



Date: 20 February 2023
Our Ref: Extraordinary Cabinet/Agenda
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EXTRAORDINARY CABINET

2 MARCH 2023

An extraordinary meeting of the Cabinet will be held at **7.00 pm on Thursday, 2 March 2023** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

Councillor Ashbee (Chair); Councillors: Pugh, J Bayford, R Bayford, Kup and D Saunders

AGENDA

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1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** (Pages 3 - 4)
To receive any declarations of interest. Members are advised to consider the advice contained within the Declaration of Interest advice attached to this Agenda. If a Member declares an interest, they should complete the [Declaration of Interest Form](#)
3. **FUTURE HIGH STREET FUND** (Pages 5 - 12)
4. **FUTURE DELIVERY - PORT OF RAMSGATE** (Pages 13 - 56)
5. **BETTER CARE FUND UPDATE** (Pages 57 - 62)
6. **NET ZERO STRATEGY AND ACTION PLAN** (Pages 63 - 152)
7. **PROPOSAL TO TRANSFER AREA OF LAND OFF HIGHFIELD ROAD, RAMSGATE TO THE HOUSING REVENUE ACCOUNT FOR DEVELOPMENT OF AFFORDABLE HOUSING** (Pages 153 - 160)
8. **COMMERCIAL WASTE** (Pages 161 - 166)
9. **HRA TOWER BLOCKS REFURBISHMENT AND RETROFIT PROGRAMME** (Pages 167 - 186)
10. **EDGAR ROAD PURCHASE** (Pages 187 - 192)

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

Do I have a Disclosable Pecuniary Interest and if so what action should I take?

Your Disclosable Pecuniary Interests (DPI) are those interests that are, or should be, listed on your Register of Interest Form.

If you are at a meeting and the subject relating to one of your DPIs is to be discussed, in so far as you are aware of the DPI, you **must** declare the existence **and** explain the nature of the DPI during the declarations of interest agenda item, at the commencement of the item under discussion, or when the interest has become apparent

Once you have declared that you have a DPI (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must**:-

1. Not speak or vote on the matter;
2. Withdraw from the meeting room during the consideration of the matter;
3. Not seek to improperly influence the decision on the matter.

Do I have a significant interest and if so what action should I take?

A significant interest is an interest (other than a DPI or an interest in an Authority Function) which:

1. Affects the financial position of yourself and/or an associated person; or
Relates to the determination of your application for any approval, consent, licence, permission or registration made by, or on your behalf of, you and/or an associated person;
2. And which, in either case, a member of the public with knowledge of the relevant facts would reasonably regard as being so significant that it is likely to prejudice your judgment of the public interest.

An associated person is defined as:

- A family member or any other person with whom you have a close association, including your spouse, civil partner, or somebody with whom you are living as a husband or wife, or as if you are civil partners; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors; or
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;
- Any body of which you are in a position of general control or management and to which you are appointed or nominated by the Authority; or
- any body in respect of which you are in a position of general control or management and which:
 - exercises functions of a public nature; or
 - is directed to charitable purposes; or
 - has as its principal purpose or one of its principal purposes the influence of public opinion or policy (including any political party or trade union)

An Authority Function is defined as: -

- Housing - where you are a tenant of the Council provided that those functions do not relate particularly to your tenancy or lease; or
- Any allowance, payment or indemnity given to members of the Council;
- Any ceremonial honour given to members of the Council
- Setting the Council Tax or a precept under the Local Government Finance Act 1992



If you are at a meeting and you think that you have a significant interest then you **must** declare the existence **and** nature of the significant interest at the commencement of the matter, or when the interest has become apparent, or the declarations of interest agenda item.

Once you have declared that you have a significant interest (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must:-**

1. Not speak or vote (unless the public have speaking rights, or you are present to make representations, answer questions or to give evidence relating to the business being discussed in which case you can speak only)
2. Withdraw from the meeting during consideration of the matter or immediately after speaking.
3. Not seek to improperly influence the decision.

Gifts, Benefits and Hospitality

Councillors must declare at meetings any gift, benefit or hospitality with an estimated value (or cumulative value if a series of gifts etc.) of £25 or more. You **must**, at the commencement of the meeting or when the interest becomes apparent, disclose the existence and nature of the gift, benefit or hospitality, the identity of the donor and how the business under consideration relates to that person or body. However you can stay in the meeting unless it constitutes a significant interest, in which case it should be declared as outlined above.

What if I am unsure?

If you are in any doubt, Members are strongly advised to seek advice from the Monitoring Officer or the Committee Services Manager well in advance of the meeting.

If you need to declare an interest then please complete the declaration of [interest form](#).

Ramsgate Future High Street Fund decision

Extraordinary Cabinet	2 March, 2023
Report Author	Louise Askew, Director of Regeneration
Portfolio Holder	Cllr Reece Pugh, Deputy Leader and Cabinet Member for Economic Development
Status	For Decision
Key Decision	Yes
Reasons for Key	An executive decision which involves the incurring of expenditure exceeding £250,000
Ward:	Central Harbour

Executive Summary:

The aim of the Future High Street Fund was to renew and reshape high streets with the inclusion of other uses to drive increases in footfall. Through a lengthy application process Thanet District Council was awarded funding from the Future High Street Fund for two schemes in Ramsgate - a Highway scheme and workspace provision.

The development of the creative workspace scheme was evidenced on the basis of its delivery against the Future High Street Fund objectives, demand for workspace and through soft market testing with operators and businesses.

Unfortunately, due to changing circumstances, a number of buildings that the Council has identified to deliver the workspace project in, have either been sold, or leased to a third party, or in relation to a previous decision on the 13 October, 2023, the landlord has become unresponsive.

The Council also has the opportunity to include the Levelling Up Programme Funding for the Access to Opportunities in the town centre project as part of this delivery. This allows for greater value to be added to both the Future High Street Fund project and the Levelling Up Fund project.

Recommendation(s):

1. Authorise the Director of Regeneration to include the Levelling Up Fund monies for the 'Access to Opportunities' (town centre) project to be included within the Future High Street Fund project for delivery. The funding allocated is approximately £250,000;
2. That Cabinet gives delegated authority to the Director of Regeneration, in consultation with the Interim Director of Property, to complete negotiations for the

purchase of a town centre property within the approximately £1.31m externally funded budget. The funding allocated will need to deliver the purchase of the asset, and refurbishment in order to meet the outputs of the Future High Street Fund and the Levelling Up Fund project.

Corporate Implications

Financial and Value for Money

The Future High Street Fund project is externally funded by the Department for Levelling Up, Housing and Communities (DLUHC). The agreed projects (Creative Workspace and Highways) were developed in accordance with the DLUHC guidance, with clear and quantifiable business cases that tests the schemes' ability to deliver the government's requirements for Future High Street Funding, and deliver value for money for the public funds.

Any changes to projects are required to be made in-line with DLUHC guidance, a review of the economic case and through a project adjustment process. Officers are in contact with the relevant department within DLUHC to ensure that the project change confirms with the original economic case submitted. It is expected that if a project adjustment is required it is minimal, and on the basis that the original bid was to lease a property, and in purchasing an asset it provides greater value for money.

The Section 151 Officer is required to scrutinise and approve regular monitoring returns to DLUHC. These returns will cover actual and forecast spend, alongside output metrics. Should cost pressures arise as the scheme progresses will be scaled accordingly to ensure that the project's cost remains within the funding envelope that has been allocated; this is essential to ensure there that the council's own finances are not required to be called upon.

As per the Cabinet Report approved on 13 October, 2023 the costs of delivering the Future High Street Fund scheme have been considered, with a draft cash flow forecast developed.

Levelling Up Fund

The Levelling Up Fund for Ramsgate includes £840,000 for the Access to Connect to Opportunity project. For the Levelling Up Funded Projects an internal Management Board has been established and a Programme Scrutiny Panel to ensure the projects are being delivered in line with good project management principles - keeping to time, budget, quality and reviewing the risks.

Further to the previous Cabinet report, consideration has been given to the possibility of combining the delivery of the Future High Street Fund alongside one of the Levelling Up Fund Schemes, providing opportunities for efficiency through a combined operating model and capital delivery scheme.

The Access to Opportunities Levelling Up Fund project has two elements; the creation of a training kitchen facility in the Newington Community Centre, and a £250k capital funding allocation to deliver a town centre employment and skills hub. The town centre hub could be partly or wholly incorporated into the capital works of the Future High Street Fund, and this will be tested and explored during the design stages. Therefore, the maximum budget allocation for this scheme includes the £250k Access to Opportunities budget.

Legal

The legal implications from this report are that the Council will be purchasing an asset, which will require legal resources (financially covered by the project) and will have legal implications for the organisation.

These are all covered within the Council's Constitution for leasing/buying assets.

Risk Management

Through the development and delivery of previous regeneration projects, the Council has established the apparatus and experience for reviewing and managing the various key risks of delivering large capital programmes.

The Council is responsible for ensuring that there are effective and adequate risk management and internal control systems in place to manage the major risks to which the High Street Funds are exposed. In the development of the project a register was produced and was updated.

The Risks identified in the Risk Register as "High" will be reviewed regularly, and those that provide a risk to the Council will be on the Council's corporate risk register.

Through the monitoring and evaluation process for the Future High Street Fund the risk register will be reviewed regularly, and the most significant risks are shared with the Department of Levelling Up, Housing and Communities on a six monthly basis in the monitoring and evaluation reports.

- The Council is at risk of not delivering the project outcomes as agreed and approved by DLUHC. The report identifies a solution to the current challenges and risks, which have been created by the private acquisition of the project's originally proposed location.
- If the Council does nothing, it will need to return the funding to central government. A revised economic case in-line with the original outputs has been submitted to DLUHC for approval, mitigating the need to return the funding. Returning the grant monies would have a significant negative impact on the reputation of Thanet District Council as a delivery partner for grant-funded projects, and risks the loss of future funding opportunities across the District.
- Throughout the recent period of delay in delivering the scheme, the project team has continued with regular contact with DLUHC. The required project adjustment form has now been submitted, however it should be noted in the context of the programme; approximately half of the local authorities that have Future High Street Funding have submitted project adjustment forms due to changes within their projects.
- Not being able to deliver the preferred operating model would pose a risk to the project, however through engagement with specialists and delivery organisations the Council is confident the revised proposal can be delivered.

- The risk of overspending against the fixed grant funding that has been allocated will be mitigated by scaling the project accordingly as the schemes progress. The risk of overspending is also somewhat mitigated by the inclusion of modest income projections within the business case.

Corporate

The Ramsgate Future High Street Fund and Levelling Up Fund programmes support the Council's corporate priority for Growth, by encouraging the regeneration of Ramsgate Town Centre. It will also enhance the environment through bringing back long term vacant properties into use.

The project also supports the Council's corporate priority for Communities by combining the two funded projects in Ramsgate town centre. The project will engage with community organisations in Ramsgate to foster a shared responsibility, and increase our community engagement from the town centre.

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.

An equality impact assessment will be completed on the appropriate operating model and fit out of the premises.

Corporate Priorities

This report relates to the following corporate priorities: -

- *Growth*
- *Communities*

1.0 Introduction

1.1 In December 2018 the Future High Street Fund was announced, the objective was to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. Local authorities were asked by central government to define the specific challenges faced by our high streets, setting out an overarching strategic ambition for what the high street should become and identifying what needs to be done to make this possible.

1.2 The Assets to Connect to Opportunity project as part of the Levelling Up Fund bid includes a proposition to invest in two community access points, one in Newington and one in Central Ramsgate. The aim of this investment is to provide the spaces for

people to access information and support as part of wider career development. This will include training kitchens, community teaching space, opportunities for intermediate labour markets and information exchange, as well as space for existing local charities to operate out of.

- 1.3 Delivering the Future High Street Fund and Levelling Up Fund activities together provides value for money through a joint model of management, single building overheads and costs, and single asset refurbishment costs. The Council delivering Levelling Up Fund directly, rather than through a third party also allows for greater control of the required outputs, by ensuring the right organisations form part of the offer from the space.
- 1.4 The Background papers link to the Cabinet report that was approved on 13 October, 2013, which outlines information on the Future High Street Fund, in Section 1.0 'Introduction and Background'.
- 1.5 Section 3.0 'Ramsgate Future High Street Fund bid' in the previous report (13 October, 2022) outlines the Project delivery that was submitted in the bid. This report highlighted the challenges the Council faced in leasing the original building identified for the project, and through the exempt report two further sites were identified to lease, and purchase.
- 1.6 The Council's attempts to acquire (lease and purchase) these properties in Ramsgate's town centre have been frustrated, with the property owners citing unacceptable rental and purchase offers for one, and the landlord becoming unresponsive on the other asset. Officers have completed a through search for properties that would be able to deliver both the Future High Street Fund, and the Levelling Up Fund project in order to secure the right type of premises, in the right location, within budget for purchase and fit out, and that will deliver the outputs and outcomes for the schemes.

2.0 Revised project proposal

- 2.1 The Future High Street Fund Full Business Case set out the overview for the Creative Workspace element of the scheme as follows:
 - Create a multi-occupancy building comprising meeting rooms, offices and creative studios.
 - Provide a cafe-bar, small gallery and arts-led retail space.
 - Approximately 96 workspaces will be provided in total, designed specifically for use by individuals and businesses in the creative industries sector, for whom there is currently a lack of suitable, affordable accommodation within Ramsgate.
 - The site will also provide a central focal point for creative and cultural enterprise, education, training and community engagement, helping to build confidence and resilience among Ramsgate's residential and business population and improving public perceptions and experiences of the local area.

- 2.2 As part of the FHSF project, the Council has attempted to acquire three properties, and been unsuccessful on the basis of valuations that the property owners deem to be below market value. RICS valuations are based on available data, a lot of the data in recent reports relates to sold prices from 2019 and 2020; arguably a very different property market than is seen in Ramsgate today. There have also been challenges around comparable units at that time, with limited similar properties selling at that time, and the ones that did tended to be in a very poor condition (e.g. Trade Station in Harbour Street).

In order to make an offer acceptable to property owners, it is therefore necessary to assess the value on wider metrics, such as rental income or residential development potential, in order to make an offer in line with the open market.

- 2.3 The Regeneration team has now identified an asset within the funding envelope set out above, that has the capacity to deliver the outputs of the Future High Street Fund, and also potentially the Access to Opportunities Levelling Up Fund scheme.
- 2.4 A valuation has been undertaken noting the potential value of the property, and it is considered that the project is deliverable within the available funding.
- 2.5 The next steps now consist of making a formal offer, subject to a structural survey and instructing the Council's legal team.
- 2.6 A design team has been commissioned to develop a scheme for the building, in anticipation of an acquisition, and the team has confirmed that they are able to meet the tight deadlines for delivery by March 2024 if the purchase is approved imminently.

3.0 Options

- 3.1 Do nothing - the Council could return the £1.06m of the Future High Street funding to central government.
- This comes with a significant reputational impact for Thanet District Council, the DLUHC and other funders may not consider bids for funding from the Council again.
 - This comes with local reputation impact, the Council would not be delivering on a regeneration project for Ramsgate.
- 3.2 Compete with the private sector for smaller units as these become available.
- This would come with a significant risk that no properties are acquired.
 - The Council in this scenario would be competing with our own local businesses, and if successful would be preventing small businesses moving to, or growing in the town.
 - Smaller units are highly unlikely to achieve the outputs committed to in the Future High Street Fund Business Case and Levelling Up Fund project.
 - The Future High Street Fund delivery period would necessitate a space being identified very quickly for this to be a viable option.

- 3.3 Review properties away from the town centre and apply to the government for a project adjustment.
- Acquisition of properties outside the town centre are unlikely to meet the objectives of the Future High Street Fund.
 - There is a significant risk with this approach, central government would not accept this project change, as it deviates significantly from the original Business Case.
- 3.4 Approve the recommendations as outlined at the front end of this report, allowing the Regeneration Team to deliver the Future High Street Fund and Levelling Up Fund project:
1. Authorise the Director of Regeneration to include the Levelling Up Fund minutes for the 'Access to Opportunities' (town centre) project to be included within the Future High Street Fund project for delivery. The funding allocated is £250,000.
 2. That Cabinet gives delegated authority to the Director of Regeneration, in consultation with the Interim Director of Property, to complete negotiations for the purchase of a town centre property within the £1.31m externally funded budget. The funding allocated will need to deliver the purchase of the asset, and refurbishment in order to meet the outputs of the Future High Street Fund and the Levelling Up Fund project.

Contact Officer: *Louise Askew, Director of Regeneration*

Interim Reporting to: *Bob Porter, Acting Corporate Director of Place*

Background Papers

[Future High Street Fund update report - 13 October, 2022](#)

Future High Street Fund - Creative Workspace Project update and decision - Confidential Part - 13 October, 2022

Corporate Consultation

Finance: Chris Blundell, Acting Deputy Chief Executive

Legal: Sameera Khan, Interim Head of Legal & Monitoring Officer

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Future Delivery - Port of Ramsgate

Extraordinary Cabinet	2 March 2023
Report Author	Mike Humber, Levelling Up Project Director
Portfolio Holder	Cllr Ashbee, Leader of the Council
Status	For Decision
Classification:	Unrestricted
Key Decision	Yes
Reasons for Key	Expenditure not in budget and exceeding virement rules/Significant effect on communities
Ward:	Central Harbour Ward

Executive Summary:

Thanet District Council has an exciting opportunity to turn around the fortunes at the Port of Ramsgate, and realise the opportunities the commercial Port provides. Since 1998 the Council has operated the Port of Ramsgate, which in the past hosted a scheduled cross channel service operating on a daily basis for 15 years. However, there has been no scheduled ferry service for a number of years, which has contributed to a financial deficit being reported for the Port. There are a number of factors that have now provided the chance to turn this around, the Council has diversified the offer at the Port of Ramsgate, with an aggregate facility and two offshore wind farm operators. The Port is currently underutilised, and with changes in the short sea ferry market following the UK's exit from the EU, increases in fuel and the cost of living crisis, and a successful award from the Levelling Up Fund, with £9m allocated to projects at the port, including investment in the Port infrastructure, the time is right to agree a way forward for delivery.

This report is informed by external consultants and port specific legal advice, with further detail included in the report annexes. The report discusses market opportunities and describes recent work to develop options for future port delivery, with the objective of creating a sustainable and financially resilient business model, alongside an increase in local employment.

Recommendation(s):

1. That Cabinet approves the future model for delivery of the Commercial Port as set out in Option 5, in Section 10;
2. That Cabinet gives delegated authority to the Chief Executive Officer to develop the procurement framework and process to be followed, to secure a port operator in accordance with Section 11 of this report;

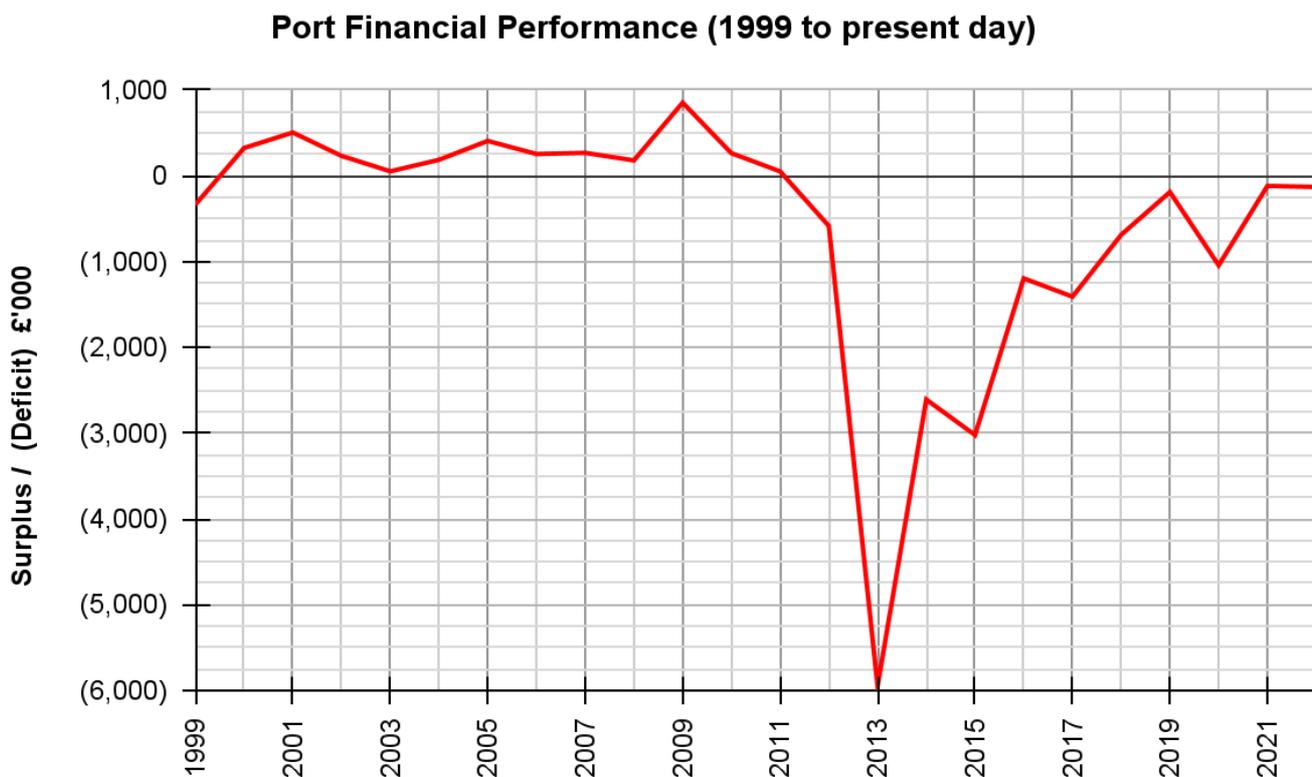
3. That Cabinet gives delegated authority to the Chief Executive Officer in consultation with the Leader, to secure a Port Operator through an open and competitive process. And to negotiate and award a concession contract and enter into an accompanying lease, in accordance with Section 11 of this report;
4. That Cabinet gives delegated authority to the Chief Executive Officer in consultation with the Leader to enter into negotiations and following this enter into a subsequent contractual agreement with accompanying new (or revised existing) lease with the aggregate operator, subject to a best value exercise to ensure the arrangements add value to the Port of Ramsgate, the Council and its communities. Negotiations will also cover any requirements in terms of formal approvals required being achievable for the expansion.

Corporate Implications

Financial and Value for Money

As set out in the body of this report, the story of the operation of Ramsgate Port since it came under the council's control in 1998 is demarcated into two clearly defined chapters; with a ferry operator from 1998 to 2013 and then without a ferry operator from 2013 onwards. The financial performance of the port has been subject to local and regional attention in the past and the financial performance can also be seen to differ across these two distinct chapters in the port's recent history.

The chart below shows the financial performance of the Port from 1999 onwards to the current financial year.



The chart above illustrates that from 2000 to 2011 the port made recurring annual surpluses. Financial surpluses ranged between £50,000 to £850,000 per annum, with an average net surplus of almost £300,000 per year and a cumulative surplus for this eleven year period of £3.6m.

However, from 2012 onward the port has incurred successive years of financial deficits, most notably between 2013 and 2017 when substantial losses were incurred primarily due to one-off items such as the write-off of Transeuropa debt and legal costs associated with the temporary cessation of live animal exports. From 2018 onwards the financial performance of the port has been improving, in part due to the implementation of significant cost and budget savings in 2018/19 and 2019/20 but also due to the port attracting trade car imports which generated income over a six year period.

Despite the significant impact of the pandemic on commercial activities, the port's finances came close to break-even in both 2020/21 with a loss of £117k recorded.

It should be noted that all of the above figures exclude accounting adjustments for depreciation, asset impairments and pension adjustments. Whilst these adjustments are not insignificant in scale, over the 23 year period they accumulate to approximately £25 million, they have minimal bearing on the overall financial health of the council and are reversed out of the accounts so that they do not impact on the taxpayer. In the place of accounting adjustments for depreciation or impairment a much better financial data set to consider is the amount the council has invested in the ports assets and how this investment has been financed. The council has detailed records on the financing of port specific investments going back to 2016/17, during which time £3.3m has been spent from a mix of financing sources, with approximately £2m financed from borrowing. Because this capital investment will benefit the port for a long period of time the associated borrowing is also spread over the same timeframe, as such the annual cost of debt repayments associated with port investment is approximately £100,000. This is significantly less than the equivalent depreciation and impairment figures, which have averaged £1.3m over the same period.

If the council is successful in attracting a new operator for the port then a return even to the average surpluses of approximately £300,000 seen previously would be a welcome boost to the council's overall financial position.

The recommendations arising from this report will result in a competitive multi-stage procurement process including a tender stage to attract and secure a port operator for the two primary roll on roll off (ro-ro) berths, by way of a services concession, and associated port side land. Expressions of interest will potentially be sought via the Kent Business Portal, the council's eProcurement Portal and evaluated against agreed Price, Quality and Risk weighting criteria to determine the most advantageous submission. The procurement process undertaken will be fair and transparent and subject to a thorough due diligence process. Section 11 of the report sets out the detailed procurement process that will be followed, including details of an indicative timeline to expected contract award, should Cabinet approve the recommendations set out in the report.

The proposals in this report are unlikely to have a detrimental impact on existing port staff. This is because the council has made significant budget savings including a reduction in staffing at several points since the cessation of cross channel services in 2013. These cost saving exercises included some berth decommissioning in 2019 to further save on

maintenance and staffing budgets. The current maritime team deliver services across the port and harbour estate and the proposal to commission a port operator is unlikely to involve any loss of staff or transfers under TUPE arrangements, with staff duties focussed to the remaining areas of the port and the Ramsgate Royal Harbour estate.

The port remains operational and hosts long term wind farms and aggregates operations. Other shorter term business has also occurred, most notably trade car imports from Zeebrugge on an ad hoc basis since 2016. The level of activity at the port over the last ten years however has not been sufficient to meet income target and budget needs and accounting losses have been reported for the Port in all of the financial years since 2013. See Annex 1 for a summary of published accounts over the last three years.

The council is proposing to promote the opportunity at the Port of Ramsgate in a transparent and open way in compliance with the council's financial procedure rules and CSO's and The Concession Contracts Regulations 2016, where applicable.

VAT advice has been sought and the council is using its third party contractors to advise on the VAT implications.

Legal

This report deals with the legal implications of procuring a private operator to run a part of the port for Thanet District Council, which will remain the Statutory Harbour Authority (SHA).

The local legislation that underpins this is the Ramsgate Corporation Act 1934 and the Ramsgate Harbour Revision Order 1979. The latter piece of legislation conveys the powers described in the 1934 act to the Port which was constructed from 1979 and became operational in 1981. The powers exist to allow the council to charge fees for the services provided and to maintain the port and harbour estate including undertaking dredging, maintenance and renewal of infrastructure.

One further piece of legislation is the Port of Ramsgate (Pilotage) Harbour Revision Order 1988. This act is relevant to both the port and harbour and describes the Council's powers to set compulsory pilotage requirements and define pilotage limits for Ramsgate.

A legal review of the delivery models for future port operations has been undertaken. This review looked at the following delivery options:

- a pure land transaction, whereby a lease is granted to a third party operator and the operator is free to operate the dock as it wishes
- an open procurement of a services concession contract with an operator
- in-house delivery of the operation services, and entry into a preferential user agreement with a third party cross-channel ferry End User service provider

The second of the above three options was found to offer the lowest level of both legal and commercial risk. This report therefore proposes an open procurement process under a services concession contract in the above report recommendations.

Risk Management

Agenda Item 4

This report highlights the risk and challenge the council has faced due to an underperforming commercial port. These have been considered in the development of the Levelling Up Fund bid, in order to bring in infrastructure investment, and the advice that has been sought in developing the proposal being put forward.

The council has adopted best practice in the identification, evaluation and cost effective control of risks to ensure that they are mitigated and reduced to an acceptable level or eliminated. Through the development of the Levelling Up Fund bid submission the council developed a robust risk assessment on the delivery of the programme. The project lead, who is responsible for implementing the strategy for the future delivery at the Port of Ramsgate, will be the responsible officer for developing and updating the risk register. Where risks are considered to be corporately significant, these will be placed on the Corporate Risk Register, which is reported and considered at the Governance and Audit Committee.

Risks that the council needed to consider, including any significant impact on its staff, and on the district Communities were considered in the development of the brief for specialist advice from Infrata and external legal team. Other risks include not gaining any permissions required, which has been covered by the legal advice being received by considering what is required when the council is the Statutory Harbour Authority. Infrata has also considered risks in terms of seeking a ro-ro operation, and whether there is capacity and demand in the market. These, and other risks will form part of the project risk report, this will continue to support decision making should the situation change, or relevant matters arise.

Through the external advice sought from Infrata, and in the development of the Options identified in the report, the Consultancy Team completed a financial and risk analysis. This includes a risk versus reward consideration, which requires the council to consider best value, but also not creating undue risk for its communities through the decisions that it makes. The financial and risk analysis on each of the options supported Infrata's recommendations in relation to which model of delivery the council should choose for the Port of Ramsgate.

There is a potential risk to providing up to two acres of the site to the aggregates operation, however the negotiation will take into account the financial modelling for the Port in terms of ro-ro operations and the best value requirements, before any terms are agreed, in order to reduce this risk. Expanding the area allocated to aggregates has the effect of reducing the space available for ro-ro operations. For context this reduction will be up to 12% of the space previously available for ro-ro freight operations. This will still leave capacity to assemble or store freight of sufficient volume to operate a cross channel service at Ramsgate. With some reconfiguration of the operational space there is potential to use space in the north west corner of the port as part of the freight operation which would offer a net increase in the space available for the ro-ro operation following a potential expansion of the aggregates operation.

In going out to the market through an open procurement process and inviting expressions of interest, the council is reducing its exposure and risks associated with bringing in a third party operator. Through the open expression of interest process, the council will require bidders to identify the risks that they have considered in the development of their proposal, what their risk management process is, and the mitigations they have considered.

Corporate

The recommendations in this report are aligned with the Local Plan Policy SP11 for the Port of Ramsgate, and the strategic direction proposed in this report is set out in the Ramsgate Future: Town Investment Plan. The council was successful in securing £19.8m of Levelling Up funding in 2021 with more than £9m allocated to projects at the port.

The council has also published a clear narrative that outlines the context and background to the current position at the Port of Ramsgate. A link to the narrative can be found in the background papers below. This report, and Cabinet's decision on the future delivery of the Port of Ramsgate support the diversification and the economic sustainability of the Port.

The Port of Ramsgate was constructed to service cross channel passenger and freight demand. The local legislation which defines the council as a Statutory Harbour Authority also conveys powers to operate and maintain the port and its approaches. The objective of the recommendations described in this report are aligned with reestablishing a commercial freight operation. This will not constitute a change in use and the investment required is likely to constitute permitted development under the legislative framework including the General Permitted Development Order. Commercial port operations that result from this project will not require an environmental impact assessment (EIA). Construction works undertaken in conjunction with the project will be screened for the requirement for an EIA.

Equality Act 2010 & Public Sector Equality Duty

The proposal has limited relevance to the duty in respect of the protected characteristics. It is the officer's assessment that the duty is not engaged by this proposal and no impacts have been identified. Should any issues arise as a direct result of this proposal in the future, they will be assessed accordingly. The duty may, (subject to the option approved by Cabinet) be relevant to subsequent work and the implementation of the option approved and this will be assessed as part of the evaluation process.

Corporate Priorities

This report relates to the following corporate priorities: -

- Growth
- Environment
- Communities

1.0 Report Summary

1.1 The Port of Ramsgate was opened in 1981 with the primary purpose of hosting cross channel ferry services between the UK and the continent. There has been no scheduled cross channel service since 2013 and this has had a significant impact on income, and therefore the budgetary performance of the port. An outline of the background of the port can be found in Section 2.0, highlighting the changes and impact of the shipping sector on the Port of Ramsgate. The council has pursued an approach of diversifying the commercial operations at the Port, which includes an aggregate operation and two offshore wind farm operations and maintenance (O&M) bases. Pursuing further commercial operations at the Port of Ramsgate supports its sustainability and economic security for the future.

- 1.2 The council has completed a significant amount of research and evidence gathering, including stakeholder engagement over the recent years to understand the future opportunity for the Port of Ramsgate. In 2019 the council commissioned WSP to complete a high level study, which was published in January 2020 and is included as a background paper to this report. Through the Local Plan, the council has been through a robust process of evidence gathering and examination, before adopting the Local Plan. The Plan clearly supports the use of the commercial port for cross channel services. The information from the Local Plan and WSP's report were used to support the evidence in developing the proposals for the Ramsgate Levelling Up Fund bid, which was supported and funded by central government and includes more than £9m allocated to projects at the port. It is worth noting that other planning uses on the commercial Port would currently be contrary to the adopted Local Plan. It is also worth noting that through stakeholder engagement in the development of the Levelling Up Fund bid there was a strong community perspective that the Port operating in a commercial way is fundamental to the future and regeneration of the town (background papers).
- 1.3 In order to draw this evidence together the council commissioned the specialist freight and logistics consultant Infrata to support a review of the required model of delivery that the council could adopt, in ensuring a successful ro-ro operation at the Port of Ramsgate. The Infrata report identified in Annex 3 has been used to evidence the recommendation for the proposed model of delivery. Through the commission, Infrata considered the various options and opportunities with respect to operations and future demand potential for the Port of Ramsgate. This was used to consider the different operation structures that are available for the Port of Ramsgate, importantly, the best approach to achieving this objective while maximising the revenue potential and job creation potential available. Infrata's evidence and advice is set out in Annex 3, and it is recommended that their report is considered alongside this Cabinet report.
- 1.4 The Ramsgate Levelling Up Fund bid provides funding not only for infrastructure investment in the Port of Ramsgate, but also investment linked to the growth and development of the offshore wind farm sector. The council recognises that the decisions made about the modernisation of the port facilities, and enabling the reintroduction of ro-ro services, needs to take into account the growth requirements of its existing businesses at the Port. The aggregates operation at the Port of Ramsgate has indicated the need for further land to support its continued operation in Ramsgate. This has been considered alongside this report, and it is proposed that up to a further two acres of land could be leased to the operator. Negotiation for this would happen alongside the marketing of the Port operation for Ramsgate, and will take into account financial modelling and best value requirements. Such requests from existing businesses at the Port is one of the reasons why the council considers a hybrid management of the Port of Ramsgate to be the best model for management.
- 1.5 Through the engagement of Infrata, and a specialist legal team, the council is in a position to have the required information in order to complete a robust and transparent tendering process, as set out in Section 11 and Annex 4. This activity will follow the legal process and allow the council to review proposals that come forward in terms of best value for both the council and its communities. If the proposals that come do not offer best value, then the council will be required to consider other models of delivery, and/or types of uses. Other uses will need to be considered through a Local Plan process.

