management having worked in the industry for over a decade after graduating from Loughborough University with a degree in Business, Economics & Finance. He has worked as an Energy Engineer for Schneider Electric and as a Carbon & Compliance Manager for ENGIE. Throughout this time Steve conducted energy surveys across a wide range of sectors and has also dealt with numerous environmental schemes including CCAs, EUETS, GQCHP, CDP, CRC and ESOS. Steve is a CIBSE Low Carbon Consultant and remains an accredited DEC Assessor and ESOS Lead Assessor. Steve managed LASER's team of Energy Surveyors and has led LASER's response to assist the public sector in addressing the climate emergency declarations and carbon net zero targets enacted by many authorities.

Helen Cartledge **Zero Carbon Consultant**	Helen has over 10 years of experience within the energy industry, having worked in the marine, timber, gas and electricity sectors. Helen procured fuel for the fleet at P&O Ferries and researched alternative fuel types and technologies to help reduce carbon emissions. Helen has also worked for a national timber company and in energy procurement and undertaken a carbon reduction project for a local charity, identifying financially advantageous sustainable power alternatives.
Kane Stockwell **Net Zero Energy Supply Lead**	Kane has been with LASER since 2009 and sits within the Procurement team. He specialises in energy trading, contract structures and public sector procurement compliance, and played a key role in putting in place numerous compliant routes-to-market including LASER's £250 million per annum energy supply frameworks. More recently Kane has led LASER's creation of contractual structures for the procurement of green electricity. With regards to Power Purchase Agreements, he has put in place LASER's PPA Dynamic Purchasing System, has played a key role in investment decisions for building renewable assets, has structured the ability to sleeve and sell electricity from renewable assets, as well as becoming an expert in handling the ongoing management of PPAs.
Andy Morgan **Assistant Director Carbon & Energy Management**	Andy has over 25 years' experience in energy efficiency and procurement since graduating as an Energy Engineer. He has previously worked for Matthew Hall, procuring energy and operating EPCs for large clients, and the City of London Corporation, taking responsibility for saving and procuring energy for the city portfolio. Now Andy manages LASER's Bureau Services, LED Lighting Services and other energy management and water services. As a CMVP, Andy is expert in handling and analysing data and also specialises in energy efficiency, renewable energy, energy supply markets, energy industry infrastructure and Government energy policy and schemes.

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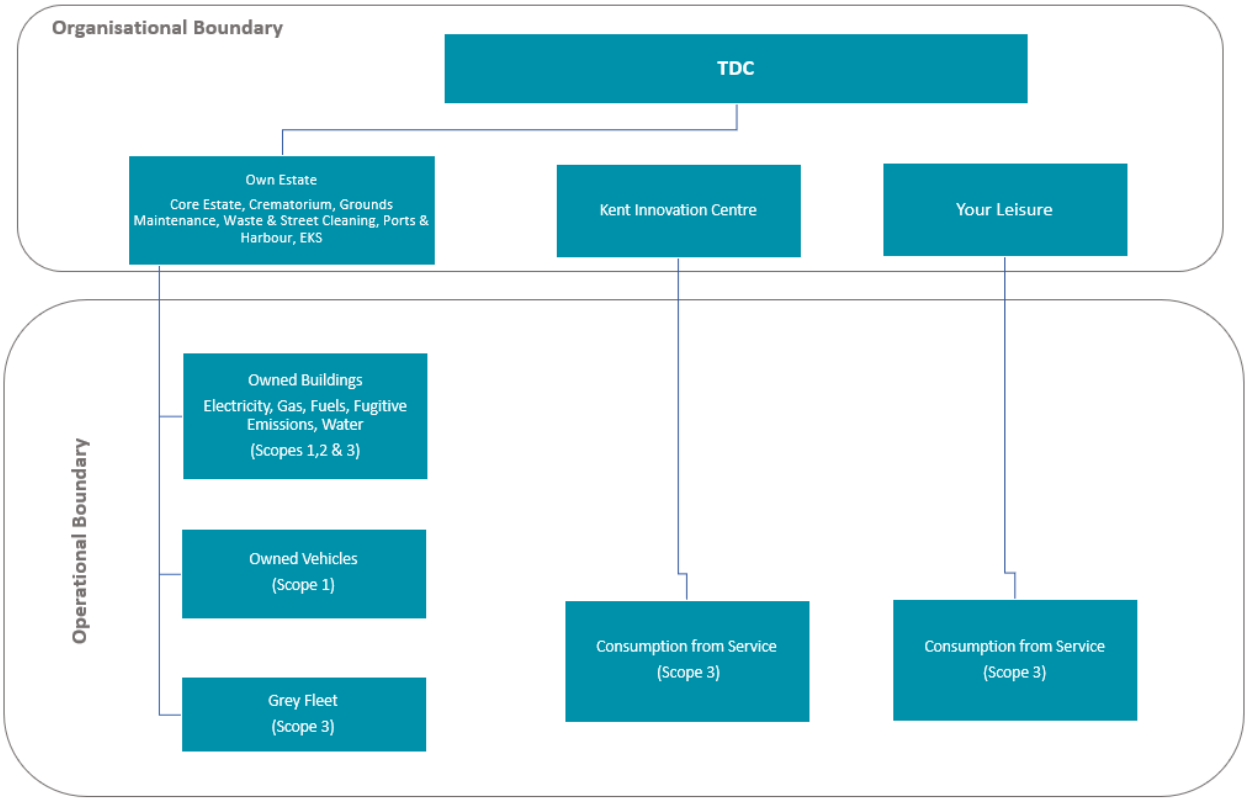
Appendix 1 – Scoping Chart



Appendix 2 – Scoping Table

Scope	In scope (practical for immediate inclusion)	Evaluate	Consider longer term / Outside of scope
Carbon Negative	Gas		
	Oil		
	Other Fuels		
	Fugitive Emissions (if data available)		
	Owned Vechicles		
	Electricity		
	Grey Fleet		
	Water	Homeworking (if data available)	
	Waste (if data available)	Social Housing – Tenants Energy Use	Employee Commuting
	Contracted Services	Purchased Goods & Services (Additional Study)	Employee Business Travel (air, rail, taxi etc)
Carbon Positive	Renewable Generation		
	Additional Tree Planting		

Appendix 3 – Scope Details

Area / Organisation	Details	Inc in Scope
Core Estate	Made up of council offices, PCs, public areas, carparks, streetlighting. TDC to provide consumption data for electricity, gas, water, waste, owned vehicles, stationary combustion, fugitive emissions	Y
Grounds Maintenance	Inhouse. TDC to provide consumption data for electricity, gas, water, waste, owned vehicles, stationary combustion, fugitive emissions	Y
Waste Collection & Street Cleaning	Inhouse. TDC to provide consumption data for electricity, gas, water, waste, owned vehicles, stationary combustion, fugitive emissions	Y
Crematorium	Inhouse. TDC to provide consumption data for electricity, gas, water, waste, owned vehicles, stationary combustion, fugitive emissions	Y
Port & Harbour	TDC pay invoices for one of the buildings and recharges to the tenants (Newport) TDC to provide data and additional information so that the associated recharges can be accounted for appropriately.	Y

	TDC to provide consumption data for electricity, gas, water, waste, owned vehicles, stationary combustion, fugitive emissions	
TDC **Business Travel**	Covers the use of public transport for employee business travel, as well as grey fleet (employees utilising own vehicles for business travel), in relation to TDC's own estate, (grounds maintenance, waste collection and street cleaning, crematorium, port and harbour). TDC to provide expenses data for TDC's grey fleet. (breakdown of fuel type, vehicle type, engine size if available). If TDC wish to include emissions associated with public transport, LASER would require this data in passenger/km format.	Y
Leisure Centres	Centres are TDC assets and leased to Your Leisure who operate and pay invoices associated with operations. Your Leisure to provide consumption data for electricity, gas, water, waste, stationary combustion, fugitive emissions	Y
Social Housing / EKH **Communal & Landlord Supply**	Housing stock is owned by TDC who are responsible for paying communal / landlord supply and improving building fabric and heating systems. Tenants pay their own energy bills - please see further details and proposed handling for tenants under 'Social Housing – Tenants'. Day to day running was brought back inhouse in October 2020. TDC to provide consumption data for electricity, gas	Y

Mears **Housing Repairs**	Outsourced contract (could potentially come back inhouse). Confirmation required if TDC own any buildings used to serve this contract, or if Mears utilise their own sites specifically to serve this contract. Excluded from scope as contract is associated with Social Housing maintenance.	N
Civica **Revenue & Benefits Service**	Strategic partnership with Civica, shared with Canterbury and Dover. Civica utilise space at Thanet council offices as well as at other authorities. It is understood that each authority accounts for energy use within their own estate and LASER propose the same handling of Civica for TDC.	Y
EKS	Shared service. HR coming back inhouse as of Sept 21. IT under review & Payroll to be left with EKS. Service uses separate building at Canterbury for IT which includes servers. Dover house some servers (c20%) / TDC house servers (c80%). LASER propose to include energy use associated with Thanet buildings and address the server imbalance between TDC and DDC. Please can TDC confirm they are happy with this approach. Alternatively, TDC could include all energy used on site, although this would be an over estimation. LASER would require further information / sub meter data for Thanet Servers if wishing to address the imbalance.	Y

Area	Details & Data Required	Inc in Scope
Homeworking	Energy use associated with homeworking. TDC to provide data	N
Social Housing - Tenants	Energy use for gas and electricity. The preference would be for this data to be in kWh. TDC to provide data	N
Goods and Services	LASER will carry out an assessment of emissions associated with procurement spend with top 15 suppliers without additional charge. This will enable TDC to assess significance of emissions and analyse emission intensity. TDC to provide spend details of top 15 suppliers for FY 19-20.	N

