

The Net Zero Carbon Action Plan flows from the indicative Net Zero pathways. This describes a number of interventions required for Hart to meet its 2040 district-wide and 2035 operational Net Zero target. Delivering each decarbonisation intervention requires one or more action to be taken. These actions may need to be taken by different stakeholders and some will be reliant on other actions having already been completed. The actions that follow focus on those that the Council can take.

The actions are described in the following tabs, grouped together by emission sector and then the intervention they will help deliver. Priority actions are indicated. Net zero action cannot be achieved through Council action alone, however. Action by others will be required for Hart to meet its Net Zero targets and this will require HDC to take additional actions to influence other stakeholders.

Plan Elements

The plan includes several elements, which are summarised here:

A timeline for action, provided in three categories:

- Short term (less than 5 years)
- Medium term (5-8 years)
- Long term (8 years onwards)

Key players for each action, including:

- Potential action owner
- Other relevant stakeholders

Indicative costs, provided in three categories:

- £ (Low <£10,000)
- ££ (Medium £10,000-100,000)
- £££ (High >£100,000)

Operational Action Plan

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.1	Carry out a comparative assessment of moving to new office premises	Uncertainty regarding the longevity of HDC's current office premises is causing inaction, as HDC does not want to invest in improving property it will not reap the benefits of. A comparative assessment of the financial and climate impacts, including the embodied and ongoing GHG emissions, of moving to a new site vs. decarbonising the existing site should be commissioned in the first instance. This should commence after September 2022 once the new tenants are residing in the property so the building is at its 'normal' occupancy before energy consumption is evaluated.	Yes	Business Support, Facilities & Data Manager	Short term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.2	Revision of energy audit of HDC operational buildings (civic offices and workshop)	An energy audit of HDC's operational buildings has already been carried out but lacks sufficient detail to create a plan identifying potential energy saving with associated costs and timeframe to implement and estimated payback. Revision of the report will give more detail of energy efficiency measures.	Yes	Sustainability Officer	Short term	£-££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.3	Implement energy efficiency measures, including those identified in audit, across HDC's operational buildings	HDC has already identified some priority areas for improvement, i.e. upgrading lighting at Frogmore leisure centre. HDC should initiate these actions, or work with partners where appropriate to do so. Following receipt of the revised energy audit of HDC's operational buildings, develop a timeline and begin implementing energy efficiency measures. These are likely to include, but are not limited to, draught proofing, double glazing, and floor, roof, and wall insulation.	No	Business Support, Facilities & Data Manager	Medium – long term	££-£££
Page 2 Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.4	Develop overall heating strategy for operational buildings	In order to decarbonise HDC's buildings by 2035 (and considering the outcome of action BE.1.1, a dedicated buildings strategy should be commissioned. This will assess each of the buildings in HDC's operational boundary and present a bespoke series of solutions for decarbonising. This can be applied in conjunction with, for example, the upcoming adaptation action plan and should use findings of energy audits.	Yes	Sustainability Officer	Medium term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.5	Roll out staff training initiatives to improve energy efficiency across operational buildings	Behaviour change across staff is key for reducing heating and electricity demand. HDC should roll out a series of staff training sessions to communicate to staff how their own behaviour can assist in reducing energy use.	No	Communications and Media Manager	Medium term	£
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.6	Develop internal targets with regards to energy consumption reduction in operational buildings	As part of the building strategy, using internal resource, HDC should develop a set of key performance indicators across operational buildings measuring energy performance against reduction targets.	No	Sustainability Officer	Short term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.7	Review and revise internal maintenance and repair policies to limit future reliance on fossil fuels in operational buildings	Develop a policy that prevents, in particular, the installation/replacement of new gas boilers. This policy should also ensure repairs favour low-carbon replacements e.g. upgrading glazing.	Yes	Matt Saunders - HDC	Short term	£
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.8	Convert car park lighting to LED	Progress fully costed report for a programme of LED lighting replacement in car parks. Make recommendations to Climate Change Working Group. This action is already in train.	No	Contracts and Procurement Manager	Ongoing	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.9	Review pace of LED lighting installation	Currently, lighting in car parks is being replaced with LED as existing lighting breaks. In civic offices, LED lighting and sensors have been installed in high use areas and meeting rooms. A review of whether this pace of rollout will meet HDC's 2035 target is necessary. If indicated, implementing installation at a faster pace may be required.	No	Contracts and Procurement Manager	Medium term	£
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.10	Commission energy audit of council-owned flats and develop retrofit plan	HDC also owns 41 affordable housing flats, which have solar PV but still have scope for improvement, including battery storage which could be used to supply the leisure centres with renewable electricity. HDC should review the building specs for relevant information and carry out energy audit of these flats and develop a plan for retrofit and/or battery storage. Collaboration with Everyone Active will be needed if renewable electricity supply to the leisure centres is considered.	No	Corporate Head of Community and Housing Everyone Active	Short-medium term	££

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.11	Investigate opportunities to renovate and retrofit temporary accommodation hostel.	HDC owns a temporary accommodation hostel on a long lease to the Housing Association. The hostel has poor energy efficiency with EPCs of E and F. The potential for refurbishment and retrofit of the hostel needs to be investigated. Collaboration with the Housing Association will be vital as the current lease spans 60 years. The first step is therefore for the Council to investigate the terms of the existing contractual arrangement and understand what the Council has responsibility for.	No	Head of Community and Housing and Housing Association	Medium term	£-££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.12	Identify potential operational buildings to connect to heat networks in future	Heat networks are a low-carbon heating alternative to gas from the national grid or oil. Work with Hampshire County Council to establish if any buildings could have the potential to be connected to heat networks in the future, linking wider decarbonisation planning to this identified potential. Ensure this aligns with wider plans for district decarbonisation. There may be scope to connect the leisure centres to heat networks, which will require collaboration with Everyone Active and Frogmore.	No	Infrastructure Manager and Everyone Active	Long term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.13	Connect relevant buildings to heat networks	As identified in BE.1.12, when it becomes feasible and appropriate to connect operational buildings to heat networks, do so. Work with Everyone Active and Frogmore for the leisure centres and Hampshire County Council for the civic offices and workshop, as relevant.	No	Infrastructure Manager and Everyone Active	Long term	£££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.14	Assess the feasibility of using low carbon heat sources for buildings	Heat pumps, including air source, ground source, or water source, produce heat using electricity rather than fossil fuels like gas or oil. These can be used to decarbonise heat in buildings, and air source heat pumps in particular require minimal engineering works. A feasibility study should identify cost effectiveness, technical applicability, and carbon reduction potential of installing heat pumps in civic offices and the workshop. HDC should also work with Everyone Active to investigate the feasibility for using heat pumps for space heating in the leisure centres.	Yes	Business Support, Facilities & Data Manager and Everyone Active	Short term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.15	Roll out low carbon heating sources identified in feasibility study	Use the findings of BE.1.14 to roll out low carbon heating for operational buildings. HDC can implement low carbon heating in civic offices and the workshop, if feasible. Liaise with Everyone Active for implementation in leisure centres, if deemed appropriate, taking into consideration BE.1.17 and BE.1.20.	No	Business Support, Facilities & Data Manager and Everyone Active	Medium term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.16	Work with Everyone Active to investigate the potential to improve the sophistication of the Building Management Systems (BMS) in place at leisure centres	Automatic lighting and a BMS are already in place, however the BMS is somewhat basic. This could be improved to reduce energy demand. Data from BMS could be analysed and used to collate an inventory of further actions that can be implemented in the leisure centres. This will require collaboration between HDC and Everyone Active, as well as Frogmore from whom one of the leisure centres is leased.	No	Business Support, Facilities & Data Manager and Everyone Active	Medium term	£
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.17	Work with Everyone Active to review leisure centre contract Key Performance Indicators (KPIs)	HDC's contracts with the leisure centres include a broad KPI to promote "the minimization of energy consumption within the new facilities". Everyone Active is required to improve the Display Energy Certificate (DEC) rating year on year for the leisure centres. At the next contract renewal, or earlier, if possible, investigate the opportunity to expand KPIs to be more specific, e.g. to procure renewable electricity.	No	Business Support, Facilities & Data Manager and Everyone Active	Medium term	£
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.18	Work with Everyone Active to assess the feasibility of using low carbon heat sources for pools in the leisure centres	Gas boilers are currently used to heat pools, and Hart leisure centre currently operates a CHP. Alternatives have been trialled elsewhere, e.g. heat from wastewater in Scotland and alterations to plant rooms/ pumping in Manchester. Work with Everyone Active, Hampshire County Council, and Frogmore to assess the feasibility of these options.	No	Contracts and Procurement Manager and Everyone Active	Medium term	££

