

From: Matthew Balfour, Cabinet Member for Environment & Transport
Barbara Cooper, Director of Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 8 July 2016

Subject: Kent Environment Strategy Implementation Plan and new 5-year environment targets

Classification: Unrestricted

Past Pathway of Paper: Corporate Management Team - 28 June 2016

Future Pathway of Paper: N/A

Electoral Division: N/A

Summary:

The *Kent Environment Strategy: A strategy for environment, health and economy* was adopted by Kent County Council in January 2016. Following this, a draft implementation plan has been developed focusing on those actions that are best delivered in partnership, delivering the greatest outcome. The plan includes a number of actions for Kent County Council, both directly and indirectly as the strategic lead. In addition, related to the agreement of the KES are proposals for a revision of corporate environmental targets for the period 2016-2021 to reflect key priorities for KCC. This paper summarises the KCC actions, the rationale for the targets and a summary of progress against the corporate environmental targets set for the period 2011-2015.

Recommendation:

The Environment & Transport Cabinet Committee is asked to consider and endorse the Kent Environment Strategy implementation plan and new 5-year targets, committing KCC resources to deliver them.

1. Introduction

- 1.1 The Kent Environment Strategy: A strategy for environment, health and economy was agreed by Kent Leaders in November 2015 and adopted by Kent County Council in January 2016. The strategy is currently being taken through borough and district authority decision processes. A draft implementation plan has now been developed to deliver the strategic priorities identified. Activities within the plan are outcome focused with a number of partners taking ownership of individual actions.
- 1.2 The KES Implementation Plan will be reviewed annually to monitor and evaluate progress of actions and associated strategic indicators and targets. KCC Corporate Management Team has an oversight responsibility in terms of the delivery of KCC's actions and targets.

- 1.3 There are a number of actions and targets included in the draft implementation plan where Kent County Council is leading and these are outlined in Appendix 1 for review and agreement.
- 1.4 Delivery of KES priorities will cut across KCC Directorates with all having a responsibility for delivery. In light of this, a summary paper will also be taken to Policy & Resources Cabinet Committee. To meet those responsibilities, along with our KCC Corporate responsibilities and ISO 14001 commitment, the most significant areas that Kent County Council will be addressing are listed below. This includes where KCC should play a leadership role with CMT oversight with regard to our strategies/policies, estate and services.

KES Priority 1: Bridging the gaps in understanding our risks and opportunities and identifying actions and KES Priority 9 improving Kent's resilience to environmental change: In particular there is an action to continue to assess the economic, health and social impacts of climate change on our businesses, services and residents and take action as appropriate, ensuring that assessments inform:

- Risk registers
- Commissioning
- Service planning
- Staff engagement and communication

KES Priority 2: Influencing Strategy and Policy, and Priority 8: Influencing Future Growth:

In particular establishing a sound evidence/intelligence base to support decision makers to make informed decisions in relation to KES priorities, particularly in relation to growth as highlighted by stakeholders in the KES consultation as well as take advantage of the opportunities provided by our natural/historic assets.

KES Priority 6: Improve our resource efficiency such as energy, water and land (one public estate), and Priority 7: Support sustainable access and connectivity for businesses and communities: These priorities in particular have been used to update and inform KCC's corporate environmental targets 2016-2021.

2. KCC Strategic context

- 2.1 Delivery of the Kent Environment Strategy supports all three KCC strategic outcomes and specifically economy, health and wellbeing.
- 2.2 To maximise benefits and outcomes achievable, it is important that the Strategy and Kent-wide targets are recognised as cross-cutting, to be taken account of when setting KCC policy and delivered through commissioning and procurement to increase social value.
- 2.3 There is a proven link between emissions from the use of fossil fuels and poor air quality, which in turn impacts on the health of Kent's residents. With transport emissions in Kent being the primary source of nitrogen dioxide (NO₂)

pollution (a greenhouse gas), which at times exceeds EU concentration limits, it is important that the Council demonstrates its public health responsibilities by minimising air pollution from its own operations.

- 2.4 Some of these actions are in part related to our commitments through the Climate Change Act (2008), which requires all public sector organisations to reduce greenhouse gas emissions in order to contribute toward national reduction targets established to mitigate global climate change. In addition, as the lead partner of the Kent Environment Strategy, the Council works with a cross-sector Kent partnership to address challenging county wide environmental risks and opportunities, and should demonstrate a leadership role in its own estate and services.
- 2.5 The economic benefit is also clear, with KCC spending £15.8m on energy and fuel in 2015. By targeting a reduction in the consumption of energy and fuel, financial savings can be achieved and the impact of rising energy costs minimised. The use of water and production of waste are also significant environmental indicators albeit with lesser financial costs. However, obtaining data to measure these impacts robustly has been difficult to achieve without significant investment of staff time and changes to multiple suppliers systems.