Appendix 4 – Carbon Footprint Data

Operation	Sector	Scope	Emissions Category	Individual Emissions Source	Fuel Type & Units	Units	2019-2020	2019 Emissions Factor	2,019 tCO_2e
Core Estate	Buildings & Estate	Scope 1	Gas	Gas	Natural Gas/kWh	kWh	531,602.00	0.184	97.74
Core Estate	Buildings & Estate	Scope 3	Gas	Gas WTT	Natural Gas/kWh	kWh	531,602.00	0.024	12.71
Core Estate	Transport	Scope 1	Owned Vehicles	Diesel - Small, Cars & Car Derived Vans	Diesel/Litres	litres	19,328.80	2.594	50.14
Core Estate	Transport	Scope 1	Owned Vehicles	Diesel - Medium	Diesel/Litres	litres	0.00	2.594	0.00
Core Estate	Transport	Scope 3	Owned Vehicles	Diesel - WTT	Diesel/Litres	litres	19,328.80	0.617	11.93
Core Estate	Buildings & Estate	Scope 2	Electricity	Electricity Building Use	Electricity/Generation/kWh	kWh	1,089,288.10	0.256	278.42
Core Estate	Buildings & Estate	Scope 2	Electricity	Electricity Street Lighting UMS	Electricity/Generation/kWh	kWh	125,460.00	0.256	32.07
Core Estate	Buildings & Estate	Scope 2	Electricity	Electricity UMS	Electricity/Generation/kWh	kWh	62,664.00	0.256	16.02
Core Estate	Buildings & Estate	Scope 3	Electricity	All Electricity T&D	Electricity T&D	kWh	1,277,412.10	0.022	27.72
Core Estate	Transport	Scope 3	Grey Fleet	Grey Fleet Passenger / Delivery Non EV Petrol	Diesel Small	miles	15,327.00	0.229	3.50
Core Estate	Transport	Scope 3	Grey Fleet	Grey Fleet Passenger / Delivery Non EV Petrol	Diesel Medium	miles	15,369.00	0.275	4.22
Core Estate	Transport	Scope 3	Grey Fleet	Grey Fleet Passenger / Delivery Non EV Petrol	Diesel Large	miles	5,797.00	0.337	1.95
Core Estate	Transport	Scope 3	Grey Fleet	Grey Fleet Passenger / Delivery Non EV Petrol	Petrol Small	miles	38,915.00	0.247	9.63
Core Estate	Transport	Scope 3	Grey Fleet	Grey Fleet Passenger / Delivery Non EV Petrol	Petrol Medium	miles	17,872.00	0.309	5.53
Core Estate	Transport	Scope 3	Grey Fleet	Grey Fleet Passenger / Delivery Non EV Petrol	Petrol Large	miles	72.00	0.455	0.03
Core Estate	Transport	Scope 3	Grey Fleet	Grey Fleet Passenger - WTT	Combined	tonnes	6.62717688	1.000	6.63
Core Estate	Buildings & Estate	Scope 3	Waste	Waste	Mixed waste	tCO2e	0.013899609	1.000	0.01
Core Estate	Buildings & Estate	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	36,416.00	0.344	12.53
Core Estate	Buildings & Estate	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	22,617.96	0.708	16.01
Waste Collection & Street Cleaning	Buildings & Estate	Scope 1	Gas	Gas	Natural Gas/kWh	kWh	187316	0.184	34.44
Waste Collection & Street Cleaning	Buildings & Estate	Scope 3	Gas	Gas - WTT	Natural Gas/kWh	kWh	187316	0.024	4.48
Waste Collection & Street Cleaning	Transport	Scope 1	Owned Vehicles	Diesel - Small, Cars & Car Derived Vans	Diesel/Litres	litres	40,783.29	2.594	105.80
Waste Collection & Street Cleaning	Transport	Scope 1	Owned Vehicles	Diesel - Medium	Diesel/Litres	litres	65,266.60	2.594	169.31
Waste Collection & Street Cleaning	Transport	Scope 1	Owned Vehicles	Diesel - Large	Diesel/Litres	litres	89,775.80	2.594	232.89
Waste Collection & Street Cleaning	Transport	Scope 1	Owned Vehicles	Diesel - Waste Carriers	Diesel/Litres	litres	232,419.34	2.594	602.92
Waste Collection & Street Cleaning	Transport	Scope 3	Owned Vehicles	All Diesel - WTT	Diesel/Litres	litres	428245.03	0.617	264.27
Waste Collection & Street Cleaning	Buildings & Estate	Scope 2	Electricity	Electricity	Electricity/Generation/kWh	kWh	164,343.00	0.256	42.01
Waste Collection & Street Cleaning	Buildings & Estate	Scope 3	Electricity	Electricity T&D	Electricity/Generation/kWh	kWh	164,343.00	0.022	3.57
Waste Collection & Street Cleaning	Buildings & Estate	Scope 3	Waste	Waste	Mixed waste	tCO2e	0.00200	1.000	0.0019985
Waste Collection & Street Cleaning	Buildings & Estate	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	1,921.00	0.344	0.66
Waste Collection & Street Cleaning	Buildings & Estate	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	1,824.95	0.708	1.29

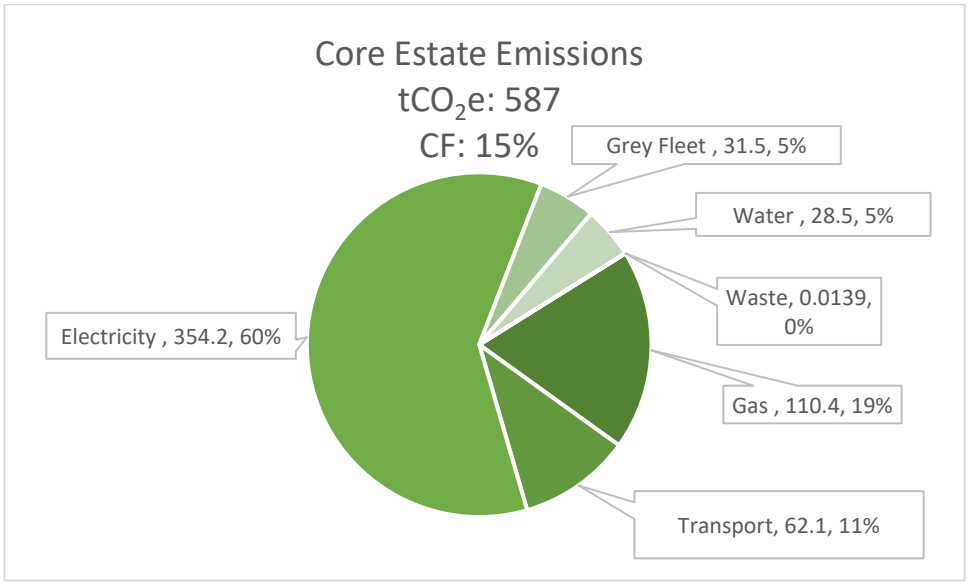
Operation	Sector	Scope	Emissions Category	Individual Emissions Source	Fuel Type & Units	Units	2019-2020	2019 Emissions Factor	2,019 tCO_2e
Grounds Maintenance	Operations	Scope 1	Fuel for Operations	Diesel	Diesel/Litres	litres	12,000.00	2.594	31.13
Grounds Maintenance	Operations	Scope 3	Fuel for Operations	Diesel - WTT	Diesel/Litres	litres	12,000.00	0.617	7.41
Grounds Maintenance	Transport	Scope 1	Owned Vehicles	Diesel - Small, Cars & Car Derived Vans	Diesel/Litres	litres	15,678.55	2.594	40.67
Grounds Maintenance	Transport	Scope 1	Owned Vehicles	Diesel - Medium	Diesel/Litres	litres	0.00	2.594	0.00
Grounds Maintenance	Transport	Scope 3	Owned Vehicles	All Diesel - WTT	Diesel/Litres	litres	15,678.55	0.617	9.68
Grounds Maintenance	Buildings & Estate	Scope 2	Electricity	Electricity	Electricity/Generation/kWh	kWh	65,786.00	0.256	16.81
Grounds Maintenance	Buildings & Estate	Scope 3	Electricity	Electricity - T&D	Electricity/Generation/kWh	kWh	65,786.00	0.022	1.43
Grounds Maintenance	Buildings & Estate	Scope 3	Waste	Waste	Mixed waste	tCO2e	0.00	1.000	0.00
Grounds Maintenance	Buildings & Estate	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	1,366.00	0.344	0.47
Grounds Maintenance	Buildings & Estate	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	479.85	0.708	0.34
Crematorium	Buildings & Estate	Scope 1	Gas	Gas	Natural Gas/kWh	kWh	895480	0.184	164.63
Crematorium	Buildings & Estate	Scope 3	Gas	Gas - WTT	Natural Gas/kWh	kWh	895480	0.024	21.41
Crematorium	Transport	Scope 1	Owned Vehicles	Diesel - Small, Cars & Car Derived Vans	Diesel/Litres	litres	155.26	2.594	0.40
Crematorium	Transport	Scope 1	Owned Vehicles	Diesel - Medium	Diesel/Litres	litres	9540.43	2.594	24.75
Crematorium	Transport	Scope 1	Owned Vehicles	All Diesel - WTT	Diesel/Litres	litres	9695.69	0.617	5.98
Crematorium	Buildings & Estate	Scope 2	Electricity	Electricity	Electricity/Generation/kWh	kWh	94,593.00	0.256	24.18
Crematorium	Buildings & Estate	Scope 2	Electricity	Electricity T&D	Electricity/Generation/kWh	kWh	94,593.00	0.022	2.05
Crematorium	Buildings & Estate	Scope 3	Waste	Waste	Mixed waste	tCO2e	0.0125	1.000	0.01
Crematorium	Buildings & Estate	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	1,349.00	0.344	0.46
Crematorium	Buildings & Estate	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	1,079.20	0.708	0.76
Civica	Buildings & Estate	Scope 3	Gas	Gas	Natural Gas/kWh	kWh	26,220.00	0.184	4.82
Civica	Buildings & Estate	Scope 3	Gas	Gas - WTT	Natural Gas/kWh	kWh	26,220.00	0.024	0.63
Civica	Buildings & Estate	Scope 3	Electricity	Electricity	Electricity/Generation/kWh	kWh	26,881.67	0.256	6.87
Civica	Buildings & Estate	Scope 3	Electricity	Electricity - T&D	Electricity/Generation/kWh	kWh	26,881.67	0.022	0.58
Civica	Buildings & Estate	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	341.00	0.344	0.12
Civica	Buildings & Estate	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	323.50	0.708	0.23

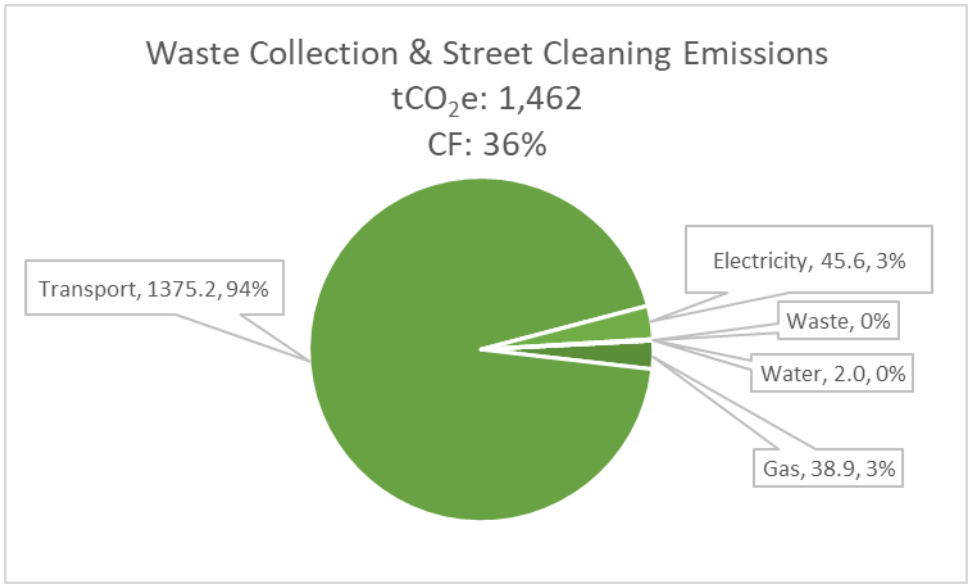
Operation	Sector	Scope	Emissions Category	Individual Emissions Source	Fuel Type & Units	Units	2019-2020	2019 Emissions Factor	2,019 tCO_2e
Port & Harbour	Buildings & Estate	Scope 1	Gas	Gas	Natural Gas/kWh	kWh	269,585.00	0.184	49.56
Port & Harbour	Buildings & Estate	Scope 3	Gas	Gas	Natural Gas/kWh	kWh	269,585.00	0.024	6.45
Port & Harbour	Transport	Scope 1	Owned Vehicles	Diesel - Small, Cars & Car Derived Vans	Diesel/Litres	litres	1,185.40	2.594	3.08
Port & Harbour	Transport	Scope 1	Owned Vehicles	Diesel - Medium	Diesel/Litres	litres	0.00	2.594	0.00
Port & Harbour	Transport	Scope 3	Owned Vehicles	All Diesel - WTT	Diesel/Litres	litres	1,185.40	0.617	0.73
Port & Harbour	Buildings & Estate	Scope 2	Electricity	Electricity	Electricity/Generation/kWh	kWh	1,028,320.49	0.256	262.84
Port & Harbour	Buildings & Estate	Scope 3	Electricity	Electricity - T&D	Electricity/Generation/kWh	kWh	1,028,320.49	0.022	22.31
Port & Harbour	Buildings & Estate	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	39,102.00	0.344	13.45
Port & Harbour	Buildings & Estate	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	8,969.27	0.708	6.35
Your Leisure	Buildings	Scope 3	Gas	Gas	Natural Gas/kWh	kWh	3612421	0.184	664.14
Your Leisure	Buildings	Scope 3	Gas	Gas - WTT	Natural Gas/kWh	kWh	3612421	0.024	86.37
Your Leisure	Buildings	Scope 3	Electricity	Electricity	Electricity/Generation/kWh	kWh	1359976	0.256	347.61
Your Leisure	Buildings	Scope 3	Electricity	Electricity - T&D	Electricity/Generation/kWh	kWh	1359976	0.022	29.51
Your Leisure	Buildings	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	21163	0.344	7.28
Your Leisure	Buildings	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	20,104.85	0.708	14.23
Your Leisure	Buildings	Scope 3	Waste	All Waste		t	1.16	1.000	1.16
Mears	Transport	Scope 3	External Organisation Fuel	Diesel	Diesel/miles	miles	0.00	0.241	0.00
Mears	Transport	Scope 3	External Organisation Fuel	Diesel - WTT	Diesel/miles	miles	0.00	0.057	0.00
Mears	Buildings	Scope 3	Electricity	Electricity	Electricity/Generation/kWh	kWh	0	0.256	0.00
Mears	Buildings	Scope 3	Electricity	Electricity - T&D	Electricity/Generation/kWh	kWh	0	0.022	0.00
Mears	Buildings	Scope 3	Waste	Waste DMR		tCO2e	0	1.000	0.00
Kent Innovation Centre	Buildings	Scope 3	Gas	Gas	Natural Gas/kWh	kWh	381,524.00	0.184	70.14
Kent Innovation Centre	Buildings	Scope 3	Gas	Gas - WTT	Natural Gas/kWh	kWh	381,524.00	0.024	9.12
Kent Innovation Centre	Buildings	Scope 3	Electricity	Electricity	Electricity/Generation/kWh	kWh	160000	0.256	40.90
Kent Innovation Centre	Buildings	Scope 3	Electricity	Electricity - T&D	Electricity/Generation/kWh	kWh	160000	0.022	3.47
Kent Innovation Centre	Buildings	Scope 3	Water	Water Supply	Water Supply/cbm	cbm	1711.00	0.344	0.59
Kent Innovation Centre	Buildings	Scope 3	Water	Water Sewerage	Water Treatment/cbm	cbm	1625.45	0.708	1.15