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.19	Work with Everyone Active to review the events schedule and leisure centre opening hours to limit energy requirements (i.e. heating, lighting)	Scheduling public events and opening times can limit heating supply and electricity demand, which can reduce GHG emissions from fossil fuel heating in the short term and will reduce running costs for low-carbon heating in the longer term. This is applicable to the leisure centres but also any operational buildings where events are held. This will require collaboration between HDC and Everyone Active.	No	Sport and Leisure Manager and Everyone Active	Medium term	£
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.20	Work with Everyone Active to carry out internal review of air conditioning in leisure centres and investigate alternatives	Refrigerants used in air conditioning have a significant carbon footprint. HDC should work with Everyone Active and Frogmore to carry out a review of current refrigerant use for air conditioning and investigate options for lower global warming potential refrigerants or total alternatives.	No	Contracts and Procurement Manager and Everyone Active	Long term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.21	Finalise and implement Everyone Active energy action plan. Develop overall energy strategy	An energy action plan is already in train for Everyone Active. Work with Everyone Active to finalise and implement this. HDC should also encourage Everyone Active to commission a broader energy strategy to present projected future demand, and proposed actions to reduce demand and reduce the carbon intensity of supply. Everyone Active with require capital investment from the Council and HDC should prepare for Everyone Active to come to the Council with options.	Yes	Sustainability Officer & Sport and Leisure Manager and Everyone Active	Medium term	££
Buildings and Energy	Decarbonising heating and improving energy efficiency	BE.1.22	Identify any inefficient buildings that are leased and request improvements or identify alternatives	Some of the buildings in HDC's operational boundary are not owned and are leased, such as the leisure centre leased from Frogmore. Their energy performance should be assessed, after which HDC needs to establish which party is responsible for relevant improvements. Where HDC is responsible, then the property should be audited. A plan should be developed for buildings that are a lessor's responsibility.	No	Commercialisation Manager & Contracts and Procurement Manager	Medium term	££
Buildings and Energy	Decarbonising electricity supply	BE.2.1	Work with Everyone Active to survey existing solar panels at leisure centres and ensure they are in good repair and operating to full capacity	Fully operational solar panels will maximise HDC's electricity generation potential. HDC should work with Frogmore and Everyone Active to assess panel condition at the leisure centres and cost of repair/ maintenance before implementing a schedule of repairs to ensure all panels are in good working order.	No	Infrastructure Manager and Everyone Active	Medium term	££
Buildings and Energy	Decarbonising electricity supply	BE.2.2	Assess further opportunities for renewable electricity generation across HDC's operational buildings, including rooftop solar PV, micro wind, and energy storage	Installation of solar PV on civic office roofs is currently in progress. Considering the outcome of action BE.1.1, a full assessment of potential sites, capacity, and costs to increase supply of on-site renewable electricity generation is required. This should include the consideration of solar PV at the grounds depot and other operational buildings.	Yes	Infrastructure Manager and Climate Change Working Group	Short term	££
Buildings and Energy	Decarbonising electricity supply	BE.2.3	Assess opportunities and develop business case for purchasing land for solar PV and energy storage	Continue to work with Energy Hub to look at opportunities as they arise, and work with Richard Wheeler to produce basic toolkit to assess future opportunities. Consider purchasing land for solar PV.	No	Commercialisation Manager	Medium term	£££
Buildings and Energy	Decarbonising electricity supply	BE.2.4	Assess future electricity demand requirements	By 2035, HDC's electricity demand is likely to shift, with increased EV charging, electrification of heating, and improvements in energy efficiency each impacting demand. A study should be commissioned to assess how these factors are likely to contribute to HDC's overall electricity demand.	No	Sustainability Officer	Medium term	££
Buildings and Energy	Decarbonising electricity supply	BE.2.5	Assess feasibility of a Power Purchase Agreement (PPA)	Using internal resource, HDC should assess the feasibility of contracting a PPA in order to directly supply HDC with 100% renewable electricity. HDC should identify potential renewable generators and initiate discussions on the costs and benefits. HDC may rely on frameworks to procure a PPA and could link with larger organisations to do so e.g. Hampshire. This could also link with the new solar farm development in the district that HDC has approved. It is important to consider the current electricity market and commercial implications of switching suppliers at the present time (June 2022).	Yes	Contracts and Procurement Manager and Hampshire County Council	Short term	£