3. Delivery framework

- 3.1 The ISO14001 Standard framework will continue to be utilised to engage all services to contribute to Kent Environment Strategy delivery and corporate targets.
- 3.2 New five-year corporate targets are proposed to address the most significant impacts on the environment and corporate costs. These are greenhouse gas emissions from energy and fuel consumption and waste generated from the corporate estate.
- 3.3 The last five-year targets were set in 2011, with the following progress achieved by December 2015*:

Target	Progress	Commentary
Reduce energy use in our estate to meet the carbon reduction target of 2.6% per year up to 2015	- 18%	Exceeded target by 6% Costs increased by £1.1m (5.4%) due to energy price rises
Reduce business miles travelled by car by 5% per year up to 2015 (Target introduced in 2012)	- 24%	Met target Mileage claim costs increased by £206k (4%) due to increased reimbursement rates
Reduce water use within our estate by 10% by 2015		Unable to measure – robust data not available
Reduce waste generation across our estate by 5%, and increase the proportion of our		Unable to measure – weight data not available

corporate waste which is reused or recycled to 60% by 2015	On a volume basis the recycling target has been achieved
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* Jan to Mar 2016 data not yet available

3.4 In light of the revision of the Kent Environment Strategy, a stronger focus on health impacts and a need to prioritise limited staff resources on the most significant environmental impacts, the following targets are proposed for approval, which aligns with Priority 6 of KES:

Target	Rationale
<p>Reduce greenhouse gas emissions by 32% by 2021</p> <p>Expected reduction by sector:</p> <p>Street lighting: -50%</p> <p>Corporate buildings: -18%</p> <p>Fleet vehicle fuel: -14%</p> <p>Claimed business mileage: -14%</p>	<p>Measuring all greenhouse gases provides a stronger focus on the gases that contribute to poor air quality and impact on health.</p> <p>Includes street lighting electricity, energy use from corporate estate, fleet vehicle fuel and claimed business mileage. 54% of current emissions are due to street lighting, the LED/CMS strategy will deliver at least 50% reduction in these emissions.</p> <p>New ways of working and transformation programmes coupled with energy efficiency/ renewable energy investment and advancing technologies will continue to reduce energy, fuel and mileage to deliver emissions reduction and cost efficiency savings.</p>
<p>Zero waste to landfill by 2020</p>	<p>Target set to align with Kent household waste target (in absence of robust monitoring data). This target addresses waste arising from KCC premises. Services which produce significant wastes will be expected to set service relevant targets to minimise landfilled wastes and increase recycling.</p>

3.5 As Kent's water resources are under significant pressure, working with our TFM partners we will explore how robust water consumption data can be achieved, with the aim to set a target when this data is available.

3.6 There are further targets and outcomes relating the Kent Environment Strategy (KES) that KCC will need to be delivering highlighted in Appendix 1. It is anticipated that the KES Implementation Plan will be finalised by the end of July 2016, once all stakeholder feedback has been integrated. Monitoring and evaluation of the plan will then be undertaken on an annual basis through CMT, Cabinet Committee and Cabinet.