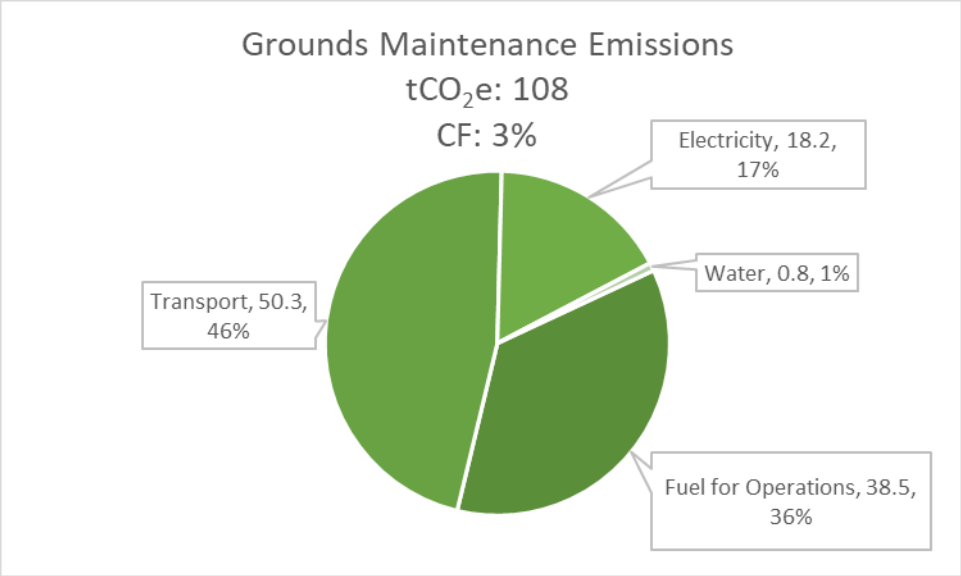
Appendix 5 – Carbon Footprint Data QA

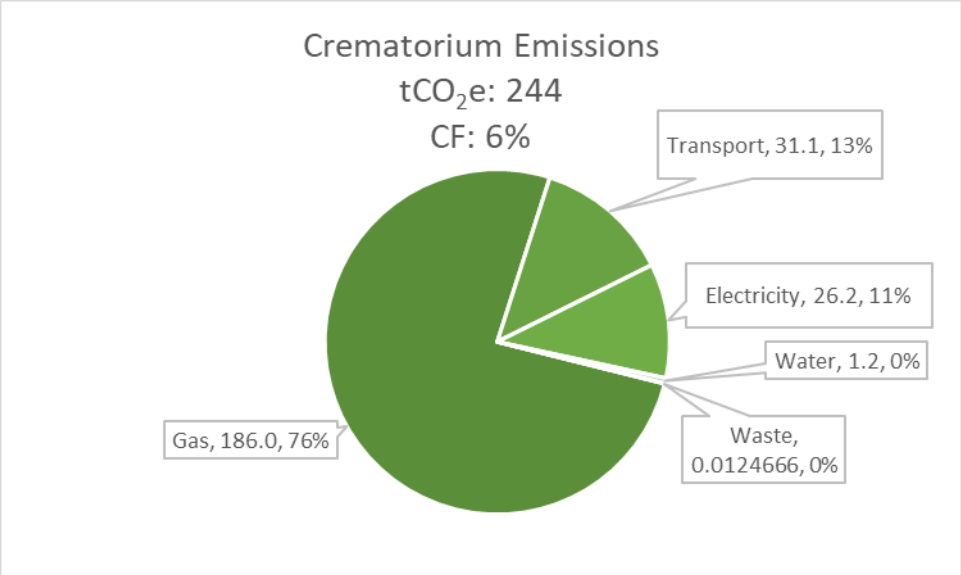
Name							Thanet District Council															
Period Covered							FY 19-20															
Organisational Boundary							Own Building and Estate						Leisure Centres						KIC			
							Operational Boundary															
Scope	Emissions Source	Source	Fuel Type	Additional Information	Units (kWh, l, etc.)	Emissions Factor	Σ Units	tCO2e	%	Quality	Significance	Impact	Σ Units	tCO2e	%	Quality	Significance	Impact	Σ Units	tCO2e	%	Quality	Significance	Impact
1 Direct Emissions	Gas		Natural Gas	Own Buildings & Estate covers: core estate, grounds maintenance, waste collection, crematorium, port & harbours, Civica, EKS	kWh	0.20800	1910203	397.322	0.097994443	1	3	3	3612421	751.384	0.185319143	1	4	4	381524	79.357	0.019572387	1	2	2
	Other	Fuel for equipment	Diesel		litres	3.211	12000	38.532	0.0095	5	1	5												
	Owned Vehicles (non EV)			Own Buildings & Estate covers: core estate, grounds maintenance, waste collection, crematorium, port & harbour	litres	3.211	474123.54	1522.41	0.375483116	1	5	5												
2 Energy Indirect Emissions	Electricity	Electricity Building Use	Electricity	Own Buildings & Estate covers: core estate, grounds maintenance, waste collection, crematorium, port & harbours, Civica, EKS	kWh	0.277	2469212	683.972	0.168692874	1	4	4	1359976	376.713	0.092911528	1	3	3	160000	44.32	0.010930961	3	2	6
		Electricity	Electricity		kWh	0.277	125460	34.7524	0.00857124	1	1	1												
		Electricity UMS	Electricity		kWh	0.277	62664	17.3579	0.004281111	1	1	1												
3 Other Indirect Emissions	Grey Fleet	Passenger /			tonnes	1	31.33	31.33	0.007727144	1	1	1												
	Own Waste	Waste	All waste		tCO2e	1	0.02836	2.8E-05	6.99463E-09	5	1	5	1.15567	1.15567	0.000285032	1	1	1						
	Water	Supply	Water Supply	Own Buildings & Estate covers: core estate, grounds maintenance, waste collection, crematorium, port & harbours, Civica, EKS	cbm	0.344	80495	27.6903	0.006829453	1	1	1	21163	7.28007	0.001795537	1	1	1	1711	0.58858	0.000145167	1	1	1
		Sewerage	Water Treatment		cbm	0.708	35294.73	24.9887	0.006163135	1	1	1	20104	14.2336	0.003510543	3	1	3	1625	1.1505	0.000283756	1	1	1

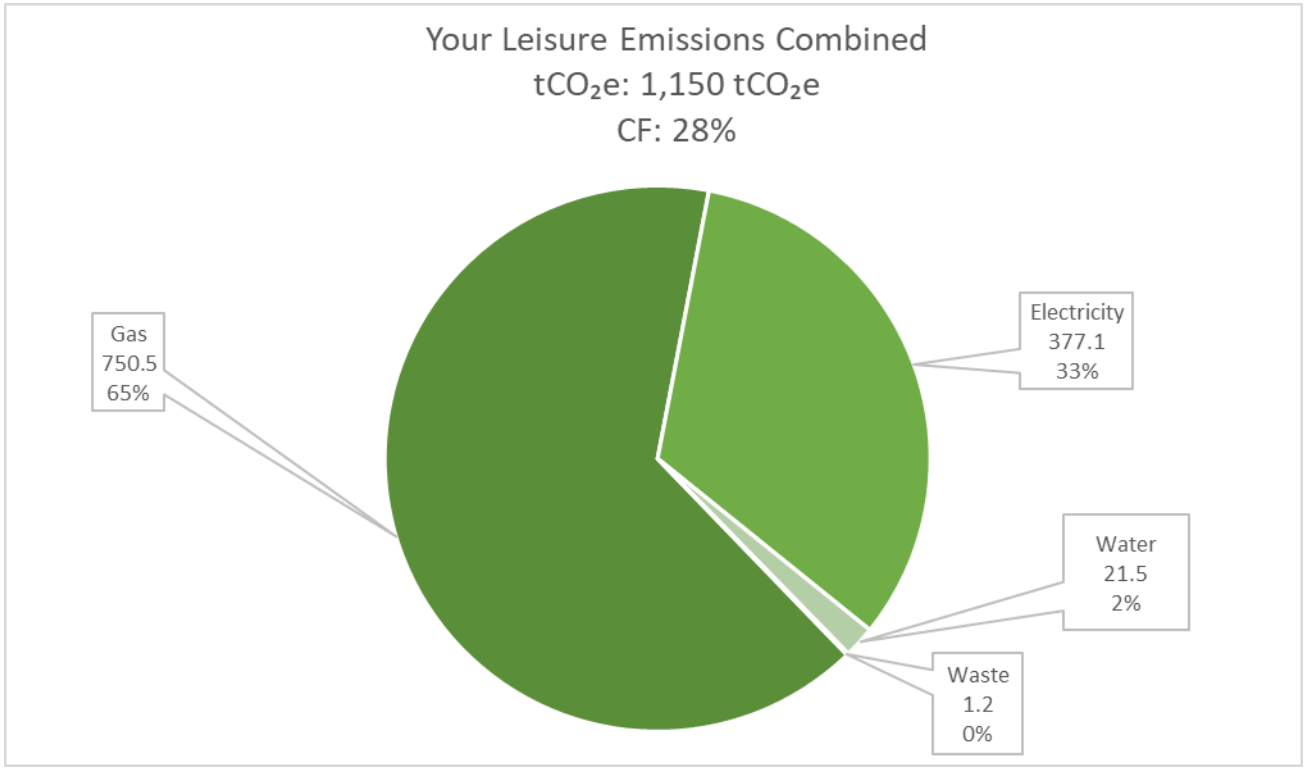
Appendix 6 – Footprints – Area Breakdown