2.0 Background

- 2.1 The Port of Ramsgate is one of 23 municipal ports in England and Wales and it requires a diverse mix of activities to be economically sustainable and financially resilient. Importantly, the port is currently operational but is under-performing financially with large amounts of space that is underused. A lack of a clear identity and the need for infrastructure investment have hindered the progression of opportunities presented at the port for economic and job growth. The following background section provides contextual information to the recommendations within this report.
- 2.2 The Port is located adjacent to Ramsgate Royal Harbour. Construction of the port started in 1979 with commercial activities commencing in the summer of 1981 via a single ro-ro berth. The port expanded rapidly throughout the 1980's to meet the demand for cross channel services with three successive reclaims of land from the sea and the construction of a further two ro-ro berths.
- 2.3 Scheduled freight and passenger services operated between 1981 and 1998 to France, Belgium and Holland, serviced by conventional ro-ro ships, high speed catamarans and by passenger only Jetfoils. During this period, access to the port was via the centre of Ramsgate and through the Royal Harbour, however in 1999 a c.£33m bypass tunnel was completed, linking the port directly to the A299 and avoiding the town.
- 2.4 In 1998, the two ferry operators and the private port operator ceased trading following the cessation of Duty Free concessions. In 1998 the Council became a port operator, taking over from the private company, Port of Ramsgate Ltd. Thanet District Council took over the operation of the port and successfully attracted a new operator, TransEuropa Ferries (TEF) which ran freight and car passenger services to Ostend. TEF operated up to six ships twice a day on this route until they ceased trading in April 2013.
- 2.5 To date there has been no scheduled cross channel ferry service from the Port of Ramsgate since 2013. This has impacted heavily on the financial position of the port which is described in detail in the Corporate Implications section above.
- 2.6 Prior to the cessation of cross channel services the port had already diversified its business model, with long term wind farm operators and aggregates customers establishing bases at Ramsgate. Currently there are two wind farm operators servicing four wind farms via their established O&M facilities at Ramsgate. There is a core fleet of circa ten crew transfer vessels, supplemented during the summer months by additional vessels to accommodate planned maintenance. Here, there is a close interconnection between Ramsgate Royal Harbour and the commercial port as the crew transfer vessels have permanent mooring facilities in the Harbour but enter the port daily to take on crew, equipment and supplies for their daily work schedule.
- 2.7 Brett Aggregates operate an aggregate importation facility in the south east corner of the port, utilising Berth 4/5, for self discharge vessels. The aggregate landed is used in the local construction industry and also supplies a concrete batching plant within their curtilage for the same purpose.

3.0 Strategic Position

- 3.1 In 2019 the council commissioned a high level feasibility study for the Port of Ramsgate. The aim was to commission a study that would inform future development, enhancement and diversification of use of the Port of Ramsgate. The study was considered to be phase one of the Port of Ramsgate's strategic future and would explore and review the available options. The council at the time wanted all potential options considered to test proposals and suggestions that had come forward, this included market opportunities in relation to commercial, residential and leisure. WSP were commissioned for the work, and they finalised the high level study in January 2020. This report provided the council the opportunity to engage with residents, communities, businesses and stakeholders to understand their views and comments in relation to the high level findings. The report can be found linked in the Background Papers.
- 3.2 The consultancy team from WSP identified that there could be the possibility of a mixed use development on the Port and Harbour, but that there would need to be further work, and special consideration or mitigation measures implemented for some of the commercial proposals, if residential and leisure developments were also to be considered around the Commercial Port. The leisure and residential proposals were considered to be most relevant close to the Harbour, however, through the development of the Levelling Up Fund bid, this area was instead considered to offer significant opportunities for job growth working alongside the wind farm operators in the development of a 'Green Campus'.
- 3.3 The WSP report identified that developing a mixed use site which retains the potential for ro-ro ferry services, while adding light-medium industrial zones, a larger renewables O&M facility with better-located berths, would maximise the value which can be derived from the current Commercial Port site.
- 3.4 Following the publication of the WSP report there have been a number of proposals and pitches to the council in relation to activities that could be delivered within the Commercial Port. These proposals range from a housing development, removal of existing commercial uses, proposals for a tall ship to be based in the Port, commercial fishing facilities, amongst others. These do not link back to the Local Plan.
- 3.5 The adopted Local Plan identifies that the Port of Ramsgate is a cross channel port with capacity for passenger and freight services to mainland Europe. It has also firmly established itself as a base for servicing offshore wind farms. Within the strategic priorities, priority one aims to create additional employment and training opportunities, to strengthen and diversify the local economy and improve local earning power and employability. One of the ways to achieve this is by supporting the sustainable growth of Ramsgate Port. The Port is identified as a major infrastructure asset and a potential catalyst for growth. It is important for the manufacturing and green sectors and as a wharf for the movement of minerals. Through approval of the Local Plan the council has endorsed and supports the growth of port related uses and ultimately the reintroduction of a roll-on/roll-off passenger ferry service. The Local Plan has been through significant engagement and consultation, and these policies in relation to the Port of Ramsgate have been adopted.

- 3.6 Within the Local Plan the specific policy that relates to the Port of Ramsgate is Policy SP11 which states that:

The council supports further development at Ramsgate Port which would facilitate its improvement as a port for shipping, increase traffic through the port, and introduce new routes and complementary land based facilities including marine engineering, subject to:-

- a demonstrable port-related need for any proposed land based facilities to be located in the area of the port, and a demonstrable lack of suitable alternative inland locations; and
- compatibility with the character and function of Ramsgate waterfront and the Royal Harbour as a commercial leisure facility; and
- an acceptable environmental assessment of the impact of the proposed development upon the harbour, its setting and surrounding property, and
- the impact of any proposed land reclamation upon nature conservation, conservation of the built environment, the coast and archaeological heritage, together with any proposals to mitigate the impact. Land reclamation will not be permitted beyond the western extremity of the existing limit of reclaimed land.

Development will only be permitted under this policy where it can be demonstrated that it will not adversely affect any designated nature conservation sites through any pathway of impact, including increased visitor pressure. Development proposals must comply with the requirements of SP28, SP29 and GI01.

- 3.7 In terms of other relevant policies, over and above the Local Plan, it is important to note that the Kent Minerals and Waste Local Plan 2013-2030 safeguards the port for the importation of minerals into Kent (Policies CSM6 and CSM7 apply).

4.0 The site

- 4.1 The Port is built on land reclaimed from the sea. The council does not own the Port in its entirety. In general terms the part of the port which is constructed over the former intertidal area of the foreshore (between the chalk cliffs and the former mean low water mark) is owned by the council. The part of the port which is generally constructed in the former sub-tidal zone is owned by The Crown Estate. For the part of the port owned by The Crown Estate there is a lease in place until 2106 subject to terms. The lease conveys rights related to the council's occupation, management and operation of the relevant section of port land. The lease also conveys rights over an area of the sea including the turning circle enclosed by the rock breakwaters and an approach channel 1.15 nautical miles long which extends to the east of the port entrance. Consent from The Crown Estate will be required before any formal agreement for a third party operator can be put in place. In principle dialogue with The Crown Estate has indicated that consent for such a proposal would not be unreasonably withheld, and is likely to be supported.
- 4.2 The port has a number of existing tenants contributing to revenue income targets. The terms of existing leases vary but most are long term agreements. Attracting and retaining a diverse mix of activities is well aligned with the proposed strategic direction as it improves the resilience of port income and employment. In support of this diversity and to protect existing income, it is proposed that only the part of the

site that is required to operate an international freight or passenger service will be considered when seeking expressions of interest for future port delivery. A plan of the proposed area to be considered in any external port operator model is included at Annex 2. The area to be considered will specifically exclude parts of the port that are leased or sub leased to existing wind farms and aggregates tenants.

5.0 Operational Management

- 5.1 Under current arrangements the port and harbour are both managed by the Maritime team. Revenue budgets for operations and maintenance are defined separately but delivery is managed in a combined manner in the interests of efficiency. There is a single port and harbour maintenance team, the port control function coordinates marine traffic to and from the port and harbour, utilities are supplied and managed together and several commercial operations use facilities in both the port and the harbour on a regular basis. Security, dredging, cleaning and hydrographic survey contracts are in place for the provision of services at both sites.
- 5.2 Thanet District Council is a statutory harbour authority. The local legislation that underpins this is the Ramsgate Corporation Act 1934 and the Ramsgate Harbour Revision Order 1979. The latter piece of legislation conveys the powers described in the 1934 act to the Port, which was constructed from 1979 and became operational in 1981. The powers exist to allow the council to charge fees for the services provided and to maintain the port and harbour estate including undertaking dredging, maintenance and renewal of infrastructure.
- 5.3 One further piece of legislation is the Port of Ramsgate (Pilotage) Harbour Revision Order 1988. This act is relevant to both the port and harbour and describes the council's powers to set compulsory pilotage requirements and define pilotage limits for Ramsgate.
- 5.4 The Port of Ramsgate operates in compliance with the International Ship and Port Facility Security (ISPS) Code which is applicable to ports that accept vessels over 500 GT (Gross tonnage). This code requires the port to have a named Port Facilities Security Officer (PFSO) who maintains a security plan and ensures compliance. UK arrangements for port security are administered by the Department for Transport and are aligned with the ISPS. The PFSO is responsible for compliance of the entire port site.
- 5.5 Counsel advice has been sought to ensure that through this process the council does not compromise its position as a Statutory Harbour Authority (SHA) and its continued operational management of the Port and Harbour.

6.0 Aggregate Operation

- 6.1 The existing aggregates site at Ramsgate is operated by Brett Aggregates Ltd. The site occupies two acres of land on the south east corner of the port and is served by berth 4/5, which was replaced in 2022. The site also incorporates a concrete batching plant, which is served by some of the aggregates brought to the site via sea. Cement is brought to the site via road tanker and is stored in two silos. The concrete plant serves the local building industry in East Kent. Berth 4/5 and the existing Bretts site at the Port is safeguarded in the Kent Minerals and Waste Local Plan 2013-30.

- 6.2 A proposal has come forward for the extension of aggregate operations at the Port of Ramsgate. Having a diverse business base, with income from a number of entities, provides a sustainable operational port. There are a number of different businesses that operate out of the Port of Ramsgate and it is important that the council is mindful of the businesses requirements for growth and sustainability.
- 6.3 The expression of interest received is for up to a further two acres of land adjacent to the existing aggregates site. No heads of terms have been drafted to date but it is anticipated that additional income would be derived in three principle areas; the additional volume of aggregates handled at the Port, additional port dues associated with an increased frequency of vessel arrivals and lastly, from rent associated with a new lease for the additional land taken.
- 6.4 For context the area identified for ro-ro operations in the port zoning plan published as part of the Port Narrative in 2022 is 16.5 acres. The expression of interest for further land for aggregates would reduce the potential ro-ro area to 14.5 acres. Following a ro-ro capacity review of available land at the port, it is considered that there is a low risk of impacting on ro-ro viability in the event that the two acres in question is taken for additional aggregates. This is on the basis of evidence provided by Infrata through their commission and an understanding there will still be capacity to assemble or store freight of sufficient volume to operate a cross channel service at Ramsgate. With some reconfiguration of the operational space and in order to further mitigate any residual risk, there is an option to redesignate a three acre area of land in the north west corner of the port estate for ro-ro operations in the event that an operator requires it. This would therefore increase the area designated for ro-ro to approximately 17.5 acres.
- 6.5 Subject to Cabinet's approval, this expression of interest will be reviewed alongside the options for the future delivery of port operations. A land valuation exercise and best value review will take place in order to ensure that the council achieves the greatest value from its land holding for the benefit of its communities.

7.0 Levelling Up Fund programme

- 7.1 In 2021 the Government launched a £4.8 billion Levelling Up Fund (LUF) to invest in local infrastructure that would have a visible impact on people and their communities across the UK. The expectation was that proposals would include a range of high value local investment priorities, for local transport schemes, urban regeneration projects and cultural assets. Funding was prioritised based on the level of need in places, and Thanet was identified as a Category one area on the basis of its need for levelling up and economic growth.
- 7.2 At the end of 2021 the council was successful in securing £19.8m worth of investment for three projects in Ramsgate through the LUF programme. This included a package of projects, mainly focussed within the port and harbour. The Ramsgate LUF bid was developed by gathering views from members of the public and key stakeholders operating in Ramsgate and statistical information put together in a Ramsgate Evidence Atlas, which is linked in the Background Papers.

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- 7.3 Through the engagement conversations with local people, businesses and organisations the following priorities were highlighted for consideration and exploration in the development of the bid:
- A Ramsgate Economy that Creates Jobs
 - Supporting Local Businesses
 - Opportunities for Young People
- 7.4 Through a community questionnaire, respondents were asked to select their priorities for change, with investment in the Port and Harbour being ranked highly. Qualitative engagement suggested that there is a strong community perspective that the port is fundamental to the future and regeneration of the town, and that the focus should be on building on the port's potential to provide jobs, training and skills for local people.
- 7.5 In the development of the LUF bid, consideration was given to clarifying and defining the role of the port, and its contribution to the wider town with the potential to create opportunities for local people including jobs, skills and training. It was also identified that the port could provide great support for the green agenda, creating a green port for the future.
- 7.6 The LUF bid that was submitted and received a successful award was to deliver:
- Investment in Port Infrastructure to create a Green Port which will provide a hub for innovation and training, allied to a modern hybrid port, supporting renewable energy and zero carbon maritime logistics. Creating a Green Campus working jointly with the public sector and education to create a space for innovation in low carbon logistics and a hub for green business. This investment will unlock the opportunity to provide real economic growth, job creation and training places in the heart of Ramsgate. The port infrastructure includes improvements to the berths, mooring spine and check-in/border facilities.
 - Investment across assets in the Royal Harbour will link buildings to develop new and distinctive visitor assets that will provide important new training and employment pathways for residents. New visitor accommodation and a high end restaurant and a brasserie will provide meaningful apprenticeships and in work training in hospitality. These will be accompanied by vital investment in quayside fishing facilities to enable the local fleet to store and sell their catch, as well as providing new fishing and maritime jobs and training to support the growth and resilience of the town's fishing community. A repurposed and refurbished Clocktower will provide a heritage visitor focus for Ramsgate.
 - Investment in two community access points, including one at Newington and one in central Ramsgate will provide spaces for people to access information and first stage activity as part of wider career development. This will include training kitchens, community teaching space, opportunities for intermediate labour markets and information exchange, as well as space for existing local charities to operate out of.
- 7.7 The LUF monies provides the opportunity to deliver the much needed infrastructure investment required to support the diversification of the Commercial Port, and the ability for the assets to provide sustainable models of delivery. This has been recognised, and supported by central Government.

8.0 Opportunity

- 8.1 There are a number of reasons why the time is right to bring forward the decision for the model of operation and route to delivery for the Port of Ramsgate. Changes in the cross channel market following the EU Exit, investment through the Levelling Up Fund, supported by stakeholder engagement and strategic advice and evidence provided through the Infrata report
- 8.2 Nationally, the roll on roll off (ro-ro) market has been declining over the past few years, however demand in the south east has remained strong. Following the uncertainty in recent years due to the EU Exit, Covid Pandemic and operational issues challenging other short sea ferry ports, there is a market need for resilient freight routes to and from the UK, and Ramsgate is well placed to contribute to this market need. The report completed by Infrata (Annex 3) confirms that there is a demand for cross channel ferry freight services, with limited opportunities for expansion in other Ports, Ramsgate has a significant opportunity to take a share of the increase in cargo in the future.
- 8.3 The Infrata report (Annex 3) considers the current operating model at the Port of Ramsgate and alternative models, each of which presents its own balance of operational risk versus financial income potential. The report is informed by a recently completed study which scopes and appraises available operating models.
- 8.4 Over recent years interest has been expressed by ferry operators, EU ports and haulage companies for cross-channel operations. Although there is clear evidence of demand, the challenge for the council has been the need for investment at the Port of Ramsgate in order to provide the necessary infrastructure to service and meet this demand. Previously, Ramsgate lost out on ro-ro opportunities because private sector owned ports were able to invest in the required infrastructure, whilst the council was not in a position to do so. The challenge of a lack of capital funding is now resolved by the Levelling Up Fund grant award. Updating key port infrastructure at Ramsgate will constitute a step change in the attractiveness of Ramsgate to host a new cross channel service and will unlock new opportunities with potential operators. The Levelling Up Fund provided a timely opportunity to invest in the infrastructure in order to be able to fully service a ro-ro operation.
- 8.5 Ramsgate offers short duration sea crossings. This allows an operator to get more than a single rotation between ports per day from a vessel, which is important to the economics of the operation. Maximising vessel capacity and service efficiency is more important than ever due to the significant rise in fuel prices, which directly impacts this sector.
- 8.6 Fundamental changes are planned at EU borders with drivers and passengers from non EU countries required to complete biometric checks. The implementation timescale is still unclear but the checks are likely to require facial recognition and/or fingerprint scans. The risk is that this will add time to each individual check, causing delays at already busy borders. For a service from Ramsgate, the proposed biometric EU border checks would happen at the border in the EU port, with little or no impact on the ship's turnaround or other port activities at Ramsgate.

- 8.7 Kent has suffered significantly over recent years due to the challenges faced from strikes in EU ports, the impact of EU Exit, and capacity issues at peak times. It is expected that there will continue to be capacity and reliability challenges on short sea routes due to factors such as market growth and changes following EU Exit. This continues to have the potential to create a bottleneck for freight and passengers resulting in serious and long delays impacting not just the cross channel customers but residents and businesses across the south east. Adding capacity to the short sea ferry market through the Port of Ramsgate would provide the opportunity to remove some of the freight from busier ports, thus allowing greater throughput of passengers, and reducing the impact on the road network. It has been long argued, and recognised by other agencies that Ramsgate can provide the opportunity for capacity in this marketplace.
- 8.8 A significant opportunity was provided by the Levelling Up Fund programme with the council being successfully awarded funding for infrastructure improvements at the Port of Ramsgate. This funding is the missing piece, allowing the council to carry out the investment that has been required for a number of years to support the start up of a ferry ro-ro operator at Ramsgate.

9.0 Strategic Advice report

- 9.1 The report by Infrata at Annex 3 provides a detailed insight into relevant freight markets and describes options for future delivery. In developing and reviewing the options Infrata considered varying levels of risk versus financial reward. The current operating model (Thanet District Council as in-house port operator) is the baseline for the consideration of the options that were reviewed, it presents some higher level risks such as financial exposure, maintenance responsibility and insurance liability. However it also allows a higher level of operational control and increases the financial yield due to the direct nature of any contractual agreement with a ferry operator.
- 9.2 Infrata, in their report has outlined some of the reasons why the proposal to bring back ro-ro opportunities is such a positive step. It notes that Ramsgate has the availability of port capacity at an existing facility that would be ready to serve an established but growing market, it therefore represents an important, and underutilised resource. Ramsgate offers quick access to additional ro-ro capacity and/or space for other commodities. The Port of Ramsgate is in a strong geographic location and offers opportunities at a lower cost than developing additional facilities in the wider competitive region.
- 9.2 The options, including the benefits and downsides of each from the Infrata report in Annex 3 are included below:

Option 1 - Attract an existing UK port ro-ro operator to manage the whole port estate

Benefits include:

- Substantial operating experience in UK ro-ro market could be gained and potential to switch cargo immediately to Ramsgate potential
- Food links and relationships with vessel operators
- Interest in Ramsgate brings immediate benefits
- An East Kent hub option is possible, in theory
- Low risk option to Thanet District Council to guarantee some revenues

Downsides include:

- No guarantees of ro-ro traffic being attracted
- Vessels in service may be too long for Ramsgate
- Thanet District Council needs to ensure interest in Ramsgate not just a defensive move
- The council must avoid a low-rent payment and no cargo guarantees

Option 2 - Attract a new operator to UK to manage the whole port estate

Benefits include:

- Existing ro-ro port operations knowledge
- Existing relationships with vessel operators to leverage
- Bring funding to Ramsgate
- Bring new dry-bulk customers
- There is a history of previous successful service from Ramsgate-Ostend

Downsides include:

- No guarantees of ro-ro traffic being attracted
- Relationship with ro-ro shipping operators to leverage?
- Lack of knowledge of the UK ro-ro market
- Previous ro-ro service to Ostend went bust

Option 3 - Enter into a joint venture with another port operator

Benefits include:

- Thanet District Council maintains control over existing traffic/customers
- Spread risk across shipping sectors and operators
- Revenue generation potential from deal
- Maintain expertise of separate ro-ro operator
- Meets council directive to maintain existing opportunities and add layers

Downsides include:

- Split operation may not appeal to ro-ro operator
- Potentially preclude interested parties who also want non ro-ro cargo control
- Could be a more difficult venture to agree
- Dilutes interest of new operator

Option 4 - Another private port terminal operator in sole control

Benefits include:

- Hands full control of all aspects of commercial port to specialist
- Private operator relationship with vessel operators
- Existing knowledge of port operations and management
- Ability to raise private finance
- Ramsgate offers an opportunity to gain access to a UK port in a strategic location

Downsides include:

- No guarantees another private operator could be found
- Low risk option – but only if a private operator can be attracted
- Small facility / revenue potential will preclude many major terminal operators
- Desire to compete with Dover may not be attractive

Option 5 - Multi-Purpose Port Hybrid option

Benefits include:

- Ensures ro-ro expertise available
- Spread risk and avoid 2013 reliance on one operator and sector
- Potential for the council to maintain some control / interest
- Revenue generation potential from deal
- Meets council directive to maintain existing opportunities and add layers

Downsides include:

- Split operation may not appeal to ro-ro operator
- Potentially preclude interested parties who also want non-ro-ro cargo control
- Reduced space for each sector might lessen interest of operators

Option 6 - Self-operated - the Council retains all port operations

Benefits include:

- Full control of all aspects of commercial port and customers
- Thanet District Council retains all revenues generated
- Ability to generate more direct employment
- Return commercial port to positive revenue

Downsides include:

- High risk option
- Needs strong relationship with vessel operators
- Sole responsibility for attracting cargo
- Need port management expertise in-house
- Need to develop greater knowledge of port industry

Option 7 - Cease commercial operations - stop cargo activities

Benefits include:

- No pressure on Thanet District Council to make port a viable concern
- Frees-up port land for other uses
- Expand marina/yacht club
- Residential and retail opportunities

Downsides include:

- Legal process required for a revised Harbour Revision order, which may not be successful.
- Loss of any future revenue opportunities from port activities
- Removes any possible job creation (beyond some retail)
- Loss of opportunity to make a positive economic contribution to the local area
- Does not fulfil stakeholder interest in port regeneration
- Existing port users have to leave – compensation may have to be paid as under long leases

- 9.2 The majority of the options described will lead to a third party entering into a formal agreement to operate part of the port. In this scenario there will be a reduction in risk exposure on the basis that the third party will also be contracted to maintain and operate the berthing and port infrastructure. However, it is important to note that Thanet District Council will continue to be the SHA and therefore the council's ultimate liability for port activities cannot be delegated. Similarly any port dues for vessel and freight activity must be paid to the SHA, even when a berth is essentially operated by a third party organisation. This does not preclude a contract agreement

with a third party port operator and this model works elsewhere, but it will be important to consider the SHA obligations and income in the value of any third party contract. It is important to note that in accordance with the Harbours Act 1964, these dues are to be used to manage the operation of the Port.

- 9.3 It will be important to ensure that any future agreement with a third party to deliver port operations in any form is compatible with existing operations at the port and adjacent harbour. Both sites share a common entrance to the sea and the council as SHA will continue to operate the port control function.
- 9.4 The operation of Ramsgate Harbour (which is adjacent to the Port) is outside the scope of any of the alternative delivery models considered in this process and there are no plans to alter the current in-house nature of the Ramsgate Harbour operation. The impact of any of the alternative operating models on Ramsgate Harbour have been considered in the scoping work.

10.0 Options - Future Delivery

- 10.1 The report by the port infrastructure consultants Infrata contains evaluated options for the future delivery of operations at the port. Each option is described in detail in the report at Annex 3, and Section 9 above. Each option, identified below, has been evaluated and ranked against relevant scoring criteria. Cabinet are recommended to approve Option 5, which is considered to offer the best opportunity to the Council based upon the option ranking and external advice received.
- Option 1 - Attract an existing UK port ro-ro operator to manage the whole port estate
 - Option 2 - Attract a new operator to UK to manage the whole port estate
 - Option 3 - Enter into a joint venture with another port operator
 - Option 4 - Another private port terminal operator in sole control
 - Option 5 - Multi-purpose Port Hybrid option
 - Option 6 - Self-operated (Thanet District Council retains all port operations).
 - Option 7 - Cease commercial operations (Stop cargo activities)
- 10.2 Although Option 1 provides a low level of risk for the Council, there would be risks to it providing potential volumes. Option 2 would require significant research to understand interest and deliverability from a new operator to the UK, and they would not have the experience of how the UK market works. Although Option 3 would provide more control for the Council, there is some risk of being in a Joint Venue, and there is a reduced incentive of new operators providing cargo. Option 4 could provide greater investment and ideas to the Port, however it is understood that there is insufficient interest from the private sector in this type of proposal.
- 10.3 Option 5 - Multi-purpose Port Hybrid option is the recommended option for the Management of the Port of Ramsgate. The council would retain the management of part of the Port, thus splitting the commercial activity by the type of operation. The council would retain control of non-ro-ro traffic, with ro-ro cargo and traffic managed by a third party. This would give the council control over how the port is managed and run, by each of the commercial entities running out of the port, but it would have less risk and responsibility. The council already has a long standing relationship with those

businesses running their operations out of the Port of Ramsgate, and it would also have the flexibility to deliver the Green Campus, whilst providing potential growth opportunities alongside it, without having over all of the responsibility. The council has also managed different types of traffic in and around the port (including ro-ro freight, aggregates, wind farm operations and trade car arrivals/storage), and this would be set out in a clear agreement with a third party operator so as not to unduly impact any of the operations at the port. Implementation of this option would be via a competitive expression of interest process, leading to the selection of a successful submission, based upon the agreed scoring criteria. The subsequent agreement would take the form of a concession agreement with accompanying lease. This option would allow the flexibility to retain existing agreements with long term leaseholders (mainly wind farms operators and aggregates) and develop investment opportunities that may arise following the completion of the Green Campus project.

- 10.4 Option 6 - is the current mode of operation at the Port of Ramsgate and is therefore considered to be the baseline option.
- 10.5 With the exception of Options 6 and 7 the next steps that would be required to progress the approved options would be to seek expressions of interest from the market. This is most likely to be undertaken in a two or three stage process. Section 11 below details information about the procurement process required for this.
- 10.6 Option 7 would require the Council to follow a legal process concluding with a Harbour Revision order, it is worth noting, that such an application may not be successful, particularly in so far as it affects existing commercial users. There are a number of existing commercial users at the Port of Ramsgate who are under contract, with some long term agreements in place. Most of these contracts are in place because the businesses require to be close to the water due to the nature of their business, for example wind farm operators or the aggregates operation. There would inevitably be significant financial implications associated with changes to existing long term lease agreements. Ceasing commercial operations could not happen instantly, and would require changes in policies, including the council's adopted Local Plan and the Kent Minerals and Waste Local Plan 2013-2030, which safeguards the port for the importation of minerals. The council has pursued an approach of diversifying the commercial operations at the Port of Ramsgate and the ro-ro operation adds to this, if this was not taken forward then the council would still be challenged in ensuring that it has the right income levels required. Stakeholder engagement provides evidence that there is support for port development opportunities being recommended through Option 5.

11.0 Next steps

- 11.1 The next steps outlined below identify the proposed procurement process and the timeline for delivery of the process to be agreed by Cabinet.
- 11.2 Legal advice has been sought to outline the procedural process that the council should go through in order to complete the open process for engaging an operator for the Port of Ramsgate. It is understood that the council has the flexibility to design its own procurement process, subject to certain minimum procedural requirements being met. Included in Annex 4 is the proposed scoring criteria/Options Appraisal. This process would involve the following stages:

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- **Stage 0: Pre-Market Engagement Stage** – before conducting any procurement process, contracting authorities should undertake an element of pre-market engagement so as to ensure that the contract opportunity is attractive to and achievable by the market. Such pre-market engagement can take many different forms;
- **Stage 1: Combined Qualification Invitation to Submit Initial Tenders Stage** – this is the first official stage of the procurement process (which would commence on the publication of a Concession Notice) which will result in a short list of bidders that the council wishes to invite to dialogue. It would involve two elements:
 - assessment of each bidder’s capability of meeting the minimum requirements (in terms of technical ability and financial standing) through evaluation of responses to a qualification questionnaire. The qualification questionnaire will be a mixture of pass/fail questions (which can include scored questions where the bidder needs to meet a minimum threshold to pass). Where a bidder does not pass one of the questions, the rest of its response will not be considered; and
 - evaluation of the bidder's initial tenders for the provision of the Services.
- **Stage 2: Dialogue Stage** – dialogue in a project of this nature would be really useful. It will enable the council to explore the bidder's solutions along with negotiating the contract. In terms of negotiation of the contract, those should also be limited to only certain terms so that negotiations do not become protracted.
- **Stage 3: Invitation to Submit Final Tenders Stage** – on the conclusion of dialogue, those bidders still left in the process will be invited to submit their final tenders for the opportunity.
- **Stage 4: Preferred Bidder Stage** – once the evaluation of final tenders has been concluded, and a preferred bidder identified, it is useful to have a short period in which to clarify certain elements of the contract with the preferred bidder;
- **Stage 5: Contract Award** – bidders will be advised of the outcome of the process, and a 10 day standstill period observed, following which the contract can be awarded.

11.3 An updated valuation of the Port land is being commissioned in order to understand the commercial opportunity that this expression of interest provides.