4. Financial Implications

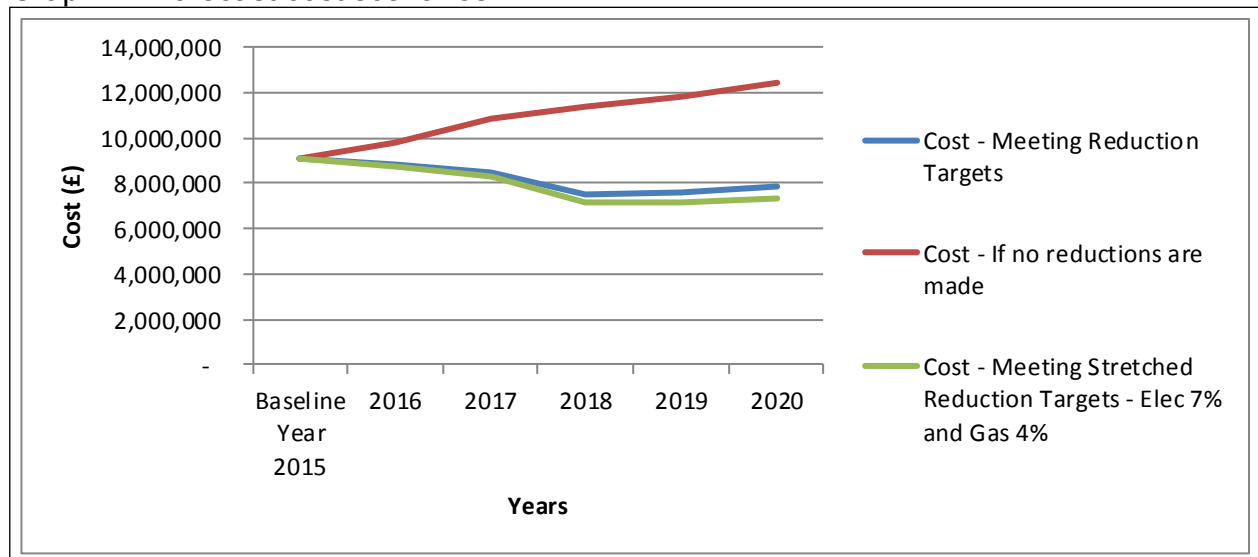
4.1 In 2015, KCC spent £15.8m on energy and fuel (see Table I).

Table I – Costs of energy and fuel and contribution to GHG emissions

Sector	Cost in 2015	% of GHG emissions
Street lighting electricity	£5.4m	55%
Corporate buildings (incl. ICT) energy	£3.2m	34%
Business travel (non fleet)	£6.6m	8%
Fleet vehicle fuel	£630k	4%
Total energy & fuel	£15.8m	

- 4.2 If energy use continues at 2015 levels, by 2020-21 annual energy costs (excludes fuel and travel) are expected to reach £12.5m. Over the five-year period the cumulative impact of increases would be £10.9m of additional energy costs.
- 4.3 If the above target reductions are factored in and assuming all targets are met, by 2020-21, the annual energy cost is expected to reduce by £1.3m to £7.8m. Over the five-year period the cumulative costs avoided would be £5.2m. See Graph I below.

Graph I – Forecast cost scenarios



- 4.4 The main influence on costs over the period is due to electricity price rises. This means that the cost of street lighting electricity consumption is expected to start to rise again over the period 2019-2021 once the LED and CMS strategy is completed and savings have been achieved.
- 4.5 The upwards trend in energy costs is also expected from corporate estate buildings electricity consumption, albeit slightly offset by small reductions in the cost of gas (based on a 4% per annum reduction target). However, if a stretch target of 7% per annum reduction is applied to electricity this could achieve additional reductions in per annum cost of energy in the range £100-200k by 2020-21.
- 4.6 Forecast changes to fleet fuel costs are less certain and hence calculations have not been carried out to determine the impact of reductions from business travel. Assuming business mileage continues to decrease, albeit at a slower

rate than previous five-year period, costs will continue to decrease unless the mileage reimbursement rate is increased.

5. Legal implications

- 5.1 Setting targets to reduce greenhouse gas emissions fulfils our commitments through the Climate Change Act (2008), which requires all public sector organisations to reduce greenhouse gas emissions in order to contribute toward national reduction targets established to mitigate global climate change.

6. Equalities implications

- 6.1 The completion of an Equalities Impact Assessment has highlighted positive impacts for age and disability due to some aspects of the delivery programme for example tackling fuel poverty. No adverse impacts have been identified, although each distinct project under the programme will assess equalities impacts more specifically and seek to achieve positive outcomes.
- 6.2 In addition, by reducing the amount of money KCC spends on utilities and waste disposal, enables funding to be directed towards achieving strategic outcomes for Kent's residents.

7. Conclusions

- 7.1 Delivery of the Kent Environment Strategy will influence and support delivery of all three KCC strategic outcomes, playing a key role in supporting the economy and health and wellbeing. To maximise benefits and outcomes achievable, it is important that the Strategy and Kent-wide targets are recognised as cross-cutting, to be taken account of when setting KCC policy and delivered through commissioning and procurement to increase social value.
- 7.2 In light of the revision of the Kent Environment Strategy, a stronger focus on health impacts, the potential to avoid significant costs and the need to prioritise limited staff resources in line with statutory duties, the five-year corporate targets in section 3.4 are proposed for approval.