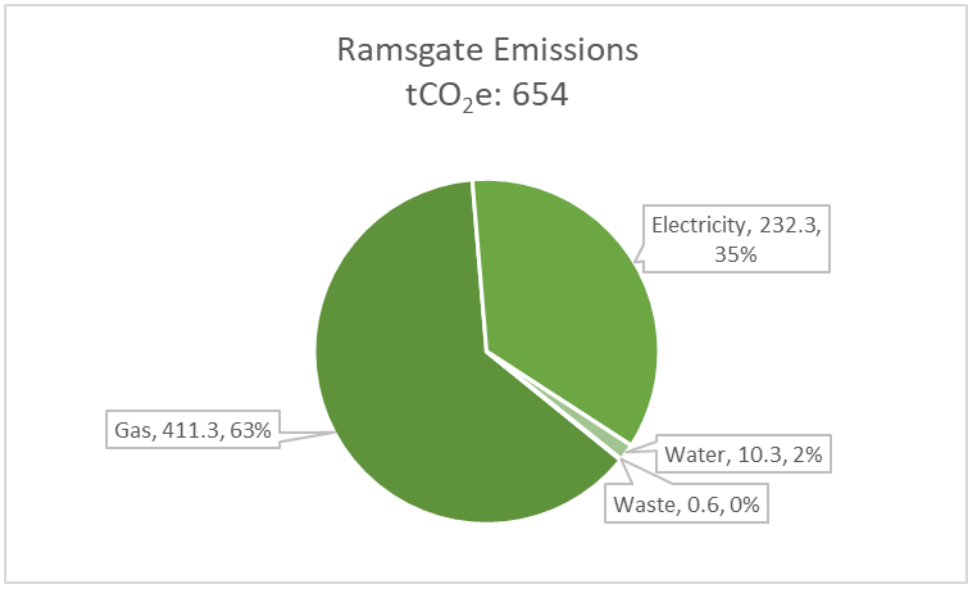


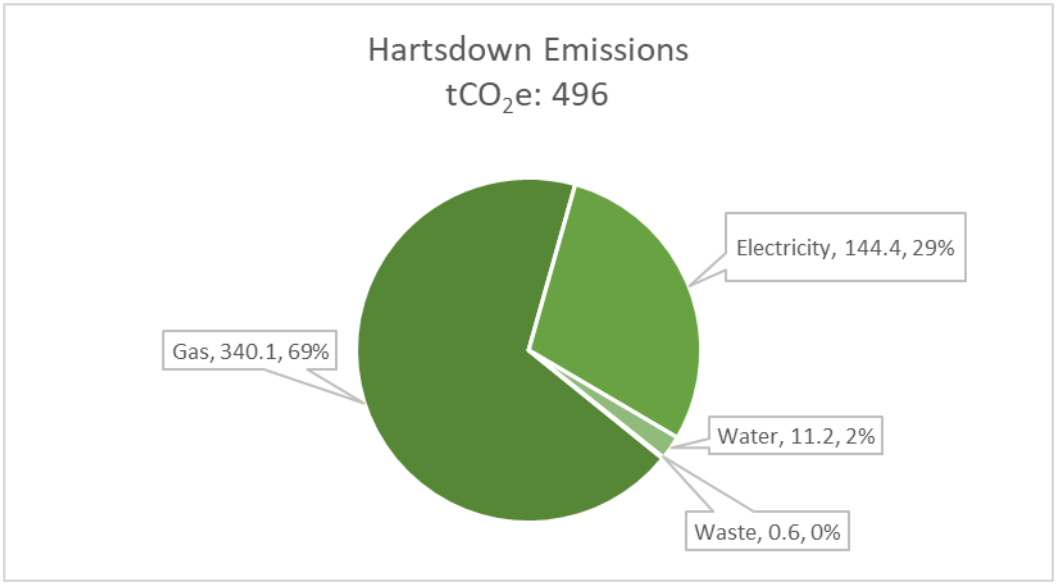



Grounds Maintenance Emissions
tCO2e: 108
CF: 3%
Electricity, 18.2, 17%
Water, 0.8, 1%
Transport, 50.3, 46%
Fuel for Operations, 38.5, 36%

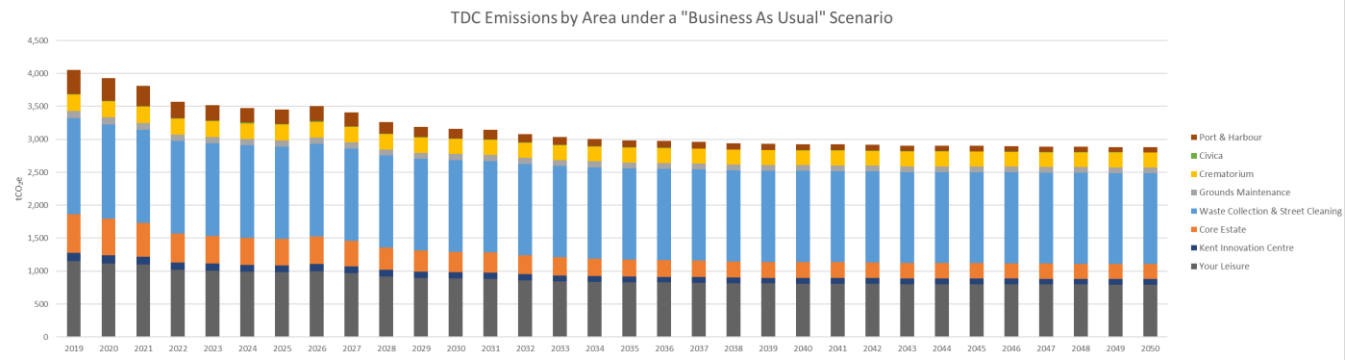

Crematorium Emissions
tCO2e: 244
CF: 6%
Transport, 31.1, 13%
Electricity, 26.2, 11%
Water, 1.2, 0%
Waste, 0.0124666, 0%
Gas, 186.0, 76%

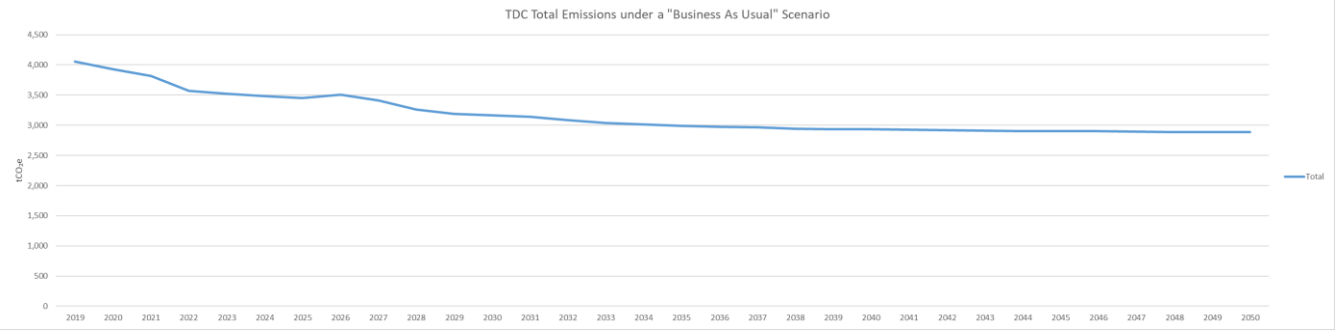

Your Leisure Emissions Combined
tCO2e: 1,150 tCO2e
CF: 28%
Gas
750.5
65%
Electricity
377.1
33%
Water
21.5
2%
Waste
1.2
0%


Ramsgate Emissions
tCO2e: 654
Electricity, 232.3,
35%
Gas, 411.3, 63%
Water, 10.3, 2%
Waste, 0.6, 0%


Hartsdown Emissions
tCO2e: 496
Electricity, 144.4, 29%
Gas, 340.1, 69%
Water, 11.2, 2%
Waste, 0.6, 0%

Appendix 7 – BAU Forecasts





Appendix 8 – Zero Carbon Green Electricity Supply Options

LASER's support is not confined to these 3 options, and we are in a position to assist with investigating investment in renewable assets through other models, for example directly or through other PPA structures.

It is important to note that some certainty around long term energy requirements is vital when planning in this area.

Important factors to consider to your organisation	OPTION 1 Green Tariff	OPTION 2 Green Basket	OPTION 3 PEPPPA
Volume Commitment	Annual	2-4 years	10< years
REGOs	Yes	Yes	Yes
Direct Funding of Renewables	Minimal	Yes	Yes
Traceability	No	Yes	Yes
Additionality	No	Unlikely	Yes
Lead time to delivery	Within a year	Within a year	Up to 36 months
Ease of Procurement	Very High	Very High	High

REGOs (Renewable Electricity Guarantee of Origin)

REGO certificates are the most widely recognised certification of environmental credentials for energy generation across Europe. They are well administered and the provision of a REGO with each MWh of electricity should guarantee that the energy was

generated from “renewable” sources. The largest problem with REGOs from a zero-carbon perspective is that their definition of “renewable” is not confined to zero carbon technologies but can also include technologies such as gas-fired CHP generation. There is also the possibility of ‘greenwashing’, as suppliers can buy REGO certificates on the open market without having purchased any power from renewable generators. In August 2021, there was a press release from the government to review electricity green tariffs to address concerns regarding this practice.**

As a consumer, generation cannot necessarily be traced back to a specific asset so it can be unclear as to whether the electricity is zero carbon or not. REGO backed supply can be reported as zero emissions but the validity of this is open to debate.

Therefore, REGO backed supplies are definitely “greener” than grid average electricity supplies, but generation cannot be traced to a specific asset, and they are not categorically zero carbon

Traceability

As touched on above, it is considered important in environmental fields to be able to trace generation to particular assets to provide assurance of renewable origin and add credibility.

Additionality

Additionality is a term that has arisen in recent years and has come to define a very important factor when considering investment in renewable assets or supply contracts - namely that the investment has a genuine impact which would not have been realised otherwise. In this case, ‘additionality’ can be seen as the investment resulting in the construction of a new generation asset - such as a solar array or wind farm - rather than the consumer receiving energy from an existing renewable asset which would be generating regardless of the consumer’s investment.

** Government to tighten rules to stop 'greenwashing' of electricity tariffs - GOV.UK (www.gov.uk)

Power Purchase Agreements (PPAs)

PPAs are essentially contractual agreements between off takers (consumers) and suppliers or generators, where an agreement is made to buy and sell an amount of energy generated from a renewable asset for a set term - usually between 10 and 20 years. These agreements allow generators to invest in assets with certainty and guarantees long term green energy supply to the consumer.

Due to the nature of PPAs they tend to be long-term, large volume contracts which can preclude some consumers from entering the market. In order to provide a solution, LASER has created a model where multiple public sector bodies are aggregated in order to increase buying power and are calling this the Public Energy Partnership Power Purchase Agreement (PEPPPA).

To find out more about **LASER's Zero Carbon Future** please contact us or visit **www.laserenergy.org.uk**

0800 484 0840
zerocarbon@laserenergy.org.uk

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Purchase of homes at Nash Road, Margate for Affordable Rent

Overview & Scrutiny Panel 16 April 2024

Report Author Ashley Jackson, Head of Housing and Planning

Portfolio Holder Cllr Helen Whitehead, Deputy Leader and Cabinet Member for Housing

Status For Decision

Classification: Unrestricted

Key Decision Yes

Reasons for Key Budget

Ward: Salmestone

Executive Summary:

This report invites members of the Overview and Scrutiny Panel to review the proposals for purchasing 31 affordable rented homes as part of the council's accelerated affordable housing programme, approved at Council in July 2023.

Recommendation(s):

Members of the Overview and Scrutiny Panel are asked to:

Note and scrutinise the report and consider any representations to Cabinet in advance of its meeting on 25th April 2024.

Corporate Implications

Financial and Value for Money

The detailed financial implications are set out in the body of this report. Notably, the financial modelling undertaken has demonstrated that across the long-term the HRA business plan will benefit from the proposed acquisitions.

Legal

Section 106 of the Town and Country Planning Act 1990, as amended by Section 12 of the Planning and Compensation Act (1991) and the Community Infrastructure Levy Regulations 2010 (as amended), provides the legislative framework for planning obligations. The dwellings are being made available under the provisions of Section 106 of the Town and Country Planning Act 1990 and the Council has acted in accordance with this legislation.