11.4 The below is an indicative timetable that may be subject to change.

Activity	Dates
Complete Pre-Market Engagement Stage and finalise briefs and documents required for the following stages.	3 March - 23 April, 2023
Invitation to Submit Initial Tenders (ISIT) Stage published	24 April, 2023
Site Visit / Bidder Open Day	w/c 8 May, 2023
Deadline for receipt of Bidder clarifications	12pm on 26 May, 2023
Deadline for ISIT Response return	12pm on 2 June, 2023

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Evaluation of ISIT Responses	2 June – 16 June, 2023
Notification of shortlisting to Dialogue Stage	19 June, 2023
Dialogue with shortlisted Bidders	19 June – 21 July, 2023
Invitation to Submit Final Tenders Stage issued to shortlisted Bidders	24 July, 2023
Deadline for Final Tender return	12pm on 21 August, 2023
Evaluation of Final Tenders and notification of Preferred Bidder	21 August – 8 September, 2023
Notification of award	11 September, 2023

Contact Officer: Mike Humber - Levelling Up Project Director
Reporting to: Chris Blundell - Acting Deputy Chief Executive

Annex List

Annex 1 : Port Accounts Summary
Annex 2 : Port Plan - Zoning for Proposed Port Operations
Annex 3 : Infrata Report
Annex 4 : Scoring criteria

Background Papers

[Ramsgate Future web pages](#) - Ramsgate Evidence Atlas and Ramsgate Stakeholder Engagement Summary report
[Ramsgate Port Narrative](#)
[Ramsgate Levelling Up Fund Bid](#)
[Ramsgate Port and Harbour Feasibility Study January, 2020](#)

Corporate Consultation

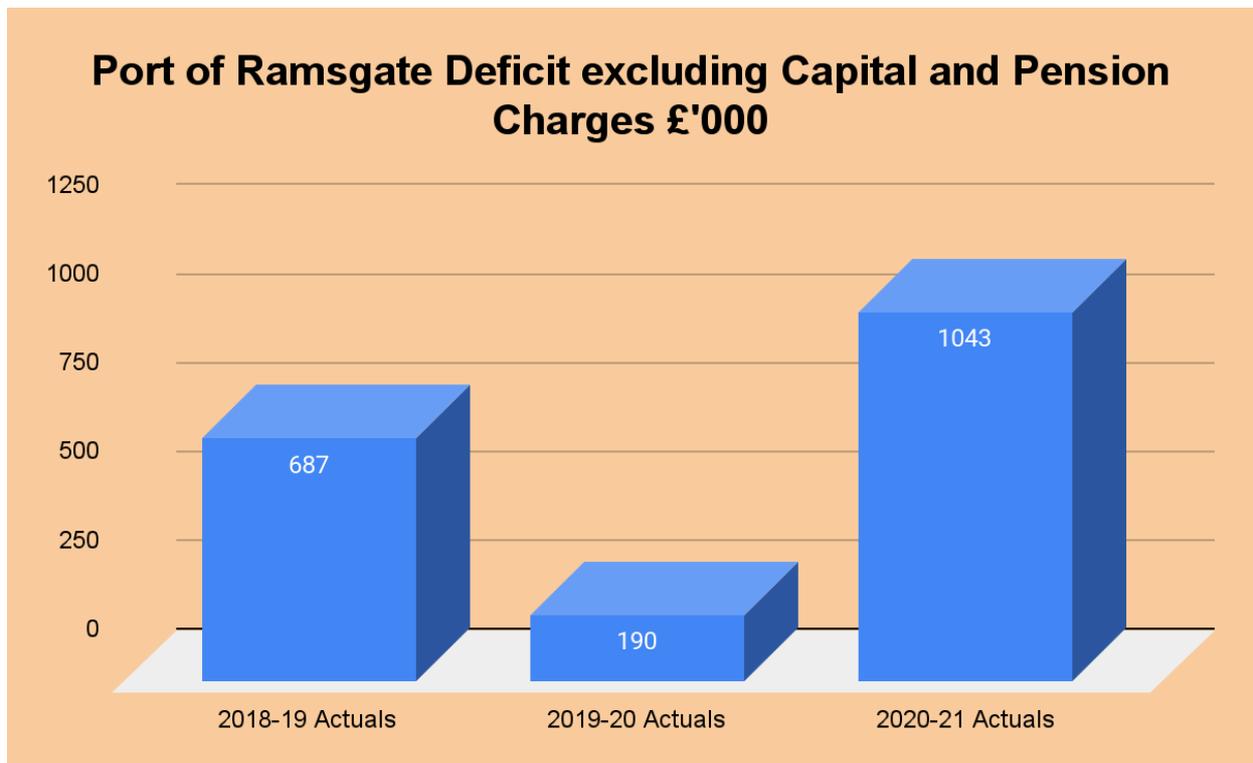
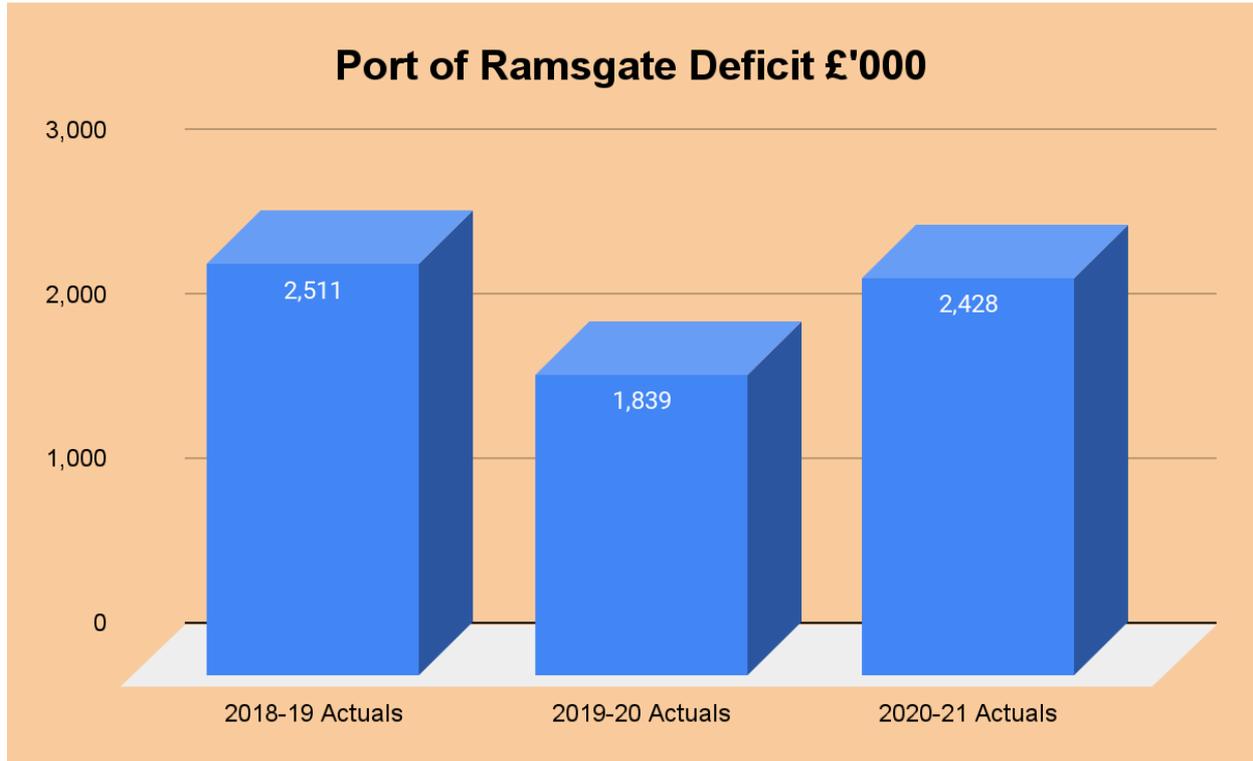
Finance: *Chris Blundell (Acting Deputy Chief Executive)*

Legal: *Sameera Khan (Interim Head of Legal & Monitoring Officer)*

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Summary of Port and Harbour published accounts for the past 3 years (includes Port of Ramsgate, Ramsgate Royal Harbour, Broadstairs Harbour and Margate Harbour)

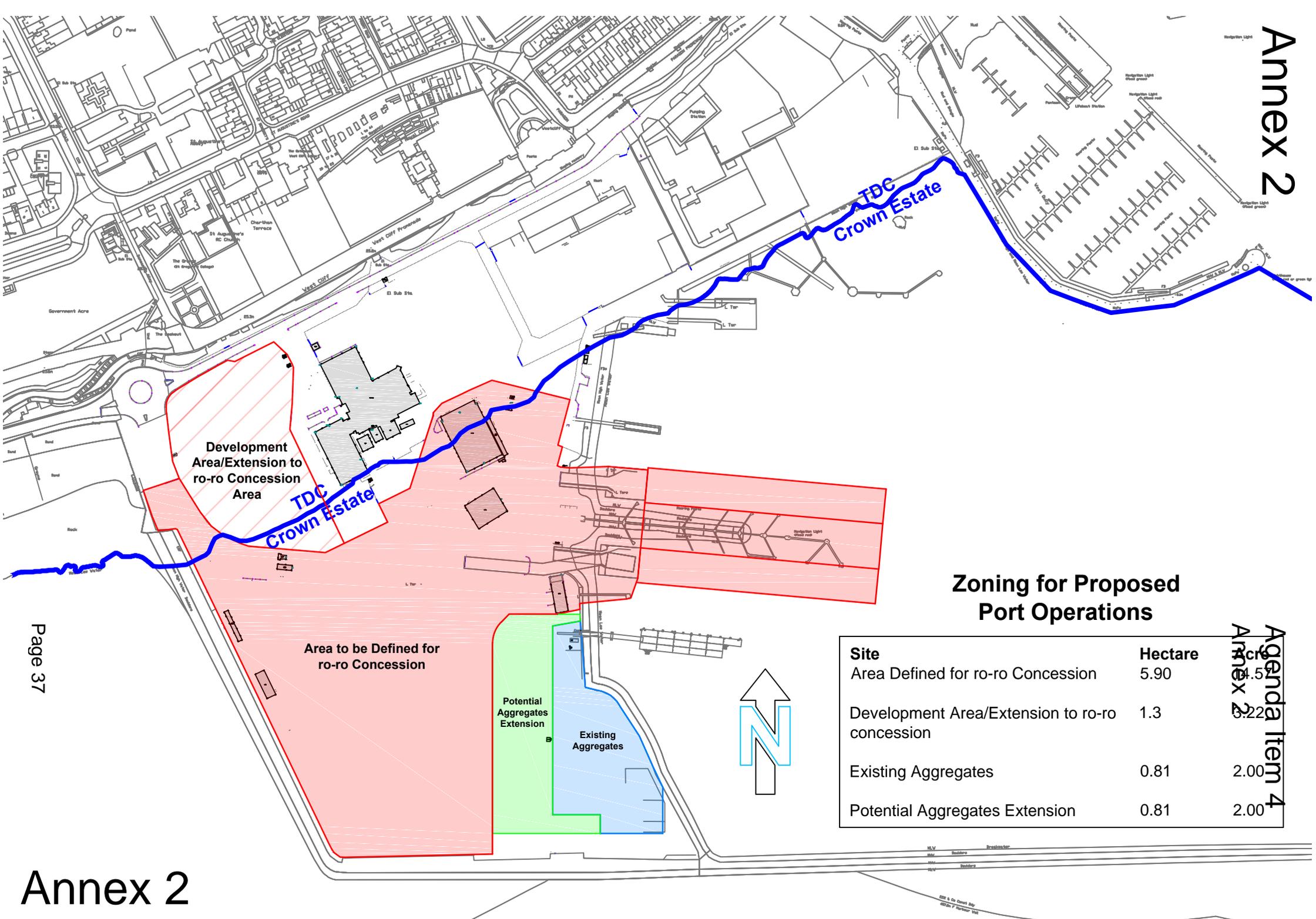
Note: 2021/22 Accounts are not shown as they have not yet been published however the provisional position for the Port of Ramsgate excluding Capital and Pension Charges is a deficit of £118k.



Port and Harbours Accounts Summary	£'000s	£'000s	£'000s	£'000s	£'000s
2020-21	Port of Ramsgate	Ramsgate Harbour	Broadstairs Harbour	Margate Harbour	TOTAL
Expenditure	3,422	1,959	76	21	5,478
Income	(994)	(2,224)	(89)	(7)	(3,314)
(Surplus)/Deficit	2,428	(265)	(13)	14	2,164
Less: accounting adjustments					
Capital Charges	(1,285)	253	(44)	(2)	(1,078)
IAS19 Pension Adjustments	(100)	(195)	(2)	(1)	(298)
Funding Position (Surplus) / Deficit	1,043	(207)	(59)	11	670
Corporate Overheads (Included within Expenditure Figure Above)	89	135	10	1	235

Port and Harbours Accounts Summary	£'000s	£'000s	£'000s	£'000s	£'000s
2019-20	Port of Ramsgate	Ramsgate Harbour	Broadstairs Harbour	Margate Harbour	TOTAL
Expenditure	3,341	2,333	47	45	5,766
Income	(1,502)	(2,618)	(94)	(8)	(4,222)
(Surplus)/Deficit	1,839	(285)	(47)	37	1,544
Less: accounting adjustments					
Capital Charges	(1,513)	25	(10)	(2)	(1,500)
IAS19 Pension Adjustments	(136)	(259)	(2)	(1)	(398)
Funding Position (Surplus) / Deficit	190	(519)	(59)	34	(354)
Corporate Overheads (Included within Expenditure Figure Above)	87	129	7	1	224

Port and Harbours Accounts Summary	£'000s	£'000s	£'000s	£'000s	£'000s
2018-19	Port of Ramsgate	Ramsgate Harbour	Broadstairs Harbour	Margate Harbour	TOTAL
Expenditure	3,584	2,695	-	27	6,306
Income	(1,073)	(2,401)	(88)	(9)	(3,571)
(Surplus)/Deficit	2,511	294	(88)	18	2,735
Less: accounting adjustments					
Capital Charges	(1,709)	(439)	32	(2)	(2,118)
IAS19 Pension Adjustments	(115)	(170)	(1)	0	(286)
Funding Position	687	(315)	(57)	16	331
Corporate Overheads (Included within Expenditure Figure Above)	87	139	5	1	232



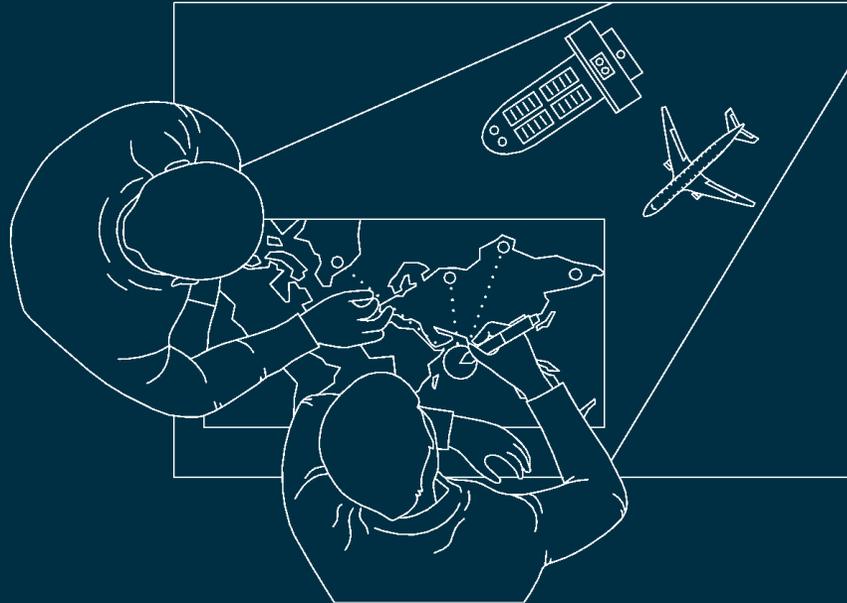
Zoning for Proposed Port Operations

Site	Hectare	Acres
Area Defined for ro-ro Concession	5.90	14.5
Development Area/Extension to ro-ro concession	1.3	3.22
Existing Aggregates	0.81	2.00
Potential Aggregates Extension	0.81	2.00

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Annex 2

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Port of Ramsgate Strategic Advice: Summary Board Paper

Prepared for: Thanet District Council- 16^h February 2023

Important Legal Notice

This is a report dealing with traffic, technical and business plan aspects of the Project in relation to Project Port of Ramsgate (the Project). It is intended to highlight issues that are considered to have significant commercial implications in relation to the risk to which the prospective Client may be exposed. This report, by its very nature, requires a certain amount of simplification of complex technical provisions. The detailed terms of any contractual documentation referred to in this report should be relied upon for their full effect and not any summaries of such terms that may be contained in this report.

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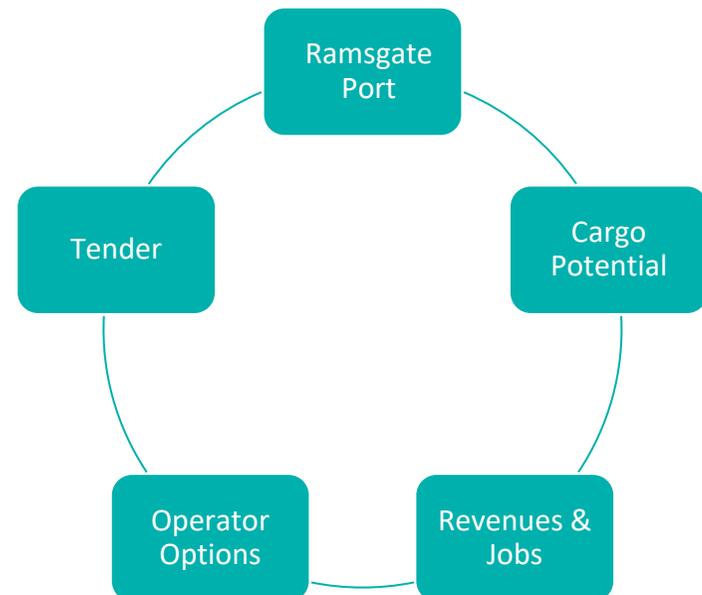
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Version	Prepared by
Draft 4.0	DD
Prepared for	Reviewed by
Thanet District Council	SW
Issue Date	Approved By
13/02/2023	SW

Introduction to Project

Thanet District Council is considering options for Port of Ramsgate operations and cargo handling

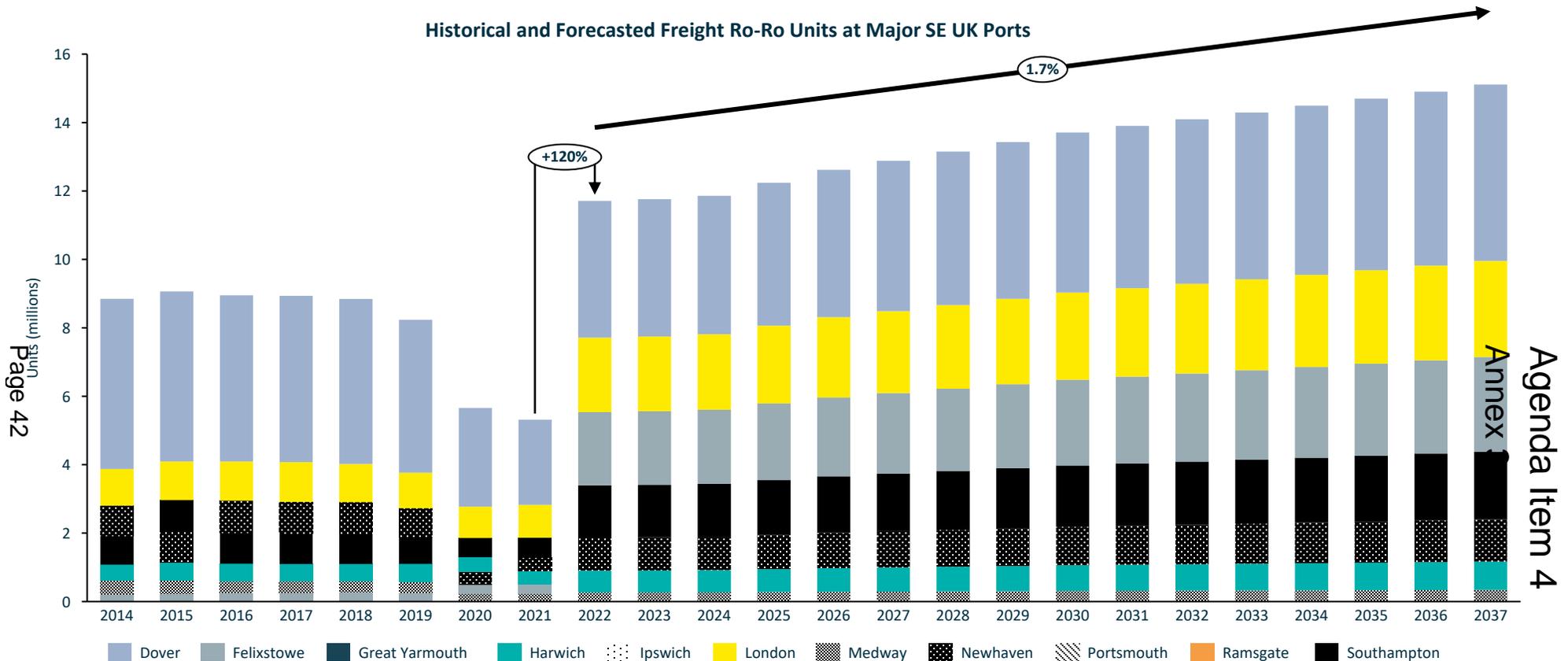
- Thanet District Council (TDC) is considering various options and opportunities with respect to operations and future demand potential for the Port of Ramsgate.
- TDC also confirmed that there is available funding for the port, with a total of £3.5 million ear-marked for port infrastructure, including as part of a grant awarded from the Government's Levelling Up Fund.
- It is necessary for TDC to consider the various different operating structures available for the Port of Ramsgate and, importantly, the best approach to achieving this objective while maximizing the revenue potential and job creation potential available.
- Consequently, this Report will provide the following assessment:
 - Section 1: UK port market structure
 - Section 2: Port of Ramsgate historical performance
 - Section 3: UK ro-ro market & South/Southeast market
 - Section 4: Assessment of Options for Ramsgate
 - Section 5: Market Forecasts and revenue potential
 - Recommended conclusions and next steps



Cross Channel Market Development – Total Ro-Ro cargo

Future volume forecasts – Ro-Ro million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- The impact of COVID-19 is clearly noticeable, although a large rebound did occur in 2022 and subsequent market growth is anticipated thereafter.

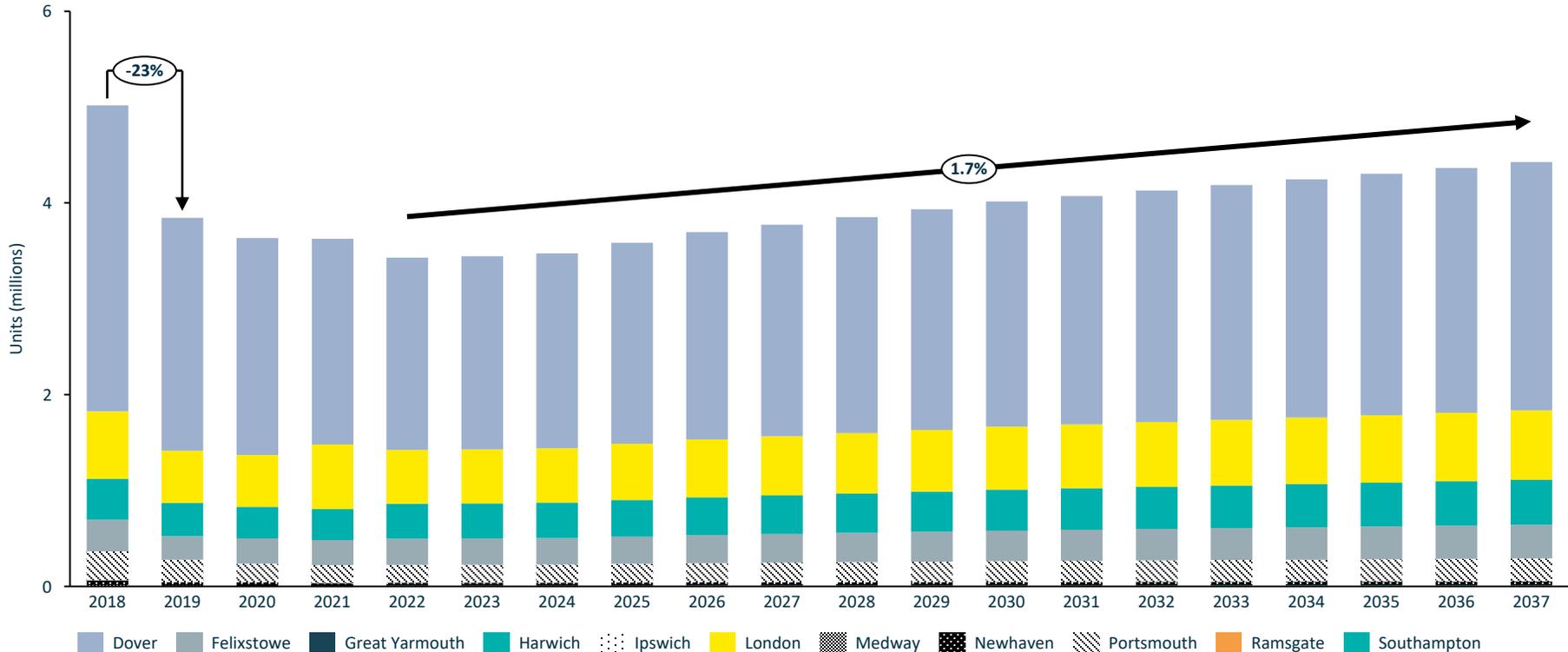


Cross Channel Market Development – Accompanied Ro-Ro

Future volume forecasts – Ro-Ro Freight - million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- Ro-Ro freight units have historically declined since 2018; however, the COVID-19 pandemic had noticeably less impact than on total Ro-Ro units.
- The largest number of accompanied ro-ro freight units is handled at the Port of Dover.

Historical and Forecasted Ro-Ro Freight Units at Major SE UK Ports

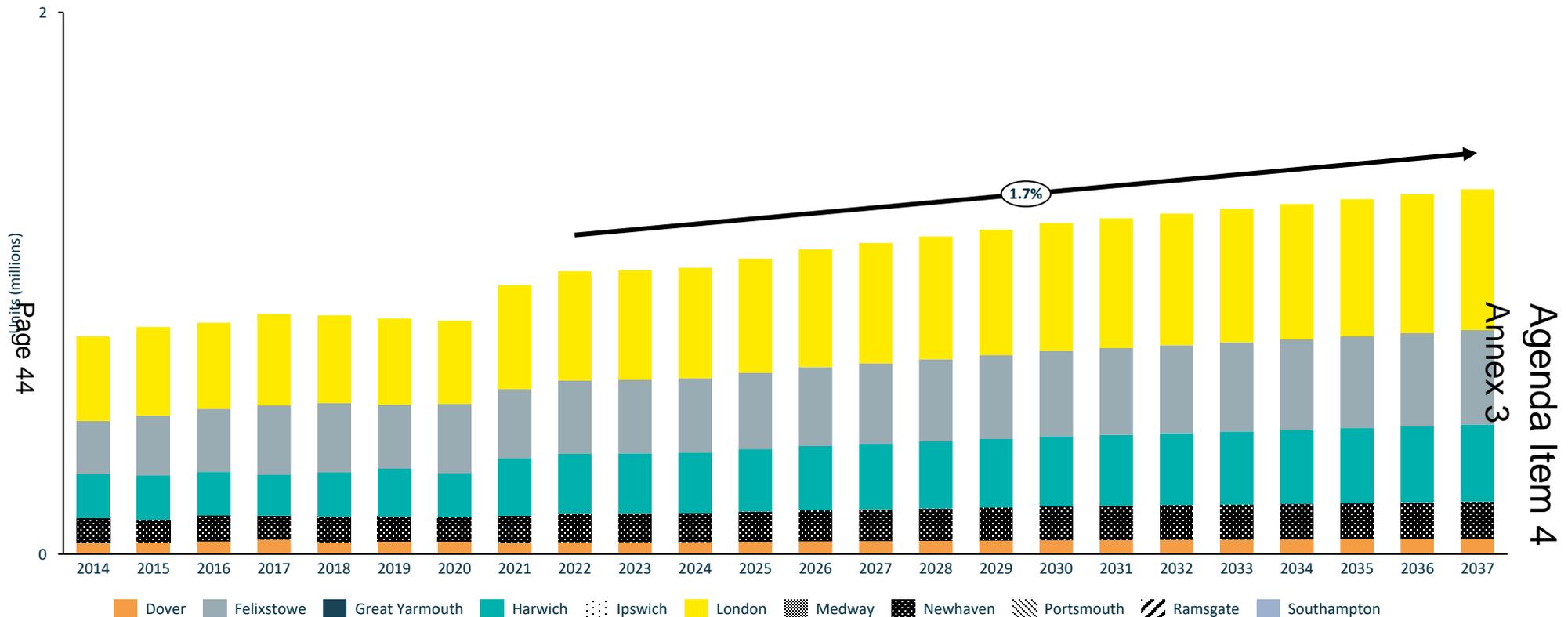


Cross Channel Market Development – Unaccompanied Trailers

Future volume forecasts – Unaccompanied Trailers, million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2021.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- In the southeast, London, Felixstowe, and Harwich maintain the highest markets for unaccompanied trailers, followed by Portsmouth and Dover.
- Ro-Ro unaccompanied trailers were not very impacted by the COVID-19 pandemic.

Historical and Forecasted Unaccompanied Trailers - Units at Major SE UK Ports

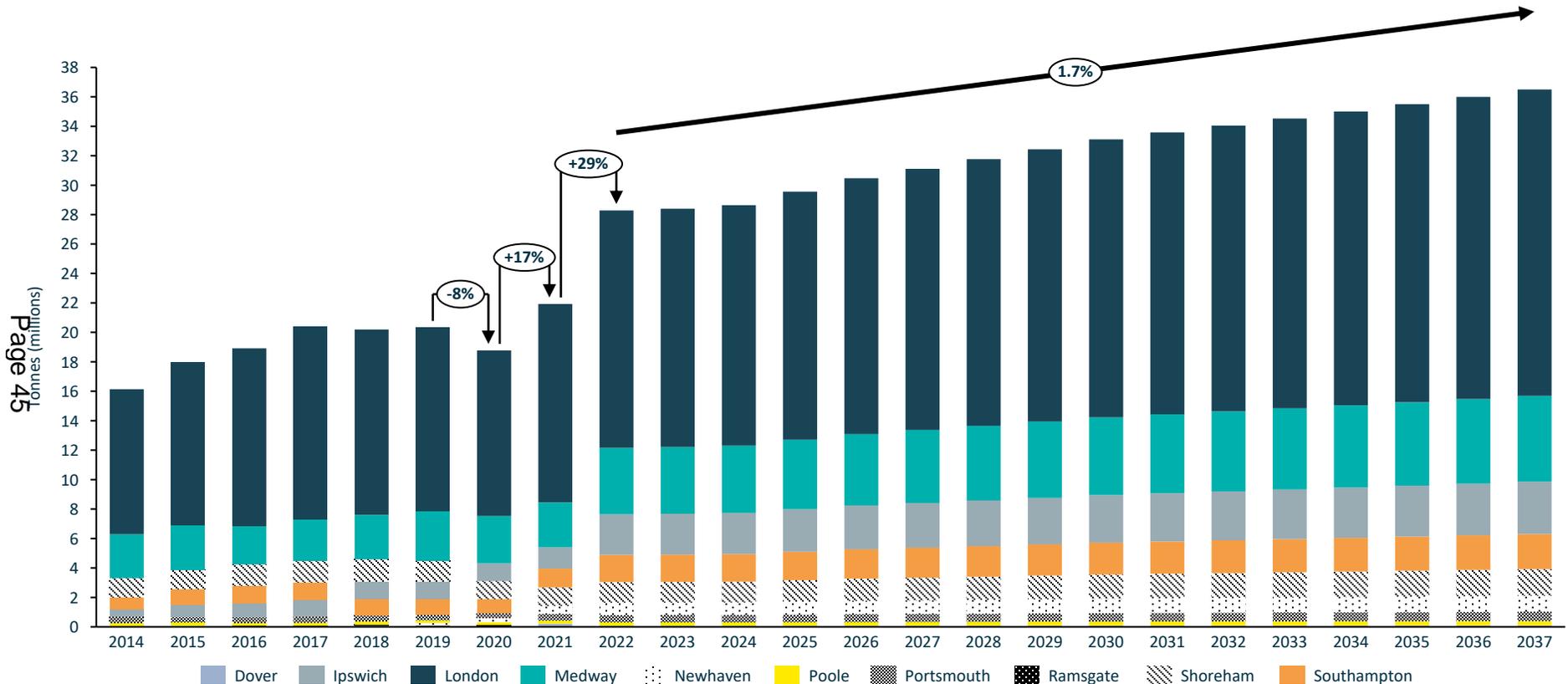


Cross Channel Market Development – Dry Bulk Cargo

Future volume forecasts – other dry bulk tonnage at major ports in south-east England

- DfT defines ‘other dry bulk’ units as fertilisers, crude minerals, iron and steel, sea dredged aggregates, wood lumber and cork, etc.
- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- Industry average elasticity of 1.4 used in conjunction with UK GDP forecast from IMF.
- Some impact of COVID-19 in 2020, although market rebound in 2021 and 2022 and then growth occurring thereafter.

Historical and Forecasted Dry Bulk Volumes at Major SE UK Ports



Annex 3
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Options for the Port of Ramsgate

Ramsgate offers capacity and established infrastructure – different options exist regarding operators

- There are a number of different potential options available to TDC with respect to the future operation and approach adopted at the Port of Ramsgate.
- The table below outlines the different options recommended by Infrata as needing further assessment, in order to derive the best choice for TDC to maximise the existing facilities at the port and which will deliver the most robust revenues for the future.
- Each of these options are outlined individually with respect to the following:
 - The commercial and practical considerations
 - Financial and risk analysis



- The availability of port capacity at an existing marine facility to serve an established but growing market represents an important largely untapped resource.
- On this basis, the infrastructure at the Port of Ramsgate, in a strong geographic location adjacent to the English Channel shipping lanes, offers opportunities at a lower cost than developing additional facilities in the wider competitive region.
- Ramsgate offers quick access to additional ro-ro capacity and/or space for other commodities. On this basis, it is reasonable to expect interest in the tendering process to be generated, before an Expressions of Interest (EOI) is released to the industry by TDC.
- In order to best-manage time and resources, releasing an EOI first, before then generating a more detailed RFP to invited parties is best practice and commonplace within the port industry on a global basis.