8. Recommendation:

- 8.1 The Environment & Transport Cabinet Committee is asked to consider and endorse the Kent Environment Strategy implementation plan and new 5-year targets, committing KCC resources to deliver them

- 9. Background documents – all background documents, including the KES can be found on <http://www.kent.gov.uk/environmentstrategy>

10. Contact details

Report Author: Carolyn McKenzie, Head of Sustainable Business & Communities	Relevant Director: Barbara Cooper, Director of Growth Environment & Transport
Telephone number 03000 413419 Email address Carolyn.McKenzie@kent.gov.uk	Telephone number 03000 415981 Email address Barbara.cooper@kent.gov.uk

Appendix 1

Kent Environment Strategy Draft Implementation Plan – actions where KCC is the lead

The Kent Environment Strategy and implementation plan cover a range of priorities and activities to be delivered across Kent partners. The actions contained in this table focus on those areas where KCC leads in delivery, however KCC is also the strategic lead for the Kent Environment Strategy overall.

KES Sub Priority	KCC Action	KCC Strategic Outcome
Priority 1 Bridging gaps in understanding our risks and opportunities to identify actions		
Priority 1.2 Continue to assess the economic, health and social impacts of climate change on our businesses, services and residents and take action as appropriate	Refresh the Kent Climate Change Risk Assessment and identify priority adaptation and mitigation actions to take forward to improve resilience through a revised study into the impacts of climate change on the county	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 1.4 Improve our understanding of risks and opportunities related to specific resource constraints such as water and energy and land	Develop and implement an action plan for taking forward recommendations and priorities from the KCC Energy Security Select Committee, incorporating those actions into the Theme 2 and Theme 3 of the KES as appropriate.	
	Identify key recommendations and actions from a water for sustainable growth study for Kent and Medway to inform and support planning decisions across the county.	
Priority 1.5 Build on our understanding of local air and noise pollution and associated health outcomes to determine targeted actions	Undertake an initial desk based review of the environmental and health implications of noise, such as aircraft noise, on communities in Kent and Medway, and identify levels of risk and recommendations for further actions as appropriate.	
Priority 2 Influencing strategy and policy		
Priority 2.1 To support decision makers, work with partners to establish a central evidence base addressing Kent Environment Strategy priorities	To inform and support the development of focussed and pragmatic decision making and commissioning, a central data and information hub will be established to provide monitoring capability of strategic indicators, such as CO ₂ emissions across the county.	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life

KES Sub Priority	KCC Action	KCC Strategic Outcome
Priority 2.2 Use our evidence to influence local, national and EU strategy and policy as appropriate	Develop a toolkit to support public sector commissioners ensuring that key environmental risks are incorporated into commissioning and procurement	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 3 Building resources , capabilities and changing behaviour		
Priority 3.1 Develop knowledge networks, sharing best practice and training to build capacity for informed decision making	Identify core training and development needs in relation to delivery of Kent Environment Strategy priorities, and develop recommendations to build knowledge and capacity as appropriate working with other sectors such as academia to look for opportunities to support that development.	Cuts across all three Strategic Outcomes
	To build skills and support sustainable economic growth for delivery Kent Environment Strategy, identify options and/or establish opportunities for volunteering, placements and apprenticeships.	
	Provide support for decision makers to increase awareness of the Kent Environment Strategy priorities in promoting sustainable growth across Kent's communities, and to enable them to champion and promote those priorities at a local and national level when required.	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 6 Improve our resource efficiency such as energy, water and land		
Priority 6.1 Reduce negative impacts and maximise the resource efficiency of public sector services, setting out our public commitments for energy, waste and water use reduction	To maximise the benefits of renewable energy schemes on reduction in energy use and cost savings, opportunities to further roll out schemes across public sector estate will be identified, partnering with communities and business as appropriate.	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 6.2 Improve the resource efficiency of our homes, reducing costs, tackling fuel poverty and improving health outcomes	Develop a Waste Management Strategy (WMS) working in partnership through the Kent Resource Partnership and Joint Municipal Waste Management Strategy, incorporating actions into the Kent Environment Strategy as appropriate.	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
	To reduce fuel poverty and improve health outcomes for residents across Kent and Medway a coordinated retrofit programme will be delivered across the county, such as Warm Homes – what about community energy	Older and vulnerable residents are safe and supported with choices to live independently