Risk Management

Acquisition and development activity has within it inherent risks. Officers strive to identify and manage risk at each stage of projects. The acquisition project will have a risk register that is reviewed throughout the lifecycle of the project by the Housing Strategy & Projects Team. Risks around acquisition activity are sought to be mitigated through regular review and the appointment of professional expertise to provide legal due diligence, and accredited valuation advice to ensure value for money, in terms of the cost of the project.

Corporate

This proposal supports the Council Corporate Statement 2019-2023 , Communities. Work to prevent homelessness and increase housing options including additional social housing.

Equality Act 2010 & Public Sector Equality Duty

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.

Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.

This report relates to the following aim of the equality duty: -

- To eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act.
- To advance equality of opportunity between people who share a protected characteristic and people who do not share it
- To foster good relations between people who share a protected characteristic and people who do not share it.

An Equalities Impact Assessment has been completed in respect of this proposal. The new homes will be let in line with the council's allocations policy, which has had an Equalities Impact assessment completed. The EQIA review undertaken on the proposal to purchase additional housing units on existing developments to provide sought after affordable housing for residents who are on the Housing Register, is not unlawfully discriminatory.

Corporate Priorities

This report relates to the following corporate priorities: -

- Communities

1.0 Introduction and Background

1.1 Council has recently approved an accelerated affordable housing development programme of at least 400 new homes, constructed or acquired, by 2027.

1.2 Section 106 of the Town and Country Planning Act 1990 provides an opportunity for local planning authorities to negotiate with housing developers for the provision of affordable housing, on qualifying sites. The council's local plan policies set out a preference for these requirements to be discharged through the provision of affordable homes within the application site.

1.3 These agreements require developers to transfer completed homes to an affordable housing provider at a value that makes an affordable rent viable. This means that the developer effectively provides the necessary subsidy in the form of a discounted purchase price below market value. Officers have been contacted by a number of developers who have been unable to secure an affordable housing provider partner to purchase section 106 units and deliver affordable homes.

1.4 Failure to secure an affordable housing delivery partner can lead to developers requesting that the S106 agreement be amended to provide a commuted sum in lieu of on site homes.

2.0 Nash Road, Margate

2.1 Officers were contacted by Bellway, owner of the development known as Nash Road Margate, who are required to deliver 18% affordable housing on site following negotiations. As per policy 70% of this is required to be affordable rent this being 31.5 units. The remaining units will be delivered as shared ownership. We have offered 31 new affordable rent homes. They have been unable to secure an affordable housing provider to deliver these homes.

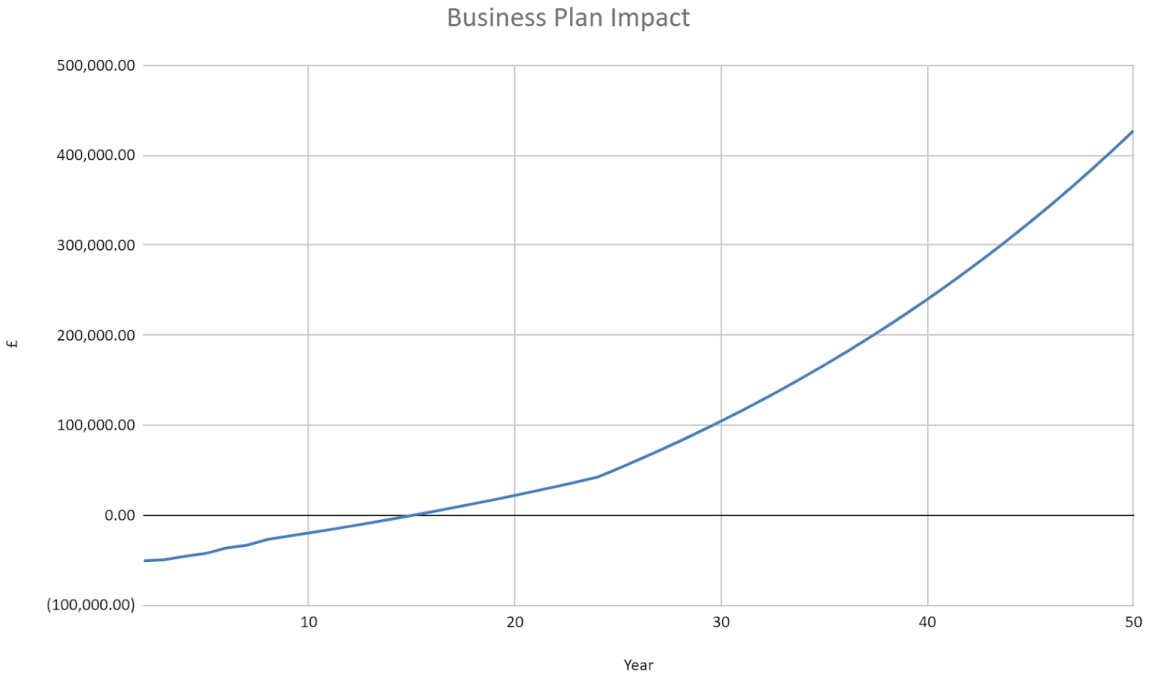
2.2 The capital cost for the 31 homes is £4.275m and £574,250 for associated costs.

2.3 Officers have developed a detailed viability assessment tool to assess the viability of individual schemes, which is used to inform a go/no-go decision for individual proposals. It is essential for the viability of the overall HRA programme that only schemes that have a positive impact on the HRA Business Plan are delivered.

2.4 To be viable, schemes need to show an overall surplus over a 30 or 50 year timescale, depending on the duration of any borrowing. The assessment tool operates like a mini business plan and takes into account all relevant costs and income, including rent income, capital costs, professional fees and project management, the costs of borrowing and management, maintenance costs and depreciation over the lifetime of the homes. A summary of the income and costs for the proposed purchase are shown in the following table.

Year	1	2	3	4	16
Revenue Income					
Rental income	(226,870)	(226,870)	(233,670)	(240,680)	(343,160)
Revenue Costs					
Management Contribution	4,960	5,210	5,470	5,740	7,280
Revenue Repairs	2,360	2,470	5,190	5,450	41,510
Major Repairs (Capital contrib)	43,090	45,240	47,510	49,880	63,260
Insurance	6,200	6,510	6,840	7,180	9,100
Saving before MRP and interest	**(170,260)**	**(167,440)**	**(168,660)**	**(172,430)**	**(222,010)**
Interest on debt	218,220	218,220	218,220	218,220	218,220
Net cost/(saving)	**47,960**	**50,780**	**49,560**	**45,790**	**(3,790)**

2.5 This shows that the proposed purchase would generate a cash flow deficit in year 1 of £47,960 with a breakeven point in year 16, with surpluses accumulating between year 16 and year 50. The project shows a surplus over a 30 to 50 year period, and a cash flow summary is shown in the table below:



2.6 As the homes have been designated as affordable homes in the planning consent and section 106 agreement, they have been designed specifically for that purpose and accordingly are considered appropriate for the HRA, in line with the needs of households on the council's register or those living in temporary accommodation. There is a significant level of need for 1 bedroom homes, as well as for larger family homes. It is proposed by the developer that these units will meet EPC rating of B and construction will begin in Early 2025.

2.7 The unit sizes and the mix of dwellings are as follows:

- 12 x 1 bed units
- 16 x 2 bed units
- 2 x 3 bed units
- 1 x 4 bed units

2.8 A provisional offer of £4.275m has been made to the developer and subject to contract, legal due diligence, formal valuation and full approval this offer has been accepted. An additional amount of £574,250 has been budgeted for stamp duty land tax and legal/valuation fees.

2.9 It is proposed that the new homes are let in accordance with the council's adopted allocations policy. The allocations policy provides for the council to agree a local lettings plan for new homes, and in this case a local lettings plan will be agreed to ensure that 50% of the homes are let to people moving out of temporary accommodation, with the remaining homes let to priority applicants from the council's Housing Register. It is also proposed that they are let at an affordable rent, in line with the council's approved Tenancy Strategy. The Tenancy Strategy defines an affordable rent, as a rent that is no more that 80% of the local market rent and does not exceed the relevant Local Housing Allowance rate. As a Registered Social Landlord the council is required to consult with Homes England and the Regulator for Social Housing about its rent policy.

3.0 Options

Members of the Overview and Scrutiny Panel are invited to review and scrutinise this report, making any agreed recommendations to Cabinet in advance of its meeting on 25th April 2024.

Contact Officer: Ashley Jackson, Head of Housing and Planning
Reporting to: Bob Porter (Director of Place)

Annex List

None

Background Papers

None

Corporate Consultation

Finance: Chris Blundell (Director of Corporate Services)
Legal:

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Tourism Review Working Party Report

Overview & Scrutiny Panel 16 April 2024

Report Author Charles Hungwe, Deputy Committee Services Manager

Status For Recommendation

Classification: Unrestricted

Key Decision No

Ward: Thanet Wide

Executive Summary:

This covering report is to introduce the report by the Tourism Review Working Party following a review by the sub group that started in August 2023, into how the Council could mitigate the negative impact of tourism on local communities. This scrutiny review led to some findings and proposals being identified through a report which is attached as Annex 1 to this covering report with a summary of findings and recommendations detailed in the body of this covering report.

Recommendation(s):

The Overview and Scrutiny Panel is being asked to review, adopt and forward the Tourism Scrutiny Review Working Party report to Cabinet for consideration and decision.

Corporate Implications

Financial and Value for Money

There are financial implications arising directly regarding some of the recommendations in the main report. The refurbishment of public toilets owned by the Council, supply of additional waste bins at beaches and other public places for use by residents and visitors, additional signage on beaches establishing command centres at local beaches and upskilling TDC Enforcement Officers would require some form of funding and budget allocation. However such additional budget allocations could yield positive results for the benefit of the local area, by keeping Thanet public spaces clean. In the long term this approach could lead to a reduction in costs for the Council's cleansing activities.

Legal

The role of scrutiny is set out in section 9F of the Local Government Act 2000. The council must also have regard to the statutory guidance on Overview and Scrutiny from the Ministry of Housing, Communities and Local Government when exercising its functions.

Risk Management

There are no risks arising directly from this report.

Corporate

This report is a result of the work undertaken by a working party that was tasked by the Overview & Scrutiny Panel to conduct an investigation into the impact of tourism on the district. Any findings would need to be shared with Cabinet for a final decision.

Equality Act 2010 & Public Sector Equality Duty

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.

Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.

This report relates to the following aim of the equality duty: -
(Delete as appropriate)

- To eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act.
- To advance equality of opportunity between people who share a protected characteristic and people who do not share it
- To foster good relations between people who share a protected characteristic and people who do not share it.

No implications arise directly but the Council needs to retain a strong focus and understanding on issues of diversity amongst the local community and ensure service delivery matches these.

It was important to be aware of the Council's responsibility under the Public Sector Equality Duty (PSED) and show evidence that due consideration has been given to the equalities impact that may be brought upon communities by the decisions made by Council.

Corporate Priorities

This report relates to the following corporate priorities: -

- To keep our district safe and clean
- To protect our environment
- To create a thriving place
- To work efficiently for you

1.0 Introduction and Background

1.1 At the meeting on 20 July 2023, the Panel set up a five member Tourism Review Working Party to conduct a scrutiny review on identifying the negative impact of tourism and find ways to mitigate that impact. The review topic was picked out of a list of topics that were identified by the Panel (on officer advice) and that list forms part of the Overview and Scrutiny Panel work programme.

1.2 The working party was given specific terms of reference as follows:

a. To investigate the negative impact of tourism on the district and identify measures to mitigate such impact.

2.0 Review Activities and Summary of Findings

2.1 The working party met on a number of occasions to gather evidence for their report from senior council officers that included the Director of Corporate Services and Head of Neighbourhoods. These meetings were held between August 2023 and November 2023.