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Buildings and Energy	Decarbonising electricity supply	BE.2.6	Engage with Everyone Active on renewable electricity supply for leisure centres	The leisure centres' electricity is currently supplied by SSE and some solar PV panels. This decision is made on a financial basis at a high level. HDC should schedule discussion with Everyone Active to understand the current electricity generation capacity of the existing solar PV panels, and to investigate the potential of procuring electricity which drives increased renewable electricity generation. This could include Everyone Active requesting SSE's 5-year renewable development plan and the Council investigating true green tariff options to present to Everyone Active. It is important to consider the current electricity market and commercial implications of switching suppliers at the present time (June 2022).	Yes	Sport and Leisure Manager	Short term	£
Buildings and Energy	Decarbonising electricity supply	BE.2.7	Review current electricity supply to understand whether existing contracts drive increased renewable electricity generation on the grid	HDC's current electricity tariff is supplied by Hampshire Laser. A REGO-backed electricity supplier has been investigated but was not selected. HDC should consider changing to a provider that generates the renewable electricity they supply at next contract renewal. It is important to consider the current electricity market and commercial implications of switching suppliers at the present time (June 2022).	Yes	Contracts and Procurement Manager	Short term	£
Buildings and Energy	Increasing data availability	BE.3.1	Increase metering across operational buildings	Consistent metering can provide the granular data required to understand electricity and gas consumption. Based on the outcome of action BE.1.1, under an assessment of current metering and the costs and benefits of additional metering (including smart meters) internally. Installing submetering can be linked to installing heating controls, solar PV, and improving BMS.	No	Business Support, Facilities & Data Manager	Medium term	££
Buildings and Energy	Increasing data availability	BE.3.2	Expand baseline to include new buildings in future	Going forwards, expand greenhouse gas footprinting to include new buildings.	No	Business Support, Facilities & Data Manager	Medium term	£
Page 5 Transport	Developing internal resource for decarbonising transport	T.1.1	Evaluate the resource requirement for delivering the decarbonisation of transport	There is a need for internal capacity, skills, and expertise to deliver the work required to achieve Net Zero goals within transport. Consideration should be taken of the possibility of consolidating this work into existing roles, and the level of additional support required.	Yes	Human Resources and Customer Service Client Manager and Climate Change Working Group	Short term	£
Transport	Developing internal resource for decarbonising transport	T.1.2	Develop job specification(s) or internal purchase policy	If it is determined that additional resource is required to deliver transport decarbonisation following action T.1.1, develop job description for hiring new resource. Ensure that the key skills required, that are not currently available within HDC's current staff resource, are captured within job descriptions. Currently, no individual person has oversight of all fleet vehicles – this role should include this responsibility. Alternatively, a policy could be created which requires all vehicle purchases/loans to go through a central officer e.g. Matt Saunders to ensure an alternative fuel vehicle, such as electric, has been fully considered.	Yes	Human Resources and Customer Service Client Manager Matt Saunders - HDC	Short term	£
Transport	Reducing travel demand	T.2.1	Engage with staff to assess capability and willingness to continue to work remotely	Some staff have been noted to have relocated further away from offices post-Covid and favour remote working. Study/ staff survey reviewing the potential for the continuation of remote working into the future, and identifying any barriers that staff consider hinder their ability to work remotely. Link this to the outcomes of action BE.1.1, considering the potential location of a future office and impact on staff desire to commute.	Yes	Human Resources and Customer Service Client Manager and staff	Short term	£
Transport	Reducing travel demand	T.2.2	Evaluate ways in which HDC can support staff working remotely	Review current package of support offered to staff and develop and implement additional support required to address any barrier identified during staff engagement (e.g. move to server-based computing environment and virtual desktops, eliminating the need to transport equipment).	No	Human Resources and Customer Service Client Manager and staff	Short term	£-££

