

**From: Gary Cooke, Cabinet Member for Corporate & Democratic Services**

**To: Policy & Resources Cabinet Committee – 22<sup>nd</sup> July**

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

Non-Key decision

Classification: **Unrestricted**

**Past Pathway of Paper:** Corporate Management Team, Environment and Transport Cabinet Committee.

**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, including a number that require a corporate response due to their cross cutting nature.

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(s):**

The Policy & Resources Cabinet Committee is asked to NOTE the Kent Environment Strategy new 5-year targets and the support required from Strategic and Corporate Services in the delivery of the implementation plan.

## **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. A draft implementation plan has been developed. KCC Corporate Management Team has oversight responsibility in terms of the delivery of KCC's actions and targets and specifically those of a corporate cross cutting nature. See Appendix 1 for KCC actions.

1.2. Delivery of KES priorities cuts across the whole of KCC and there are some significant areas that require KCC to play a strong leadership role. These relate to our Strategies, Policies, Organisational Development and Infrastructure.

**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 to continue to assess the economic, health and social impacts of climate change on our 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:** In particular establishing a sound evidence base to support decision makers and commissioners to make informed decisions in relation to KES priorities and to increase social value

**KES Priority 3: Building resources, capabilities and changing behaviour:** Developing organisational knowledge and skills and providing the tools to ensure environmental outcomes are achieved

**KES Priority 6: Improve our resource efficiency such as energy, water and land (one public estate):** This priority in particular has been used to update and inform KCC’s corporate environmental targets 2016-2021 due to the related health, political and economic implications.

## 2. Financial Implications

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

<b>Table I – Costs of energy and fuel and contribution to GHG emissions</b>		
<b>Sector</b>	<b>Cost in 2015</b>	<b>% of GHG emissions</b>
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%
<b>Total energy &amp; fuel</b>	<b>£15.8m</b>	

2.2. If energy use continues at 2015 levels, in order to ensure that KCC is leading by example, through reducing our energy usage we can reduce the impact of energy price increases. The infrastructure budget already includes an annual reduction in utility costs in line with the principles of the Asset Management Plan.

**3. The Report**

**3.1. KCC Strategic context**

3.1.1. Implementation of the Kent Environment Strategy will support delivery across all three KCC strategic outcomes, and in terms of the corporate agenda specifically resource efficiency and risk.

3.1.2. The economic benefit is 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 and carbon minimised.

**3.2. Delivery framework**

3.2.1. The ISO14001 Standard framework will continue to be utilised to engage all services across KCC in contributing to Kent Environment Strategy delivery. New five-year corporate targets are proposed to address the most significant impacts on the environment and corporate costs. There is also a stronger focus on health impacts and a need to prioritise limited staff resources.

Target	Rationale
<p><b>Reduce greenhouse gas emissions by 32% by 2021</b></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><b>Zero waste to landfill by 2020</b></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>

3.2.2. The Strategic and Corporate Directorate, and in particular Infrastructure, play an instrumental part in delivering the Corporate buildings, Fleet Vehicle and Claimed Business Mileage targets. They will also enable the delivery of KES Priority 6. Both ICT and Property are a major resource consumer in terms of energy use and key steps need to be taken over the next five years in order to achieve the proposed targets.

- 3.2.3. The ICT strategy sets the need for ICT to provide new services to facilitate truly secure mobile working so that staff can use any location to access their full office needs such as access to colleagues, information, documents, support services, application and systems. Mobile and flexible working will reduce travel costs and enable the council to utilise its buildings more efficiently. This in turn will contribute to reducing the cost of energy and greenhouse gas emission levels. To support workforce mobility and the use of flexible working patterns our technology solution will provide staff with a full range of tools to work flexibly in any location which includes secure access to all information held by the Council that is relevant to staff in doing their jobs.
- 3.2.4. The draft ICT strategy sets out an ambition to move to a Cloud first approach. Cloud services offer superior functionality at reduced cost and will enable effective and efficient mobile working as well as reduce use of KCC's building infrastructure.
- 3.2.5. When choosing new ICT services and physical infrastructure the cost of energy and greenhouse gas emission levels will be fully evaluated and relevant KPIs and PIs have been developed to ensure that ICT service delivery contributes to the reduction of energy cost and emissions
- 3.2.6. Proposals on Energy Saving projects from the TFM contractors will be requested detailing the recommendations, estimated energy savings, project cost, payback and reduced emissions. 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.
- 3.2.7. Opportunities to implement sustainable solutions within new build projects will be explored and any refurbishment or significant maintenance investment will look to result in reduced energy costs.
- 3.2.8. The asset utilisation programme will ensure that buildings across KCC's estate are used efficiently and keep energy cost to a minimum.
- 3.2.9. Infrastructure takes the lead on implementing One Public Estate across Kent and does this in partnership with KCC's external public sector partners. The programme looks to achieve efficient use of the whole public sector estate with technology being an enabler of multi service, integrated buildings.
- 3.2.10. The Infrastructure commissioning arrangements that are in place with the BSC and GEN<sup>2</sup> will provide contract management and performance monitoring against the KPIs and PIs that are specific to reducing energy cost and greenhouse gas emissions. Infrastructure will also continue to work closely with the Sustainable Business and Communities (SBC) team in GET to ensure all sustainable and energy efficient solutions are explored when implementing Infrastructure Strategy. The Sustainable Estate Taskforce which feeds into the KCC Environment Board will focus on specific projects and implementation of strategy to enable the KES 5 year targets and Priority 6 and 9 to be achieved.