2.2 Members agreed that the review would focus on the negative impact of tourism and how the Council might best address these – in particular, in relation to managing the impact on the various areas of Council activity. The working party then held a number of report drafting sessions between November 2023 and February 2024. This led to the drafting of the report hereby attached as Annex 1 to the covering report. Below is a summary of findings and recommendations made by the working party:

i. Beach Management
The district experienced a spike in Anti Social Behaviour (ASB) related to alcohol in the previous summer period. Council enforcement officers were not accredited and upskilling these officers through further training and accreditation would improve enforcement effectiveness. Current budget limits were preventing the Council from conducting enforcement activities across all of the local beaches to tackle ASB. There were complaints received from residents about jet ski users coming close to beaches and at times harassing swimmers.

ii. Public Toilets
There was a need to refurbish council owned public toilets and that this issue should be a priority for the Council.

iii. Waste Management
There was a need to reduce waste left behind by visitors especially on the local beaches and other tourist favourite destinations in the district. Visitors staying in holiday lets and campervans were filling street bins with domestic waste. This was a longstanding problem that involved ensuring that landlords and letting agents were providing proper waste management facilities to short-term residents, including information on bin collection days and what to put in which bin.

iv. Traffic Management

The value of parking income was typically £200k off season and £300k during the peak times. On average, the Council received about £400k per year in car parking income. The Traffic Act 1984 specifies that the parking service cannot make a “profit” and that charges can only be made to control traffic flow. KCC Highways were the responsible authority for on-street parking. Thanet District Council therefore had little room to implement changes. It was hoped that all ideas for improving the situation would be considered in the Parking Strategy review currently underway.

v. Financial Management

The Council was spending about £120k per year cleaning beaches. This included year-round cleaning but was heavily weighted to peak holiday periods. The use of temporary contract workers for cleansing activities gave the Council greater flexibility to respond to spikes in litter during peak summer periods. The Council should explore ways of events contributing to the funding of costs of the visitor economy like additional cleansing service activities on beaches and other tourist favourite sites in the district.

3.0 Summary of Recommendations

3.1 **Beach Management**

Improve beach management in peak season through measures (some already being trialled here), including:

- Clearer signage on all beaches, with zoning for faster response to incidents;
- CCTV Command Centres on all beaches to monitor safety & tackle ASB;
- Multi-agency patrols on beaches and hotspot areas to pre-empt trouble;
- Upskilling of TDC Enforcement Officers to accredited levels, to enable them to issue Fixed Penalty Notices;
- Promoting the Beach Check app to visitors to share information & help spread visitor numbers.

3.2 **Public Toilets**

Improve the provision of public toilets, particularly those most used by visitors, by:

- Accelerating the planned public toilet refurbishment programme and ensuring regular maintenance of all public toilets;
- Considering ways to extend opening hours of beachside toilets during peak season -eg through closer collaboration with Town & Parish Councils;
- Investigating possibilities of collaborating with hospitality businesses to offer toilet facilities to visitors when public toilets are closed;
- Setting up & managing additional temporary toilet facilities along beaches and at popular venues during peak season and for special events.

3.3 **Waste Management**

Work to maintain cleanliness, manage waste effectively, improve recycling rates and minimise costs of managing additional waste at peak periods by:

- Ensuring all beaches and visitor attractions are well supplied with ordinary waste bins and clearly labelled recycling bins, and that these are emptied frequently, particularly in peak season;

- Ensuring locations of bins are clearly flagged and visible from a distance (eg by use of larger, highly coloured 'The bin is here →' banners on beaches, in parks etc);
- Providing 2-minute litter pick stations on all main beaches;
- Providing toy recycling at all Thanet's beaches over the summer season;
- Ensuring penalties for littering and Thanet's PSPO rules are clearly displayed at all beaches, parks and visitor attractions, and ensuring our Enforcement Officers can levy fines where necessary;
- Seeking to ensure all short-term lets have appropriate recycling & waste management information & facilities in place.

3.4 **Traffic Management**

Proactively manage traffic and parking issues during peak season by measures such as:

- Identifying problem spots and considering what traffic control measures may be appropriate to address the issues - e.g. creating low traffic areas, additional temporary car parks, better signage to car parks, reduced costs for car parks cf on-street parking etc;
- Ensuring car parks are regularly patrolled to reduce ASB;
- As part of the Parking Strategy review, consider measures to simplify parking for residents and visitors (eg parking passes), to make best use of underused parking facilities and generate additional income (eg coach parking; overnight stay facilities for campervans, along the lines of 'aires' in mainland Europe) and to encourage visitors to use shops & hospitality facilities in local towns & villages.

3.5 **Financial Management**

Actively investigate opportunities to maximise income to the Council from the visitor economy to help balance its costs to the Council - for example:

- Levying additional Council tax on second homes;
- When permitted, levying a modest tourism tax on overnight stays;
- Ensuring holiday lets contribute to funding the costs they impose (via Council tax or business rates);
- Taking a robust approach with Southern Water over beach pollution, including obtaining financial contributions to help improve our visitor facilities;
- Accrediting officers to issue Fixed Penalty Notices for ASB to nip problems in the bud;
- Exploring opportunities to provide paid-for facilities (eg overnight campervan parking, beach huts with facilities for overnight stays);
- Reviewing our charging policy for community-led events to ensure small-scale events are affordable for organisers;
- Implementing the recommendations of the OSP WP report on work with Town & Parish Councils on working together to support events and generate visitor numbers;
- Continuing to seek external funding to support our visitor economy.

4.0 Senior Management Comments to Scrutiny Recommendations

Tourism WP Recommendations	Justification for Recommendation	CMT Comments
Beach Management Improve beach management in peak season through measures (detailed in para 3.1 above)	These measures have been trialled in Thanet and/ or used elsewhere effectively to improve monitoring & response times, tackle ASB, issue penalties and ensure visitors have up-to-date, accurate information, ensuring a pleasant time for visitors and minimising costs and inconvenience to residents and the Council.	The Council's beach signage has been designed and implemented in collaboration with the RNLI so that the design is consistent with the rest of the UK coastline. The Beach and Coast team are working with colleagues from the CCTV team to look at what improvements can be made for the monitoring of and response to ASB. The Beach and Coast team work in partnership with multi-agency teams. Patrols depend on timetables of workforce and availability of staff but shall be looked at further. Coastal Enforcement Officers were trained in June last year and were able to issue Fixed Penalty Notices from July. The next training for new staff is in June this year and then all staff will be able to issue Fixed Penalty Notices. The beach check app was funded by the tourism department in the past but was deemed not feasible to continue.
Public Toilets Improve the provision of public toilets, particularly those most used by visitors	Toilet facilities are already a concern for local residents, and demand for these rises significantly when we have visitors. For	The Council refurbished the Margate Harbour Arm toilets in 2023. The Council is currently undertaking the repair and refurbishment of

	special events (e.g. Broadstairs Folk Week) or areas with little in the way of current facilities (e.g. Botany Bay, Western Undercliff Beach) we need additional toilets available on a temporary basis for reasons of hygiene and to ensure visitors are comfortable and wish to visit again.	7 of its public toilets ready for the summer season. In addition officers have begun the design work required to submit a planning application for 3 new build toilets. This leaves a further 16 public toilets that shall be considered for repair and refurbishment, subject to funding becoming available. A report on phase 2 shall be presented to cabinet in October 2024. The street cleansing team has installed temporary toilet facilities at Walpole Bay and in other beach areas. For example in collaboration with Ramsgate Town Council at Western Undercliff. Toilet provision is part of the events application process and private/special events are requested to provide adequate toilet provision.
Waste Management Work to maintain cleanliness, manage waste effectively, improve recycling rates and minimise costs of managing additional waste at peak periods	We need to make it easy for visitors to keep Thanet beautiful by taking their litter home or leaving it in a nearby bin, and to help them to recycle as much of their waste as possible. Visitors staying in holiday-lets need to know how to manage their waste responsibly and have the right facilities to do so. And the minority of visitors who spoil the area for others must understand the penalties they face for doing so.	

Traffic Management Proactively manage traffic and parking issues during peak season	To improve travel convenience for both local residents and visitors to the district. To increase positive visitor experience.	The physical management of traffic does not fall within the remit of TDC, this would be collaborative work with KCC. However the parking review will be looking at signage for car parks etc. Areas of parking concern are already proactively managed during peak season. With regard to patrolling car parks to address asb, we do not have staff to do this, it would require investment into new officers with asb enforcement and de-escalation skills.
Financial Management Actively investigate opportunities to maximise income to the Council from the visitor economy to help balance its costs to the Council	We want a booming visitor economy but we are acutely aware of the additional costs visitors bring, so we need to make every effort to secure income for the Council to set against those costs.	

5.0 Options

5.1 The working party is being asked to agree the draft report as presented in annex 1 to this report.

5.2 The working party could suggest amendments before agreeing that the report be forwarded to the Overview & Scrutiny Panel.

6.0 Next Steps

6.1 The Panel is being asked to consider the report and the recommendations from the Tourism Review Working Party and decide whether to adopt all or part of those recommendations and forward them for Cabinet consideration;

Or

6.2 Members may opt to reject the report and recommendations and thereafter provide some steer on the way forward.

6.3 If the Panel adopts the recommendations from this report, they will then be forwarded to Cabinet on 25 April 2024.

Contact Officer: Charles Hungwe, Deputy Committee Services Manager
Reporting to: Nicholas Hughes (Committee Services Manager)

Annex List

Annex 1: Tourism Review Working Party report

Background Papers

None

Corporate Consultation

Finance: Chris Blundell, Director of Corporate Services & S151 Officer
Legal:

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Thanet District Council

Tourism Scrutiny Review 16 April 2024

Table of Contents

Executive Summary and Recommendations

Thanet is a coastal District with a population of about 140,600 and is served by Thanet District Council and ten Parish and Town Councils that include Acol, Birchington, Cliffsend, Manston, Minster, Monkton, St Nicholas-at-Wade with Sarre Parish Councils, Broadstairs, Ramsgate, Westgate-on-Sea Town Councils and the Margate Charter Trustees. Parish and Town Councils, being second tier level Local Authorities after the District Council, provide a number of services that they fund through precepts. Tourism to the district's coastline is one of the key economic activities that benefits the local economy to grow. A review of the impact of tourism helps the Council to create an enabling environment for this growth. A digest of recommendations is set out below and the detailed conclusions included in the full report.

Digest of Recommendations:

Recommendation 1: Beach management
Improve beach management in peak season through measures (some already being trialled here), including:

- Clearer signage on all beaches, with zoning for faster response to incidents
- CCTV Command Centres on all beaches to monitor safety & tackle ASB
- Multi-agency patrols on beaches and hotspot areas to pre-empt trouble
- Upskilling of TDC Enforcement Officers to enable them to issue Fixed Penalty Notices
- Promoting the Beach Check app to visitors to share information & help spread visitor numbers
- Ensure signage re permitted areas for jet skis and how to report infringements is clearly visible on all Thanet's beaches.

Recommendation 2: Public toilets
Improve the provision of public toilets, particularly those most used by visitors, by:

- Accelerating the planned public toilet refurbishment programme and ensuring regular maintenance of all public toilets
- Considering ways to extend opening hours of beachside toilets during peak season
- Investigating possibilities of collaborating with hospitality businesses to offer toilet facilities to visitors when public toilets are closed
- Setting up & managing additional temporary toilet facilities along beaches and at popular venues during peak season and for special events.

Recommendation 3: Waste management
Work to maintain cleanliness, manage waste effectively, improve recycling rates and minimise costs of managing additional waste at peak periods by:

- Ensuring all beaches and visitor attractions are well supplied with ordinary waste bins and clearly labelled recycling bins, and that these are emptied frequently
- Ensuring locations of bins are clearly flagged and visible from a distance (eg by use of more large, highly coloured 'The bin is here →' banners on beaches, in parks etc)
- Providing 2-minute litter pick stations on all main beaches
- Providing toy recycling at all Thanet's main beaches over the summer season
- Ensuring penalties for littering and Thanet's PSPO rules are clearly displayed at all beaches, parks and visitor attractions, and ensuring our Enforcement Officers can levy fines where necessary
- Seeking to ensure all short-term lets have appropriate recycling & waste management information & facilities in place.