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Transport	Reducing travel demand	T.2.3	Implement agile working policy	Utilise the findings from engagement with staff and the review of remote service delivery to develop a policy on agile working and service delivery which may, for example, include targets on the number of days worked remotely. Disseminate policy to all staff and conduct a review of policy on an annual basis.	Yes	Human Resources and Customer Service Client Manager and staff	Short term	£
Transport	Reducing travel demand	T.2.4	Identify the purpose of trips made by the fleet	Review the number and purpose of trips carried out by HDC's operational fleet. Using this information, consider reducing the size of the street care and ground maintenance fleet – for example, consider the impact of reducing the number of fleet vans and instead having dual purpose vans (except bespoke vans e.g. dogs team).	Yes	Countryside Manager	Short term	£
Transport	Reducing travel demand	T.2.5	Develop communication plan to communicate travel policies and hierarchy	Review staff travel policy to consider commuting GHG emissions and encourage public transport. Determine methods of communication with staff and key information to be disseminated in engaging formats. This could include a 'where to work' tool that allows staff to calculate the GHG emissions of commuting vs. working from home.	Yes	Corporate Communications Officer	Medium term	£
Transport	Reducing travel demand	T.2.6	Provide continued support and training for the use of digital meeting technology	Train new staff in digital meeting technology and provide ongoing help desks/ support if problems arise. Training analysis required to assess any gaps in knowledge of online systems.	No	Sustainability Officer and training staff	Ongoing	£
Transport	Reducing travel demand	T.2.7	Develop internal policy requiring training and meetings to be carried out remotely (where possible)	Define the working practices and conditions for undertaking remote training and meetings, drawing on the findings from the staff surveys and assessments. Apply the policy both to staff and Councillors and facilitate visitors also following the policy where possible.	No	Sustainability Officer and training staff	Short term	£
Page 6 Transport	Reducing travel demand	T.2.8	Provide training on the remote management of staff	Support and training around the difficulties of working and managing staff remotely.	No	Human Resources and Customer Service Client Manager and training staff	Medium term	£
Transport	Reducing travel demand	T.2.9	Investigate opportunities to disincentivise car use, using other councils as a model	These could be financial, for example, business travel reimbursement could favour active travel and public transport options, i.e. p per mile. Some councils operate a mileage reimbursement scheme for bicycle travel, comparable to car travel. These could be practical, for example eliminating parking at offices. These could be cultural, such as walk to work week, car-free days, etc.	Yes	Sustainability Officer	Medium term	££
Transport	Increasing use of active travel	T.3.1	Assess current situation to identify barriers to uptake	Carry out an assessment of current desire, uptake, and feasibility of staff using active travel (walking and cycling) for business travel and commuting. Engagement with staff e.g. to identify routes with no cycle lanes, where they would be beneficial.	No	Sustainability Officer	Short term	£
Transport	Increasing use of active travel	T.3.2	Explore solutions to address barriers	Assess feasibility and viability of addressing the barriers, including ratings of HDC's influence, producing a long and short list of potential solutions, producing an action plan.	No	Planning Policy Manager	Medium term	££
Transport	Increasing use of active travel	T.3.3	Conduct feasibility study of improvement of facilities, and install additional bike storage at civic offices	Showers and bike racks are currently available for staff use, and a grant for additional bike storage has been applied for. Following the installation of this bike storage, assess via engagement with staff the availability and effectiveness of these facilities in encouraging cycling. Take into account the financial desirability of this action, taking into account the findings of action BE.1.1.	No	Business Support, Facilities & Data Manager	Medium term	££
Transport	Increasing use of active travel	T.3.4	Ensure consistency between HDC's operational active travel plans and the wider district travel plans to influence cycle lane planning	Engagement to ensure the extent of staff desire for active travel options is recognised in district-wide planning.	No	Planning Policy Manager	Medium term	£
Transport	Increasing use of active travel	T.3.5	Develop business case for purchasing pool bikes for a bicycle loan scheme	Pool bicycles could be used by staff and street care and ground maintenance team, for commuting and business travel, including electric and adapted bicycles. Consider the number of pool bikes required and where they should be based. Develop a business case for their purchase, and a policy for their use.	No	Business Support, Facilities & Data Manager	Short term	£
Transport	Increasing use of active travel	T.3.6	Set up cycle maintenance sessions	Set up regular bicycle maintenance sessions, ideally outside typical working hours, ensuring coverage of electric bicycles.	No	Sport and Leisure Manager	Medium term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs	
Transport	Increasing use of active travel	T.3.7	Develop communication strategy for active travel actions	Strategy should cover the bicycle loan scheme, cycle maintenance sessions, cycle to work scheme. Communications should include case studies of successes, highlight availability, and incorporate the new agile working arrangements.	No	Corporate Communications Officer	Short – medium term	£	
Transport	Increasing use of active travel	T.3.8	Develop transport policy based on the travel hierarchy	The travel hierarchy favours no travel at all, then active travel, then public transport, then pool cars, then private cars, and finally planes. HDC could implement this hierarchy into a transport policy for staff to follow.	Yes	Sustainability Officer	Medium term	£	
Transport	Increasing use of public transport	T.4.1	Assess current provision, current demand, and gaps in provision	Assessment of current public transport links to HDC sites, their limitations, and restrictions (e.g. distance, timetable), and the proportion of staff for whom public transport is not accessible; including via staff engagement.	Yes	Sustainability Officer	Short term	£	
Transport	Increasing use of public transport	T.4.2	Ensure consistency between HDC's operational public transport plans and the wider district travel plans to influence public transport planning	HDC needs to work with the county council and public transport providers to widen the district's impact on public transport. For example, expanding bus routes to reach more locations; expanding bus timetable to accommodate parents and caregivers; provide affordable ticket options for staff. In particular, engage stakeholders on the potential to amend bus routes to bring a bus stop closer to the leisure centres to encourage public transport.	No	Planning Policy Manager and public transport operators	Medium term	£	
Transport	Increasing use of public transport	T.4.3	Develop communication plan to promote public transport service offerings	For example, reassure staff of public transport safety measures during covid.	No	Communications and Media Manager	Short term	£	
Transport	Increasing use of public transport	T.4.4	Develop incentivisation scheme for train use	Many of HDC's staff members commute into the district or use rail for business travel. HDC could incentivise greater uptake of rail travel for these purposes by engaging with transport providers and procuring discounted commuting tickets for staff, for example.	No	Sustainability Officer and public transport operators	Medium term	££	
Page 7	Transport	Increasing use of public transport	T.4.5	Investigate the viability of purchasing pool cars for business travel	Pool cars could be used by staff for business travel, including electric and hybrid cars. HDC would then have more control over the GHG emissions for business travel if staff used pool cars rather than private vehicles. Consider the number of cars required and the associated cost. Compare to current use of public transport.	No	Business Support, Facilities & Data Manager	Medium term	££
Transport	Electrifying transport	T.5.1	Engage with staff to understand needs of electric vehicle (EV) users and barriers to uptake	Commission a study/ staff survey investigating the effectiveness of current provision of facilities for EV users (e.g. EV parking system), any barriers to increasing uptake interest in EV purchase if adequate facilities were available and aiming to understand the level of uptake that could be expected if barriers were removed.	Yes	Sustainability Officer	Short term	££	
Transport	Electrifying transport	T.5.2	Investigate and amend disincentives to EV uptake	HDC's mileage reimbursement currently pays less for EV use than for petrol/ diesel car use. This may be disincentivising EV use and uptake, and alternative models should be considered.	No	Sustainability Officer	Medium term	£	
Transport	Electrifying transport	T.5.3	Conduct feasibility study assessing fleet journeys	Following action T.2.4, assess journey types/ trip purpose and determine what proportion of fleet journeys could be performed by EVs.	Yes	Sustainability Officer	Short term	££	
Transport	Electrifying transport	T.5.4	Identify suitable trials for electric fleet vehicles and their charging options	Develop and conduct pilot projects trialling the use of electric fleet vehicles for relevant departments to determine their suitability for various journey types.	No	Sustainability Officer	Medium term	££	
Transport	Electrifying transport	T.5.5	Commission study for EV charge points and EVs required to electrify HDC's fleet. Produce a costed proposal and develop installation plan	Charge points are currently being considered for use by staff at civic offices, with the option to be available to the public at weekends (albeit fleet vehicles would remain in place over weekends). A separate civic offices report has already been produced, and site visits are planned to confirm costs. HDC should commission a study to determine the number of charge points that are required; what sites are viable; whether additional work is required (e.g. upgrading electricity systems); and a timeline for fleet replacement (considering renewal points and embodied carbon in existing vehicles). The costed proposal should reflect a study of possible financial models for the funding of charge points. This could fall under the role of a dedicated transport management officer, identified in T.1.1.	Yes	Infrastructure Manager and Contracts and Procurement Manager and Business Support, Facilities & Data Manager	Medium term	££	