Option	Description	Role for TDC
1	Existing UK port ro-ro operator	Landlord port authority
2	New operator to UK	Landlord port authority
3	Joint venture with another port operator and TDC	Landlord port authority and partner in operating concern
4	Another private terminal operator in sole control	Landlord port authority
5	M/P Hybrid option – splitting operations by cargo	Retain control of non-ro-ro traffic, with ro-ro cargo managed by third party
6	Self-operated	In charge of all port operations
7	Cease commercial operations	Stop cargo activities and allow development or marina expansion

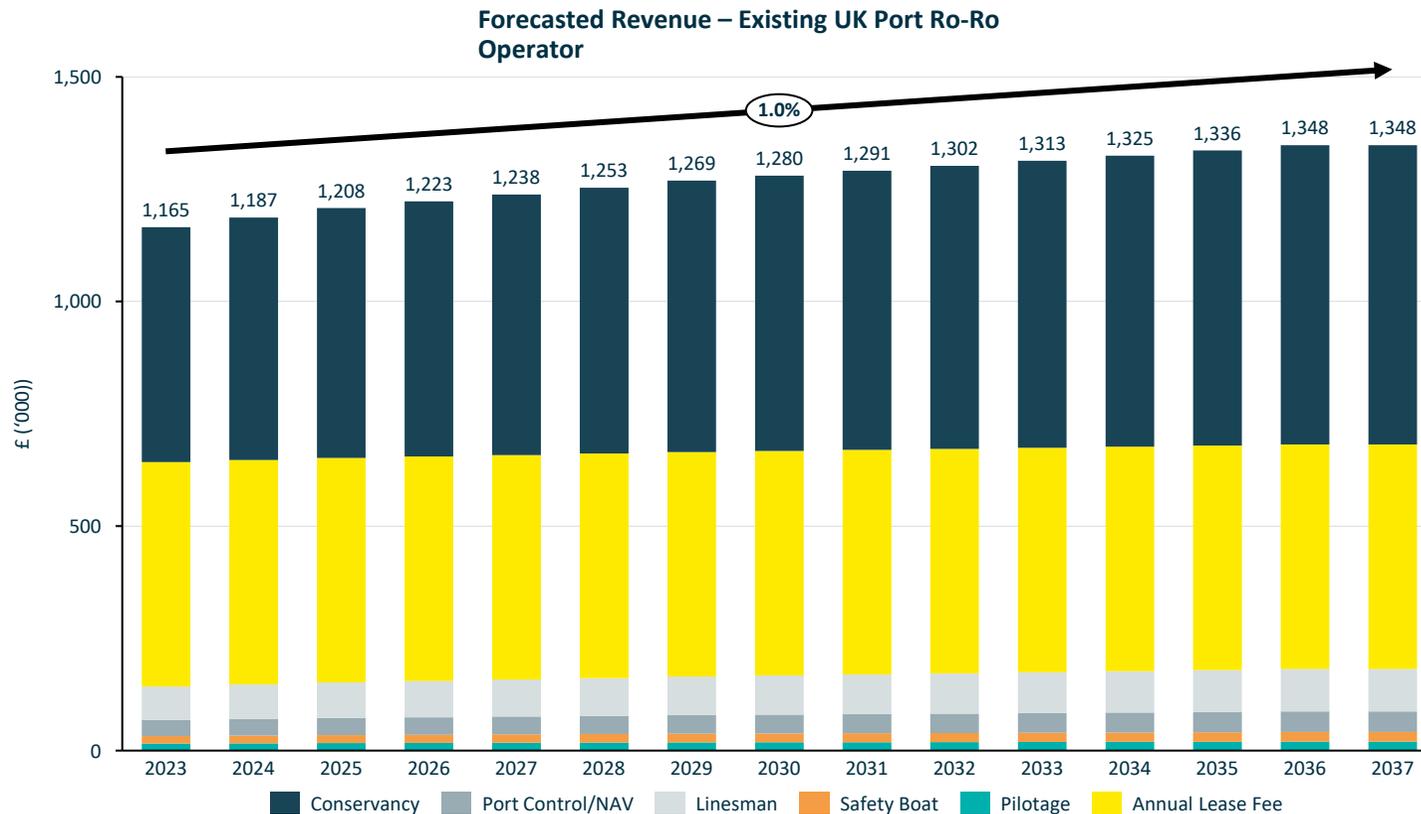
SWOT Summary of Options for Port of Ramsgate

Option	Strengths	Weaknesses	Opportunities	Threats
Existing UK Port Ro-Ro Operator *	Knows ro-ro market	Low revenues generated – i.e. just rental	A lower risk option for TDC to solve issue of port’s role	Could promise volumes but provide none
	Needs more space	Ships may be too long to call Ramsgate		Defensive move to remove Ramsgate as competition
New UK Ro-Ro Operator *	Established port operator	No experience in UK market	Need to deliver UK ro-ro port interests / knowledge	Inability to generate cargo
Another private terminal operator in sole control *	Fresh ideas and investment potential	No guarantees of interest from private sector	Onus on new operator to succeed	Insufficient interest from private sector
Joint Venture with other port operator *	Maintains more TDC control	Reduces incentive of new operator providing cargo	Guaranteed rental and some new operator expertise/contacts	Defensive move to remove Ramsgate as competition
M/P Hybrid option: splitting operations by cargo	Spreads risk between more than one cargo type	Reduces available space for one specific sector	Specialised operators for specific cargoes	Reduced space and share of port may reduce interest
	Avoids the same issue of 2013 and loss of all traffic		Can be combined with any of 4 options above *	Share of each sector needs to be sufficient to maintain interest of operator
Self-operated	Maintain full control of operation	High risk option – pressure to generate cargo		Inability to attract shipping lines / cargo
	Keep more of revenues	Need experienced port operating/management		
Cease commercial operations	Solves issue of no ro-ro port business	Existing users of port under contract	Allows redevelopment of port land	Stakeholder engagement shows support for port development

Revenues – Case 1: Existing UK Port Ro-Ro Operator

With the existing UK port ro-ro operator option, Ramsgate would start to absorb excess ro-ro freight from Dover in 2030, resulting in increased revenue potential

- As previously identified, the Case 1 option involves Dover overspill cargo moving to Ramsgate, once Dover is estimated to become capacity constrained. A conservative estimate has been used regarding Dover’s space issues, with the port able to manage it operation during the current decade.
- Under this option, between 2023 and 2037 the revenue for TDC is forecasted to increase at a CAGR of 1.7%, with a stronger ramp-up from 2030 onwards when unaccompanied trailers are attracted from Dover when it has reached an operational capacity maximum.

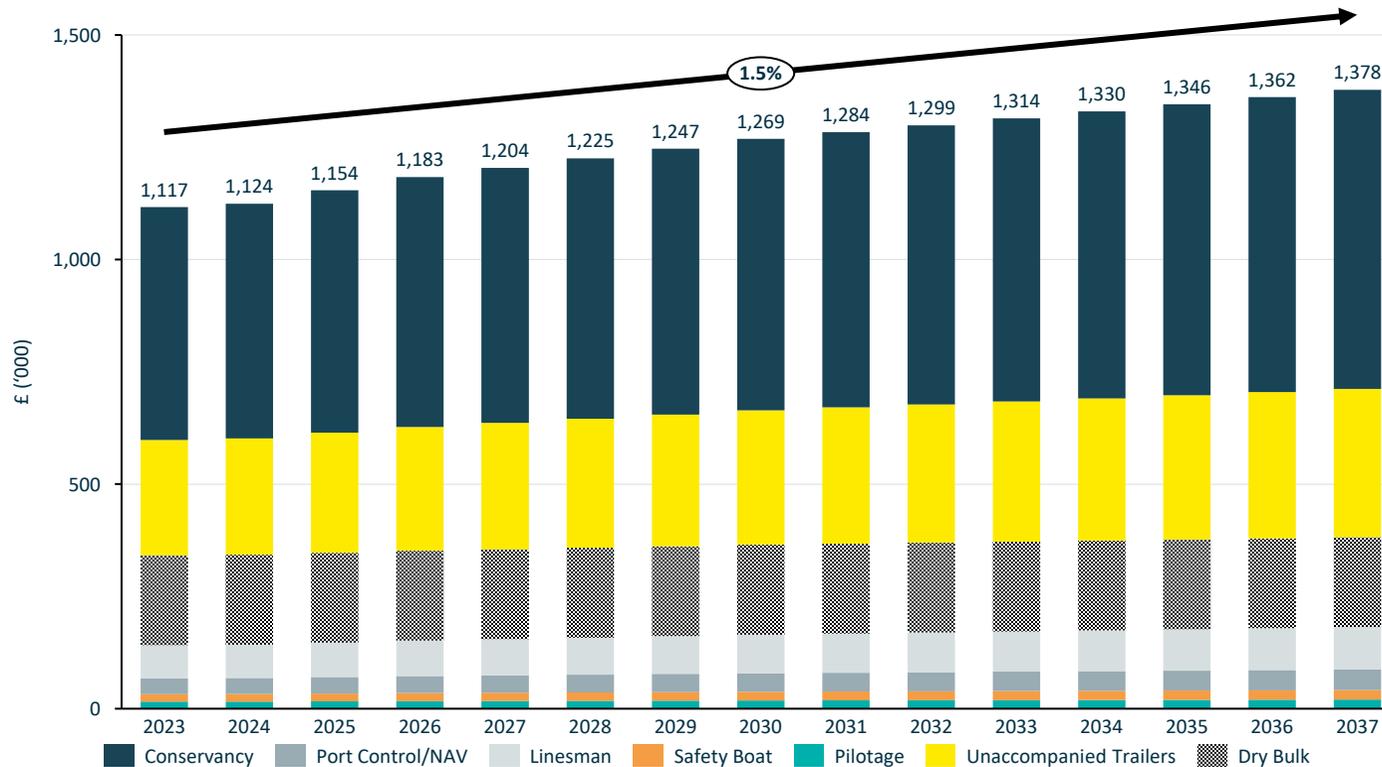


Revenues – Case 3: Specialist Operator & TDC

Under the Hybrid option, Ramsgate could maximise revenue potential by splitting cargo types by specialist operators

- It has been assumed that a fixed annual £200,000 lease fee from Brett Aggregates provides the Dry Bulk revenues – of course, this can be amended if TDC is able or wants to supply the figure to be plugged in to the Revenue Model accompanying this report. It is possible that handling costs and vessel berthing revenues may also be collectable by TDC. However, the assumption here taken is that an annual lease fee is the only fee that TDC gets from the Brett Aggregates business. Infrata will update, if necessary, after further discussions with TDC.
- Taking into account this revenue amount and the volumes generated, between 2023 and 2037 the total revenue forecasted is expected to increase at a CAGR of 1.5% under the Hybrid option, as shown.

Forecasted Revenue – Hybrid Option



Commercial Ranking of Options for Port of Ramsgate

	Existing UK Port Ro-Ro Operator	New UK Ro-Ro Operator	Another Private Operator #	Joint Venture (JV with TDC)	M/P Hybrid – link to any of 4 previous 	TDC Self- Operated	Cease all Commercial Operations
Volume Potential for Ramsgate	***	**	**	***	***	*	
Investment Requirement from TDC	*	*	**	**	**	***	*
Investment from partner / each option	****	****	****	**	**	*	
Revenue Potential for TDC	***	**	**	***	***	**	*
Partner Risk Spread (1 = high, 5 = low)	**	**	**	****	****	*	
Job Creation Potential to Thanet region	***	**	**	**	***	***	*
Support Stakeholder Aims for Port	**	**	**	***	***	***	**
TOTAL	18/35	15/35	16/35	19/35	20/35	14/35	5/35

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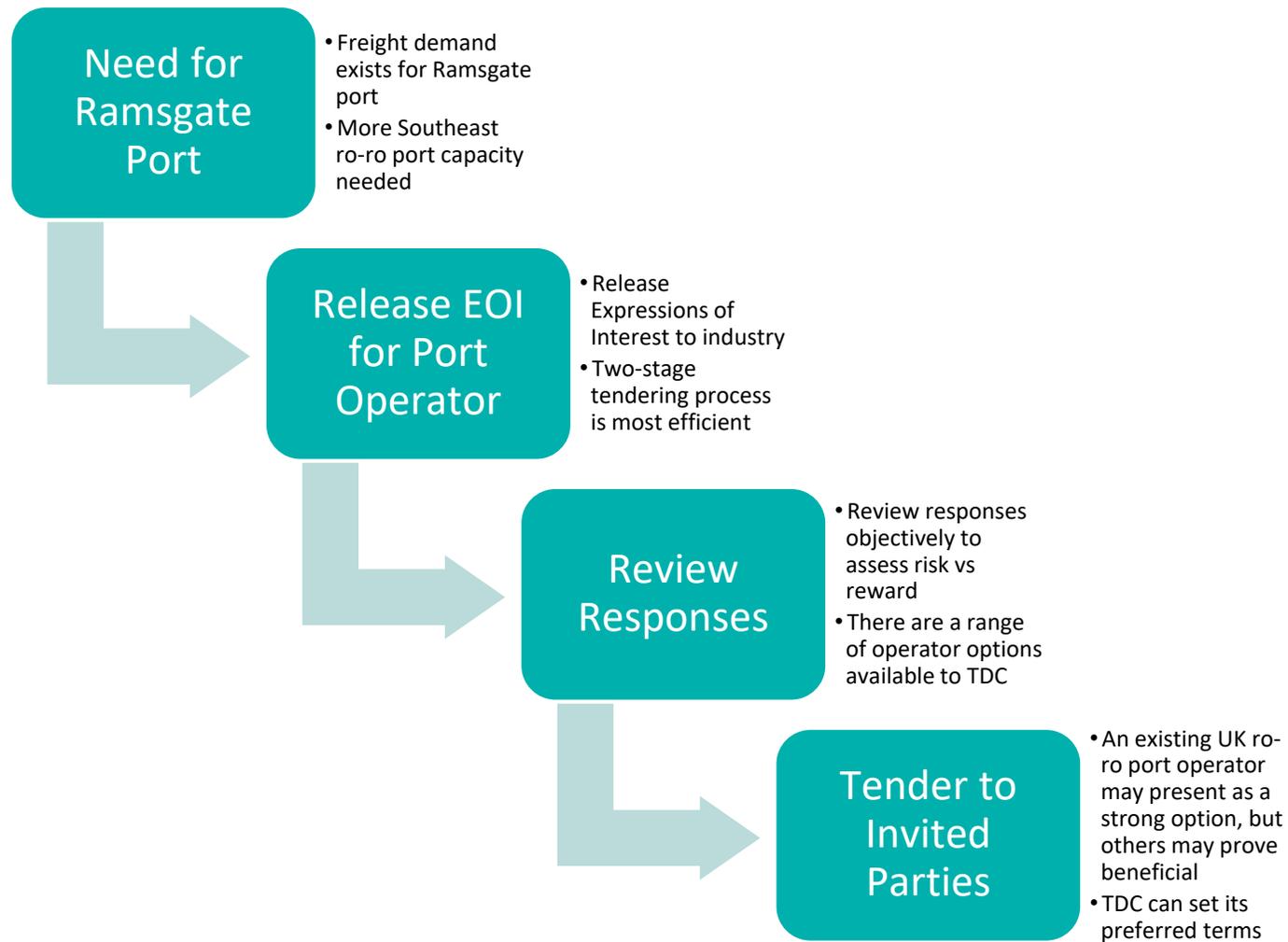
Note: Due to ownership status of Port of Ramsgate and role of TDC, an outright sale of the port has not been considered as a viable option. Also, Hybrid Option must include non-ro-ro to avoid complete loss of revenue that could occur if too reliant on one specific cargo sector. # Difficult to quantify objectively until further intel is known of any possible alternative operator that would be interested through a tender process

Commercial and practical considerations suggest the need for an EOI and tender process

- Previous elements of the report confirm that there is a demand for cross channel ferry freight services in the UK and that given restrictions in available space at the Port of Dover (the main port of interest for this type of cargo in the UK South/south-east) and limited opportunities to expand there, opportunities exist for another port located in the south-east of England to take a share of this cargo in the future.
- The Port of Ramsgate and TDC remains well placed to handle its share of this additional demand, albeit with current ship size restrictions that will need to be addressed with CAPEX expansion plans.
- A calculation to provide guidance on the costs to allow vessels with >180m LOA will need to be provided. This will involve the cost of the partial extension of the quay wall and also dredging alongside; on the approach and turning circle. Further OPEX are also likely for maintenance dredging.
- It is reasonable to assume that there will be interest from within the UK ro-ro port sector, but also from outside of the UK too.
- With this in mind, it is imperative that TDC utilises the tender process to its best possible advantage in order to ensure that the best available option is chosen for the site and TDC.
- A broad request for Expressions of Interest (EOI) will see who the serious parties are and offers of discounts in exchange for volume commitments will further improve the potential TDC bottom-line results.
- It is also envisaged that The Port of Ramsgate will continue to handle windfarm volumes under TDC control. This cargo type and revenue will be considered separately from the other cargo types and only included in a JV tender option.
- Existing contracts for aggregates and wind farms should not be ignored and need to be protected and grown. In this respect a hybrid option or a JV with TDC should be considered as part of any tender process.
- Whilst the report provides some guidance as to the best options to pursue based on known options in a qualitative and quantitative manner, it is important that all possible options need to be exhausted before providing a final conclusion.
- In addition to the sectors here covered, there is some possibility that either or both of cruise volumes or short-sea/coastal volumes would need to be addressed. However, it is Infrata's view that this would only be likely if an interested party from one of these shipping sectors appeared during the tender process. It is highly unlikely that these volumes would appear without an industry operator to bring them to Ramsgate.
- The provisional conclusion is that TDC need to start the tender process asap with a request for EOI.
- Infrata is well-placed to assist with any outreach programme to the terminal operating industry to gauge support and potential interest, having successfully completed similar processes in the past.

Summary Recommendations for Port of Ramsgate

Ro-Ro capacity needed in Southeast and a two-stage tendering process is the most efficient for TDC. An EOI will generate initial interest and TDC can then set preferred terms for deal to selected, invited parties



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Annex 4

Future Delivery - Port of Ramsgate

Cabinet: 2 March 2023

Award Criteria And Evaluation Methodology

In accordance with Regulation 41 of the Concession Contracts Regulations 2016 (CCR), the council must award the concession contract on the basis of objective criteria that identify an overall economic advantage for Thanet District Council (the "Award Criteria").

The following Award Criteria has been recommended by Counsel to apply to the evaluation of Tenders:

- Quality and Deliverability - this will assess the quality and deliverability of bidders' solutions for the Services and in particular, the extent to which the solutions meet the council's requirements and provide the council with confidence that its requirements can be delivered. This can also encompass any social value proposals;
- Financial - this will assess which bidder has made the best financial offer for the delivery of the Services;
- Risk - this will assess the degree to which bidders are willing to take on/or share the risk in respect of the contract documents.

In adopting a multi-stage process, there is the ability to apply different weightings for each Award Criteria at different stages. Therefore a range of weightings identified below is proposed to be applied, which will be refined for each stage once the requirements have been finalised.

Award Criteria	Weighting
Quality and Deliverability	Between 30% and 70%
Financial	Between 20% and 60%
Risk	Between 5% and 10%

Quality and Deliverability

Bidders will be required to submit proposals for the Services in the form of method statements which would cover areas such as:

- mobilisation;
- operations (e.g. berthing vessels, cargo handling, business continuity etc.)
- maintenance;
- health and safety;
- security;
- environmental (e.g. waste management, sustainability, oil spill contingency plans);
- social value.

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Annex 4

In addition to method statements, we would also expect bidders to be required to provide a business plan for the operation of the berths. This would have a qualitative, as well as a financial element.

Financial

A bidder's financial offer may include the evaluation of:

- a concession fee – which could be a fixed sum, percentage of turnover or percentage of profit generated from the Services and payable to Thanet District Council;
- rent – the rent payable under the lease for the berths;
- net present value (“NPV”) – as part of producing a business plan, bidders would be asked to submit a discounted cashflow model which would calculate the NPV of the concession. The NPV is a financial modelling method used to evaluate the profitability of the concession. It is calculated by inputting projected income against expenditure (capex and opex) which is discounted to the present.

Risk

In order to control negotiations, the council will identify those terms in the contract documents that the council would be willing to negotiate, and ask bidders to indicate if they either accept the council's position, or want to propose an alternative position. Bidders would be scored on the degree to which their proposals shift risk onto Thanet District Council.

Better Care Fund Update

Extraordinary Cabinet	2nd March 2023
Report Author	Bob Porter (Acting Corporate Director of Place)
Portfolio Holder	Cllr Jill Bayford, Cabinet Member for Housing
Status	For Recommendation
Classification:	Unrestricted
Key Decision	No
Ward:	All wards

Executive Summary:

This report details the current allocation of the Better Care Fund, its use and proposal to use additional resources within the Home Energy Team.

Recommendation(s):

1. To note the report regarding the current use of the Better Care Fund, and approve the additional resource within the Housing Strategy & Projects Team for Home Energy.

Corporate Implications

Financial and Value for Money

The financial implications are laid out in the report including the annual allocation from the Better Care Fund and proposed uses.

Legal

The mandatory basis of Disabled Facilities is set out within the Housing Grants, Construction and Regeneration Act 1996 and supported by detailed guidance from the Government.

Launched in 2015, the programme established pooled budgets between the NHS and local authorities, aiming to reduce the barriers often created by separate funding streams. The primary purpose of the allocation to Thanet, through the Better Care Fund is to support Mandatory Disabled Facilities Grants, however the grant can also be used to support other health and social care outcomes.

Risk Management

A significant part of the BCF is used to fund mandatory disabled facilities grants or to fund partner agencies to provide linked services.

The key risk linked to the use of the fund relates to the resourcing of the mandatory DFGs. It is essential that the council allocates sufficient funding to mandatory grants to ensure that people that need a grant are able to access the funding.

The use of the fund is reviewed regularly to ensure that the fund is appropriately allocated and the retention of a BCF reserve means that there is sufficient funding to mitigate the key area of risk.

Corporate

TDC is aware of the challenges facing its residents and in 2019 our Corporate Statement committed to supporting residents through effective partnership working with both the public sector agencies and the community. We will provide leadership and direction across the District and the region to ensure everyone is working to the same goal. Delivering high-quality housing, safer communities and enhancing the health and wellbeing of our residents. Specifically we committed to improve standards and safety in homes across all tenures.

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.

Corporate Priorities

This report relates to the following corporate priorities: -

- *Communities*

1.0 Introduction and Background

- 1.1 The Council has a statutory duty to award Disabled Facilities Grants (DFGs) to people who qualify for assistance, subject to means testing.
- 1.2 In the past, funding for DFGs came directly from the government. Now the funding for DFGs is part of the Better Care Fund (BCF). The BCF is a pooled budget across district and county councils and health services. The fund is administered by KCC and is available to be spent on things which contribute to the BCF Plan, including DFGs. The purpose of including the DFG funding in the BCF was to enable spending on wider joint housing, health and social care outcomes, such as reducing hospital admissions and enabling earlier discharge from hospital. KCC are required to pass the DFG element of the BCF fund to the district and borough councils each year.

2.0 The Current Situation

- 2.1 The Better Care Fund (BCF) programme supports local systems to successfully deliver the integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers. It represents a unique collaboration between:

- The Department of Health and Social Care
- Department for Levelling Up, Housing and Communities
- NHS England and Improvement
- The Local Government Association

The four partners work closely together to help local areas plan and implement integrated health and social care services across England, in line with the vision outlined in the [NHS Long Term Plan](#). Locally, the programme spans both the NHS and local government to join up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible.

Launched in 2015, the programme established pooled budgets between the NHS and local authorities, aiming to reduce the barriers often created by separate funding streams. The pooled budget is a combination of contributions from the following areas:

- minimum allocation from integrated care systems (ICSs)
- disabled facilities grant – local authority grant
- social care funding (improved BCF) – local authority grant
- winter pressures grant funding £240 million – local authority grant.

2.2 The table below shows the Better Care Funding we have received since 2018/19:

Financial Year	2018/19 (£)	2019/20 (£)	2020/21 (£)	2021/22 (£)	2022/23 (£)
Funding From Government	2,794,932	3,015,899	3,015,899	3,422,000	3,422,000
Top sliced by KCC	(375,132)	(404,815)	(404,815)	(459,322)	(513,322)
Additional grant allocation	336,312	0.00	351,593	0.00	0
Grants paid back to TDC from homeowners	182,154	146,219	131,836	143,733	116,754
Total in Year Funding	2,938,266	2,757,303	3,094,513	3,106,411	3,025,431

2.3 The table below shows the spend and carried forward sums from our Better Care Fund allocation.

	2018/19	2019/20	2020/21	2021/22	2022/23
B/fwd	591,991	1,428,064	1,367,443	1,409,721	1,632,747
Total Funding	2,938,266	2,757,303	3,094,513	3,106,411	3,025,431
Spend	-2,102,193	-2,817,924	-3,052,235	-2,883,385	-2,789,402
C/fwd	1,428,064.23	1,367,443	1,409,721	1,632,747	1,868,776

2.4 It cannot be assumed that funding will continue at this level, and the report therefore prudently projects expenditure forward for the medium term, at 2.6 below. As DFG's are a mandatory statutory service these have first call on the funding and it is essential that sufficient reserves are maintained to ensure that all grant requirements can be covered. Reserves of around 50% of the annual spend are considered to be prudent.

2.5 However, the level of expenditure in recent years has fully met the need for mandatory grants and provided capacity for other related services to be delivered. The current Housing Assistance Policy also includes discretion to exceed statutory amounts for DFGs. This was included within the last review of the Housing Assistance Policy to enable schemes to proceed that may otherwise have been unaffordable. Even with this additional flexibility, there is a further opportunity for the council to expand the services available, including additional resources for energy efficiency.

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- 2.6 Funding has also been used to help speed up the application process, completing works more quickly and providing assistance that may otherwise have not been available. Additional discretionary services will need to be reviewed on a regular basis to ensure that funds continue to be available to support them, once budget has been set aside for mandatory grants.
- 2.7 Within the BCF Plan there is particular emphasis on reducing long stays in hospital (bed blocking) by speeding-up the provision of care and adaptation services and on reducing admissions to hospital by improving energy efficiency, security and safety in the home. Councils are able to offer additional types of assistance to alleviate these problems, if funding is available.
- 2.8 The table below shows the current allocation of spend of the BCF on staff resource, capital schemes and discretionary services. At around 6%, the proportion of the fund spent on administration is considered to be reasonable.

Post Funded	2022/23 Forecast use	2023/24	2024/25
Mandatory (Capital)			
Disabled Facilities Grants	2,106,002	2,316,602	2,432,432
Discretionary (Capital)			
Occupational Therapist	54,000	54,000	54,000
HandyMan Service	53,495	53,495	53,495
Discretionary grants	413,585	454,944	477,691
Administrative costs (Revenue)			
Grants Officer	47,560	49,460	51,430
Housing Improvement Assistant	30,170	32,370	34,570
Home Energy Officer	47,560	49,460	51,430
Proposed Home Energy Officer			
Home Energy Assistant	12,430	28,510	29,650
Towards management costs	13,600	13,600	13,600
Pathways modelling	5,000	5,000	5,000
Feasibility studies	6,000	6,000	6,000
	2,789,402	3,063,441	3,209,298
% admin costs vs Mandatory/Discretionary spend	6.18%	6.40%	6.35%

- 2.9 The spending projections over the medium term, assuming funding continues at the current level do indicate that there is capacity for further new services.
- 2.10 Fuel Poverty is a particular priority currently, with increasing fuel costs and climate change objectives to be delivered. Fuel poverty disproportionately impacts on

households with low incomes, older people and people with disabilities and is therefore a legitimate use of any space capacity within the BCF.

- 2.11 NEA, the lead in UK fuel poverty analysis, estimates that due to the energy price rises and the reductions in household income, there has been an increase in fuel poverty of 50%. For Thanet this is 19.2% of homes in Thanet are facing fuel poverty (12,300 homes).
- 2.10 Our Home Energy Officer was recruited in August 2020, and the role has since become very well established. This role has been redefined into Sustainable Energy Lead and is now responsible for submitting grant bids and sourcing external funding for residents of Thanet to support households with energy bills. A Home Energy Assistant was recruited in August 2021. Between the months of June and August 2021 the service received 76 referrals. However for the same months in 2022, referrals increased to 250 referrals. This is over a 200% increase.

3.0 Options

- 3.1 To increase the resource of the Housing Strategy and Projects Team to allow recruitment of another Home Energy Officer to support the existing Sustainable Energy Lead, and Home Energy Assistant. This option is recommended.
- 3.2 Alternatively the Cabinet could decide to invest additional resources into other services linked to the BCF, for the benefit of people with disabilities.

Contact Officer: Ashley Jackson, Housing Strategy & Projects Manager
Reporting to: Bob Porter, Acting Corporate Director of Place

Annex List

None

Background Documents

Adopted Housing Assistance Policy: [Link](#)

Corporate Consultation

Finance: *Chris Blundell (Acting Deputy Chief Executive)*

Legal: *Sameera Khan (Interim Head of Legal & Monitoring Officer)*

NET ZERO STRATEGY AND ACTION PLAN

Extraordinary Cabinet	02 March 2023
Report Author	Dr Hannah Scott, Climate Change Officer
Portfolio Holder	Cllr Bob Bayford, Cabinet Member for Environmental Services & Special Projects
Status	For Decision
Classification:	Unrestricted
Key Decision	No
Ward:	All wards

Executive Summary:

Thanet District Council called a Climate Emergency on 11th July 2019. On September 22nd 2022, the first draft of the Thanet District Council Net Zero Strategy was presented to cabinet and the updated TDC pledge was agreed:

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

The cabinet also approved the draft Net Zero Strategy for public engagement, which ran until Friday 11th November 2022. Members of the public and stakeholders were asked to

complete either a short questionnaire comprising three questions or a long survey comprising 8 questions.

32 responses to the short survey and 40 responses to the long survey were received. This feedback is summarised in the report below and the full document is attached - [annex 1](#). As part of the engagement we received a large number of comments and suggestions which are summarised in Table 1 of the full report. The table also includes TDC's response to the comments, showing how we will take the comments into consideration.

The engagement process has led to a number of recommended additions to the strategy. These were discussed at the Climate Change Cabinet Advisory Group and were considered useful. Members are asked to read the report and consider the recommendations below.

Further information has also been added to the Net Zero Strategy which helps to clarify our route forwards. This includes a paragraph around the use of seaweed to sequester carbon: "Scientists will 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. We will use this information to inform our carbon sequestration plans".

The updated strategy is attached as Annex 2. Any additional information is highlighted in yellow within the document for ease of viewing.

Recommendations:

- 1) That the Cabinet approves the proposed recommended additions to the Net Zero Strategy:
 - To add interim targets (to 2030 and 2040) for the emissions the council has partial control over in the next action plan. This action plan will be written in 2024;
 - To add the emissions from home working to future carbon footprinting calculations;
 - To consider calculating emissions from staff commuting when resources become available to collate the more complicated data set;
 - To work with KCC on Local area energy planning to devise a plan for renewable energy across the district, where resources allow;
 - To set out a clear plan to ensure that all staff are educated on climate change.
- 2) That the Cabinet approves the Final Net Zero Strategy 2023;
- 3) That Cabinet continues to note that the strategy cannot be fully implemented without external funding being available, and agreed, in accordance with the pledge, to lobby external agencies and government.

Corporate Implications

Financial and Value for Money

The addition of further targets and completion of further emission calculation can be met from existing resources and budgets. It is already acknowledged within the strategy that significant resources will be required to meet our objectives, and Council recognises the strategy cannot be fully implemented without external funding being made available.

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 has committed to the pledge as set out above. The TDC Net Zero Strategy and action plan is the first step in TDC's journey to meeting these pledges.

Risk Management

It is important to address greenhouse gas emissions to avoid the serious risks of climate change that these emissions cause 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 considerable food insecurity worldwide.

The world has already experienced devastating fires in Australia and Greece, heat waves in North America and India, floods in Germany, melting ice caps and dying coral reefs. The past decade has contained the hottest years on record and this year the UK hit 40oC, showing that we need to act fast to avoid further severe impacts of climate change.

These risks are made clear in the IPCC's most recent 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, 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.

Corporate

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 EIA was completed for the Net Zero Strategy and is attached. It is summarised below.

Climate change will disproportionately affect the poorest in society. These are over represented in certain protected characteristics e.g. young and old, female residents and the disabled.

Those more well off will be able to avoid some impacts of climate change whereas poorer members of the public will not have the financial resilience e.g. to move or to buy items to assist them during heat waves or floods.

The cost of living will increase due to climate change and so will cause further inequalities.

Food prices will increase in an unstable world, as will general day to day products.

Health inequalities already exist in Thanet and this will be tested as climate change causes various public health crises in the future.

Some new low carbon technologies e.g. electric cars and heat pumps are unaffordable for many residents currently. We will promote alternative ways to reduce emissions which do not cost any extra or that can be achieved through grants to ensure a fair transition.

How does the strategy, policy, service, project, activity or decision actively meet the public sector equality duties to:

Eliminate unlawful discrimination (including harassment, victimisation and other prohibited conduct)

The strategy does not negatively impact the groups identified in the Act.

As climate change affects resources, it is likely that people will compete for limited resources. This could increase discrimination between different groups in society. The strategy aims to avoid the worst impacts of climate change.

Likely increased migration to the UK and Thanet from countries with disrupted climates - impact on housing and resources.

Advance equality of opportunity (between people who share a protected characteristic and people who do not share it)

The mitigation of climate change is essential for the advancement of equal opportunities.

Climate change will disproportionately affect the poorest in society, as well as those with disabilities and current ill health

Foster good relations (between people who share a protected characteristic and people who do not share it). Could it have an adverse impact on relations between different diverse groups?

A world that avoids the worst of climate change will reduce the chance of social unrest and resource wars that would destabilise society and reduce current standard of living.

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. Net zero actions also reduces air pollution and encourages us to be healthier, by eating more fruit and vegetables and walking and cycling more.

Corporate Priorities

This report relates to the following corporate priorities: -

- Growth
- Environment
- Communities

1.0 Introduction and Background

1.1 There were 40 respondents to the full engagement survey, consisting of eight questions, and 32 respondents to the short survey, consisting of three questions. In general, respondents thought the strategy was easy to read and understand. Many respondents were positive toward the strategy, agreed with the pledge (below) and thought that the strategy and actions would be effective.

- **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 Thanet District Council has partial control over (those outside of the core carbon footprint e.g. projects, procurement and social housing) reaching net zero as soon as possible, and by 2050 at the latest.**
- **support Kent County Council, the Government, business, industry and the community to make Thanet as a whole net zero by 2050**

1.2 As part of the engagement we received a large number of comments and suggestions which are summarised in Table 1 of the full report. The table also includes TDC's response to the comments. The main points are summarised as follows:

1.3 Some comments asked for further details on the route to net zero in our core carbon footprint. The full detail can be found in the [Carbon Reduction Plan](#) and clear links to this document will be created in relevant parts of the strategy for those who would like more information. There needs to be a balance between readability and detail in a public strategy and so this technical document was written separately.

1.4 With regards to the emissions TDC has partial control over e.g. projects, procurement and social housing, some respondents wanted to understand how they will be monitored to the year 2050 and requested interim targets. This has been added to the recommendations below. There were other comments around calculating emissions from home working and this has also been added to recommendations.

1.5 Some people suggested using seagrass and kelp to sequester carbon in our seas. Scientists will assess the carbon storage and sequestration potential of all UK seas,

as well as within Marine Protected Areas and the report will be available next summer. We will use this information to inform our carbon sequestration plans.