Recommendation 4: Traffic management

Proactively manage traffic and parking issues during peak season by measures such as:

- Identifying problem spots and considering what traffic control measures may be appropriate to address the issues - e.g. creating low traffic areas, additional temporary car parks, park & ride minibus schemes
- seeking external funding for measures such as' before 'park & ride minibus schemes' as these would clearly represent a big drain on resources
- Ensuring car parks are regularly patrolled to reduce ASB
- As part of the parking review, consider measures to simplify parking for residents and visitors (e.g. resident and seasonal parking passes) and to make best use of underused parking facilities (e.g. introducing overnight stay facilities for campervans, along the lines of 'aires' in mainland Europe).

Recommendation 5: Maximising income from the visitor economy

Actively investigate opportunities to maximise income to the Council from the visitor economy to help balance its costs to the Council - for example:

- Levying additional Council tax on second homes
- When permitted, levying a modest tourism tax on overnight stays
- Ensuring holiday lets contribute to funding the costs they impose (via Council tax or business rates)
- Ensuring we recoup our costs on large, professionally run events that bring in visitors, while minimising the charges we levy on small-scale, locally- run events and activities
- Exploring opportunities to provide paid-for facilities (eg overnight campervan parking and more beach huts including some with overnight facilities).

Foreword

I wish to thank my fellow Councillors who were members of the Tourism Working Party, senior officers and councillors who attended the various sessions where the working party was taking evidence that was then used to come up with this report.

It's been a really interesting exercise for us as Councillors to get an insight into what staff and councillors think about how we can mitigate the negative impact of tourism in our District. A number of ideas have been identified in this report, many of which were proposed by all parties, which if implemented will successfully lead to a more effective approach for tourism activities in the District. I would also like to thank Thanet District Council officers for their input to support this review project and officers from Democratic Services for their help in putting this report together.

With the ever tightening of the budgets year on year we feel that if the recommendations can be implemented this will hopefully make a big difference to how services are delivered for our local communities.

Once the report is presented to the Overview and Scrutiny Panel, Members will forward the report and its various recommendations to Cabinet for action in due course.

Cllr Leo Britcher
Chairman Tourism Review Working Party

Members of the Tourism Review Working Party

Councillor Leo Britcher (Chair)

Cllr Trish Austin

Cllr David Green

Cllr George Kup

Cllr Jack Packman

Introduction

As part of the Overview and Scrutiny Panel's scrutiny review topics, the Panel agreed to carry out a review of the impact of tourism in the district. Whilst the Panel acknowledged the significantly positive impact of tourism in Thanet, the review was tasked with focusing on the negative impact. This is in order to identify mitigating measures that are required, to better manage the impact of tourism in the district and maximise the benefits it brings to Thanet. A working party comprising five Councillors from the Panel membership was established on 20 July 2023 to investigate and report on this and make recommendations for consideration by the Panel and if appropriate subsequently for Cabinet for consideration and action.

Working Party Expectations

The Working Party hopes that the review findings and recommendations would be considered by Cabinet leading to the adoption and actioning of these recommendations.

Original Scope and Methodology

Members agreed that the review would focus on the negative impact of tourism and how the Council might best address these – in particular, in relation to managing the impact on the following areas of Council activity:

- Beach management
- Public toilets
- Waste management
- Traffic management
- Financial management

Members agreed that due to the limited time for conducting this review, it was pertinent to research all these issues independently between meetings of the Working Group. This would include contacting the Local Government Association (LGA) to find out about research work done on best practices by coastal Councils and speaking with senior officers about their contacts with other Councils serving visitor areas. Having reviewed the work to be done, members requested that the review work be conducted over a longer period than the original single day. The Scrutiny Review group had hoped to talk with external agencies (e.g. Kent Police) but this proved impossible within the timeframe.

The review was extended and ended with a meeting of the working party on 30 November 2023 where Councillors heard the final evidence.

Evidence heard by the Scrutiny Review

The Working Party heard evidence from Council officers and Councillors over four sessions.

Positive aspects of tourism: The Review's work began with a presentation on the **positive** aspects of tourism, which pointed out:

1. Tourism is currently worth £212m to the local economy and supports approximately 5,831 jobs in the District;
2. The Volume and Value Survey of Tourism is conducted every two years and uses the Cambridge Economic Impact Model;
3. 2019 figures showed Thanet had 4.6 million visitors;
4. The Kent Residents (Thanet) Survey results showed the coast and beaches were the biggest perceived attractions in Thanet from residents' perspective. There was little difference between Summer Wave and Winter Wave responses to the question "Do you consider your local area to be a tourist destination?";
5. 82% of residents agreed or strongly agreed with the statement: "I support Summer tourism in my local area;"
6. The demographic of visitors to the District is changing, partly as a result of an increase in the number of people visiting friends and families;
7. Tourism is included in the District's Economic Development Strategy, so a separate Tourism Strategy is unnecessary;
8. The Authority works with the sector via the Destination Management Plan and some elements can also be managed via the Local Plan Process.

Moving on to the negative impacts and how the Council might mitigate them, Members worked with senior officers and ward Councillors from areas adversely affected by tourism over several sessions to look at issues of concern in detail, sharing best practice from other areas and considering where we might take action to improve our situation in Thanet.

Beach management: Members asked questions and received the following responses:

1. Q: **What are the factors involved in Antisocial Behaviour (ASB) incidents on our beaches and how can we address them?**
   A: Youth gatherings tend to happen in certain spots on beaches towards the end of school exams and at the start of school summer holidays, particularly in Broadstairs and Margate. Local knowledge and relationships are important here to prevent high spirits escalating into ASB. We work with Kent Police but they do not have the resources to patrol hotspots for youth ASB regularly. The District experienced a spike in ASB last summer related to drinking alcohol. The District has experienced spikes in ASB in the past, often related to alcohol. We now have a PSPO in place until 2027 to try to tackle this, and breaching a PSPO is a criminal offence. We are also hopeful that the Government's recently announced Antisocial Behaviour Action Plan will result in some additional funding for the Community Safety Partnership to help tackle localised ASB.
2. Q: **How do we plan with the Police and other agencies to try to prevent ASB on our beaches? Are there things we can do to improve our readiness to tackle ASB?**
   A: We meet weekly with Kent Police. We think in advance and plan early for the summer season (e.g. bidding for funds in January for peak season, putting together a multi-agency plan by the end of March.) However, adequate support from Kent Police is never guaranteed as they will always have to prioritise major incidents.
3. Q: W**hat impact do our Public Space Protection Orders have? Most of the enforcement activities reported to Councillors led to informal resolution of**

anti-social behaviour. What data do we have that can help us understand the impact of PSPOs?
A: We have very little data at present as Kent Police hold the information. We hope that if we can accredit officers in our own team, Kent Police will delegate some of their powers to us which will allow us a more direct intervention role and give us more data.

4. Q: **What information do we have on best practice in other Authorities?**
   A: We have worked extensively with Bournemouth City Council which faces similar challenges to Thanet, although they only have one beach to patrol:
   - They operate from a central location on the beach where agencies meet daily to discuss issues. They have CCTV there, so they can easily monitor activities on their beach. This would be ideal but is not practical for all our beaches.
   - Bournemouth also operates in zones on their beach, which is an approach we are also adopting in Thanet, as it is useful for attending and responding to incidents.
   - Bournemouth developed the Beach Check app after Covid, so beach users could monitor congestion in advance to support social distancing. They actively input information for visitors. Thanet was an early adopter of the app, which we publicise to try to spread the load of visitors from the most popular beaches.
   - Some Council officers in Bournemouth are accredited to use delegated enforcement powers from the Police.
5. Q: **Do we plan to offer accredited training to officers in the beach management team to enable them to issue Fixed Penalty Notices? Can we ensure staff offered training stay with the service (e.g. officers trained agreeing to remain here for a stipulated period)?**
   A: This is under consideration at present, so a recommendation from the working group could be helpful.
6. Q: **Broadstairs Town Council has engaged a security firm to patrol beaches and has built the costs of this into its annual budget. Could TDC adopt a similar approach?**
   A: At present the budget would not permit this for all areas affected by ASB, but if other Town & Parish Councils wish to work with private firms we can support them.
7. Q: **We understand overnight camping on beaches can become a focus for ASB: could providing approved camping facilities help address this? Could we provide beach huts on more beaches around the Isle & equip some for overnight stays?**
   A: This could work but would require investment. Use of beach huts for overnight stays is an option under consideration, but responsibility for these currently sits with Your Leisure rather than TDC.
8. Q: **As members we are aware of complaints during the summer season about jet ski users coming close to beaches and even harassing swimmers. What can be done about this – and how can we ensure beach users know how to report incidents?**
   A: There are limited approved launching and landing places for jet skis around Thanet – although this is ignored by a small number of jet skiers. The Water User Group monitors incidents of this kind, which happily are rare. The number to call is shown on all local beach signage and on our website, and members who receive complaints are encouraged to share it.

Public toilets: Members asked questions and received the following responses:

1. Q: **Is refurbishment of public toilets now part of Cabinet's plans for the District?**
   A: This is a priority in the current Council term, with plans due to go to Scrutiny and Cabinet shortly. A schedule over several years is being drawn up, with the facilities in the worst state being tackled first.

2. Q: **Can public toilets be kept open for longer into the evenings during peak season to cater better for visitors?**
   A: Staffing this is challenging, but if the Working Party wished to recommend this and Cabinet approved it, a budget for additional staffing would need to be found.
3. Q: **Can event toilets be provided on beaches and in visitor hotspots where public toilets are not available (e.g. Botany Bay) or when toilet facilities have to close early?**
   A: This is under consideration but is too expensive to provide everywhere.
4. Q: **How can we collaborate with Town & Parish Councils on toilet facilities – e.g. possible assistance with cleaning/ opening & closing out of hours?**
   A: Some collaboration has happened (e.g. event toilets at the Western Undercliff in Ramsgate last year) but there is scope for more joint working in future.
5. Q: **What collaboration with other organisations over provision of toilet facilities might be possible – e.g. do we/ could we work with hotels and hospitality venues to offer access to their toilet facilities in exchange for reduced business rates or similar?**
   A: This is not under consideration but if recommended could be looked at in future.

Waste management: Members asked questions and received the following responses:

1. Q: **What can we do to reduce waste left by visitors, especially on our beaches, and how can we manage visitors' waste most effectively?**
   A: Waste management for the visitor economy is improving, thanks in part to larger receptacles on different locations on the beaches, more staff patrolling beaches, beachside recycling bins, toy recycling and litter picking stations on beaches.
2. Q: **Our simple 'The bin is here' banner signs on beaches, in parks and in other visitor locations appeared very effective: could simply increasing the numbers and locations of these be a cheap way to help?**
   A: More and clearer signage is under consideration, both to show bin locations and give information about e.g. Public Space Protection Orders and penalties littering can incur. Other ways of raising visitors' awareness of the impact of their waste included work by our Education Officer and partnership work with community groups (e.g. RiseUpCleanUp's exhibition of waste at Margate railway station).
3. Q: **Could placing waste bins by bus stops mitigate littering, both during peak tourist season and at other times?**
   A: It definitely could, but the cost of emptying must be factored in, which means we are likely only to be able to install new bins at the most heavily used bus stops.
4. Q: **How well are the new street and beachside recycling bins working in getting visitors to separate out recyclable waste?**
   A: Frankly, these are making only a modest difference at present, but we hope to make them increasingly visible in future and back this up with proactive work by beach wardens. The existence of a water fountain on Margate Sands and plans for similar in Ramsgate & Broadstairs, plus the development of Refill water bottle refilling schemes across the District, should all help reduce the number of plastic bottles discarded by visitors.
5. Q: **How can we stop visitors staying in holiday lets and camper vans filling street bins with domestic waste? This is often pulled out by gulls & foxes and contributes significantly to seafront litter, as well as making it difficult for others to use those bins.**
   A: This is a longstanding problem that involves ensuring landlords and letting agents are providing proper waste management facilities to short-term residents, including information on bin collection days and what to put in which bin. We will continue to work on this.