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Transport	Electrifying transport	T.5.6	Decarbonise predominantly diesel street care and ground maintenance vehicles	Joint working with Basingstoke and Deane to develop a specific decarbonisation strategy for street care and ground maintenance vehicles. The strategy should cover the whole fleet, mapping out opportunities and associated timescales, considering new contract details. The strategy should continually consider the cost and wait times for electric road sweepers and work buggies, which have been identified as being too expensive and too long. It should be noted that road sweepers have recently been replaced and will now be operational for approximately 10 years. 'Risk' vehicles should be identified which won't require replacing until close to/after the 2035 Net Zero target date.	Yes	Contracts and Procurement Manager and Countryside Manager	Medium term	££
Transport	Electrifying transport	T.5.7	Develop vehicle decarbonisation strategy	Develop roll out plan of electric fleet vehicles. Evaluate when current contracts end. Develop a leasing policy. Develop fleet renewal strategy for EVs.	No	Contracts and Procurement Manager	Medium term	££
Transport	Electrifying transport	T.5.8	Investigate options for a 'sustainable hub' at Springwell Lane depot for street care and ground maintenance	Springwell Lane is the current site of contractors' vehicles and is used by HDC's operational fleet. This hub could become a central place for EV charge points. The site could have multiple uses, for example also including solar PV generation. This would need to be investigated in conjunction with delivery partner to assess feasibility of use for this purpose and their interest in formally sharing the site.	No	Infrastructure Manager and Waste Contractors	Medium term	££
Transport	Reducing travel demand	T.2.10	Investigate expanding the lone working app and staff location tool used by the parking team to other teams, for example countryside rangers	By expanding the tool to all relevant staff, staff can be utilised more wisely based on where they are and where they need to go. For non-specialist jobs this can help to reduce journey lengths and utilise staff's time more efficiently.	Yes	Countryside Manager Rangers	Short term	£
Page 8 Procurement	Suppliers decarbonising in line with HDC's target	P.1.1	Calculate GHG emissions from procurement and report in HDC's operational footprint	This can be calculated on the basis of spend data (excluding spend relating to electricity, gas, or transport, which will be captured elsewhere). Emission factors are available for spend data (i.e. kg CO2e / £ spent). The Greenhouse Gas Protocol provides guidance on calculating emissions from purchased goods and services (https://ghgprotocol.org/sites/default/files/standards_supporting/Chapter1.pdf). Emission factors are available from Defra, 2011 (although these need to be adapted to reflect inflation) and Leeds University, 2018.	No	Sustainability Officer	Short Term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.2	Review end-to-end procurement process. Prioritise categories to allow determination of action to be taken	Review the steps within the process, approvals, decision points, and templates. Consider the development of pre-procurement action, strategy, specification, selection, and award criteria. Review use of contract performance measures and the contract and supplier management process. Use expenditure, influence, risk, and opportunities analysis to prioritise categories for the focus of sustainable initiatives and actions e.g. identifying quick wins. The review is to focus on reducing greenhouse gas emissions, rather than other efficiencies. The review could be carried out internally, commissioned or undertaken with partner authorities.	Yes	Contracts and Procurement Manager	Short – medium term	££
Procurement	Suppliers decarbonising in line with HDC's target	P.1.3	Establish and commit to sustainable procurement and waste working group	Facilitates and enables knowledge and expertise sharing. There are strong links between procurement and waste. HDC should ensure the working group enables procurement decisions to be made in line with the internal waste strategy.	No	Contracts and Procurement Manager and Sustainability Officer	Short term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.4	Develop procurement guidance into a coherent policy, embedding Climate Change objectives and the waste hierarchy	HDC's procurement guidance has been updated to add carbon emissions and sustainability as key considerations. A procurement sub-group is being formed to focus on climate change. HDC should develop a complete procurement policy and publicise this, enabling suppliers to improve their awareness of HDC's future procurement activity. HDC's internal sustainable procurement strategy should incorporate waste hierarchy principles.	Yes	Corporate Communications Officer and Contracts and Procurement Manager	Short term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Procurement	Suppliers decarbonising in line with HDC's target	P.1.5	Nominate 'procurement champion' for staff to ask questions about sustainable procurement	Having a key member of staff that is available for those with buying power to ask questions of will be useful for HDC to ensure compliance with the updated procurement policy.	No	Heads of Service	Short term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.6	Identify key categories, contracts, and suppliers that present opportunities for supplier engagement	Utilise findings from the carbon baseline, expenditure analysis, and procurement activity plan to identify areas of high spend and high carbon impact with upcoming procurement activity, where sustainable initiatives can be focussed and trialled.	Yes	Contracts and Procurement Manager	Medium term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.7	Develop market engagement plan	Development of pre-tender market engagement actions, identifying what questions should be asked of suppliers and what standards HDC would like to move towards. Develop clear and specific methods and approaches to engaging with suppliers on the topic of sustainability/ decarbonisation. Provide clarity to suppliers on links to broader targets and frameworks being used.	Yes	Corporate Communications Officer	Medium term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.8	Develop supplier engagement plan that instigates a 'climate emergency declaration'	Initial engagement with suppliers to launch the sustainable procurement strategy and set out a commitment for suppliers to take action on GHG emissions. Targeted engagement linked to individual procurement exercises. Gain an understanding of suppliers' existing commitments, progress to date, and willingness to introduce carbon reduction plans.	No	Contracts and Procurement Manager and suppliers	Medium term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.9	Assess trajectory of HDC's suppliers and alignment with target	Assess whether HDC can meet its sustainability goals through engagement with current suppliers, or whether there is a need to contract new suppliers. For example, do current suppliers have Net Zero targets set and when is their target date? Does it align with the Council's?	No	Sustainability Officer & Contracts and Procurement Manager	Medium term	£
Page 9 Procurement	Suppliers decarbonising in line with HDC's target	P.1.10	Identify and map personnel that require sustainable procurement training	Personnel within HDC may require a range of training levels, from raising awareness to expert level. This may include those with devolved purchasing responsibility, to key decision makers and budget holders. Mapping should identify stakeholders whose roles are critical to the successful implementation of the sustainable procurement policy, but where technical skills and knowledge may hinder adoption and identify the knowledge required by each stakeholder. Develop internal engagement plan for rollout of sustainable procurement target.	Yes	Human Resources and Customer Service Client Manager	Short term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.11	Carry out training for all identified personnel	Provide updates to knowledge as required (e.g. if policy changes). Ensure staff have the knowledge and skillset for the adoption of sustainable procurement principles. Enable those with devolved purchasing responsibility to embed sustainable sourcing practices.	No	Sustainability Officer	Medium term	£
Procurement	Suppliers decarbonising in line with HDC's target	P.1.12	Develop plan for management of compliance with sustainable procurement policy	Set internal targets related to implementation of sustainable procurement policy. Set up monitoring and ownership system to flag non-compliance, including through integration with contract management.	No	Contracts and Procurement Manager	Medium term	£
Procurement	Encouraging re-use	P.2.1	Develop business cases for various re-use and return schemes within HDC. This should include items such as furniture, IT equipment, and office supplies, amongst others	To minimise waste generation in operations, it is critical to ensure re-use principles are followed. Certain categories of goods are well suited to re-use schemes such as furniture and IT equipment. HDC should develop a business case to understand the sustainability benefits and costs of transitioning to re-use for each category.	Yes	Waste & Recycling Manager, Sustainability Officer, & Contracts and Procurement Manager	Medium term	££
Procurement	Encouraging re-use	P.2.2	Engage with office exchange programmes to reduce waste being sent for incineration	Office furniture (e.g. desks) are currently at a surplus in HDC's offices following the implementation of agile working post-covid. These items could be exchanged with other offices or donated to schools or charities to avoid perfectly functional items being sent to waste.	Yes	Business Support, Facilities & Data Manager	Short term	£
Procurement	Encouraging re-use	P.2.3	Explore potential partnerships with local re-use charities and groups	Many re-use initiatives occur in the third sector, so it is worth exploring potential partnerships HDC can initiate with existing groups within the district. The council should join with Hampshire County Council and other neighbouring local authorities to create a reuse hub. This is being explored in the district wide action plan and can be utilised for the council's operational waste also.	Yes	Waste & Recycling Manager	Medium term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Procurement	Minimising the use of single-use plastics	P.3.1	Work with Everyone Active to conduct a review and carbon assessment of current catering provision in leisure centres	Working with Everyone Active and their suppliers, assess the packaging of food currently sold through the leisure centres, in order to identify areas of high carbon and plastic use.	Yes	Contracts and Procurement Manager and Everyone Active	Short term	££
Procurement	Minimising the use of single-use plastics	P.3.2	Building environmental considerations into procurement process, working with suppliers to reduce packaging and single-use plastic	HDC has already carried out a campaign to reduce plastic waste, removing vending machines and altering tea/ coffee stations to offer plastic free alternatives. HDC can build on this success by engaging with key suppliers to request that products meet targets and incorporating sustainability considerations into future contracts.	Yes	Contracts and Procurement Manager	Medium term	£
Procurement	Minimising the use of single-use plastics	P.3.3	Conduct a review of single use plastic within HDC's operational buildings	For example, limit the number of single use plastic items available at offices and in Council Chambers. Consider the feasibility for staff and councillors to use reusable water bottles.	Yes	Waste & Recycling Manager	Short term	£
Procurement	Reducing the use of paper	P.4.1	Calculate GHG emissions associated with paper use and report in HDC's operational footprint	HDC's footprint calculation tool has the capacity to calculate GHG emissions from paper use. This should be utilised to better understand the size of impact of paper.	No	Sustainability Officer	Short term	£
Procurement	Reducing the use of paper	P.4.2	Mandate environmental standards on the purchase of paper and paper products	Paper purchased across HDC should meet environmental standards such as 100% recycled content or FSC-certification.	No	Contracts and Procurement Manager	Short term	£
Procurement	Reducing the use of paper	P.4.3	Commission feasibility study of service contracts for printers	Investigate the possibility of service contracts that incorporate not only the servicing of printers, but also provide resources such as ink and paper, allowing greater control over suppliers.	No	Contracts and Procurement Manager	Medium term	££
Procurement	Reducing the use of paper	P.4.4	Carry out survey of personal printer use by staff when remote working	HDC only offers communal printers within civic offices to limit paper use. However, with remote working remaining popular post-covid, personal printer use is currently somewhat offsetting this policy. In the first instance, HDC should survey the extent of printing done at home by staff.	No	Sustainability Officer	Short term	£
Procurement	Reducing the use of paper	P.4.5	Design and publicise personal printer use policy to reduce paper use	Using the findings of the personal printing survey, design a policy to limit the use of paper at home when remote working. Publicise this to staff to ensure uptake.	No	Sustainability Officer	Medium term	£