- 1.6 Respondents also asked for clarification around how the district wide emissions will be addressed by Kent County Council and Thanet District Council through the Kent and Medway Energy and Low Emission Strategy. This information will be added to the final strategy.
- 1.7 With regards to Kent wide emissions, many people were concerned about those from transport and felt that the cuts in bus routes were not in line with this strategy. However, as they also understood, TDC does not control the bus services and so our influence here is limited. The strategy however points out that, within our resources, we will work with KCC on projects to encourage active travel and develop a cycling network in the district.
- 1.8 Many respondents were also concerned about new housing being built without solar pv and heat pumps as standard, as well concerns over building on agricultural land. As stated in the strategy, these emissions will be addressed in the local plan review where various approaches to net zero are being considered and these comments can be taken into consideration. The Government is gradually introducing measures from the Future Building Standard with a target of full implementation by 2024 in its progression to Net Zero.
- 1.9 With regards to building on agricultural land, unfortunately the only government stipulation currently is this: *Where significant development of agricultural land is demonstrated to be necessary, areas of poorer quality land should be preferred to those of a higher quality.*
- 1.10 Some respondents stressed the need for government funding, as was pointed out within the strategy. Our pledge explains that we will 1) call on Westminster to provide the powers and resources to make the targets possible, 2) continue to work with partners across the county and region to deliver this new goal through all relevant strategies and 3) investigate all possible sources of external funding and match funding to support this commitment.

Some also reiterated the point which was expressed in the strategy regarding affordability of electric cars and heat pumps and this needs to be addressed for a fair transition.

- 1.11 A number of respondents commented that a system change was necessary to reduce emissions from consumption, accounting for at least half of Thanet's carbon footprint. This includes emissions from the food that is eaten and the general purchases made in Thanet.
- 1.12 A clear plan to firstly educate TDC staff on climate change is necessary and will be added to the action plan. Many called for more public and community engagement in climate change education and action. This has been heard and will be acted upon within the resources available at TDC. For example, as set out in the strategy, we will

create an overarching Net Zero Communication Plan which will inform residents on climate change and help to enact the system change that is necessary. We will also aim to start a net zero community group forum in addition to the current sustainability forum group (which focuses on plastic and litter).

- 1.13 Respondents commented on the need for more renewable energy production in Thanet and Kent. Following this observation, it is recommended that a further action is added to priority 11: to work with KCC on local area energy plans to create a map of opportunity areas for renewable energy production throughout the district.

2.0 Proposed additions to the Draft Net Zero Strategy

- 2.1 **We will add interim targets (to 2030 and 2040) for the emissions we have partial control over in the next action plan. This action plan will be written in 2024.**

- **We will add the emissions from home working to future carbon footprinting calculations.**
- **We will consider calculating emissions from staff commuting when resources become available to collate the more complicated data set.**
- **We will add the following action to priority 11:
Work with KCC on Local area energy planning to devise a plan for renewable energy across the district, where resources allow.**
- **We will add the following action:
A clear plan will be set out to ensure that all staff are educated on climate change.**

- 2.2 Information/updates to be added to the strategy

2.3 Reaching net zero by 2030

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

The emissions from our core carbon footprint will be calculated each year and compared to the carbon reduction plan as set out in the emissions reduction model in appendix D. This way we can gauge if we are on track and address any issues.

The UK report on seagrass and kelp carbon sequestration which will be released summer 2023 will be used to help devise a plan to offset our residual emissions.

2.4. Emissions within our partial control - updates since the draft strategy was written

TDC released their strategy for addressing emissions in the social housing we own in November 2022: [Journey to Net Zero](#). This includes the aim to make all social housing EPC C by 2030 and addresses a large percentage of the emissions within the TDC "partial control" footprint.

Work has also been carried out to calculate the emissions from our top 15 spends in our baseline year (2019-2020). This totalled approximately 3,500 tonnes of emissions

from a spend of approximately £21.5 million - a similar volume of emissions that is created directly from our core carbon footprint (~4,000 tonnes).

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

2.6 **Kent wide emissions**

Kent County Council is leading 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](#).

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.

2.7 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.

2.8 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.

2.6 **Monitoring**

The council's work on climate change will also be overseen by Climate Emergency UK who use the [council climate scorecard](#).

3.0 **Options:**

3.1 Approve the recommendations 1-3. This is the recommended option to move forwards with the strategy.

3.2 Do not approve the recommendations and offer an alternative approach. This is not recommended because we need to act swiftly in the climate emergency.

Contact Officer: Dr Hannah Scott. Climate Change Officer
Reporting to: Chris Blundell, Acting Deputy Chief Executive & S151 Officer

Annex List

Annex 1: [Net Zero Strategy public engagement feedback.](#)

Annex 2: Draft Final Net Zero Strategy. Attached as a PDF.

Annex 3: [Draft Final Net Zero Action 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](#)

Corporate Consultation

Finance: Chris Blundell, Acting Deputy Chief Executive & S151 Officer

Legal: [Sameera Khan \(Interim Head of Legal & Monitoring Officer\)](#)

Public engagement of the Net Zero Strategy

Executive summary and recommendations

There were 40 respondents to the full engagement survey, consisting of eight questions, and 32 respondents to the short survey, consisting of three questions.

In general, respondents thought the strategy was easy to read and understand. Many respondents were positive toward the strategy, agreed with the pledge (below) and thought that the strategy and actions would be effective.

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 Thanet District Council has partial control over (those outside of the core carbon footprint e.g. projects, procurement and social housing) reaching net zero as soon as possible, and by 2050 at the latest.**
- **support Kent County Council, the Government, business, industry and the community to make Thanet as a whole net zero by 2050**

As part of the engagement we received a large number of comments and suggestions which are summarised in Table 1 of the full report. The table also includes TDC's response to the comments. The main points are summarised as follows:

Some comments asked for further details on the route to net zero in our core carbon footprint. The full detail can be found in [Carbon Reduction Plan](#) and clear links to this document will be created in relevant parts of the strategy for those who would like more information. There needs to be a balance between readability and detail in a public strategy and so this technical document was written separately.

With regards to the emissions TDC has partial control over e.g projects, procurement and social housing, some respondents wanted to understand how they will be monitored to the year 2050 and requested interim targets. This has been added to the recommendations below. There were other comments around calculating emissions from home working and this has also been added to recommendations.

Some people suggested using seagrass and kelp to sequester carbon in our seas. Scientists will assess the carbon storage and sequestration potential of all UK seas, as well as within Marine Protected Areas and the report will be available next summer. We will use this information to inform our carbon sequestration plans.

Respondents also asked for clarification around how the district wide emissions will be addressed by Kent County Council and Thanet District Council through the Kent and Medway Energy and Low Emission Strategy. This information will be added to the final strategy.

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With regards to Kent wide emissions, many people were concerned about those from transport and felt that the cuts in bus routes were not in line with this strategy. However, as they also understood, TDC does not control the bus services and so our influence here is limited. The strategy however points out that, within our resources, we will work with KCC on projects to encourage active travel and develop a cycling network in the district.

Many respondents were also concerned about new housing being built without solar pv and heat pumps as standard, as well concerns over building on agricultural land. As stated in the strategy, these emissions will be addressed in the local plan review where various approaches to net zero are being considered and these comments can be taken into consideration. The Government is gradually introducing measures from the Future Building Standard with a target of full implementation by 2024 in its progression to Net Zero.

With regards to building on agricultural land, unfortunately the only government stipulation currently is this: *Where significant development of agricultural land is demonstrated to be necessary, areas of poorer quality land should be preferred to those of a higher quality.*

Some respondents stressed the need for government funding, as was pointed out within the strategy. Our pledge explains that we will 1) call on Westminster to provide the powers and resources to make the targets possible, 2) continue to work with partners across the county and region to deliver this new goal through all relevant strategies and 3) investigate all possible sources of external funding and match funding to support this commitment. Some also reiterated the point which was expressed in the strategy regarding affordability of electric cars and heat pumps and this needs to be addressed for a fair transition.

A number of respondents commented that a system change was necessary to reduce emissions from consumption, accounting for at least half of Thanet's carbon footprint. This includes emissions from the food that is eaten and the general purchases made in Thanet.

A clear plan to firstly educate TDC staff on climate change is necessary and will be added to the action plan. Many called for more public and community engagement in climate change education and action. This has been heard and will be acted upon within the resources available at TDC. For example, as set out in the strategy, we will create an overarching Net Zero Communication Plan which will inform residents on climate change and help to enact the system change that is necessary. We will also aim to start a net zero community group forum in addition to the current sustainability forum group (which focuses on plastic and litter).

Respondents commented on the need for more renewable energy production in Thanet and Kent. Following this observation, it is recommended that a further action is added to priority 11: to work with KCC on local area energy plans to create a map of opportunity areas for renewable energy production throughout the district.

The proposed amendments and paragraphs to be added to the strategy are set out here:

Proposed additions to the Draft Net Zero Strategy:

- We will add interim targets (to 2030 and 2040) for the emissions we have partial control over in the next action plan. This action plan will be written in 2024.
- We will add the emissions from home working to future carbon footprinting calculations.
- We will consider calculating emissions from staff commuting when resources become available to collate the more complicated data set.
- We will add the following action to priority 11:
Work with KCC on Local area energy planning to devise a plan for renewable energy across the district, where resources allow.
- We will add the following action:
A clear plan will be set out to ensure that all staff are educated on climate change.

Information/updates to be added to the strategy

Reaching net zero by 2030

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

The emissions from our core carbon footprint will be calculated each year and compared to the carbon reduction plan as set out in the emissions reduction model in appendix D. This way we can gauge if we are on track and address any issues.

The UK report on seagrass and kelp carbon sequestration which will be released summer 2023 will be used to help devise a plan to offset our residual emissions.

Emissions within our partial control - updates since the draft strategy was written

TDC released their strategy for addressing emissions in the social housing we own in November 2022: [Journey to Net Zero](#). This includes the aim to make all social housing EPC C by 2030 and addresses a large percentage of the emissions within the TDC “partial control” footprint.

Work has also been carried out to calculate the emissions from our top 15 spends in our baseline year (2019-2020). This totalled approximately 3,500 tonnes of emissions from a spend of approximately £21.5 million - a similar volume of emissions that is created directly 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 intensity per pound spend due to the nature of their supply chain activities. The specifications within the procurement of these types of projects should be targeted to reduce the emissions associated with our spend.

Kent wide emissions

Kent County Council is leading 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](#).

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.

Monitoring

The council's work on climate change will also be overseen by Climate Emergency UK who use [council climate scorecard](#).

Report

The public engagement of the net zero strategy provided the opportunity for members of the public and stakeholders to give their views and feedback on the document.

The strategy was made available online at <https://www.thanet.gov.uk/info-pages/netzero/> and hard copies sent to all Thanet libraries.

Engagement ran from Thursday 29 September to Friday 11 November.

The engagement was promoted in the following ways:

- News release to local and regional media contacts
- Promoted on the council's website and in the monthly e-newsletter The Wave
- Social media - Facebook, Twitter and Instagram
- To District, Town and Parish Councillors - who were then asked to promote the strategy through their links to the public
- Public engagement days e.g. eco days run during green week at Dane Park, Pierremont Park and Ellington Park.

The strategy and consultation was drafted in an accessible, easy to understand manner.

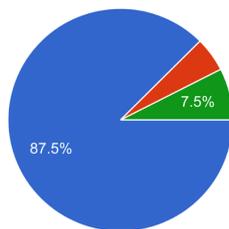
Those engaging with the surveys could choose from two versions:

- A full survey which consisted of 8 questions and optional questions regarding demographics e.g. age
- A shorter survey which consisted of 3 key questions.

FULL SURVEY

There were 40 responses to the full survey. Most people responded as individuals (35), two people responded in their professional capacity and there was one response each from Canterbury City Council, Cliffsend Parish Council and Westgate Town Council.

Are you responding on behalf of
40 responses



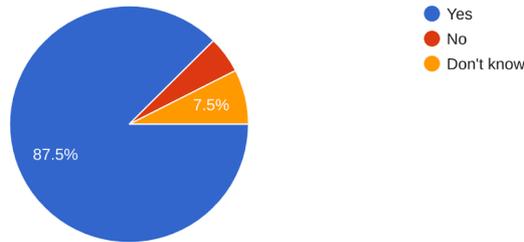
- Yourself, as an individual
- Yourself, in your professional capacity
- A business
- A local authority including town/parish council
- On behalf of a charity, voluntary or community sector organisation
- On behalf of an education establishment e.g. school/college
- A health organisation e.g. GP surgery

Q1: Is the TDC Net Zero Strategy easy to understand?

35 out of the 39 thought the survey was easy to understand, 2 did not, 3 didn't know.

Q1. Is the Thanet District Council Net Zero Strategy easy to understand?

40 responses



The comments were positive about the readability of the document, with many describing the document as clear, easy to understand and relatable.

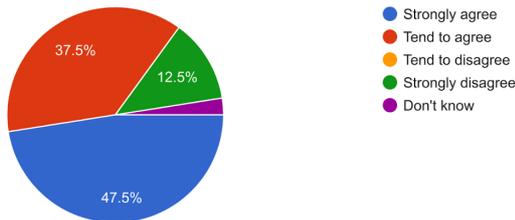
Q2: To what extent do you agree or disagree with TDC's climate change pledge?

34 respondents agreed with the climate change pledge, with 15 of these strongly agreeing. 5 strongly disagreed and 1 did not know.

Q2. To what extent do you agree or disagree with Thanet District Council's climate change pledge?

40 responses

Many



Comments were positive regarding TDC's ambitious pledge. A number of respondents encouraged TDC to set clear interim 2030 targets for the emissions we have partial control over- projects, procurement and social housing and leased out buildings. This is something we can do after these emissions have been fully calculated and these targets can be included in the next action plan (2024).

We have already made some progress on addressing these emissions since writing the strategy which is detailed in the recommendations section above.

Some respondents also suggested that clear targets should be set for district wide emissions. Kent County Council is leading on district wide emissions and the Energy and

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Low Emissions Strategy and implementation plan can be found on their website. They have set out a plan to reduce emissions as quickly as practically possible throughout Kent and we will support them in doing this. This will be referred to more clearly within the strategy.

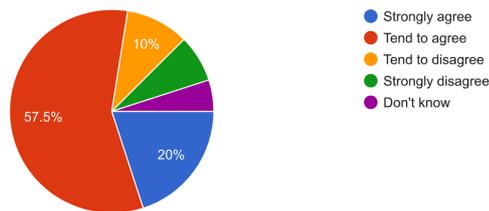
There was a further comment encouraging us to reach net zero quicker than 2050 for the whole of Thanet. Many respondents to the Kent and Medway Energy and Low Emission Strategy also made this comment. KCC responded to explain that the 2050 target will not change as this is in line with the scientific advice provided by the International Panel on Climate Change and the UK Committee on Climate Change. However, they will set out interim milestones for 2025, 2030 and 2040 to show how the 2050 target will be achieved. Emissions must be reduced significantly in this decade and so the 2050 target does not mean that action should be left to the 2040s. For example, the UK government has pledged to reduce emissions by 78% by 2035 compared to 1990 levels. This information will be made clearer within TDC's strategy.

Those who may have disagreed with the pledge made comments which either questioned that climate change was happening (2 comments) or that funding would be sourced to carry out the pledge. 99% of scientists agree that climate change is happening and is man made. Funding is a concern and will be sourced as set out in our pledge.

Q3.To what extent do you agree or disagree that the strategy will help TDC address the pledge?

31 agreed that the strategy will help TDC address the pledge (8 of which strongly agreed). 7 disagreed.

Q3. To what extent do you agree or disagree that the strategy will help Thanet District Council address the pledge?
40 responses



Comments included the complexity of the actions needed and how everyone needs to work together.

Some people commented that we must also look at embodied emissions with new technology such as electric cars. This is something that the strategy will do, for example, TDC will not purchase electric vehicles until the current diesel vehicles come to the end of their lease with us, to take into account the embodied emissions.

Some commented that the actions should be started as quickly as possible otherwise the 2030 targets will not be possible. Some people emphasised the need for a cultural shift through education, training, the arts and community and residents groups.

One significant comment explained: As a large percentage of emissions come from Thanet wide emissions, the strategy could benefit from having more detail on how this area can be addressed. This information will be added to the strategy.

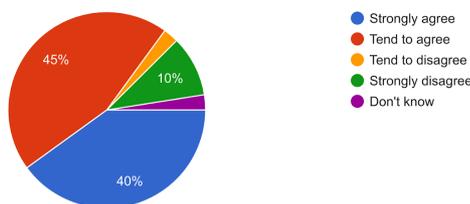
Q4. To what extent do you agree or disagree that priorities 1 - 3 will address the council aim of reaching net zero by 2030?

Priorities 1-3:

1. Addressing the emissions from Thanet District Council owned and managed offices and buildings plus leisure centres
2. Addressing the emissions from Thanet District Council fleet and equipment
3. Sequestering/offsetting leftover emissions e.g. Woodland creation

Q4. To what extent do you agree or disagree that priorities 1-3 will address the Thanet District Council aim of reaching net zero by 2030?

40 responses



34 agreed (16 strongly agreed), 5 disagreed (4 strongly) that these priorities will address the council reaching net zero by 2030.

Some people asked for more detail regarding the 2030 net zero plan. This can be found in the more technical document called the Carbon Reduction Plan, written for TDC by Laser consultants. This gives us an overview of what needs to happen in our estates and fleet and is shown in the flow diagram on page 11 of the PDF version of the strategy.

This technical document has informed our first action plan to 2024, which is summarised in the action boxes throughout the strategy.

Some respondents suggested using seagrass and kelp to sequester carbon. In July this year it was announced that scientists will assess the carbon storage and sequestration potential of all UK seas, as well as within Marine Protected Areas. We will use this information to inform our carbon sequestration plans.

There were numerous comments regarding wanting to see more trees, woodlands, natural regeneration and street trees. These actions will be addressed more fully in the future Tree and Biodiversity strategy.

Q5: To what extent do you agree or disagree that priorities 4-6 will address the emissions that TDC has partial control over?

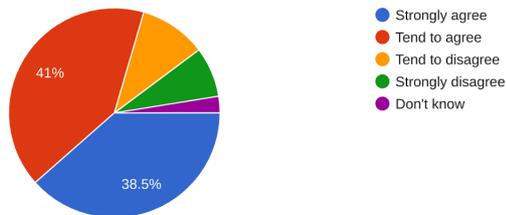
4. Addressing the emissions in decisions and projects

5. Addressing the emissions within Thanet District Council purchases (Procurement)

6. Addressing the emissions within Thanet District Council social housing and other buildings the council own

Q5. To what extent do you agree or disagree that priorities 4 - 6 will address the emissions that Thanet District Council has partial control over?

39 responses



32 agreed (16 strongly agreed) and 7 disagreed (4 strongly) that these priorities will address the emissions TDC has partial control over.

Respondents reiterated the importance of embedding the Net Zero Strategy into all decisions and projects, as any projects that incorporate fossil fuel use will need to be retrofitted or offset in the future, which will be costly.

Many agreed that net zero should be incorporated into procurement and that large companies should be asked to calculate the emissions within their contracts.

Respondents again stated that the emissions we have partial control over should have set targets with interim dates, before 2050. This suggestion will be added to the strategy.

Q6: To what extent do you agree or disagree that priorities 7-12 will assist TDC, businesses, the community and individuals to address Thanet Wide emissions?

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

8. Addressing emissions in Thanet's transport

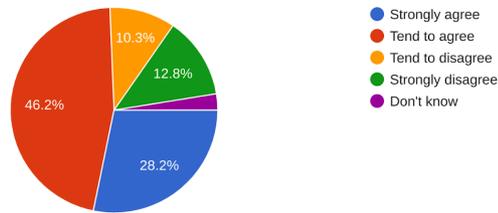
9. Addressing emissions produced by Thanet's businesses (commercial and industry)

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

11. Stimulating renewable energy production and Thanet-wide carbon sequestration

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

Q6. To what extent do you agree or disagree that priorities 7 - 12 will assist Thanet District Council, businesses, the community and individuals to address Thanet wide emissions?
39 responses



30 agreed (12 strongly) and 9 disagreed (5 strongly) that these priorities will assist TDC etc to address Thanet wide emissions.

There were many comments regarding the emissions from Transport with some respondents stating that KCC should do more to improve the bus service in the area and that walking and cycling routes should be improved. As we stated in the strategy, we 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.

There were also a number of comments with regards to planning policies to ensure new houses are built net zero. As explained in the strategy, TDC is currently reviewing the local plan and various approaches to net zero are being considered through the LP Update. The government is gradually introducing measures from the Future Building Standard with a target of full implementation by 2024 in its progression to Net Zero.

However, until that is adopted, planning applications will have to be assessed against current legislation/ guidance/policy (which is essentially at Code Level 4+)
Various approaches to reducing water demand and reusing water are also being considered through the Local Plan update.

Respondents encouraged TDC to help businesses with their carbon footprint. As explained in the strategy, this will be led by KCC through the LoCASE fund and STEM courses and TDC will promote these.

Many residents asked for more community involvement and climate change education, especially as a large percentage of Thanet emissions are due to general actions such as eating and spending money. Behaviour change can reduce emissions significantly. As set out in the strategy we will:

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.

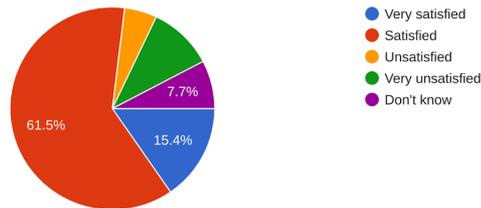
Present climate change talks to Town and Parish Council and at community events.

Community engagement and education is resource intensive and we will do as much as we can within our resources.

Q7 . How satisfied are you with the council's proposed approach to monitor progress in the strategy?

Q7. How satisfied are you with the council's proposed approach to monitor progress in The Net Zero Strategy?

39 responses



The majority (31) of respondents were satisfied or very satisfied with the monitoring of the strategy. We will however make it clearer that the emissions will be calculated each year and compared to the carbon reduction plan as set out in the emissions reduction model in appendix D and detailed in the carbon reduction plan.

Comments from the long and short survey

There were 30 responses to the short survey. 19 thought the strategy was easy to understand and 10 thought that it contained everything it should. 9 didn't know. There were many provided in the short survey and a summary of all comments from the full and short survey is set out in the table below, with responses for each comment.

Table of comments and responses

Comment (summarised)	Response
We should aim for an earlier target rather than 2050.	The 2050 target is in line with the Paris agreement, however we will endeavour to give interim targets to 2030 and 2040 in the next action plan for those emissions we have partial control over. District wide emissions will have interim targets to 2025, 2030 and 2040 and these will be directed by Kent County Council. These points will be clarified in the final strategy.
Ensure that the core TDC emissions are dealt with as soon as possible, with a planned reduction in the next few years, to ensure that net zero is reached by 2030.	We will act as quickly as possible over the next few years to reduce emissions within our estates and fleet. The detailed route to net zero in our core carbon footprint is set out in the Carbon Reduction Plan and this will be updated in 2024 to ensure that the pathway is adhered to.
Emissions that TDC has partial control over should have interim 2030 targets.	Agreed. We will endeavour to give interim targets to 2030 and 2040 in the next action plan (in 2024) for those emissions we have partial control over.
TDC should measure the Scope 3 emissions from employee commuting.	This would be a good addition to the emissions accounting to give us a complete carbon footprint, however the data collection for this would be time consuming and the extra emissions could be comparatively small. We would need to balance resources and time with the need for this exact calculation, but this could be considered when resources become available. We can however promote schemes such as Cycle to work, where staff can pay for a new bike through their salary and without VAT, to encourage staff to reduce their commuting emission, as well as promoting the use of public transport. This will be added to the strategy. Taking away free staff parking in this current economic climate could be deemed unreasonable.
TDC should measure the emissions from home working.	The number of hours working from home should be more easily available from the TDC data set than commuting data, so we will endeavour to add these to future

	carbon footprint calculations. This will be recommended as an addition to the strategy.
Emissions from the use of data in the cloud should be calculated.	Agreed. TDC will move their data from physical servers in Cecil Street to the cloud and we can ask the company for their carbon footprint and calculate emissions associated with the contract.
Concern over the amount of residual emissions left over at 2030 from the core carbon footprint.	This is discussed fully in the Carbon Reduction Plan from p47. It says: “The Council has 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.” TDC will review the carbon reduction plan on a regular basis to see if we can reduce emissions further, rather than having to offset them. The emissions that we hope to be able to reduce further are from the medium size vehicles - currently there are no electric/hydrogen equivalents, however as we approach 2030 suitable vehicles may become available and therefore the emissions that will need to be offset by 2030 will reduce.
Concern that buying renewable electricity is not adding more renewable electricity.	This is discussed in the carbon reduction plan from p70. TDC understands that purchasing renewable electricity does not add additionality, however there are other options beyond REGO's which do create additionality which we are investigating.
The strategy could benefit from having a bit more detail on how the area emissions can be addressed.	Agreed. A paragraph such as this will be added: Kent County Council is leading on district wide emissions and the strategy (the Energy and Low Emissions Strategy) and implementation plan can be found on their website. They have set out a plan to reduce emissions as quickly as practically possible throughout Kent and we will support them in doing this. SMART targets are being drawn up including emissions from housing, transport, business and communities.

Look at where renewable energy can be sited in Thanet e.g the marshland	Agreed. The Climate change network is investigating local area energy plans which will map renewable e energy opportunities. TDC can work KCC on these and this will be added as an action in priority 11.
Climate change is not real (2 respondents)	For the vast majority of the past million years , CO2 levels have been below 280 parts per million. Since the industrial revolution of the 1800s, levels of this heat holding gas have jumped to 415 parts per million — a 48% increase in 150 years. 99% of scientists agree that human activity (mainly the burning of fossil fuels) is the cause of this massive increase and it is causing the impacts we are seeing now - heatwaves, droughts and flash flooding. These impacts will become much more extreme if we do not keep the temperature increase to below 1.5oC and there is a massive risk to our health, food supply and security.
Renewable energies and ev cars have embedded emissions.	We will seek to use the life cycle analysis of products which include the embedded emissions (created when the items are produced) in our carbon calculations.
Commitment across all TDC departments is essential	The Net Zero Strategy is endorsed from the top level of TDC and will be promoted through the Manager’s Forums to ensure buy-in from all departments. All staff have completed climate change online training and more training will hopefully become available.
Funding is an issue	As stated in our pledge: In order to make these targets possible we will: <ul style="list-style-type: none"> ● 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
Pressure should be exerted on KCC to improve public transport and bus services should not be cut. Prices of buses are expensive. The roads should be improved	As this comment points out, TDC does not control public transport. We will work with KCC on transport related emissions where resources allow, as these are a significant proportion of the Thanet wide emissions and also air pollution.

for cycling and walking.(5 comments)	As the strategy points out “Thanet District Council 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.”
New housing must be built net zero now otherwise there will be more emissions and a further retrofitting issue in the future. No planning permissions should be granted unless the development is net zero e.g. low carbon heating (e.g heat pumps or infra red heating), solar pv on the roofs and full insulation. (5 comments)	Various approaches to net zero are being considered through the local plan update.The Government is gradually introducing measures from the Future Building Standard with a target of full implementation by 2024 in its progression to Net Zero. However, until that is adopted, planning applications will have to be assessed against current legislation/ guidance/policy (which is essentially at Code Level 4+)
Building should not be on agricultural land.	Government policy does not currently support this approach. It just says that “ <i>Where significant development of agricultural land is demonstrated to be necessary, areas of poorer quality land should be preferred to those of a higher quality</i> ” (Footnote 58)
People should not be allowed to concrete front gardens for driveways	This is permitted development. However, if it is at the front and over 5 sq metres, it must use permeable material or drain within the property to a permeable area. Class F Part 1 Schedule 2 of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended).
Biodiversity must be improved in new developments	The Environment Act 2021 is introducing a mandatory requirement for 10% biodiversity net gain from November 2023 for most development proposals.
Grey water capture and water butts must be as standard in new developments	Various approaches to reducing water demand and reusing water are being considered through the Local Plan update.
Reduce the number of houses planned will reduce the emissions from the houses and the extra transport etc.	The approach to setting housing targets will depend on the outcome of the current review at Central Government level.
Stop cutting down trees for developments	The Local Plan update is reviewing the approach to trees and development.
Every procurement should build in net zero and biodiversity gain. (4 comments)	The strategy explains: Working with the KCC procurement subgroup, Thanet District Council wants to set targets within our procurement which encourages the move

	towards net zero emissions within all contracts.
Large companies should be asked to calculate their emissions for bigger value contracts	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
Want more community engagement and education (6 comments)	KCC is currently leading on climate change communication Kent wide through Kent Green Action (kent.gov.uk) however we have stated that we will: 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. Present climate change talks to Town and Parish Council and at community events. Community engagement and education is resource intensive and we will do as much as we can within our resources.
System change is necessary and encourage everyone to do their bit (5 comments)	We will create an overarching Net Zero Communication Plan which aims to reduce emissions within the full carbon footprint including food consumption and purchases to address this system change that is necessary.
Want more trees and woodlands (5 comments)	This will be addressed within the TDC Tree Strategy
TDC should oppose any policies from government that undermine the overall net zero strategy	We will carefully look at anything that comes from government that affects the district and consider a response to it.
Seaweed could be investigated as a carbon sequestration project.	In July 2022, it was announced that Scientists will embark on a world-first study to understand the carbon stored in UK seas. The full report will be released summer 2023. Scientists will assess the carbon storage and sequestration potential of all UK seas, as well as within Marine Protected Areas (MPAs). We will use this information to inform our carbon sequestration plans.
One thing I think you should consider is a bylaw to our fossil fuel health warnings on petrol pumps. This is a very low cost way to educate citizens and get people	The impact of climate change on health is something that we are concerned about and we are working with partner organisations such as the NHS who will be leading on this. We are encouraging the use of public transport and working with KCC on active travel

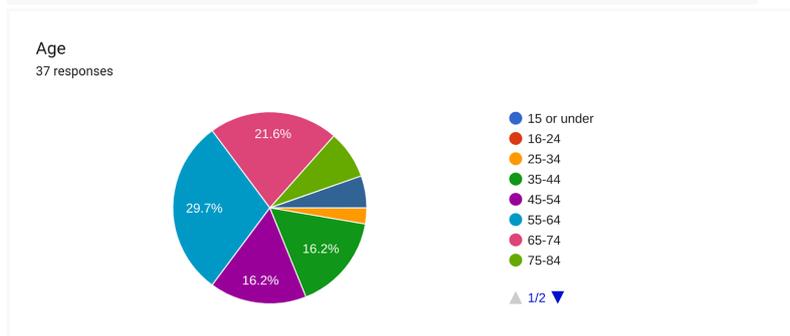
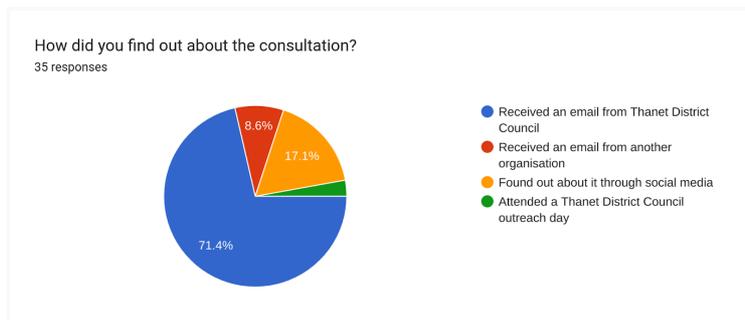
<p>talking. It is legal as a barristers chambers have written a report confirming this you should consider passing a bylaw to place fossil fuel health warnings on petrol pumps https://www.fossilfuelhealthwarnings.org/faqs</p>	<p>projects so that there are a variety of options that people can choose from apart from vehicle travel. The effect of climate change on health will also be addressed in the future Adaptation Strategy and this suggestion will be taken into consideration.</p>
<p>The strategy should promote innovative ideas to help Thanet-based businesses to map, measure and reduce their carbon emissions.</p>	<p>This year the Green Tourism Toolkit was launched to support local businesses in Thanet to become more environmentally friendly, including how to reduce their carbon emissions and to showcase the district as a responsible tourism destination.</p> <p>The strategy also contains these actions:</p> <ol style="list-style-type: none"> 1. Promote KCC courses e.g STEM and funding streams e.g. LoCase through our networks e.g. tourism, members and residents newsletters. 2. Promote BEIS funding streams locally through our networks. <p>The KCC STEM course teaches local businesses how to calculate their carbon footprint and map out a route to reduce their greenhouse gas emissions and environmental impact. As well as our standard newsletters, we now have a list of businesses signed up to receive updates and information on business matters through our Business Engagement Officer.</p>
<p>The strategy doesn't seem to give a strong opinion on the Ramsgate Port and Harbour's emissions. Perhaps there could have been more about turning it into a Green Port and Harbour by improving their electricity infrastructure to allow for the trial and testing of Hybrid CTVs for wind farms and/or the border force and/or Local fishing fleet.</p>	<p>The majority of emissions generated at the port and harbour fall outside of the project scope as defined in the Carbon Reduction Plan. This is because they are generated as a result of energy consumed by third parties (port and harbour customers). The majority of these out of scope emissions are generated by privately owned vessels which take fuel at the local authority operated fuel barge. A further example is the electricity supplied to leisure and commercial customers via power hook up bollards in the four floating marinas.</p> <p>The following are examples of activities and projects that support progress towards</p>

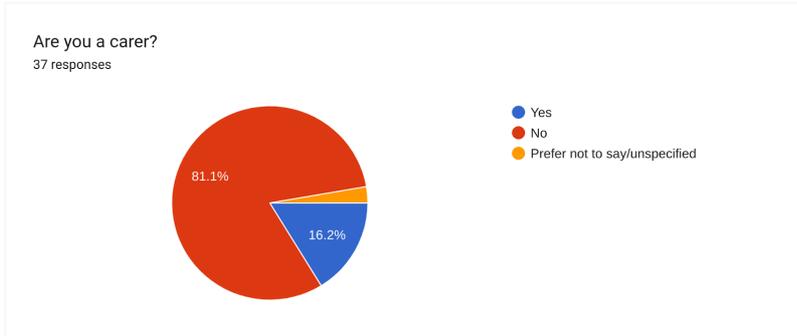
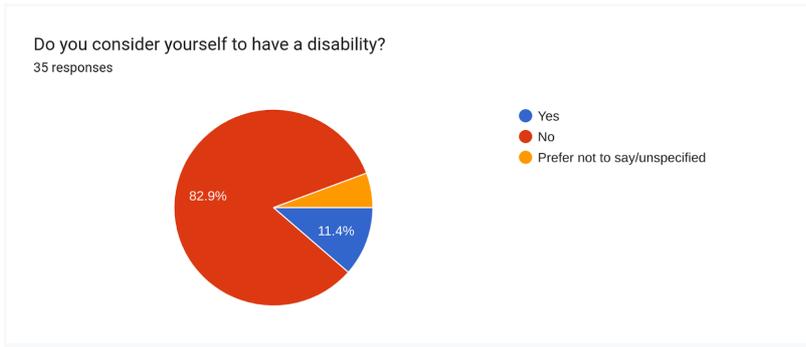
	<p>the council's net zero objective or have the potential to reduce out of scope emissions.</p> <ul style="list-style-type: none"> ● A project is about to commence to update the early electrical smart metering system used for customer billing. This new smart metering will have greater coverage in the marinas and a more comprehensive customer interface allowing customers better monitoring and control to help them manage their electricity consumption. ● Some of the lighting at the port and harbour has already been upgraded to LED. Wherever possible older lighting technologies are replaced with LED type lighting during routine maintenance work. As with other Council sites, there is an objective to upgrade all lighting to LED by 2030. ● The £19.8m levelling up fund project at the port and harbour includes the development and construction of a 'Green Campus' building. It is intended that this project will focus on marine engineering, innovation in low carbon technologies and offer a hub for green businesses ● Wind farm crew transfer vessels (CTVs) are traditionally diesel powered but hydrogen/diesel hybrids are being developed with real world testing at UK wind farm O&M bases starting this year. It is hoped that vessels using this technology will be tested in Ramsgate early this year.
<p>How will you measure performance?</p>	<p>The emissions will be calculated each year and compared to the carbon reduction plan as set out in the emissions reduction model in appendix D and detailed in the carbon reduction plan. This will be made clearer in the strategy.</p>

Respondent information

Most completed the survey after receiving an email from TDC or from another source. There were a good range of ages over the age of 34, but only 1 under 34 years of age. This group will need to be targeted in the future. 7 respondents were aged 35-44, 6 were aged 45- 54, 11 were aged 55- 64, 8 were 65-74 and 3 were aged 75 - 84. We can try to engage more younger people in the future by sending strategies directly to secondary schools and possibly engaging the new Youth Council.