KES Sub Priority	KCC Action	KCC Strategic Outcome
Priority 6.3 Work with businesses to reduce costs and negative impacts through improving compliance, efficiency, resilience and innovation in the use of resources	Develop an integrated business support package to maximise existing support and develop appropriate public sector interventions for promoting growth in the Low Carbon Sector across Kent and Medway; these include programmes such as STEM and LOCASE grants.	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 7 Support sustainable access and connectivity for businesses and communities		
Priority 7.1 Develop an integrated approach to sustainable access to our countryside, heritage and coast, supporting Kent's economy and improving health outcomes through outdoor sport and leisure opportunities	Review and update the Countryside Access and Improvement Plan Promote the development of high quality walking, cycling and public transport routes through the Local Sustainable Transport Fund and Local Transport Plan (LTP4)	Cuts across all three Strategic Outcomes
Priority 7.2 Ensure our residents, businesses and communities are well connected to services, with sustainable and active travel options	Deliver the Active Travel Strategy Support the access to superfast broadband across the county through the Making Kent Quicker programme	
Priority 7.3 Promote smarter working practices to improve efficiency and deliver health and economic benefits through reduced travel	Support businesses reduce their need for travel, through maximising opportunities such as enhanced SME digital capabilities facilitated through the Low Carbon Kent network	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 8 Influence future sustainable growth for the county of Kent		
Priority 8.1 Ensure that key environmental risks such as flooding, water scarcity and heat are informing policy decisions and development	Review and refresh the Local Flood Risk Strategy	Cuts across all three Strategic Outcomes
	Focussing on key risks and opportunities at local plan and master plan level, key strategies such as LTP4 and key development decisions, recommendations from Priority One will inform on actions under sub-priority 8.1. Emerging focus areas will include: <ul style="list-style-type: none"> ○ Energy security (sub-priority 1.4) ○ Water security ○ 	
Priority 8.2 Address the environmental challenges and	Identify energy needs for growth and how these can be met sustainably and ensure these are incorporated into the Growth	Kent communities feel the benefits of economic growth by being in work,

KES Sub Priority	KCC Action	KCC Strategic Outcome
ambitions identified in the Growth and Infrastructure Framework and local plans, such as sustainable and alternative transport options, green infrastructure, energy, water and flooding	and Infrastructure Framework e.g. district heating and community energy.	healthy and enjoying a good quality of life <i>and</i> Older and vulnerable residents are safe and supported with choices to live independently
	Identify opportunities for the creation and enhancement of Green and Blue Infrastructure in urban areas, improving connectivity and raising awareness with developers.	Cuts across all three Strategic Outcomes
Priority 8.3 Develop guidance and support to enable sustainable growth protecting the county of Kent's environmental and historic assets, and supporting healthy, prosperous communities	Provide support and guidance for developers and planners to achieve sustainable growth through integrating priority evidence bases, into best practice and key policies as appropriate	Cuts across all three Strategic Outcomes
Priority 9 Improve the county of Kent's environmental, social and economic resilience to environmental change		
Priority 9.2 Ensure that public sector services have assessed key environment and severe weather risks and opportunities and are taking action accordingly	Review public sector services to ensure that their climate change risk assessments are addressing are up to date and areas of significant impact are incorporated into service planning.	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 9.3 Improve water management and build flood resilience, maximising opportunities to deliver multiple benefits for our environment and residents into the future	Devise a sustainable maintenance model for SuDs (Sustainable Drainage Scheme) features	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
Priority 10 Support growth in the economy with a focus on low carbon, environmental services and rural sectors		
Priority 10.1 Support business innovation, smart technologies and development of the circular economy to deliver economic growth	Identify the risks and opportunities that EU circular economy legislation will have on domestic waste management through the KCC Waste Disposal Strategy and through the Kent's Joint Municipal Waste Management Strategy	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life

KES Sub Priority	KCC Action	KCC Strategic Outcome
	Working in partnership across Kent continue to develop and promote the low carbon sector, focussing on those areas with the most potential growth such as offshore wind, marine energy, building retrofit and wood biomass.	
Priority 10.2 Maximise opportunities for the rural sector	Continue to develop and support an integrated business support package for the rural low carbon and environmental goods and services sector across Kent, working in supporting strategies and plans such as the SE LEP Rural Strategy, and delivery of LOCASE grants and LEADER.	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
	Attract increasing levels of investment in to the agri-food sector for Kent to increase food production to meet national targets, now part of a national Government strategy in the 25 year Food Plan.	
Priority 10.3 Support skills development to facilitate growth	Working across sectors, an initial gap analysis to identify where targeted skills development is required to meet the growth agenda and priorities set out in the Kent Environment Strategy such as creation of apprenticeships for land based skills and the rural economy, and community energy.	Cuts across all three Strategic Outcomes
Priority 10.4 Widely promote the county of Kent as the place for low carbon and environmental businesses	Market Kent as the place for sustainable business by promoting the low carbon sector through targeted communications and developing an online directory of suppliers of low carbon technologies and services	Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life