Procurement	Low carbon construction	P.5.1	Establish upcoming construction timeline	Ensure project management process includes checking for sustainability opportunities early in the proeject cycle.	Yes	Infrastructure Manager & New Settlement Manager	Short term	£
Procurement	Low carbon construction	P.5.2	Trial pilot projects of sustainability initiatives within upcoming construction projects	After identifying key opportunities, determine trial projects to provide examples of best practice and GHG emissions reduction results going forward.	No	Infrastructure Manager & New Settlement Manager	Medium term	£££
Procurement	Low carbon construction	P.5.3	Implement policy requiring new builds to use the whole life carbon assessment approach in addition to complying with Net Zero standards	Develop policy in what compulsory and advisory standards should be written into contracts with construction contractors/ suppliers. This should include integrating the whole life carbon assessment approach to construction and ensuring that relevant new buildings meet the Net Zero standards.	No	Infrastructure Manager & New Settlement Manager	Medium term	££
Procurement	Low carbon construction	P.5.4	Consider fuel use in machinery when commissioning construction works	Include formal and specific consideration of fuel use in machinery used during construction. This is currently informal, and formal integration will ensure consistency. Design and deliver training to key staff members on how to include this consideration.	No	Contracts and Procurement Manager	Short term	£
Operational Waste	Improving data collection	W.1.1	Commission waste compositional study for waste produced in HDC's operational buildings	Currently, little waste compositional data for operational buildings are available. Without this, it is challenging to get an accurate idea of the amount of fossil-based waste, the levels of improvement possible, and where attention should be focussed to drive down GHG emissions. HDC should commission a compositional analysis to improve data quality.	Yes	Business support, facilities & data manager	Short term	££
Operational Waste	Improving data collection	W.1.2	Identify key product categories to begin developing product inventories	In order to implement upstream initiatives intended to reduce waste generation, it is necessary to have an inventory of what is being purchased. HDC should develop product inventories in key target areas such as furniture, IT, paper etc. with the aim to move towards calculating GHG emissions using quantities purchased.	No	Business support, facilities & data manager	Medium term	£
Operational Waste	Improving data collection	W.1.3	Investigate possibility for receiving waste reports for the leisure centres	Currently, Veolia's waste reports go to the Everyone Active group manager. HDC could have greater clarity over the challenge to decarbonise waste if these reports were available.	No	Sports and leisure manager	Short term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Operational Waste	Decarbonising waste from operational buildings	W.2.1	Enhance training to ensure that staff are following best practise with regards to waste prevention and recycling	Ensuring that staff are following best practice is essential to achieving high recycling rates. More and more waste types are likely to be able to be collected as sorting and recycling technologies develop. HDC should run in-person training sessions that provide staff with the latest guidance on separating waste for recycling, in addition to reinforcing the waste hierarchy.	No	Climate change comms and engagement officer	Short term	£
Operational Waste	Decarbonising waste from operational buildings	W.2.2	Collate potential recycling initiatives suggested by staff, assess feasibility, and implement if necessary	Any suggestions for recycling initiatives from staff should be noted and assessed as to whether they can be implemented. Opportunities for staff to make such suggestions should be encouraged.	No	Climate change comms and engagement officer	Ongoing	£
Operational Waste	Decarbonising waste from operational buildings	W.2.3	Develop internal targets for waste generation and recycling	Indicators are necessary to measure performance and to drive improvements in waste management. HDC should set internal targets for the generation of waste and levels of recycling across operations.	No	Climate change comms and engagement officer	Short term	£
Operational Waste	Decarbonising waste from operational buildings	W.2.4	Develop waste management strategy and review internal waste policy	To improve environmental performance of HDC's waste management, a strategy should be developed in conjunction with an internal policy, to lay out HDC's plans in the coming years.	Yes	Business Support, Facilities & Data Manager	Short term	£
Operational Waste	Decarbonising waste from operational buildings	W.2.5	Expand recycling opportunities by increasing the number of bins around HDC buildings	HDC has switched to segregated waste bins in offices to increase recycling and has seen good uptake from staff. This success can be further enhanced by ensuring that materials are separated (i.e. separate bins for paper, glass, plastic, etc.), and by reducing the size of general waste bins to discourage their use.	No	Business Support, Facilities & Data Manager	Short term	£
Operational Waste	Decarbonising waste from operational buildings	W.2.6	Assess potential food waste prevention initiatives to implement	The GHG emissions savings from preventing food waste can amount to 3.8 tCO2e per tonne of food wasted. There are a range of interventions HDC could take to minimise levels of food waste. HDC should first undertake an assessment of potential interventions to assess their impacts and costs, before implementing those selected.	Yes	Business Support, Facilities & Data Manager	Short term	£
Operational Waste	Decarbonising waste from operational buildings	W.2.7	Carry out a review of the potential for food waste collection in operational buildings	Food waste is not currently collected from the leisure centres or in offices. HDC should look into the feasibility of this under current contracts and carry out a cost-benefit analysis for collecting this waste.	No	Business Support, Facilities & Data Manager	Short term	£
Operational Waste	Decarbonising waste collection service	W.3.1	Assess potential waste contractors on what waste types they can collect for recycling	Not all waste contractors accept the same types of waste for recycling. Waste contractors should be assessed on what items can be collected when renewing contracts, especially in relation to commonly occurring types of waste.	No	Business Support, Facilities & Data Manager	Medium term	£
Transport	Electrifying transport	T.5.9	Continue to work with Baskingstocke and Dean Joint Waste Team to assess potential for waste contractors to use electric or low emissions fuels for vehicles	Refuse vehicles currently have Euro 6 engines and electric bins lifts, with further changes unlikely until 2026. HVO (hydrotreated vegetable oil) has been identified as a key decision point for the contract with Serco. Prior to contact renewal, the potential for further decarbonising waste collection vehicles should be investigated. All decisions in respect of the contract, including HVO fuel, will be conducted via the Joint Governance Group.	Yes	Baskingstocke and Deane Borough Council JWCT Waste Services Manager Serco	Medium term	££
Land Management	Balancing residual GHG emissions	L.1.1	Identify suitable land/ sites and funding for tree planting	Tree canopy survey has been completed. This now needs to be translated into key sites to be targeted for planting, taking into account significant area of heathland in the district, and funding routes need to be investigated.	No	Head of Place & Sustainability Officer	Medium term	££
Land Management	Balancing residual GHG emissions	L.1.2	Identify tree planting pilot project	Rangers have been consulted about identifying suitable land and are expected to give an update. Some small areas for community tree planting have already been identified, with the plan to coincide with the Queen's Jubilee.	Yes	Countryside Manager & Sustainability Officer	Short term	££
Land Management	Balancing residual GHG emissions	L.1.3	Create and implement policies to promote greening	HDC is creating policies for wilding, covering practices such as mowing grass and hedgerow management. A complete review land management practices on land owned by HDC would allow these policies to be tailored to promote vegetation growth. This should include public communications regarding grass verge cutting and should be considered in action MRC.1.10 - developing a climate change communication strategy.	Yes	Countryside Manager & Sustainability Officer	Short term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Land Management	Balancing residual GHG emissions	L.1.4	Develop overarching principles to guide HDC's offsetting approach	HDC should begin preparing for balancing its residual GHG emissions in 2035. While some can be balanced through tree planting (and HDC is developing a Tree Strategy), some will have to be balanced through purchasing carbon credits on the offsetting market. HDC should determine its approach to this purchasing, considering things like UK or international credits and associated costings.	No	Sustainability Officer	Medium term	£
Land Management	Decarbonising countryside rangers' tools and machinery	L.2.1	Roll out electric handheld equipment for rangers	Following trial of handheld electric tools and machinery for countryside rangers, roll out equipment where suitable.	Yes	Countryside Manager & Sustainability Officer	Short term	£
Land Management	Decarbonising countryside rangers' tools and machinery	L.2.2	Review use of electric handheld equipment	Review rollout as technology improves to see if more tools/equipment can be replaced.	No	Countryside Manager & Sustainability Officer	Short term	£
Land Management	Decarbonising countryside rangers' tools and machinery	L.2.3	Footprint rangers' tools	Create footprint of rangers' tools to compare change over time and to monitor the success of the electric equipment rollout.	No	Sustainability Officer	Short term	£
Land Management	Adapting to climate change	L.3.1	Carry out climate change risk assessment in each operational department	The risk assessment for climate change adaptation and mitigation is to be included in yearly section plans. Drafts are to be sent for consideration by the leadership team.	No	Heads of Service	Medium term	££
Land Management	Adapting to climate change	L.3.2	Create adaptation action plan	The officer working group has shown motivation to look at adaptation/ mitigation of climate change, especially through planning of long-term decisions. This can be included in a separate adaptation action plan that covers greening opportunities, costs and benefits, and a timescale for rollout.	No	Sustainability Officer	Medium term	££
Page 12 Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.1	Create and run steering group(s) to oversee delivery and ensure accountability	Alterations to buildings, transport, procurement, waste, and land management have the potential to disrupt day-to-day operations. It is critical that key internal departmental stakeholders are involved in the planning and management of any improvement works. Establish a cross services climate action working group. More communication between service areas and teams is required to enable a holistic and efficient approach to climate action. This action applies organisation wide and should be led by a senior-level officer. Based on learnings from previous working groups the vision of the steering groups needs to be clear and set out from the offset.	Yes	Sustainability Officer Heads of Service and Climate Change Working Group	Short term	£
Monitoring, Reporting and Communications	Other	MRC.1.2	Monitor opportunities for funding	Funding is critical for being able to implement interventions for decarbonisation. Current known sources of funding should be routinely monitored in addition to potential new sources of funding.	No	Economic Development Officer Comms	Ongoing	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.3	Select best approach for getting sign-off from key decision makers	Many actions surrounding HDC's operations will require sign-off from relevant management and staff members. Establish a system by which heads of service can propose new climate actions/ projects monthly for sign off and approval. This system would include the bi-monthly update of existing projects/ actions through a RAG rating, i.e. green – progressing as planned, amber – some issues encountered but still on track, red – not started and/ or significant hurdles encountered, not progressing as planned.	Yes	Heads of Service Sustainability Officer Comms	Short term	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.4	Ensure relevant actions are reflected in service plans	As raised in manager and leadership meetings, service plans to be updated and reviewed annually to reflect relevant climate action. This will enable clear ownership for delivery of actions, and prevent actions being missed. In particular, this will address difficulties identified in transferring information between officers and the Comms team.	Yes	Heads of Service	Short term	£
Monitoring, Reporting and Communications	Other	MRC.1.5	Organise staff awareness training for mitigation measures	Carbon literacy training should be integrated into training for new starters. Carbon literacy training for existing staff should be revisited with priority staff identified - for example, comms officer.	No	Human Resources and Customer Service Client Manager Sustainability Officer	Short term	£ £1,500 +VAT for 22 people.