6. Q: **How much do we spend on beach cleaning each year? Are we safe to assume that most of this is spent cleaning up after visitors? What can be done to reduce this?**
   A: We spend about £120k per year cleaning beaches. This includes year-round cleaning but is heavily weighted to peak holiday periods. We are trying to reduce this using initiatives mentioned earlier but are always up for considering others.
7. Q: **What are our chances of obtaining external funding for beach cleaning in future e.g. from Southern Water?**
   A: This appears to work better when led by community organisations like the Friends of Botany Bay and Kingsgate than by the Council, but there is potential for the Council to work with external sponsors in future too.
8. Q: **Can we run cleansing contracts that are dependent on the weather, to cover e.g. the sudden hot spell last September that filled local beaches with unexpected numbers of visitors?**
   A: This is one of the benefits of using some temporary contract staff as part of our teams, as it gives us greater flexibility for situations like this.

Traffic management: Members asked questions and received the following responses:

1. Q: **What income do we receive from parking charges? What are the rules on generating a surplus on parking revenue, and what can it be spent on?**
   A: The value of parking income is typically £200k off season and £300k during the peak times. On average the Council receives about £400k per year in car parking income. The Traffic Act 1984 specifies that the parking service cannot make a "profit": charges can only be made to control traffic flow. KCC Highways are in charge of on-street parking so we have little room to implement changes, but all ideas will be considered in the Parking Strategy review.
2. Q: **What possibilities are there for introducing e.g. day/ seasonal passes for visitors?**
   A: These can be considered in the Parking Strategy review: please suggest this.
3. Q: **Could making parking cheaper at weekends encourage more support for local businesses on those days? Some towns have short-term on-street free parking spaces but others do not: can we consider this for all our towns to encourage both visitors and residents to stop off for short periods and help support local businesses?**
   A: Named car parks in Thanet's main towns are free on Saturdays to encourage local shopping (mainly aimed at residents). Extending this could be considered as part of the Parking Strategy review.
4. Q: **Can we improve advance information (online via traffic signage on the A299 and on approaches to popular areas) about our car parks, to help visitors find them and encourage their use over on-street parking? Can we make our car parks cheaper than on-street parking to encourage use?**
   A: This can also be considered as part of the Parking Strategy review.
5. Q: **What potential is there to generate more off-street coach and campervan parking, including overnight facilities for campervans (like *'aires'* in France, for example)?**
   A: Overnight campervan parking is a good idea that works well in other areas – but it would require substantial investment in facilities and enough space. Any new overnight parking would also require a change in traffic regulations. We do have some areas (e.g. Palm Bay) that could be suitable, so worth recommending that we research our options. Coach parking is trickier because of the size of sites required but a few possibilities (e.g. Dane Road in Broadstairs, Cliftonville) could be considered. This will be considered during the Parking Strategy review.
6. Q: **What possibilities might there be for:**

- **establishing additional parking near the most popular beaches**
- **preventing vehicular access to some of the most overused residential streets?**
- **otherwise reducing nuisance parking in the most popular areas – Kingsgate and Botany Bay in particular?**
- **making better use of the Beach Check app e.g. to discourage visitors from coming to Kingsgate & Botany Bay?**

A: Significant work was done on a residents' parking scheme for Kingsgate but this did not get Joint Transportation Board approval. We could consider single lines to limit parking, but enforcement would be difficult as we do not have towing powers or access to 24-hour storage for towed vehicles. Some residents now rent out parking spaces and garages, and the volume of complaints has gone down, but problems remain – and there is very little land locally for additional parking lots. A trial, limiting access to certain streets, could be considered but would need consultation and enforcement. This could be worth suggesting to the Parking Strategy review. We cannot restrict visitors' access to the bays on foot as they are public land.

7. Q: **Are seasonal park & ride facilities worth considering for high-traffic areas like Kingsgate or Margate Main Sands? Can we 'think outside the box' on this e.g. outlying car parks with electric bike hire/ cargo bikes/ scooters etc?**
   A: These are worth considering but would require access to large outlying parking areas which will be difficult to find, plus considerable set-up & running costs.

Financial management: Members asked questions and received the following responses:

1. Q: **How can the Council recoup the extra costs we incur through the increase in AirBNB and short-term holiday rentals?**
   A: Theoretically short-term holiday lets contribute to the Council's costs either via Council tax or business rates depending on the level of use of the property. In practice it is difficult to keep information on short-term rentals up to date and know they are being charged appropriately. Officers support Government proposals to establish a national register of short-term holiday lets.
2. Q: **Do officers support the introduction of a tourist tax when this is permitted?**
   A: Officers would be happy to have that discussion with members. Authorities going along this route suggest even a modest charge could generate millions of additional revenue every year with little impact on visitor numbers, so this is worth considering.
3. Q: **One way we seek to recoup some of the costs of the visitor economy is by charging for events. What evidence do we have on the impact of event charges (including parking management and loss of parking spaces) on the likelihood of external organisers using Thanet for their events?**
   A: We follow a formal event process which uses a multi-agency approach to ensure that impacts on the area are taken into consideration. We seek feedback from organisers and feed that into the development of future charging policy.
4. Q: **As members we work with many successful events hosted in the District, from Folk Week to Dickens Week to Ramsgate Carnival, which draw in visitors from outside the area. Organisers of these events sometimes say they feel unsupported by the Council and smaller organisations are put off by high event and parking suspension charges. How can we work more effectively to encourage and support small-scale events which attract visitors as well as appealing to our own residents?**
   A: TDC seeks to work with event organisers to make their events a worthwhile and positive experience for visitors and local residents. Some events started small but are now attracting 40,000 people. This meant that these events were no longer community events but rather commercial events. Event fees are £375 per day for

most events at the higher end and £75 per day at the lower end. Suspension of parking charges during events would be a decision that would require KCC consent.

5. Q: **A previous Scrutiny Review Working Party considered how we can improve our relationships with Thanet's Town & Parish Councils. The group's report was approved by Cabinet and its recommendations are beginning to be implemented. Parish and Town Councils are often the intermediaries between local event organisers and TDC, and local event organisers approach them to help with covering event fees, costs of parking bay suspensions etc. How can we work more effectively with Town & Parish Councils to support events that generate visitors and provide income to help cover** our costs, without simply passing our charges on to a lower tier of local government?
   A: We are building relationships with Town & Parish Councils but there is more to do. We can gain much from their detailed knowledge of the areas they serve and should not simply be looking at them as organisations to whom we can delegate responsibilities. We support the re-establishing the Town & Parish Forum to stimulate two-way dialogue.

Recommendations of the Scrutiny Review

The working party concluded its work with a meeting on 30 November 2023 to further consider and evaluate the evidence it had heard and draw up its recommendations. Members identified some areas where the Council could start some initiatives for mitigating the negative impact of activities associated with tourist visits to the district. They drafted a series of recommendations which they collated under the five broad themes of the review, with most recommendations cutting across several themes. These are set out below.

Recommendation 1: Beach management

Improve beach management in peak season through measures (some already being trialled here), including:

- Clearer signage on all beaches, with zoning for faster response to incidents
- CCTV Command Centres on all beaches to monitor safety & tackle ASB
- Multi-agency patrols on beaches and hotspot areas to pre-empt trouble
- Upskilling of TDC Enforcement Officers to accredited levels, to enable them to issue Fixed Penalty Notices
- Promoting the Beach Check app to visitors to share information & help spread visitor numbers.

Justification for the proposed recommendation

We are recommending this because: These measures have been trialled in Thanet and/ or used elsewhere effectively to improve monitoring & response times, tackle ASB, issue penalties and ensure visitors have up-to-date, accurate information, ensuring a pleasant time for visitors and minimising costs and inconvenience to residents and the Council.

Recommendation 2: Public toilets

Improve the provision of public toilets, particularly those most used by visitors, by:

- Accelerating the planned public toilet refurbishment programme and ensuring regular maintenance of all public toilets
- Considering ways to extend opening hours of beachside toilets during peak season -eg through closer collaboration with Town & Parish Councils
- Investigating possibilities of collaborating with hospitality businesses to offer toilet facilities to visitors when public toilets are closed
- Setting up & managing additional temporary toilet facilities along beaches and at popular venues during peak season and for special events.

Justification for the proposed recommendation

We are recommending this because:

Toilet facilities are already a concern for local residents, and demand for these rises significantly when we have visitors. For special events (e.g. Broadstairs Folk Week) or areas with little in the way of current facilities (e.g. Botany Bay, Western Undercliff Beach) we need additional toilets available on a temporary basis for reasons of hygiene and to ensure visitors are comfortable and wish to visit again.

Recommendation 3: Waste management

Work to maintain cleanliness, manage waste effectively, improve recycling rates and minimise costs of managing additional waste at peak periods by:

- Ensuring all beaches and visitor attractions are well supplied with ordinary waste bins and clearly labelled recycling bins, and that these are emptied frequently, particularly in peak season
- Ensuring locations of bins are clearly flagged and visible from a distance (eg by use of more large, highly coloured 'The bin is here →' banners on beaches, in parks etc)
- Providing 2-minute litter pick stations on all main beaches
- Providing toy recycling at all Thanet's beaches over the summer season
- Ensuring penalties for littering and Thanet's PSPO rules are clearly displayed at all beaches, parks and visitor attractions, and ensuring our Enforcement Officers can levy fines where necessary
- Seeking to ensure all short-term lets have appropriate recycling & waste management information & facilities in place.

Justification for the proposed recommendation

We are recommending this because:

We need to make it easy for visitors to keep Thanet beautiful by taking their litter home or leaving it in a nearby bin, and to help them to recycle as much of their waste as possible. Visitors staying in holiday-lets need to know how to manage their waste responsibly and have the right facilities to do so. And the minority of visitors who spoil the area for others must understand the penalties they face for doing so.

Recommendation 4: Traffic management

Proactively manage traffic and parking issues during peak season by measures such as:

- Identifying problem spots and considering what traffic control measures may be appropriate to address the issues - e.g. creating low traffic areas, additional temporary car parks, better signage to car parks, reduced costs for car parks cf on-street parking etc
- Ensuring car parks are regularly patrolled to reduce ASB
- As part of the Parking Strategy review, consider measures to simplify parking for residents and visitors (eg parking passes), to make best use of underused parking facilities and generate additional income (eg coach parking; overnight stay facilities for campervans, along the lines of 'aires' in mainland Europe) and to encourage visitors to use shops & hospitality facilities in local towns & villages.

Justification for the proposed recommendation

We are recommending this because: To improve travel convenience for both local residents and visitors to the district. To increase positive visitor experience.

Recommendation 5: Financial management/Maximising income from the visitor economy

Actively investigate opportunities to maximise income to the Council from the visitor economy to help balance its costs to the Council - for example:

- Levying additional Council tax on second homes
- When permitted, levying a modest tourism tax on overnight stays
- Ensuring holiday lets contribute to funding the costs they impose (via Council tax or business rates)

- Taking a robust approach with Southern Water over beach pollution, including obtaining financial contributions to help improve our visitor facilities
- Accrediting officers to issue Fixed Penalty Notices for ASB to nip problems in the bud
- Exploring opportunities to provide paid-for facilities (eg overnight campervan parking, beach huts with facilities for overnight stays)
- Reviewing our charging policy for community-led events to ensure small-scale events are affordable for organisers
- Implementing the recommendations of the OSP WP report on work with Town & Parish Councils on working together to support events and generate visitor numbers
- Continuing to seek external funding to support our visitor economy.

Justification for the proposed recommendation

We are recommending this because: We want a booming visitor economy but we are acutely aware of the additional costs visitors bring, so we need to make every effort to secure income for the Council to set against those costs.