There was a roughly even spread of males and females responding, 4 had a disability and 6 were carers.





Your Voice survey

As part of this exercise we trialed the use of our new online engagement platform, 'Your Voice Thanet'. This was an opportunity to reach a different audience and was used to simply ask the three questions contained within the short survey, without providing free text responses. 19 people engaged this way, with half saying that the strategy was easy to understand but most saying that it did not address everything it should. As there wasn't an opportunity to explain the rationale for the responses then we were unable to explore this in more detail. In the future, there is an opportunity of adding a google form to the Your Voice platform where we can ask for fuller answers and explanations of yes/no answers.

Call to action question

Q: After reading the net zero strategy are there any actions you/your organisation will take to reduce your carbon footprint in the next year?

The final question in both surveys asked what action the respondents will take as a result of reading the strategy. This will be analysed in a separate report and will be used to inform climate change communication.

Using surveys to form a database of interested people

In the future these surveys will include the question “Would you like to be kept up to date with climate change related activities?” to form a database of interested individuals.

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Thanet District Council

NET ZERO STRATEGY 2023

thanet.gov.uk/climate-emergency

Agenda Item 6
Annex 2

FEBRUARY 2023

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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) production¹.

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 (CCC², 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.

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/>

- 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 Medway⁴ 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.



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.

 <p>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:</p> <ul style="list-style-type: none"> • 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 	 <p>Energy and emissions go into producing every new product and item, so buying new things comes with a high carbon cost. Pledge to:</p> <ul style="list-style-type: none"> • 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!).
 <p>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:</p> <ul style="list-style-type: none"> • 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. 	 <p>The things we do for fun can bump up our carbon footprint. Pledge to:</p> <ul style="list-style-type: none"> • 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.
 <p>Everytime we get into a vehicle (unless it is fully electric and the electricity comes from renewable sources) greenhouse gases are produced. Pledge to:</p> <ul style="list-style-type: none"> • Walk/cycle where possible and get fit! • Adapt your future commute to be car free. • Pledge to reduce your future flying (flightfree.co.uk) 	 <p>We can really inspire others to think about their carbon footprint and reduce climate change. Pledge to:</p> <ul style="list-style-type: none"> • 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/>

<p>HOLIDAY LOCAL</p> <p>One flight every three years</p>	<p>DRESS RETRO</p> <p>Three new items of clothing per year</p>	<p>CHANGE THE SYSTEM</p> <p>At least one life shift to nudge the system</p>	<p>EAT GREEN</p> <p>A plant based diet — no waste, healthy amount</p>	<p>END CLUTTER</p> <p>Keep products for at least seven years</p>	<p>TRAVEL FRESH</p> <p>If you can, no personal vehicles</p>
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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

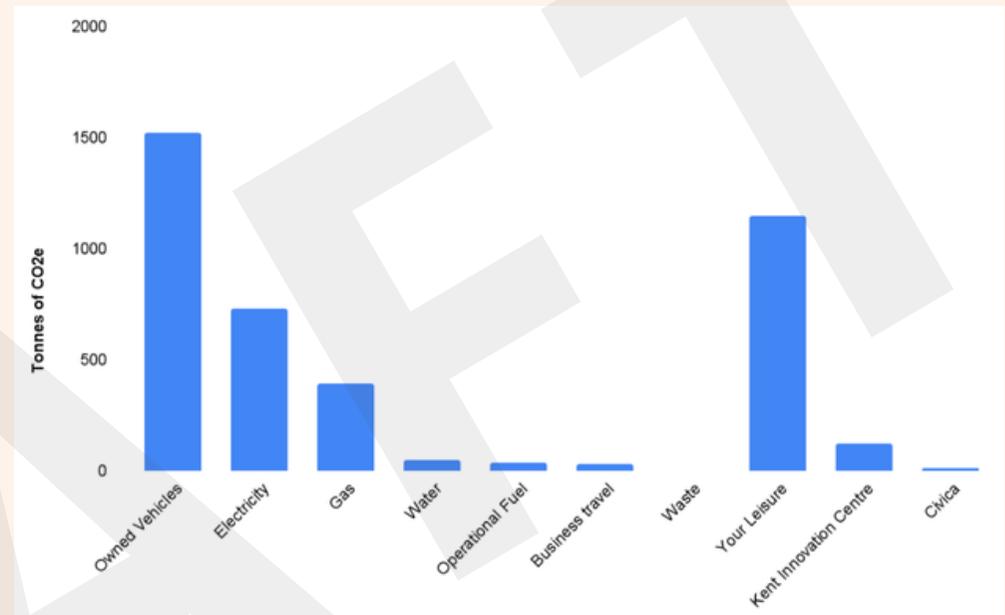
The core carbon footprint of the council includes all estates we own and manage and our core activities. The leisure centres which are leased to Your Leisure have also been added, as it is viewed that they would likely be run by the council if they were not leased out.

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.

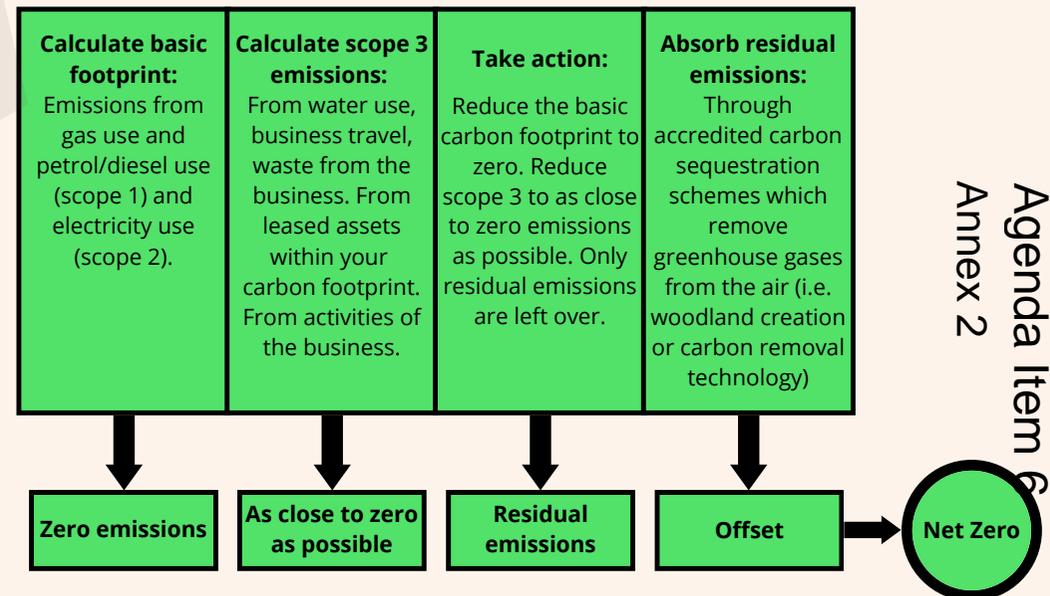
Addressing the emissions from TDC fleet and equipment is priority 2.

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](https://thanet.gov.uk/netzero/) 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.



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 not 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 (61 100 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 (LULUCF).

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.

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.

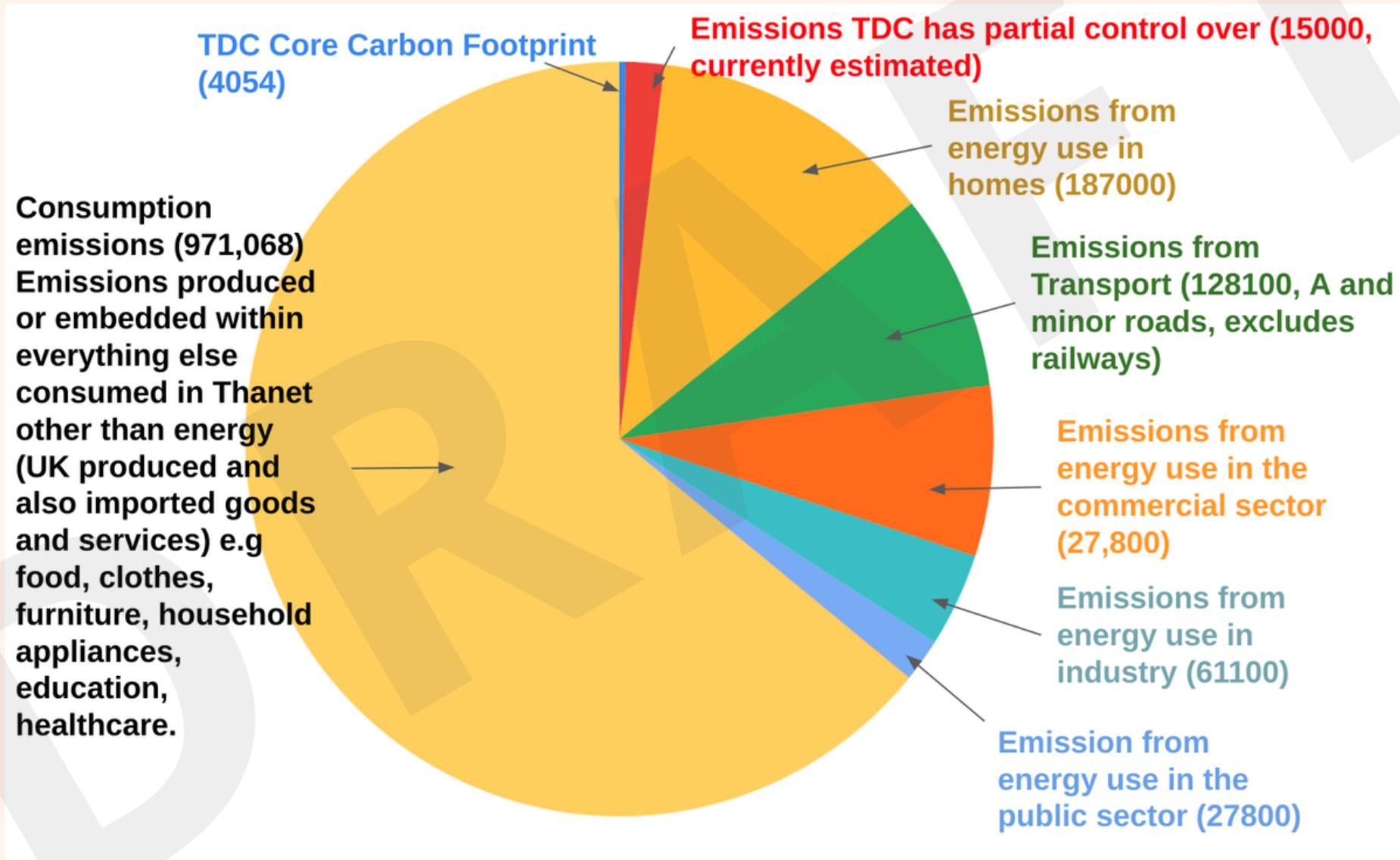
The over consumption of things is not only causing excess greenhouse gas emissions, but is also destroying the natural world and causing biodiversity collapse.



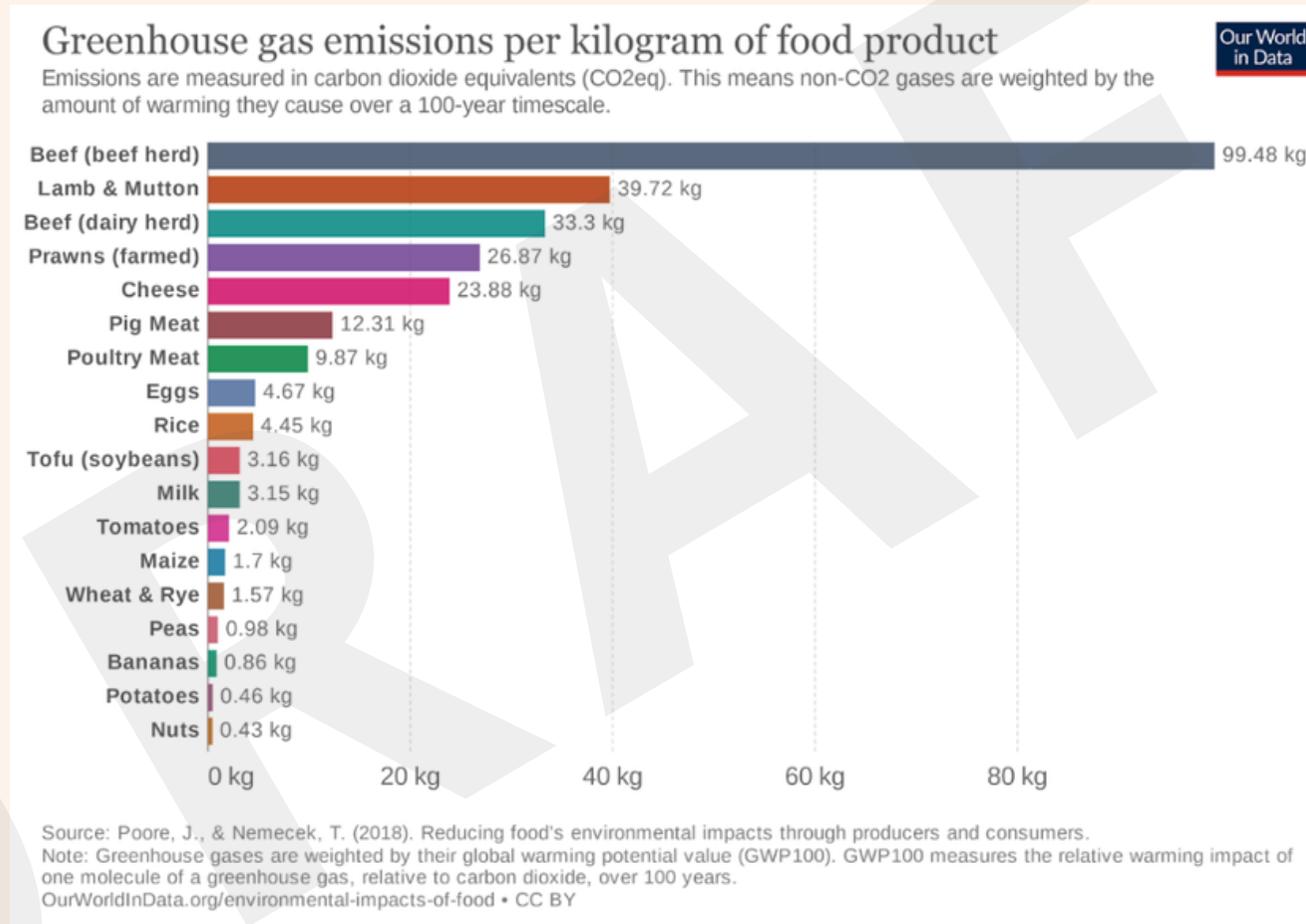
⁹ (515500 x 30 years / 270)

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 Strategy¹³ 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](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](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

¹⁷ <https://www.westoxon.gov.uk/media/2ddb125k/net-zero-carbon-toolkit.pdf>

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.

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

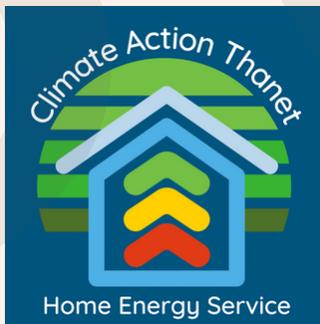
Thanet Wide Emissions

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 UK's housing stock is amongst the most inefficient in Europe. Thanet Council's 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](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)

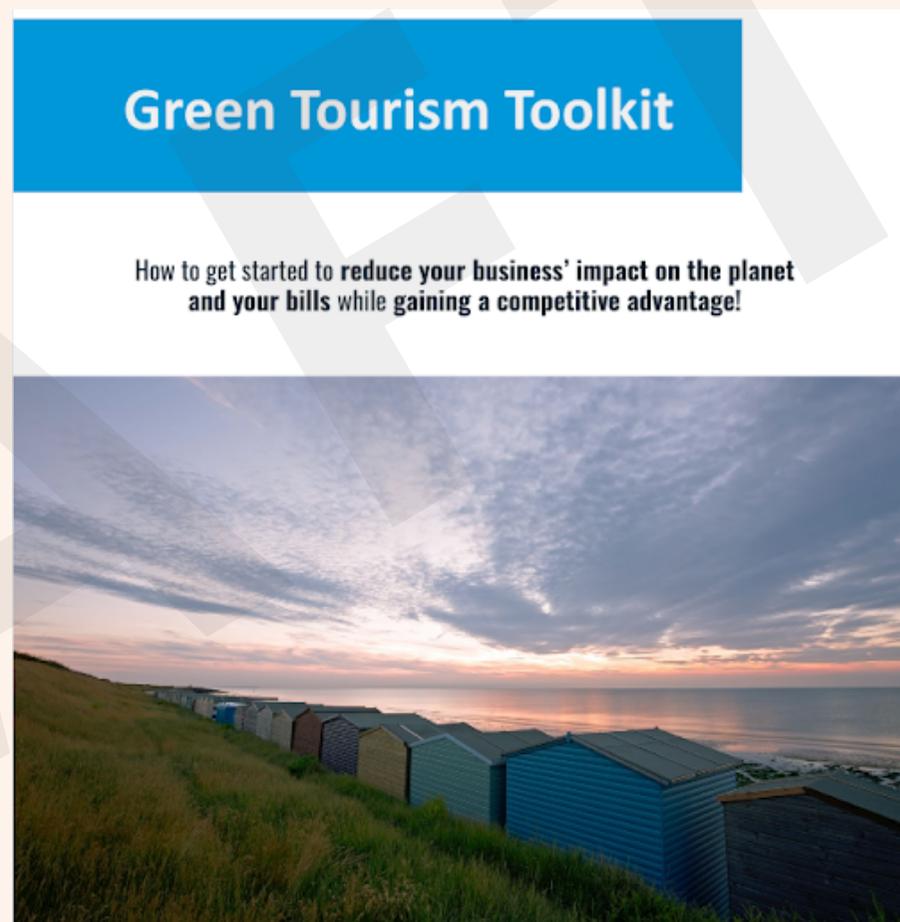
The emissions from industry within Thanet make up 11.9% of the District's carbon footprint whereas the emissions from the commercial sector makes up 21.5%. In total they contribute 171900 tonnes of CO₂e.

TDC will promote KCC's actions e.g. LoCase project²⁰ 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 Standard²¹ 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.

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>

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.

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 2021²² 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 change²⁷ 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

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.)

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.

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

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

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.

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 = 703,131,000 of CO₂e due to its overall consumption including imports. ONS data: Population of UK: 67.1 million. ONS data: Population of Thanet: 141,819

$703,131,000 / 67,100,000 = 10.48$ tonnes per person x 141,819 people in Thanet = 1,486,068 tonnes of CO₂e

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 D: Working with KCC on district-wide emissions

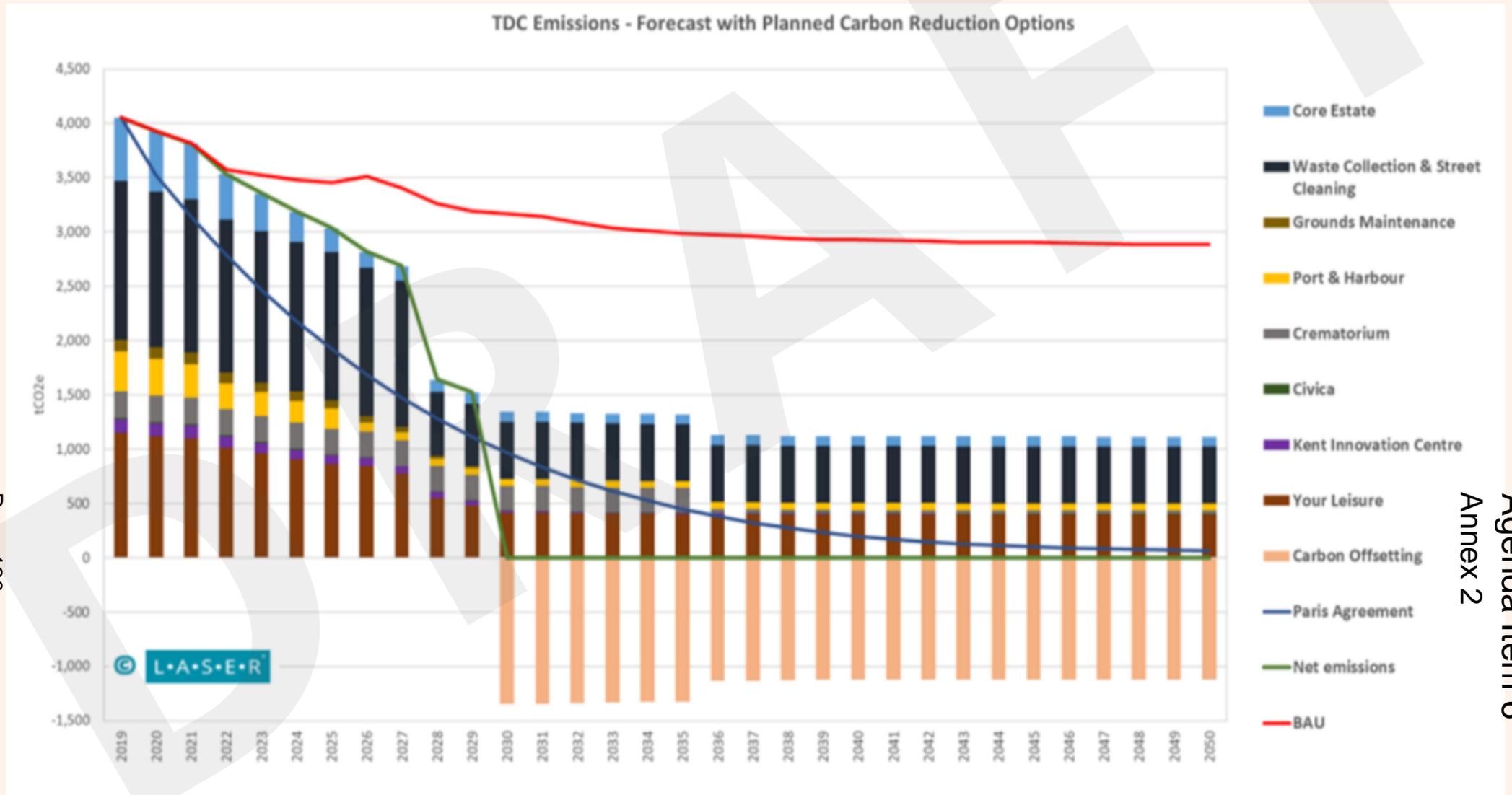
Climate change officers from each district in Kent (along with Medway) formally meet quarterly at the Climate Change Network (CCN) to share learning, exchange ideas, where possible identify shared approaches/joint projects, and receive and feed in to updates from KCC on the Kent and Medway wide implementation 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.

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.



Final Net Zero Action plan: January 2023 to March 2024

This action plan will start TDC's journey to net zero and has been updated following Net Zero Public Engagement in October 2022. The additional actions are in bold and highlighted in yellow.

The strategy is separated into 12 priorities. The first 3 priorities aim to reach net zero by 2030 in our estates and fleet (core carbon footprint).

There are three further priorities that address other emissions that TDC are only partially in control of.

The last 6 priorities address the emissions of Thanet as a whole and show how TDC will assist KCC, the government and the community with reaching net zero by 2050.

It describes the action, the responsible officer, the date by which the action will be completed , the intended outcome and whether we have the resources and finances to complete the task.

Key: CMT - Corporate management team CC CAG - Climate Change Cabinet Advisory Group

NB: Old post titles have been used.

Action	Department and responsible people. Lead officer in bold	To be completed by	Intended outcome	Finance (£) and resources (STAFF) found? Green - yes Orange - partial Red - no
<p>1. Addressing the emissions from TDC owned and managed offices and buildings plus leisure centres</p>	<p>To reduce emissions from the gas and electricity use at TDC including the owned and managed offices, depots and also the leisure centres: Gas use, electricity and water contributes 2884 tonnes of CO2e</p>			
<p>1.1 Set up a governance structure to create a full Estates Decarbonisation Plan using the guidance from the Heat and Building Strategy and the Net Zero Estate Playbook.</p>	<p>ESTATES Director of Estates Property Working Group</p>	<p>October 22</p>	<p>All directors and officers required to create an Estates Decarbonisation Plan will be included, with clear roles and responsibilities. Clear aims and objectives will be set and the</p>	<p>2 Director of Estates is interim</p>

ToR to include 1.2 to 1.5.			reporting structure will be agreed on.	
1.2 Complete a high level Estates Decarbonisation Plan and Estates Rationalisation Plan including buildings such as Cecil Street, the depots, KIC and the leisure centres. The crematorium cannot be decarbonised until the end of its life in 2035.	ESTATES Director of Estates Building/depot managers Climate change officer	Winter 2022/23	High level costed plan of the decarbonisation of the estates. It will aim to reach net zero within the estates by 2030, increasing energy efficiency throughout and aiming to fully decarbonise as much of the heating supply of the estates by 2030 as possible including one of the leisure centres.	£ STAFF Staff can create a high level plan. Director of Estates is interim External resources and funding will need to be sourced for the individual decarbonisation projects e.g. ground source heat pump experts.
1.3 Create a business plan to consider the employment of an Energy Efficiency and Decarbonisation Officer to reduce the energy use across the estate, reduce the impact of rising energy bills, coordinate and source funding for the decarbonisation plan. Discuss with relevant directors and present to CMT. Take to the climate change CAG and cabinet if agreed.	ESTATES. Director of Estates	Business plan by October 2022 To be considered as part of the budget setting process	A business case for this post will be completed and considered.	£ STAFF Funds available to create business plan. Director of Estates is interim Potentially an invest to save scheme.
1.4 Source funding and complete at least one project to decarbonise the estates.	ESTATES Director of Estates Possible new Energy Efficiency and Decarbonisation	December 2023	Aim to reduce the estates emissions by at least 15% by Spring 2024 (from energy use in 2022)	£ STAFF No specific person in estates to project manage this unless the energy efficient and

	Officer Climate change officer			decarbonisation officer is employed. External expertise will also need to be sourced for any decarbonisation project. PSDF money could be sourced. Director of Estates is an interim post.
1.5 Investigate the possibility of a solar farm/array on TDC land. Land availability and cost benefit analysis.	ESTATES Director of Estates Capital and Treasury Accountant Climate change officer	Summer 2023	Complete a report describing possible options and take to CC CAG by Dec 2023.	£ STAFF
1.6 Add the emissions from home working to future carbon footprinting calculations.	Climate Change Officer Laser consultants	Autumn 2023	Home working will be estimated and added to the 2022/2023 carbon footprint.	£ STAFF
2. Addressing the emissions from TDC fleet and equipment	To decarbonise emissions from diesel use: approximately 1570 tonnes of CO2e. (1500 - fleet, 30 - business travel, 40 - open spaces equipment)			
2.1 Set up an Officer Task and Finish Group and governance structure to create a full Fleet	OPERATIONS Director of Operations	October 2022	All directors and officers required to create a fleet decarbonisation plan are included in the working	£ STAFF

<p>and Equipment Decarbonisation Plan</p> <p>ToR for group to cover 2.2 to 2.6.</p>	<p>Environmental Services Manager O Licence Holder Port and Harbour Engineer Climate Change Officer</p>		<p>plan and understand their roles in the production and governance of the plan.</p>	
<p>2.2 Create and agree a fully costed plan aiming to decarbonise all cars and car derived vans (with associated charging points) by 2030, using advice from Laser Energy consultants and the fleet replacement programme. Include costs of associated charging points.</p>	<p>OPERATIONS Corporate Director of Communities Environmental Services Manager O Licence Holder Laser Energy Consultants</p>	<p>Spring 2023</p>	<p>A report with the cost of electrification of the car derived vans rolling program to ensure all are electric by 2030 is taken to CC CAG and CMT and the to Cabinet.</p>	<p>STAFF The uplift in cost of the electricity vehicles has not been fully calculated, but may be partially or fully offset by savings associated with cheaper fuel and maintenance over their lifetime.</p>
<p>2.3 Complete a full report of the costs of purchasing electric waste carrier vehicles (WCV) to replace the diesel WCVs in 2028. This will include an estimation of the installation of upgraded electricity supply of the depot and a possible new layout. Use the feedback from the electric WCV trial in June 2022, advice from Laser Energy consultants and consultant report on the depot. Include the savings associated with cheaper fuel and</p>	<p>Director of Operations Director of Estates Climate Change Officer Environmental Services Manager</p>	<p>Autumn 2023 Any decision on the estates rationalisation will affect this date.</p>	<p>The cost of purchasing waste carrier vehicles which do not use diesel is clear.</p>	<p>STAFF The report can be completed within our resources. Further external expert advice may need to be sought with regards to ev charging at the depot.</p>

maintenance over their lifetime and any grants available.				
2.4 Write a cabinet report on the costs and benefits of decarbonising the waste carrier vehicles. Take to cabinet for decision.	OPERATIONS Corporate Director of Communities Environmental Services Manager Climate Change officer	Winter 2023	A decision is made regarding the electrification of the WCVs.	Director of Estates is an interim post.
2.5 Create a plan to reduce the emissions from medium sized vehicles (3.5 - 17 tonnes trucks). Many of these vehicles do not have an electric equivalent at present so this will need to include route evaluation to reduce mileage including round rationalisation. Include fleet audit and clean streets audit. Investigate new electric vehicles as they come on the market.	OPERATIONS Corporate Director of Communities Environmental Services Manager Laser consultants	Winter 2022	A clear plan to reduce the emissions from the medium vehicles up to 17 tonnes.	£ STAFF
2.6 Create a plan and costed report on options to decarbonise the grounds team equipment, aiming to purchase electric as old equipment comes to the end of its life. Try equipment in trials.	Director of Properties Facilities Manager Open Spaces Manager Health and Safety Manager	Winter 2023	The costed plan is agreed at cabinet aiming to purchase electric as old equipment comes to the end of its life.	Staff £ Resources within Open Spaces are currently stretched. Any uplift in cost will need to be considered by cabinet
2.7 Review of policies in line with the net zero action plan to make	HUMAN RESOURCES Manager of HR	Summer 2023	1 and 2 are included in a policy which aim to reduce emissions from business by at least 50% by	£ STAFF

<p>changes that affect policies in HR such as remote working, ev car scheme, cycle to work, etc To include: 1) Encouraging the continuation of video conferencing and working from home where appropriate to avoid travel. 2) When business travel is absolutely necessary, encouraging a shift to the use of public transport or ultra low emission vehicles. Include in the flexible working review.</p>			<p>2024 from the 2019 baseline.</p>	
<p>3. Sequestering/offsetting left over emissions e.g. Woodland Creation</p>	<p>At least 20 % of emissions will not be reduced by 2030. Any residual emissions will need to be offset in 2030 to meet true net zero. At least 1100 tonnes.</p>			
<p>3.1 Investigate land owned by TDC for possible woodland creation. Decide whether any agricultural land should be used for any woodland creation or if it should all be protected for food</p>	<p>ESTATES Director of Estates Tree Officer Funded ecologist Climate Change Officer</p>	<p>Winter 2022</p>	<p>Possible sites are identified, taking into account other uses on the land. Possible emission sequestration is calculated.</p>	<p>STAFF Director of Estates is an interim post. Use the funds from the tree planting project to employ a</p>

production.				consultant to do this work.
3.2 Investigate land owned by TDC Housing for woodland creation/ tree planting.	HOUSING and PLANNING Director of Housing and Planning	Winter 2022	Possible sites identified and carbon sequestration potential calculated.	£ STAFF Use the funds from the tree planting project to employ a consultant to do this work.
3.2 If sites are identified, investigate funding to establish woodland to offset TDC's residual emissions.	Tree Officer Climate Change Officer	Winter 2022	Funding is identified to create woodlands.	£ STAFF Tree officer position not currently filled Working on the agreement to go out to employ a new Tree officer
3.3 Investigate offsetting projects e.g. Wilder Kent and the cost of these.	Climate Change Officer	Summer 2023	The estimated cost of offsetting is established.	£ STAFF
Action	Department and responsible people. Lead officer in bold	To be completed by	Intended outcome	Finance and resources found? Green - yes Orange - partial Red - no
4. Addressing the emissions in decisions and projects	Addressing the emissions in TDC projects. Emissions currently unknown.			
4.1 Calculate the estimated emissions within the activities of the council for the baseline year	Climate change officer	Winter 2022	Data is collected for a wider understanding of the 2019-2020 carbon footprint baseline year.	£ Staff

2019- 2020 including projects.				
4.2 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	REGENERATION Climate change officer Director of Regeneration	Spring 2023	The Regeneration Department will understand how to calculate emissions from projects	£ Staff
4.3 Calculate the emissions associated with planned estates projects	ESTATES Director of Estates Climate Change officer	Summer 2023	Estates Department will have data on the emissions from any projects they carry out, which will inform future decisions.	£ Staff
4.4 Create a plan to reduce a) embodied emissions (through contract specifications) and b) functional emissions within TDC projects	All departments with planned projects as above: Director of Estates Director of Regeneration Director of Housing and Planning Climate Change Officer	Summer 2023	New projects will have as low embodied carbon as possible and will aim to reduce the emissions of TDC activities.	£ Staff
4.5 Create advice to all directors and officers on how to consider greenhouse emissions in all decisions.	Climate Change Officer	Summer 2023	Written advice and presentations given on how to consider GHG emissions in decisions.	£ Staff There is only one climate change officer
4.6 Add climate change (and biodiversity) as consideration and sign off on all cabinet	Climate Change Officer All staff members	Spring 2023	All decisions will start to consider their impact on TDC's emissions.	£ Staff

reports. All decisions will be asked to identify basic emissions sources within their decisions.	writing cabinet reports.			
4.7 Consider a Net Zero decision policy that ensures decisions have had due regard to reduce emissions in line with the net zero strategy and (future) carbon reduction plan.	Policy Officer Climate change officer	Autumn 2023	Net Zero Decision Policy is written and agreed.	£ Staff
4.8 Add interim targets (to 2030 and 2040) for the emissions the council has partial control over in the next action plan.	Climate Change Officer Laser consultants	Start 2024	The next action plan will be drafted at the beginning of 2024 to start in March 2024.	£ STAFF
5. Addressing the emissions within TDC purchases (Procurement)				
5.1 Calculate the estimated emissions of the top 15 spends (outside of the core carbon footprint) in the baseline year 2019 - 2020	Laser consultants Climate Change Officer	Winter 2022	The wider carbon footprint in the baseline year will be understood.	£ Staff
5.2 Continue to ask companies about their carbon footprint and reduction strategy in the procurement process. Evaluate the answers and improve the questions where necessary.	KCC CCN Procurement Sub Group Finance manager All staff carrying out procurement Climate change officer	Ongoing	Stimulate the market to aim to net zero	£ Staff

5.3 Agree a net zero market statement.	KCC CCN Procurement Sub Group Finance manager Climate Change Officer	Summer 2023, or sooner where possible	TDC net zero market statement has been agreed at all relevant meetings.	£ Staff
5.4 Consider asking larger companies for the calculated carbon emissions within their contracts.	KCC CCN Procurement sub group Finance manager Climate Change Officer	Autumn 2023 - can ask for information only at this time	Push the market to calculate their emissions.	£ STAFF Partially led by KCC
5.5 Climate Change Officer to produce advice to officers on how to evaluate the answers within the tender response documents Assist KCC with Ethical and sustainable procurement policy?	Climate Change Officer	Spring 2023	Document distributed on how to evaluate the climate change response. Further advice and presentations given where necessary.	£ Staff
5.6 Review the draft Procure Strategy with the Net Zero Strategy	Procurement Manager	Winter 2022	The draft Procurement Strategy will incorporate net zero aims and sustainability considerations.	£ Staff
6. Addressing the emissions within our social housing and other buildings we own	Addressing the emissions from the energy use in TDC social housing: 9215 tonnes of CO2e.			