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.6	Produce annual report on climate change targets and actions	Once a year, produce a climate change report and refresh a further 3-year work programme. This report should be submitted to O&S, with officers to review and advise on new actions.	No	Sustainability Officer Communications and Media Manager	Ongoing	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.7	Review staff contribution to achieving Net Zero	As part of the annual PDA process, carry out a review of staff contribution to achieving Net Zero. This can be integrated into the annual climate change report, or kept for internal use and targeting future actions, as appropriate.	No	Corporate HR Sustainability Officer Comms	Ongoing	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.8	Formally define Net Zero	Net Zero is not a well standardised term. Ostensibly, it means that the quantity of GHGs being emitted is equal to (or less than) the quantity being removed. However, the boundary of GHG emissions to be included can radically alter the level of effort required to reach Net Zero. HDC should formally define their interpretation of this term, so it is clear what to work towards.	No	Sustainability Officer	Short term	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.9	Consider setting interim targets for decarbonisation	HDC's current target is to achieve Net Zero for operations by 2035. Investigate the merit of setting an interim/ annual CO2e reduction target. If merited, target to be set and agreed.	No	Corporate Sustainability Officer	Short term	£
Monitoring, Reporting and Communications	Communications	MRC.1.10	Develop a climate change communication strategy	Develop a climate change communications strategy and behaviour change communications campaign to share advice and expertise with staff and encourage climate action. Promote climate change and sustainability in the Council through improved website, events and Council communications. Adapt existing Council climate change webpage to become an information hub, showcasing action by HDC, climate targets and plans and signposting resources and funding opportunities to staff. The comms strategy, although an individual action here, could have its own extensive action plan. Many other comms related actions will fall out of the strategy development. This action forms the core role of the new climate change sustainability officer.	Yes	Comms Sustainability Officer	Ongoing	££