- 3.2.11. Delivery of KES Priority 2 - Influencing KCC and Kent Strategy and Policy: Data and evidence will be collected and provided to assist Kent Policy Officers in developing strategy and policy and to commissioners to identify social value opportunities.
- 3.2.12. Delivery of KES Priority 3 - Building resources, capabilities and changing behaviour: Supporting EODD in the development of skills, knowledge and behaviours required to achieve environmental outcomes, reflecting this in our organisational development plans and communications.
- 3.2.13. Appendix 1 details the current draft KES Implementation plan, where KCC is the Strategic lead and it is anticipated that this will be finalised by the end of July 2016, once all stakeholder feedback has been integrated. It is proposed that monitoring and evaluation of the plan will then be undertaken on an annual basis through CMT, E&T and P&R Cabinet Committees and Cabinet.

### **3.3. Legal implications**

- 3.3.1. 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.

### **3.4. Equalities implications**

- 3.4.1. 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 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.
- 3.4.2. 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.

### **3.5. Public Health implications**

- 3.5.1. The revision of the Kent Environment Strategy has been strongly influenced by the Public Health agenda and reflects how the environment can contribute to the delivery of preventative health strategies. For example by reducing air pollution, promoting access to the natural environment to increase people's activity levels and addressing poorly heated homes.

## **4. Conclusions**

- 4.1. 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 positive outcomes, 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.

4.2. In light of the revision of the Kent Environment Strategy, a stronger focus on health impacts, the potential to avoid significant costs through effective management of infrastructure and the need to prioritise limited staff resources in line with statutory duties, the five-year corporate targets in section 3.2 are proposed for approval.

**5. Recommendation(s):**

The Policy & Resources Cabinet Committee is asked to NOTE the Kent Environment Strategy new 5-year targets and the support required from Strategic & Corporate Services in the delivery of the implementation plan.

**6. Background Documents –**

<http://www.kent.gov.uk/environmentstrategy>

ICT Strategy 2016-18

**7. Contact details**

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## 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
<b>Priority 1 Bridging gaps in understanding our risks and opportunities to identify actions</b>		
<b>Priority 1.2</b> 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
<b>Priority 1.4</b> 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.	
<b>Priority 1.5</b> 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.	
<b>Priority 2 Influencing strategy and policy</b>		
<b>Priority 2.1</b> 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 <sub>2</sub> 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
<b>Priority 2.2</b> 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
<b>Priority 3 Building resources , capabilities and changing behaviour</b>		
<b>Priority 3.1</b> 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
<b>Priority 6 Improve our resource efficiency such as energy, water and land</b>		
<b>Priority 6.1</b> 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
<b>Priority 6.2</b> 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
<b>Priority 6.3</b> 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
<b>Priority 7 Support sustainable access and connectivity for businesses and communities</b>		
<b>Priority 7.1</b> 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
<b>Priority 8 Influence future sustainable growth for the county of Kent</b>		
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"> <li>○ Energy security (sub-priority 1.4)</li> <li>○ Water security</li> <li>○</li> </ul>	
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
<b>Priority 9 Improve the county of Kent's environmental, social and economic resilience to environmental change</b>		
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
<b>Priority 10 Support growth in the economy with a focus on low carbon, environmental services and rural sectors</b>		
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