6.1 Complete a plan that ensures all properties are EPC C by 2035, aiming for 2030 using capital schemes and government funding.	HOUSING Director of Housing	Summer 2023	Plan is written and agrees	£ STAFF
6.2 Create a full plan to decarbonise a percentage of the social housing that TDC own and run and take to cabinet to agree	Director of Housing	Winter 2022	A plan has been written and taken to cabinet	£ STAFF A basic plan can be written but funding may need to be sourced to estimate the full cost the actions. Plus funding will need to be sourced to carry out the plan.
6.3 Create a plan to meet the government guidelines for all TDC's commercial lets.	ESTATES Director of Estates	Autumn 2023	A plan has been written and taken to cabinet.	£ STAFF Funding may be needed to evaluate the cost of the work. Resources in the Estates department are stretched. Director of Estates is not in post
Thanet Wide Action	Department and responsible people	To be completed by	Intended outcome	Finance and resources found?
7. Addressing emissions in the current housing stock: Thanet housing retrofit action	Addressing the emissions from energy use in housing: 187700 tonnes of CO2e			

7.1. Create a domestic retrofitting action plan for Thanet. Take to cabinet.	HOUSING Director of Housing and Planning Home Energy Officer	Will be completed end 2023, Data analysis commences 2022	Domestic Retrofitting Action plan for Thanet taken to cabinet for sign off. Providing demonstratable route for the District to reach, EPC C, net zero and reduce fuel poverty in the district.	£ STAFF Money for the actions will need to come through funding
7.2 Pathways Project. Analyse EPC & whole house retrofit data for a range of potential improvement scenarios. Mapping cost effective routes for all tenures to. All homes net zero All homes EPC C Reducing fuel poverty	Home Energy Officer	Oct 2022	Searchable data, GIS maps and address level data to: Inform funding applications Provide addresses to target new and existing schemes (mail outs) A searchable resource to map opportunities Map potential market and associated costs	
7.3 Develop projects and delivery routes to install measures in Thanet homes using Local Authority Delivery Funding (LAD2/LAD3) and Home Upgrade Grants (HUG/HUG2.1)	Home Energy Officer	LAD 2 Mar 22 LAD3 & HUG Mar 23 HUG 2.1 no Govt dates	LAD 2 Utilise £80,000 funds available SW Utilise £1.3 million funds available (t.b.c BEIS)	Staff Grants Externally funded by BEIS
7.4 Develop a project and delivery routes to install measures in Thanet homes using ECO 4 funding	Home Energy Officer	Oct 22-Mar 24	Maximum number of homes upgraded with low carbon heating and hot water and efficiency measures by uninstaller/utility partners	Staff costs Grants Externally funded by BEIS
7.5 Participate and refer to Solar Together	Home Energy Officer	Mar 22 - Feb 23	Increased uptake of solar PV in the district	Cost of mail out

7.6 Continue to provide energy advice and referral service for residents of all tenures	Home energy officer	Ongoing	(Ave 600 per year) Residents assisted in improving energy efficiency , carbon emissions and accessing financial support for bills and measures. Referrals made to grants schemes, crisis support and housing improvements.	£ STAFF
7.7 Undertake mail out to EPC D,E,F rated homes,on low income, and off gas. To utilise the HUG scheme.	Home energy officer	September 2022	Addresses andand map of low income off gas energy efficient homes. . Uptake of HUG funding increased.	Funded by BIES
7.8 10 Neighbourhood events and door to door advice sessions Held the in highest fuel poor areas	Home energy officer	Winter 2022	To increase referrals to schemes and support for home owners, tenants and landlords.	Funded by BEIS
7.9 Thermal imaging project	Home energy officer	Winter 2022	So that householders understand heat loss in their homes.Data is collected to inform future work. Images used as marketing tool.	Funded by BEIS F
7.10 Deliver training to partner organisations, the industry, landlords, letting/ estate agents on funding available.	Home energy officer	Ongoing	All sectors informed of the funding available for improving energy efficiency and low carbon heating..	
7.11 Develop community energy decarbonisation initiatives.	Home energy officer	ongong	Yr 1 one community Yr 2 Two communities supported in decarbonising their energy use.	£ STAFF

7.12 Undertake a trades analysis: For each of the Pathways (net 0, ECP C upgrade fuel poor home etc) , present information on the potential trades that would be required to carry out the measures identified. Analyse current installer coverage/capacity	Home energy officer KCC Director of Regeneration	December 2022	Produce report with value of opportunity and gaps in the market, this report will support the levelling up agenda when addressing skills gaps	£ STAFF Part funded by BEIS
7.13 Focus group and 1 day event for existing and potential installers.	Home Energy Officer	Feb 23	To expand the installer network in the area. Inform on opportunities for this market in coming years, and provide routes and support in getting to market	STAFF Developed funding bid and gaining partner support to fund event
7.14 Produce case studies for future schemes	Home Energy Officer Director of Comms	Feb 2023	Case studies for Communications team to use	BEIS funded
7.15 Create a full communication plan to assist all residents with reducing energy consumption and reducing energy bills Participate in LGA Behaviour change study	Home Energy Officer Director of Comms	Winter 2022	Residents are fully informed with ways to increase energy efficiency at home and decrease fuel bills this winter.	Part funded by BIES, LGA and proposal to other funders
8. Addressing emissions in Thanet's transport	Addressing the emissions from transport: 128100 tonnes of CO2e			
8.1 Create a future plan for ev charging point on TDC owned	NEIGHBOURHOODS Director of	Spring 2023	A map of future opportunities will be created in order to draw down	£ STAFF

land as part of the Parking Strategy Review.	Neighbours Parking manager		future funding.	
8.2 To complete installation of the funded electric charging points across the district	Parking manager		All the ev charging points already planned and funded will be installed by summer 2023	£ STAFF Parking manager is on maternity leave until June 2023. Director is organising a plan to cover this work.
8.3 To finalise and agree and consult on the taxi licensing policy which will promote a shift to electric vehicles.	Director of Neighbourhoods KCC Regulatory services manager	Spring 2023	A taxi licensing policy which has been agreed and consulted on to promote reduced emissions and tackle air pollution.	£ STAFF
8.4 Create an action plan to encourage tourists to use public transport, walk or cycle using the information within the green tourism toolkit.	Tourism manager	Spring 2023	Action plan is completed and some actions started, encouraging tourists to take the bus or train to get around Thanet. More e bike companies open.	£ STAFF
8.5 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	COMMUNICATIONS KCC Director of Communication		People will choose to walk or cycle instead of drive, reducing the transport emissions of Thanet	£ STAFF There is a gap in resources around transport at TDC, however transport is mainly the role of KCC.

8.6 Create digital resources for schools on air quality and encouraging walking and cycling, directed by the KMAQP. KCC funded project.	KCC - KMAQP Regulatory Services Manager Director of Communications	Spring 2023	Resources are presented to local schools and more children are walking and cycling to school.	£ STAFF
Action	Department and responsible people. Lead officer in bold	To be completed by	Intended outcome	Finance and resources found? Green - yes Orange - partial Red - no
9. Addressing emissions produced by Thanet's businesses (commercial and industry)	Addressing the emissions from the commercial and industry: 171900 tonnes of CO2e			
9.1 Facilitate KCC to decrease emissions from tourism businesses e.g. through the green tourism toolkit.	Director of Regeneration Tourism Manager KCC Climate change officer	Summer 2023	KCC's work is assisted as far as resources will allow.	£ STAFF
9.2 Promote the KCC courses e.g STEM and funding streams e.g. LoCase through our networks e.g tourism, members and residents newsletters. EU funding for many grants e.g. LoCase finishes June 2023	Director of Regeneration Tourism Manager Director of Comms Climate change officer	March 2023	Awareness of the grants and course is increased and Thanet businesses: <ul style="list-style-type: none"> - take advantage of funding to improve energy efficiency e.g LoCase - take the STEM course 	£ STAFF

9.3 Promote BEIS funding streams locally through our networks.	Director of Regeneration Director of Communication Climate change officer	As funding becomes available.	Awareness of funding is increase and local industry takes advantage of the funding.	£ STAFF
10) Addressing emissions from new housing and development: Local planning	Addressing the emissions from new developments.			
10.1 Estimate the extra greenhouse gas emissions due to development and transport within the local plan to 2031	Climate change officer	Summer 2023	Estimated emission data is calculated and can be used in decision making.	£ STAFF
10.2 Investigate the viability of low carbon housing policies that could be added to the local plan that will encourage the move towards zero emissions and prevent the need for retrofitting in the future	Strategic Planning Manager and Officer	Summer 2023	Viability tested	£ STAFF
10.3 Investigate the viability of a policy whereby modifications to existing homes must also improve energy efficiency and reduce emissions.	Strategic Planning Manager and Officer	Summer 2023	Viability tested	£ STAFF
10.4 Investigate the viability of including a 100L per person per day standard (Southern Water	Strategic Planning Manager and Officer	Summer 2023	Viability tested	£ STAFF

has called for this).				
10.5 Review the Thanet Transport Strategy alongside the local plan.	KCC Strategic Planning Manager	Summer 2023	The Thanet Transport strategy has been published as a key document for the local plan consultation.	£ STAFF
10.6 Create a high level cycling and walking strategy alongside the local plan using the Sustrans audit report.	KCC Strategic Planning Manager Regulatory Services Manager	Autumn 2023	The strategy is completed and consulted on and can be used for further cycle and walking path funding bids.	£ STAFF Previous plans have not been accepted by the public. Resources are lacking to engage the public and to work with town and parish councils and businesses. Funding will need to be externally sourced for projects
10.7 Review the planning policies around ev charging points in commercial development covered by the AQMA which is being revoked.	Strategic Planning Manager and Officer	Spring 2023	Planning policies for ev charging points on commercial sites are clear.	£ STAFF
10.8 Work with KCC transport on embedding sustainable transport into new developments - cycle paths, connectivity to train stations.	Strategic Planning Manager and Officer Planning Manager	Ongoing	New developments add as little extra transport emissions as possible	£ STAFF
10.9 Investigate any resource	Planning manager	Spring 2023	Gap analysis has been	£

gaps within TDC planning with regards to analysing environmental aspects of applications			completed and presented to CC CAG	STAFF
11) Stimulating renewable energy production and Thanetwide carbon sequestration				
11.1 Carry out a call for sites for renewable energy production e.g. solar farms/onshore wind.	Strategic Planning Officer	Spring 2023	Site are proposed as land for possible renewable energy projects	STAFF
11.2 Support KCC with the Local Nature Recovery Strategy and Kent Tree Strategy within our powers and resources.	KCC KCC Tree Officer Local Planning Officer TDC Tree Officer Climate Change officer	Spring 2023	A clear picture of what areas in Thanet could possibly be used for woodland creation, hedgerow planting and other actions that will sequester carbon e.g. wetland / grass land restoration (and biodiversity net gain).	STAFF This should be led by KCC TDC Tree Officer currently not in post
11.3 Finalise the TDC Tree and Biodiversity Strategy and Action Plan	Climate Change Officer Environmental Services Manager Open Spaces Manager	Summer 2023	The Strategy and Action Plan is taken to CMT, CC CAG and Cabinet for approval for public consultation.	STAFF The strategy can be completed but a Tree Officer is currently not in position. There is no dedicated resource for biodiversity and resources within Open Spaces are currently very stretched
11.4 To work with KCC on	Climate Change	Ongoing	To understand where	£

Local area energy planning to devise a plan for renewable energy across the district, where resources allow.	Officer Strategic Planning Manager		renewable energy can potentially be installed across the district, the opportunities and limitations.	STAFF
12) Addressing Thanet wide consumption emissions including emissions in food and purchases: Climate Change Education and Communication	Addressing all emissions across the district, through home, food, transport and purchases.			
12.1 Start a Net Zero Community Group Forum. This will be in addition to the sustainability forum group which focuses on litter, plastic and biodiversity.	Climate change officer Climate change lead	Spring 2023	A specific group that is dedicated to reducing emissions in Thanet. TDC can assist groups with organising action and also facilitate collaboration.	£ Staff This is a very time consuming activity. A climate change engagement officer would be of assistance in this task.
12.2 Present climate change talks to town and parish councils and at community events.	Climate change officer	Ongoing	At least 3 talks are given each year.	£ STAFF
12.3 Create an overarching Net Zero Communication Plan which aims to reduce emissions within the full carbon footprint including food consumption and purchases as well as emissions from the home and transport which are addressed in actions 7.9 and 8.5.	Director of Communication Director of communities (food) Director of Finance (spending)	Spring 2023	Net Zero Communication Plan has been written and presented to the CC CAG	
12.4 To set out a clear plan so	Climate Change	Summer	New online courses have been	£

that all staff and councillors are educated on climate change.	Officer Director of Communication	2023	planned and a clear plan around who will take the carbon literacy course has been devised.	STAFF
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Proposal to transfer area of land off Highfield Road, Ramsgate to the Housing Revenue Account for Development of Affordable Housing

Extraordinary Cabinet	2nd March 2023
Report Author	Bob Porter (Acting Corporate Director of Place)
Portfolio Holder	Cllr Jill Bayford, Cabinet Member for Housing
Status	For Decision
Classification:	Unrestricted
Key Decision	Yes
Reasons for Key	Expenditure not in budget and exceeding virement rules/Significant effect on communities
Ward:	Newington Ward

Executive Summary:

Proposal to transfer an area of land off of Highfield Road, Ramsgate, adjacent to Jackie Bakers, from the General Fund (GF) to the Housing Revenue Account (HRA) for the provision of affordable housing.

Recommendation(s):

Cabinet is asked to agree:

1. To the transfer of land from the General Fund account to the Housing Revenue account to enable it to be developed for Affordable Housing.
2. To prepare and submit an application for planning consent for the development of affordable homes, including necessary technical site assessments and community consultation.
3. To consider a further report to authorise the letting of a construction contract, once a detailed scheme has been developed.

Corporate Implications

Financial and Value for Money

The added value of the proposal is that due to the accounting arrangements there is an increase in affordability for GF borrowing created by the CFR as detailed below:

Scenario 1 - £1,123,500 land value

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Detail	HRA	General Fund
Opening Capital Financing Requirement (1 Apr 2022)	£28,513,541	£23,165,303
Market value of land	£1,123,500	(£1,123,500)
Closing Capital Financing Requirement	£29,637,041	£22,041,803

Scenario 2 - £900,000 land value

Detail	HRA	General Fund
Opening Capital Financing Requirement (1 Apr 2022)	£28,513,541	£23,165,303
Market value of land	£900,000	(£900,000)
Closing Capital Financing Requirement	£29,413,541	£22,265,303

Legal

This section deals with any legal implications arising from the report

(All wording in this section MUST be checked and approved by the legal department prior to sign off)

Risk Management

The Council has committed capital funding from the Housing Revenue Account Capital programme and is committed to housing development. Phase 4 is well under way, but it has proved challenging to source land within our budget for further development. This land lends itself to approximately 20 units and therefore makes it affordable for us to develop as our part of our phase 5 developments.

If this land is not available to the Housing Revenue Account we continue to face the challenge of sourcing land on the open market.

Corporate

TDC is aware of the challenges facing its residents and in 2019 our Corporate Statement committed to supporting residents through effective partnership working with both the public sector agencies and the community. We will provide leadership and direction across the District and the region to ensure everyone is working to the same goal. Delivering high-quality housing, safer communities and enhancing the health and wellbeing of our residents. Specifically we committed to improve standards and safety in homes across all tenures

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.

The provision of additional affordable rented homes supports the needs of people with protected characteristics who need to access affordable rented housing.

Corporate Priorities

This report relates to the following corporate priorities: -

- *Communities*

1.0 Introduction and Background

1.1 Jackey Bakers is a sports ground located in Highfield Road, Ramsgate. It currently has 7 full size football pitches, 2 $\frac{3}{4}$ pitches, 3 9x9 pitches, 2 cricket pitches and an astro turf pitch. There is also a sports pavilion on site.

1.2 There is a small parcel of land at the south of the site (Highfield Road) previously used as a car park. This site currently sits within the General Fund, is allocated within the Thanet Local Plan for housing and could be used for development within the HRA. The plan attached at annex 1 shows the location and extent of the site.

2.0 The Current Situation

2.1 Highfield Road is a small site with an initially assessed capacity for up to 27 homes. The site has already been allocated for residential use within the Thanet Local Plan.

2.2 The site is situated close to existing residential dwelling in Highfield Road, Ramsgate and directly adjoins the back gardens of existing houses. It is also adjacent to the sports facilities at Jackey Bakers and has previously been used as parking linked to the sports provision. The area is currently fenced off and unused.

- 2.3 Initial advice from planning officers has highlighted potential difficulties with the proposed density of housing development and suggested that the capacity of the housing allocated site is closer to 20 units, and has highlighted challenges in terms of achieving biodiversity netgain targets, particularly in relation to existing tree coverage at the northern end of the site. A smaller scale scheme to address these concerns is more deliverable but would impact on the number of homes that could be delivered and the potential site value.
- 2.4 An updated valuation for this site has been obtained. Based upon the development of 25 new homes, the valuation advice is that the land value is £1,123,500. A smaller development of 20 homes would have a lower value, and assuming a pro-rata reduction of 20% would be around £900k. The final value will be dependent upon the final consented number of homes.
- 2.5 If a property is transferred between the HRA and any other revenue account within the General Fund, this will involve adjustments to the HRA and other revenue accounts in accordance with any direction under paragraph 5(1) of part 3 of Schedule 4 to the 1989 Act and HRA capital financing requirements, and in accordance with the relevant determinations under Chapter 3 of Part 7 of the Localism Act 2011.
- 2.6 As this is not an appropriation of a dwelling secretary of state consent is not required.
- 2.7 As a result of the directive laid out in 2.5 a physical capital receipt will not be received by the general fund in relation to the transfer of the asset, but an adjustment of the capital financing requirement (CFR) between general fund and the HRA is made.
- 2.8 The adjustment to the CFR will lead to a reduction in the revenue cost of the annual amount of the minimum revenue provision which means that this saving can be utilised to undertake additional borrowing to support the Jackie Bakers development.
- 2.9 At current PWLB rates the Council could afford to borrow an additional £611k (based on the higher valuation of £1,123,500) or £489k (based on the lower £900k valuation) without any revenue impact due to the MRP saving offsetting these increased borrowing costs.

Affordable housing need

- 2.5 The council's most recent Housing Needs study identified that our district needed 548 new affordable homes each year to meet the needs of our local community. These 548 homes are part of the overall annual target of around 1,200 homes set out in our adopted local plan. Local financial viability constraints mean that we could at most hope to see 30% of new homes on strategic housing sites delivered as affordable homes. Combining the council's own programme with the programmes of housing association partners, new affordable homes are still a long way short of the 548 needed.
- 2.6 Due to these viability constraints on market led housing sites, there is a critical need for more affordable housing led sites to be identified and delivered, with land, funding and timetables that are independent of market housing delivery. There are a number of Housing Association led schemes being delivered within the district and the

council's own programme is making an essential contribution to increasing the number of new affordable homes, but more are needed. With the completion of phase 5, the council will have delivered over 235 new homes since 2015.

- 2.7 In November 2022, Cabinet reviewed the council's housing development programme and agreed to allocate an initial £7.9m to a phase 5 programme, with potential to deliver 25-30 units in the financial year 2025/26. The site off of Highfield Road would make a significant contribution to the delivery of this commitment and a further site may also be needed to deliver the full programme. More detailed cost information will be presented to Cabinet at a future meeting, once planning permission has been obtained and detailed design completed.

3.0 Options

- 3.1 The recommended option is to transfer the site off Highfield Road, Ramsgate adjacent to Jackie Bakers, from the general fund to the Housing Revenue Account for the provision of affordable housing. This is recommended due to the significant need for new affordable rented homes in the district.
- 3.2 Note the additional borrowing capabilities of the general fund of between £489k and £611k which could be utilised for future improvements at Jackie Bakers.
- 3.3 The cabinet could decide not to transfer the site into the HRA and either consider an alternative use for the site or consider disposing of the site. These options are not recommended due to the significant need for new affordable rented housing.

Contact Officer: *Ashley Jackson (Housing Strategy and Projects Manager)*

Reporting to: *Bob Porter (Acting Corporate Director of Place)*

Annex List

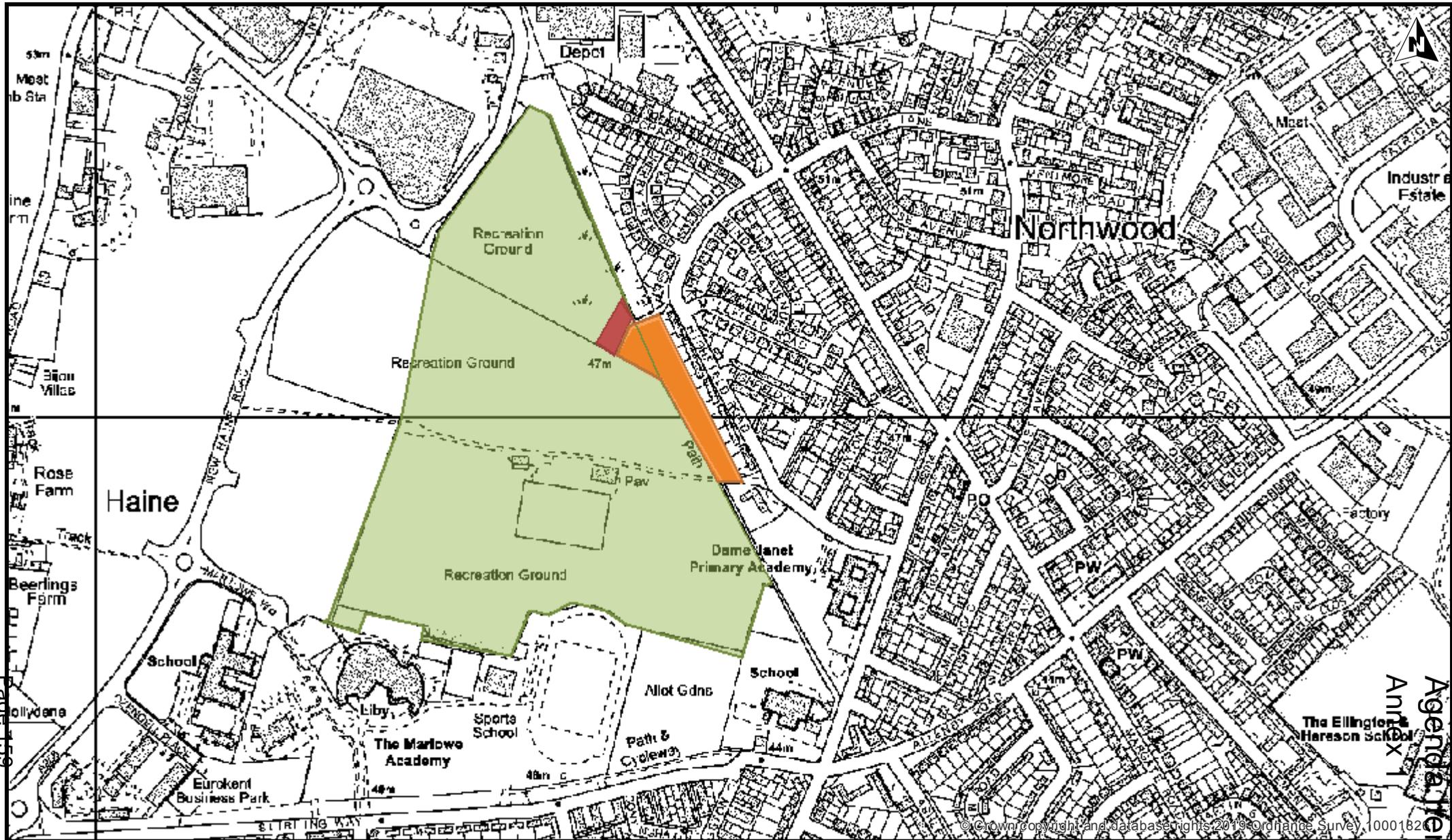
Annex 1: [Link](#) to Site map with site highlighted in orange.

Corporate Consultation

Finance: *Chris Blundell (Acting Deputy Chief Executive)*

Legal: *Sameera Khan (Interim Head of Legal & Monitoring Officer)*

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Title: Thanet District Council

Author: Thanet District Council

Scale 1:6,000

Date: 07/03/2022

Thanet District Council
 Cecil Street
 Margate
 Kent
 CT9 1XZ



Agenda Item 7
 Annex 1

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Commercial Waste

Extraordinary Cabinet	02 March 2023
Report Author	Matthew Sanahm, Acting Director of Finance and Operations
Portfolio Holder	Cllr Bob Bayford, Portfolio Holder for Environmental Services and Special Projects
Status	For Decision
Classification:	Unrestricted
Key Decision	No
Ward:	All wards

Executive Summary:

Since its inception in 2018 we have been running a commercial waste service with the intention of providing local businesses with a fairly priced and flexible service. The original decision was predicated on introducing a new service, whilst using existing resources and generating surplus income to help support the budgets within Waste & Recycling.

The service is currently being subsidised by waste and recycling resources and the national HGV driver shortage has had a significant impact. There has been a 2 week suspension of garden waste that impacted some 12,500 residents as well as difficulty in fulfilling our missed collection recall commitment.

Recommendation(s):

As per Option 1 at 4.1 below It is recommended that Cease offering the service from 31 May 2023 and provide two months notice to customers as per the terms and conditions, discontinue the Commercial Waste Service and charge customers at the 2022/23 rate until such time as the service is withdrawn.

Corporate Implications

Financial and Value for Money

Due to the current model of operation and increased costs, this service can no longer run at a surplus, as a result cessation will remove the ongoing financial pressure. This decision will have no negative financial impact on the council's operational services but will reduce the financial pressure on the waste and recycling service.

Legal

There are no legal implications directly arising from this report.

Corporate

Environment is one of the three key themes of the Corporate statement with an emphasis on being clean and well maintained.

Risk Management

No action on this item would result in the continued non delivery of the objectives that sat behind the decision to create this service, that is to provide a low cost flexible service to the residents of Thanet, this could result in:

- Substantial Fee increases
- Loss of customer base
- Loss of confidence
- Reputational damage
- Increased pressure on an already stretched service

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.

There are no direct equality implications arising from this report, however the delivery and implementation of and budgetary changes will consider this as part of the budget setting process and be reported to members in due course.

It is 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: -

- Growth
- Environment
- Communities

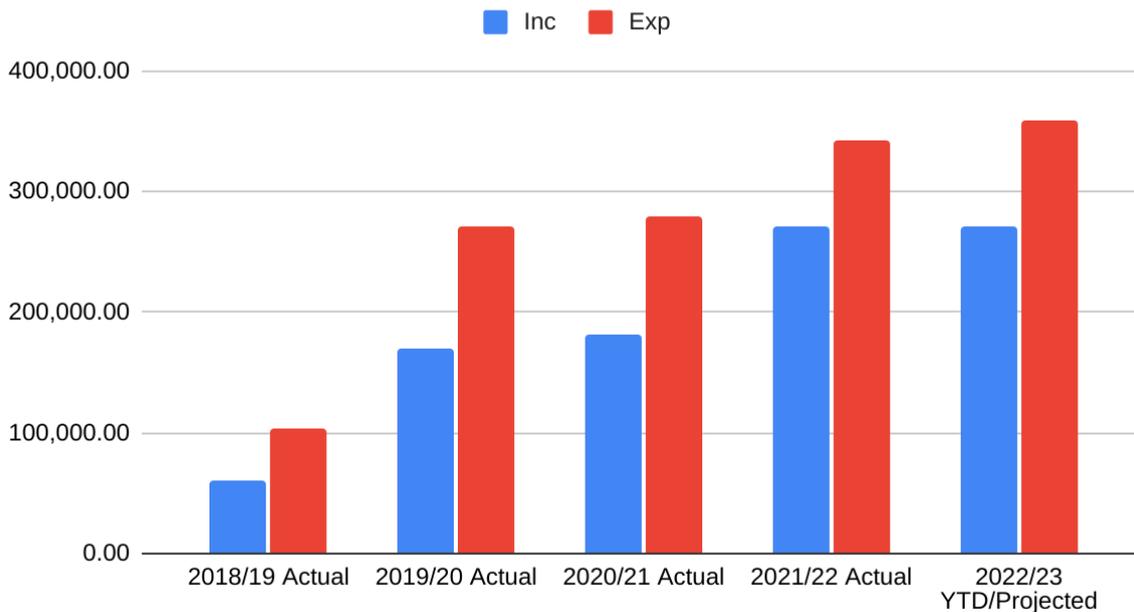
1. Introduction and Background

- 1.1 Since its inception in 2018 we have been running a commercial waste service with the intention of providing local businesses with a fairly priced and flexible service. The original decision was predicated on introducing a new service, whilst using existing resources and generating surplus income to help support the budgets within Waste & Recycling.
- 1.2 The service had an estimated gross turnover of around £300K with an expected pre-fuel/cost of living crisis expenditure of £260K, leaving the council with a potential profit margin of 15%. This figure does not include any provision for non payment and currently this is running at around 22%, i.e based on original costs and income, the service is not breaking even.
- 1.3 We have a contract in place for over 300 businesses which use 1 x 26 tonne vehicle crew with a HGV Driver and Loader. During this time there have been a number of challenges for us as a council and local businesses such as Covid and Brexit which have led to the council being owed in the region of £133k in overdue fees, further impacting on the above trading position.

2. Current Situation

- 2.1 Taking all the above into consideration, the current forecast for this year would be a trading deficit of around £87k and this is assuming non recovery of 20%. Over and above this, there is an expectation that write off for prior year billing will also be transacted in 22/23 resulting in what could be £100-£120k of additional impact, although this is unavoidable, the perceived trading position for 22/23 could be a net deficit of £207k.
- 2.2 The table below demonstrates the net trading position for each year if allocating the bad debt to each relevant trading year, but as indicated above, this will likely be allocated in 2022/23.

Inc and Exp



2.3 The service is also being subsidised by waste and recycling resources and the national HGV driver shortage has had a significant impact, the latest being a 2 week suspension of garden waste that impacted on 12,500 residents. Throughout this period we were also unable to fulfil our missed collection recall commitment, we could have been utilising the commercial driver to deliver our statutory services.

3. Next steps

3.1 Moving forward, in order to ensure that all of the above issues are addressed, we would need to more than double our existing fees in order to cover the actual cost of service, this is clearly not in keeping with the original ethos of a low cost flexible service and so this report seeks to discuss and agree the removal of the Commercial Waste service from the 31 May 2023, this will include removal from internal departments resulting in the need to procure new services.

3.2 By removing the service there is a risk that illegally disposed commercial waste in local public litter bins, fly tipping or Household Waste Recycling Centres could increase to similar levels that we saw previous to 2018. There will need to be a focus on this from our streetscene enforcement.

4. Options

4.1 Option 1 - Cease offering the service from 31 May 2023 and provide two months notice to customers as per the terms and conditions, discontinue the Commercial Waste Service and charge customers at the 2022/23 rate until such time as the service is withdrawn.

4.2 Option 2 - Cease offering the service from 31 May 2023 and provide two months notice to customers as per the terms and conditions, discontinue the Commercial Waste Service and charge customers at the approved 2023/24 rate until such time as the service is withdrawn.

4.3 Option 3 - Continue with the provision of the Commercial Waste Service.

Contact Officer: *Matthew Sanham (Acting Director of Finance and Operations)*

Reporting to: *Chris Blundell (Acting Deputy Chief Executive)*

Annex List

Background Papers

Corporate Consultation

Finance: *Chris Blundell (Acting Deputy Chief Executive)*

Legal: *Sameera Khan (Interim Head of Legal & Monitoring Officer)*

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HRA tower block refurbishment and retrofit programme

Extraordinary Cabinet:	2 March 2023
Report Author:	Sally O'Sullivan, Tenant and Leaseholder Services Manager
Portfolio Holder:	Cllr Jill Bayford, Cabinet Member for Housing
Status:	For Information
Classification:	Unrestricted
Key Decision:	No
Reasons for Key:	N/A
Ward:	East Cliff, Newington, Dane Valley, Central Harbour

Executive Summary:

In November 2022, cabinet considered a report proposing a tower block refurbishment and retrofit project. The project takes a combined funding opportunity to deliver works to 5 of the 6 tower blocks owned and managed by the council. The works include:

- Replacement of the external wall insulation (EWI)
- Retrofit measures to improve the energy efficiency
- Cyclical and refurbishment works to the communal areas

This report seeks authority for the council to proceed with the tower block programme and let the contract as described.

Recommendation(s):

Cabinet is asked to:

1. Approved the appointment of Mears Group PLC as design and delivery partner via direct award using the Prosper framework;
2. Approve the appointment of the in-house delivery team, as detailed in annex 1.

Corporate Implications

Financial and Value for Money

This report details the works and costs associated with completing this project which is estimated to cost around £20m in total. It also proposes to let a contract to Mears through a method of direct award using a procurement framework. The works contract is estimated to

be in the region of £17.8m. The additional costs include estimated project management costs of £1.37m and pre-tender costs of £750k.

We have a unique opportunity to use a couple of funding streams to deliver the project, thus providing greater value for the council and the tenants and leaseholders in these blocks. By tapping into this funding, we can deliver this work within the budgeted amount allocated to the tower blocks in the HRA budget - which is £11 million.

Legal

The Climate Change Act, as amended in 2019, commits the UK to 'net zero' by 2050. As the owner of social homes and a Registered Provider, the Council has a responsibility to deliver against this target by reducing carbon emissions from its social housing stock.

As a social housing landlord, the council has a regulatory responsibility to ensure their properties meet the decent homes standard. This includes providing warm, comfortable and safe homes for residents to live in.

The leaseholder Section 20 statutory consultation process will not be able to be followed and this report proposes how to deal with this.

Corporate

The council's agreed Corporate Statement includes a priority to improve the standards and safety in homes across all tenures.

Risk Management

By not taking action to reduce carbon emissions in council owned homes, there is a risk that we will not meet the governments legally binding targets.

The Government has committed to a £3.8 billion Social Housing Decarbonisation Fund (SHDF) over a 10-year period to improve the energy performance of social rented homes, on the pathway to Net Zero 2050. As the government's net zero target is legally binding, the council would have to carry out this work regardless of funding. Therefore, not taking advantage of this funding would put the Council under further financial pressure to fully fund the measures required.

There is a reputational risk to not seeking ways to reduce tenants' utility bills.

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 advance equality of opportunity between people who share a protected characteristic and people who do not share it.

The council's tenants and leaseholders include residents that have protected characteristics as set out in the Public Sector Equality Duty.

This work carried out through the delivery of the proposals in these reports will seek to improve the homes for all residents, including those with protected characteristics.

CORPORATE PRIORITIES

This report relates to the following corporate priorities:

- Communities

1.0 Introduction and Background

1.1 In November 2022, the cabinet considered a proposal on how to take advantage of 2 types of government funding to carry out a full retrofit and refurbishment project on 5 of the Councils tower blocks.

1.2 The works include the following:

- Replacement external wall insulation
- Retrofit measures to improve the energy efficiency of the blocks
- Refurbishment works to improve structural and fire safety
- Cyclical works to improve the communal areas of the blocks

1.3 The government funding that has been applied for is:

- Social Housing Decarbonisation Fund (SHDF)

The Government has committed to a £3.8 billion Social Housing Decarbonisation Fund (SHDF) over a 10-year period to improve the energy performance of social rented homes, on the pathway to Net Zero 2050.

- Building Safety Fund (BSF)

Funding provided for addressing fire risks associated with cladding and external wall insulation on high rise residential buildings

2. Bid and delivery of works

2.1 The external wall insulation has already secured grant funding from the BSF for pre-tender works and we anticipate receiving further funding to cover the full cost of replacement EWI.

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- 2.2 We submitted a bid to the SHDF at the end of November 2022 for £4.25m, which requires 50% match funding by the council. The outcome should be announced by the end of March 2023.
- 2.3 The council has £11.4m approved in the Housing Revenue Account capital programme for the Tower blocks, across the three financial years from 2023/24 to 2025/26.
- 2.4 We propose to carry out the full range of works laid out within this report, even if we are not successful with the SHDF as the total cost will still be within budgetary provision of £11.4m. If we are successful with the SHDF an equivalent sum can be returned to the HRA Major Repairs Reserve for allocation to other projects.
- 2.5 We are proposing a robust project management structure, including internal Project Managers and Resident Liaison Officers and an external design team provided by Potter Raper Partnership.
- 2.6 A breakdown of the overall provisional estimated costs and funding is shown in the table below:

Costs		Total cost (£)
Works	Cyclical works	£4,516,206
	SHDF Measures	£7,407,146
	EWI	£3,030,648
Scaffolding		£2,484,288
Total Works costs		£17,438,288
Design Cost		£750,140
External project management costs		£591,237
Internal project management costs		£542,120
Procurement costs		£235,235
Overall Project Costs		£19,868,379
Funding		Total funding (£)
TDC Capital Programme		£6,221,737.13
Homes England - Building Safety Fund		£9,745,078.78
Social Housing Decarbonisation Fund		£3,961,562.44
Total Funding		£19,928,379.42

3.0 Leaseholders

- 3.1 Section 20 of the Landlord and Tenant Act 1985 tells us how we must consult with leaseholders when carrying out works over a certain value. The tower block refurbishment and retrofit programme will fall within this legislation and therefore we have a statutory obligation to consult with our leaseholders on our proposed works and contractors we want to appoint.
- 3.2 By directly awarding a contract, as described above, does not allow for a full section 20 process to be carried out.
- 3.3 We will apply to the courts for dispensation of the Section 20 process. If dispensation is awarded, we will be able to charge leaseholders their apportionment of the cost for the retrofit and refurbishment works as per their leasehold agreement.
- 3.4 The Building Safety Fund and SHDF grants will help to reduce the financial impact for leaseholders, as this funding will pay for elements of the work, most importantly including the replacement of the EWI system.

4.0 Options

- 4.1 To let the contract as set out in this report. This option is recommended due to the essential nature of the refurbishment and retrofit works.
- 4.2 The Cabinet could decide to adopt a more traditional route to procurement, involving a full tender process, however this would not enable the programme to be delivered within the timescales set by BEIS (Department for Business, Energy and Industrial Strategy) for the SHDF.
- 4.3 The Cabinet could decide not to proceed with the proposed programme of works, however the buildings are in need of refurbishment and retrofit of carbon reduction measures and therefore this option is not recommended. If works were deferred to a later date, there is no guarantee of external funding being available.

Contact Officer: Sally O'Sullivan, (Tenant and Leaseholder Services Manager)
Reporting to: Bob Porter (Acting Corporate Director of Place)

Annex List

[HRA tower blocks refurbishment and retrofit programme report](#)

Background Papers

N/A

Corporate Consultation

Finance: Chris Blundell (Acting Deputy Chief Executive)

Legal: Sameera Khan (Interim Head of Legal & Monitoring Officer)



Thanet District Council

Tower block refurbishment and retrofit programme

February 2023/Sally O'Sullivan

1. Introduction

This report gives more detail to the proposed 'tower block refurbishment and retrofit programme' and follows on from the high level plan described in the October 2022 report; 'Bid and delivery of SHDF Wave 2.1' [link here](#)

We have been provided with a unique opportunity to use a blended funding approach to deliver this major works project to 5 of the 6 tower blocks in Thanet, therefore executing a full retrofit and refurbishment project with a large amount of central government grant funding that benefits TDC and the residents.

Funding opportunities:

Social Housing Decarbonisation Fund (SHDF)

On 18 November 2022, we submitted a bid for the SHDF Wave 2.1. The bid submission was for £4,255,56.00, which must be 50% match funded by TDC. The funding is for retrofit works that will improve the energy efficiency of our tower blocks to EPC B or C. We will find out if the bid has been successful at the end of February 2023.

Building Safety Fund (BSF)

The TLS has been successful in a phase one application for the BSF. This funding can offer up to 100% of the value of replacing the External Wall Insulation (EWI). This work is essential to improve fire safety in these blocks. It will also improve energy efficiency.

Access to these funding streams gives us a unique opportunity to deliver a vast amount of work to our tower blocks, reducing the disruption to the residents by completing as a single programme of work.

But, due to the blended funding approach, the high risk nature of the buildings and works we want to complete, this is a highly complex project.

Having the budget to carry out all the works as one project has the following benefits:

- Reduces the disruption to residents as all works are completed at once
- Reduces cost of scaffolding as we will only need to erect one scaffold for all works that are dependant.
- Reduces cost of setting up the construction site that multiple projects would require

2. Works and costs

2.1 Cyclical/ refurbishment work summary for all blocks

**there may be differences specific to individual blocks*

Area	Element	Works description
Balconies	Decking	repair/decorate
	Balustrades	Replace infill panels
Soffits	Soffits	repair/decorate
External Door	All entrances	Decorate
	undercroft	Decorate
Roof	Roof covering	Replace
	Roof door access	Replace
	Fall arrest system	Repair
Curtilage	Entrance path	Repair
	Car park	Repair
	Boundary fence	decorate
Common areas - ground floor		
Main lobby	floor	Repair/decorate
	Walls	Repair/decorate
	Ceiling	If textured - remove/decorate
Staircase	Flooring	Replace
	Walls	Decorate
Common areas - first floor and above		
Subsequent floors	Walls	If textured - remove/decorate
	Flooring	Decorate/replace
	Ceiling	If textured - remove/decorate
Staircase	Flooring	Replace
	Walls	Decorate

2.2 Estimated cost of cyclical works per block:

Block	Cost
Harbour towers	£ 724,864.11
Invicta House	£ 356,582.56
Kennedy House	£ 392,351.56
Trove Court	£ 393,566.95
Staner Court	£ 616,923.31
Total for all blocks	£2,484,288.49

**All internal doors will have been replaced in a previous programme. This was taken out of this programme of works to expedite essential fire safety works. This includes communal doors and flat front entrance doors.*

**provisional sums have been used for concrete repair works as we will not know the true extent of requirements until we are on site*

2.3 Retrofit work summary for all blocks - part funded by SHDF

Area	Element	Works description
Roof	Flat roof insulation	Replace
Heating	High heat retention electric storage heaters	Replace
Ventilation	Mechanical units for Kitchens and bathrooms	Install/replace
Windows	Communal	Replace
	Louvred communal	Replace
	Flat units	Replace

2.4 total cost for retrofit works:

Total cost (£)	£ 4,516,206.32
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2.5 Estimated cost of replacement EWI per block:

Block	Total cost (£)
Harbour towers	£1,122,308.73
Invicta House	£1,478,825.87
Kennedy House	£1,587,319.14
Trove Court	£1,587,319.14
Staner Court	£1,631,373.87
Total	£7,407,146.75

2.6 Total estimated cost of works:

Area	Total cost (£)
Cyclical	£2,484,288.49
SHDF Measures	£ 4,516,206.32
EWI	£7,407,146.75
Scaffolding	£ 3,030,648.08
Total	£17,438,289.64

3. Procurement

If our bid for the SHDF is successful, there is a 24 month deadline to deliver the works that are contingent on this funding. We are also under pressure to deliver the works through the BSF within a decent time frame.

The quickest way market is direct award through a framework for all services required.

3.1 Why use a procurement framework?

All public sector procurement must be based on value for money, which should be achieved through competition. Value for money is based on a mix of quality and effectiveness for the least cost. The public sector must award contracts following a competitive tendering process, ensuring they are compliant with Public Contract Regulations (2015).

Procurement frameworks have been developed so that public bodies can 'call off' services without running a lengthy procurement process.

For a contract to be on a framework and available for call off, they must have gone through a competitive procurement process. Contractors that are part of a framework will sit in 'lots'. Lots

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can be Specific to the type of works required; for example for project management consultancy or for gas heating repairs and can be geographical.

All services required for this project can be called off using a framework

3.2 Cost of a framework

A framework will usually charge a % of the overall project cost, this can range between 1-3%.

This fee covers the service offered by a framework - this includes:

- Completing the procurement process to deliver a compliant route to market
- Due diligence completed on all contractors
- Value for money appraisal of project
- Assistance with contract type and award
- High level project management service

Cost area	Estimated total cost (£)
Procurement Framework Fees @ 3%	£ 235,235.28

We will negotiate and expect to be successful in securing this service nearer 1% due to the overall value of the contract.

We can claim funding for a portion of the fees through SHDF and Building Safety Fund.

3.3 Project management consultancy:

We will direct award Potter Raper Ltd through the South East Consortium, using a Consultancy JCT Contract. This represents a compliant route to procurement.

Potter Raper have been in contract with TDC for the last 24 months and have provided an options appraisal for structural work, fire safety work and heating system on our tower blocks. Providing the surveys and beginning of project designs.

The benefit of awarding the contract directly to Potter Raper Ltd are the following:

- We have a good working relationship
- They have proven that they have the skills, experience and knowledge to deliver this complex project
- They have an in depth knowledge of our tower blocks
- Their competitiveness in the market place has been tested through the SEC framework

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The technical services we require from Potter Raper Ltd are the following:

Service	Description	Cost of service
Contract administrator	Administers the contract between the employer and the contractor. They will lead on all meetings and ensure the contract is executed as per the clauses, taking action if necessary	£ 161,385.00
Quantity surveyor	Control the costs of a large project. Ensuring that the contractor delivers the brief at the projected cost.	£ 79,170.00
Clerk of Works	Inspects and reports back on the quality of works	£ 127,890
Principal Designer	Due to the size of this project, we need to report it to the Health and Safety Executive under Construction Design Management Regulations 2015. This role is required to plan, manage and monitor the health and safety on a construction site. For this project, they will also be responsible for ensuring we are compliant with the Building Safety Act 2022 (applicable to high rise residential buildings)	£ 19,792.50
TOTAL		£ 388,237.50

** The value is calculated as a % of the overall project cost, therefore will fluctuate with the cost of the project.*

3.3 Principal contractor:

We will direct award Mears using the Prosper Framework. This will be on a JCT Minor Works 2016 contract. The award of this contract is a key decision as a result of its value.

The Prosper Framework will:

- Build a bespoke pricing structure that is linked to the framework costs.
- The framework costs are reviewed every 6 months, therefore Prosper will help negotiate a mechanism within the contract to allow this. This will ensure value for money throughout the contract and enable us to budget more accurately.
- Allocate a contract manager to catch up monthly, and assist with any contractual matters.

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There are a number of reasons we have chosen this route to market. The table below shows the benefits of this route and risk if we use a more traditional procurement strategy:

Item	benefit	Risk
Procurement:	Reduce the time it takes to procure a contract of this complexity to around 8 weeks. Preparation for the contract has already begun so that it we can ensure the award is in place when the outcome of the SHDF is announced	<p>It takes around 6-9 months for an open tender procurement exercise. In cases where the project is complex, it can take up to 18 months.</p> <p>Any delays experienced through an open procurement will mean less time to deliver works funded by SHDF for which we have a 24 month deadline.</p> <p>Funding unspent by the deadline will need to be returned to BEIS.</p>
Supply chain:	Mears have a supply chain in place that has already surveyed our buildings. They have confirmed labour and materials are available for this project	<p>Nationally there is a shortage of labour and materials, that can cause significant delays to mobilisation of a project of this nature.</p> <p>There will be a lot of competition for the market once BEIS announces the outcomes of wave 2.1 of SHDF bidding round.</p> <p>If works are delayed due to supply chain issues, we are at risk of not completing works by the deadline and having unspent funding that will need to be returned to BEIS</p>
Knowledge:	<p>Mears have in depth knowledge of our tower blocks.</p> <p>These are highly complex buildings and historical knowledge of works, residents and structure will be highly beneficial</p>	Design may not take into consideration a nuance on our tower blocks. Adding time and cost to delivering the project
Resident engagement:	<p>Mears have a resident engagement plan which includes officers to deliver</p> <p>Mears resident engagement has been praised by Local authorities that were successful with Mears in wave 1 of SHDF.</p>	Resident engagement is key to the success of retrofit measures.
Social value:	Part of Mears pledge is to social value. They have a programme	Compliance with Social Value Act 2013

	<p>which engages residents in roles and apprenticeships for this project</p> <p>Employing local people to work on the project providing opportunities to local people to upskill and find work</p>	
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4. Design and delivery of the project

4.1 Design phase:

Use Mears design partners for the design element of the project. Reason for this:

- Part of Mears supply chain and therefore do not need to be procured separately.
- When the principal contractor is responsible for the design, this reduces the risk of delay and further cost due to redesign.

When a 3rd party has completed the designs often we find that it is not practical once we get to construction or the skills/materials are not available. This adds time and cost to a project if the designs need to be reworked.

- Specialised PAS 2035 roles are required to assess, design and coordinate the work. This is a requirement of the SHDF.

Mears's architectural partners provide these roles, which will be essential to ensuring the works are eligible for the funding.

PAS2035 is an approach to the installation of energy efficiency measures that takes into account the entire building to raise the standards of retrofit measures. The purpose is to improve the standard of retrofit measures from a technical point of view and considering residents' comfort.

Cost area	Estimated total cost (£)
Designer labour costs	£ 263,930.00
PAS on-site costs	£ 59,840.00
PAS 2035 retrofit assessor and coordinator costs	£ 387,730.00
Total	£ 711,500.00

4.2 Building control:

TDC Building Control will be engaged early in the design phase to ensure we do not have to redesign later in the process.

Because we are working on tower blocks, Kent Fire and Rescue are a statutory consultee in this process and will be required to feed into the designs.

Potter Raper Ltd will be instrumental in assisting us with this process and preparation of documentation.

4.3 Planning permission

A planning application will be required for the replacement EWI and windows.

Potter Raper Ltd will assist with the preparation of the application.

4.4 Construction phase

Mears is set to deliver the project and has confirmed the supply chain is in place.

Engaging Mears and Potter Raper in the way described above, we expect to be on site by October 2023 to begin work.

5. Leasehold statutory consultation - Section 20

Section 20 of the Landlord and Tenant Act 1985 tells us how we must consult with leaseholders when carrying out works over a certain value.

The tower block refurbishment and retrofit programme will fall within this legislation and therefore we have a statutory obligation to consult with our leaseholders on our proposed works and contractors we want to appoint.

By directly awarding a contract, as described above, does not allow for a full section 20 process to be carried out.

Solution:

We can apply to the courts for dispensation of the Section 20 process. If dispensation is awarded, we will be able to charge leaseholders their apportionment of the cost for the retrofit and refurbishment works as per their leasehold agreement.

The TDC legal team will help with this process.

6. Delivery team

We need to have the resource in place internally to ensure the smooth delivery of this project. This would include creating 5 new roles.

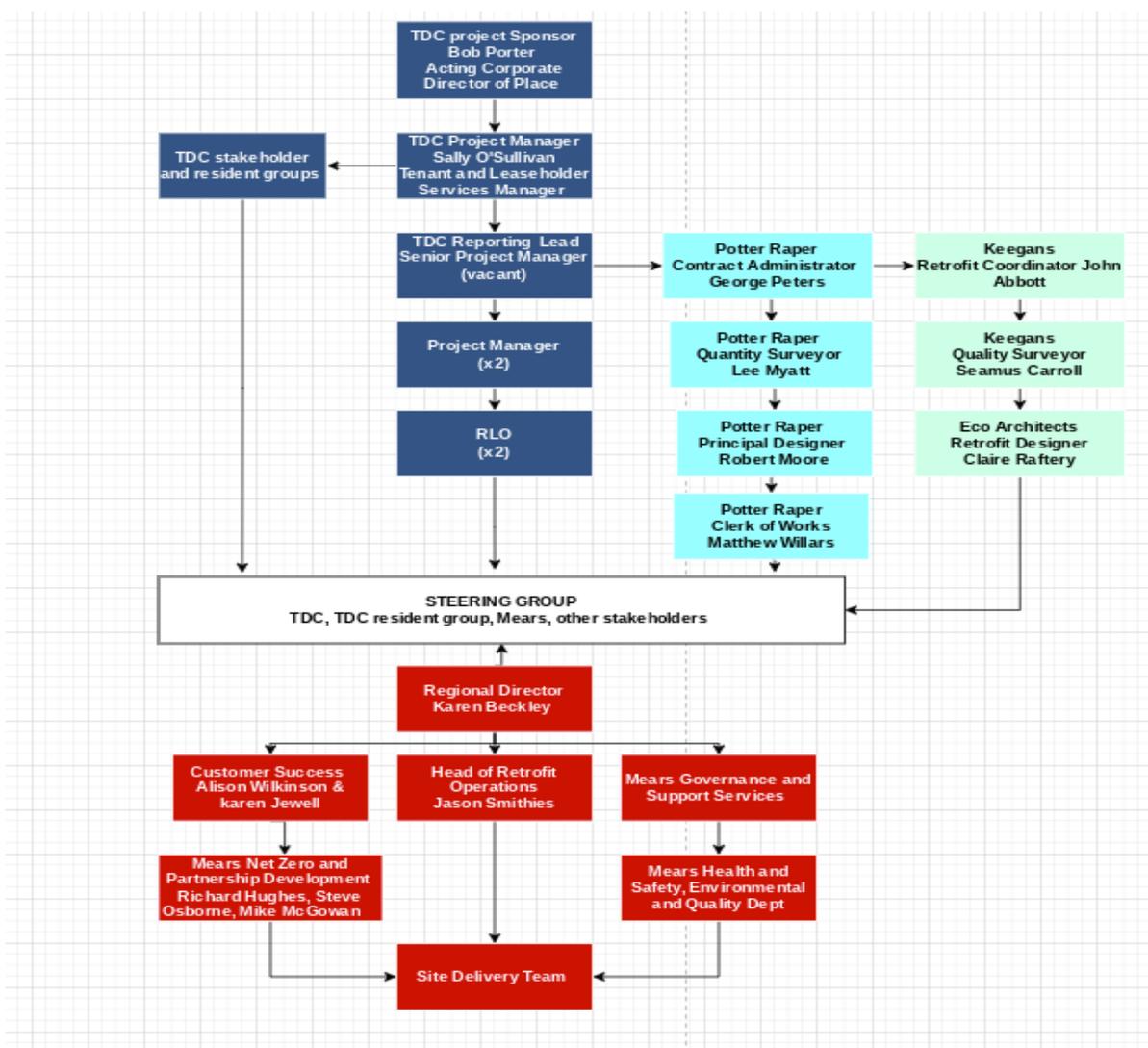
The recommended new structure would include:

- 1 x senior project manager
- 2 x project manager
- 2 x resident liaison officer

Cost area	Estimated total cost (£)
Cost of proposed TDC structure including salary on cost for 2 years	£542,120.00

A proportion of these costs will be covered by SHDF and Building Safety Fund.

6.1 Proposed delivery team:



7. Summary of cost and funding

7.1 Summary of total provisional estimated costs of project:

Cost area	Estimated total cost (£)
Cost of works	
SHDF measures	£4,516,206.32
EWI	£7,407,146.75
Scaffolding	£ 3,030,648.08
Cyclical	£2,484,288.49
Building works to prepare for installation	£ 311,357.05
Design cost	
Assessment and Design cost	£ 711,500.00
TrustMark or equivalent lodgement fees	£ 22,400.00
Insurance Backed Guarantees	£ 16,240.00
Project Management and professional technical services	
TDC delivery team for 24 months	£ 542,120.00
Mears search costs associated with resident recruitment	£ 101,500.00
Mears after-care services	£ 101,500.00
Consultancy - PM/CoW/PD/QS	£ 388,237.50
Procurement Framework Fees @ 3%	£ 235,235.28
Total	£19,868,379.47

7.2 Breakdown by funding stream:

Funding element: amount £				
Programme element	Homes england	SHDF	TDC	Total
Cyclical	-	-	£2,484,288.49	£2,484,288.49
EWI	£7,407,146.75	-	-	£7,407,146.75
Retrofit	-	£2,223,291.82	2,292,914.51	£4,516,206.32
Preparation to get to site	-	£155,678.50	£155,678.50	£311,357.00
Scaffolding	£1,666,856.00	£787,968.00	£575,823.00	£3,030,648.08
PAS2035 services + design	£30,000	£390,070.00	£390,070.00	£810,140.00
Mears Net Zero resident recruitment and aftercare services	-	£101,500.00	£101,500.00	£203,000.00
PM and technical services	£213,530.63	£100,941.75	£73,765.13	£388,237.50
Procurement Framework fee	£129,379.40	£61,161.17	£44,694.70	£235,235.28
TDC delivery team	£298,166.00	£140,951.20	£103,002.80	£542,120.00
TOTAL	£9,745,078.78	£3,961,562.44	£6,221,737.13	£19,928,379.42

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Edgar Road Purchase

Extraordinary Cabinet	2nd March 2023
Report Author	Ashley Jackson, Housing Strategy and Projects Manager
Portfolio Holder	Cllr Jill Bayford, Cabinet Member for Housing
Status	For Decision
Classification:	Unrestricted
Key Decision	Budget
Reasons for Key	For the acquisition or disposal of land or property with a value of £750,000 or above
Ward:	Cliftonville West

Executive Summary:

We are proposing to purchase a property in Edgar Road, Cliftonville. The property is four houses, currently configured as a single property, consisting of rooms with en-suite bathrooms with shared lounges and kitchens. The property has been valued and the owner has indicated acceptance of an offer within the valuation figure, subject to contract. There is sufficient funding within the approved Live Margate programme to support the purchase.

Recommendation(s):

Cabinet is asked to agree:

1. To proceed with the purchase of the building, using the £1.6m remaining in the approved Live Margate programme;
2. To design a scheme to convert the building into self-contained 2 bedroom flats, progress a planning application and appoint a suitable design team to progress the conversion;
3. To consider a further report once the detailed conversion costs are known, so that the necessary funding can be included within the HRA capital programme and a contractor appointed.

Corporate Implications

Financial and Value for Money

The purchase of the property and initial design and planning can be funded via the existing capital budget in the HRA's Capital Programme for the Live Margate Programme.

Further funds will need to be factored into the programme in order to undertake the desired renovation into self-contained 2 bedroom flats.

Legal

The Council has a Best Value Duty under the Local Government Acts to ensure that it pays no more than market value for the acquisition of any properties. A professionally qualified Valuer has been appointed who has provided advice about the market value and negotiated purchase price to ensure that the purchase is within the market value.

Under section 120 Local Government Act 1972 the Council has a general power to acquire property by agreement. A local authority may also purchase properties for housing the homeless under section 17 Housing Act 1985.

Property acquisitions by the Council must comply with its Property Procedure Rules.

Application for and acceptance of the grant from the GLA as recommended complies with the Council's powers under s1(1) of the Localism Act 2011 and applying the grant in the manner recommended satisfies the Council's Best Value Duty in respect of its housing obligations.

Risk Management

Housing development is inherently risky and key risks include planning, construction costs and demand for homes.

The building is already a registered house in multiple occupation with an established planning use as residential. The conversion of HMO accommodation to family homes is in line with specific planning policies in Cliftonville restricting the development of one bedroom and bedsit accommodation.

The appointment of a suitably qualified design team will help to reduce the risks associated with construction projects including design risks and construction costs.

Demand risk is limited considering the number of households currently registered on the councils housing register and the number of households living in temporary accommodation.

The council has already successfully delivered similar projects in the area.

Corporate

TDC is aware of the challenges facing its residents and in 2019 our Corporate Statement committed to supporting residents through effective partnership working with both the public sector agencies and the community. We will provide leadership and direction across the District and the region to ensure everyone is working to the same goal. Delivering high-quality housing, safer communities and enhancing the health and wellbeing of our residents. Specifically we committed to improve standards and safety in homes across all tenures.

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 advance equality of opportunity between people who share a protected characteristic and people who do not share it

The provision of affordable homes within the district helps to ensure that people with protected characteristics are more able to access suitable homes to meet their needs.

Corporate Priorities

This report relates to the following corporate priorities: -

- Communities

1.0 Introduction and Background

1.1 The 'Live Margate' project is a long-term programme that involves buying existing properties and turning them into quality family homes, making Margate, in particular, Cliftonville West and Margate Central a place where more people aspire to live.

The programme is ensuring that we respect the original architecture, sympathetically renovating and restoring the various buildings.

1.2 The programme has included investment of £23.1m through a number of key organisations including Thanet District Council, Kent County Council and the Homes & Communities Agency. The programme was a 15 year programme running from 2011 to 2026. Thanet District Council and Kent County Council have several aims for the programme, as follows:

- Increase the number of family homes
- Improve living and housing standards
- Encourage investment and owner occupation

1.3 The property proposed for purchase is situated in Edgar Road, Cliftonville. It is currently a licensed house in multiple occupation, in reasonable condition.

1.4 The property can be purchased with the remaining Live Margate funding with the additional costs for professional fees and works to convert the building into family homes, included within the Housing Revenue Account Capital Programme, once the costs are detailed.

2.0 The Current Situation

- 2.1 The Live Margate project is currently in its 12th year and to date we have successfully purchased and refurbished 9 properties creating 33 units of affordable housing within the Housing Revenue Account.
- 2.2 The long term goals of the programme to regenerate Margate Central and Cliftonville West was also to:
- Stabilise the community by stemming resident churn rate and significantly increase the segment of non-transient population.
 - Deliver a self sustaining and vibrant community in the Special Intervention Area attractive to investors
 - Reduce the concentration of disadvantaged people living in the Special Intervention Area.
 - Reduce worklessness and benefit dependency amongst locals
 - Reduce crime and anti-social behaviour.
 - Reduce the burden on public services
 - Drive efficient Inter-Agency working through implementing best practice.
 - Help to tackle mental and physical health issues of residents, bringing the life expectancy back towards Kent average.
- 2.3 All projects undertaken by the Housing Strategy and Projects Team are currently complete in the Live Margate area, and for the past couple of years the team have been negotiating with various owners of properties to purchase our next project. Due to the increase in the market values of properties within the area this has not been possible.
- 2.4 The property in its current form is one unit, with approximately 20 ensuite rooms with shared kitchens and bathrooms. It is a licensed House in Multiple Occupation. All compliance and repairs are up to date. The property has been valued and the owner has agreed an offer, subject to contract, within the valuation.
- 2.5 The current owners have already started the process of moving out, they have purchased a number of units across Thanet, and have confirmed the property will be empty by 31st March 2023.
- 2.6 If approved, the conversion project will take between 12 and 18 months to develop and for works to start on site. During this time, the building has the potential to be occupied, as a house in multiple Occupation to assist with the needs of homeless people.

3.0 Options

- 3.1 We propose to purchase the property for conversion into self-contained flats, replicating our other Live Margate developments, such as Ethelbert Crescent and Sweyn Road. This would result in a minimum of 14 flats, potentially all 2 beds however this is to be agreed, and is subject to planning approval. There is a 'no one bed' planning policy within this ward. This is consistent with the aims of the Live

Margate Programme to purchase bedsits flats within the intervention area and convert them to self contained homes.

- 3.2 We propose to fund the purchase using remaining Live Margate funds.
- 3.3 Alternatively Cabinet could decide not to purchase the building. Securing an alternative building within Cliftonville is likely to be difficult, so not proceeding with this might mean that the remaining £1.6m in the Live Margate programme would need to be reallocated to other housing projects.

Contact Officer: *Ashley Jackson (Housing Strategy and Projects Manager)*

Reporting to: *Bob Porter (Acting Corporate Director of Place)*

Corporate Consultation

Finance: *Chris Blundell (Acting Deputy Chief Executive)*

Legal: *Sameera Khan (Interim Head of Legal & Monitoring Officer)*

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