District-wide Action Plan

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-wide Buildings and Energy	Buildings	BE.1.1	Adapt landlord training	Adapt landlord training to include energy efficiency improvements guidance and information exchange. This could include commissioning an external speaker. Noting the likely increase of EPC requirements for rented properties.	Yes	Landlords Private sector housing team - HDC Housing Solutions	Short term	£
District-wide Buildings and Energy	Buildings	BE.1.2	Investigate grants available and signpost to landlords	Continue to investigate grants available and signpost to landlords via the newsletter, including signposting to support services in Southampton.	No	Landlords Private sector housing team - HDC Housing Solutions	Ongoing	£
District-wide Buildings and Energy	Buildings	BE.1.3	Green Home Grants for private landlords	Consider the merit of including private landlords in the next Green Homes Grant round, or whether it should be exclusive for owner/occupier.	No	Landlords Private sector housing team - HDC	Short term	£
District-wide Buildings and Energy	Buildings	BE.1.4	Support the Almshouse Association	Identify the appropriate contact with local Almshouse Association and establish regular communications. Subsequently, create a strategy for how the Council can support Almshouse in delivering energy efficiency/low carbon heat improvements in affordable housing.	Yes	Almshouse Association Housing Team - HDC	Short term	£-££
District-wide Buildings and Energy	Buildings	BE.1.5	Energy efficiency training for housing team (and other relevant HDC officers)	Commission an external training provider to delivery energy efficiency training for the housing team and other relevant HDC officers.	Yes	Housing team – HDC External training provider Greater Southwest Energy Hub	Short term	£-££
District-wide Buildings and Energy	Buildings	BE.1.6	Investigate recruiting an energy efficiency expert into the housing team	Investigate creating a job description and advertise for a new officer to join the housing team with retrofit/energy efficiency knowledge and experience and/or funding application experience. The recruit may not be housing team specific. Investigate if there is a need for funding support in other HDC teams.	Yes	Corporate - HDC Housing team – HDC Recruitment/HR - HDC	Short term	£
District-wide Buildings and Energy	Buildings	BE.1.7	Monitor affordable housing pilot project	Following the ring fencing of money to create a fund for Housing Associations to put energy efficiency measures (which go beyond current building regulations) into new build affordable housing, gather data relating to costs and benefits of this trial.	No	Housing Associations Housing team - HDC	Short term	£
District-wide Buildings and Energy	Buildings	BE.1.8	Commission updated housing stock survey	Continue to work with the Energy Hub to commission an updated housing stock condition survey to identify priority housing.	Yes	Greater Southeast Energy Hub	Short term	££
District-wide Buildings and Energy	Buildings	BE.1.9	Loft and cavity wall insulation	Ensure every property that still requires loft and/or cavity wall insulation has it installed, prioritising fuel poor households with EPC ratings D or below. HDC should convene key players and drive take up campaign.	Yes	ECO contractors and energy suppliers Housing - HDC Advice agencies working with fuel poverty households Healthy Homes	Medium term	£££
District-wide Buildings and Energy	Buildings	BE.1.10	Commission a feasibility study into low-cost sources of heat for networks	Ensure all potential low-cost sources of heat for networks are identified, precisely located, and characterised in terms of cost and technology. Engage with asset owners to develop necessary relationships. This includes e.g., waterways, data centres, industry, mine workings etc.	Yes	BEIS Heat Networks Delivery Unit Greater South East Energy Hub Hampshire County Council Expert Consultant	Short term	££-£££
District-wide Buildings and Energy	Buildings	BE.1.11	Support a demonstration pilot of PV, insulation and heat pumps for social housing	HDC to support the establishment of a programme for households at risk of fuel poverty to install solar PV and/or insulation alongside a heat pump, initially as a demonstrator pilot. HDC support would come in the form of signposting and comms and not financial. This action should be considered when undertaking action MRC.1.9, developing a climate communications strategy.	No	Social Housing Providers Healthy Homes Social Landlords	Medium term	££-£££
District-wide Buildings and Energy	Buildings	BE.1.12	Commission a heat network feasibility study	Work with Hampshire County Council and BEIS to commission a heat network feasibility study for specific heat transmission and distribution network opportunities.	Yes	BEIS Heat Network Delivery Unit Hampshire County Council Asset owners	Medium – long term	£££
District-wide Buildings and Energy	Buildings	BE.1.13	Develop a zoned heat decarbonisation plan	Work with Hampshire County Council to develop and adopt a zoned approach to rolling out heat networks and heat pumps. This should identify specific strategic heat supply and transmission opportunities, as well as prioritising areas for heat pump rollout.	No	BEIS Heat Network Delivery Unit Hampshire County Council Asset owners	Long term	£££
District-wide Buildings and Energy	Buildings	BE.1.14	Carbon neutral and climate resilient buildings	As the Local Planning Authority, work with central government to call for the transformation of the planning system to deliver carbon neutral and climate resilient new buildings. This is important to prevent the construction of new buildings that will need retrofitting in the near future.	No	Place – HDC Developers	Short term	£

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Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-wide Buildings and Energy	Buildings	BE.1.15	Continue to drive supportive policy improvements through the Hart Local Plan and Supplementary Guidance	HDC to continue with ongoing policy which supports sustainable spatial planning through the Local Plan, Technical Advice Notes and Supplementary Planning Documents. Working within the current restrictions of wider Government policy. Considerations to include: e.g. Tightening the lighter energy efficiency expectations currently placed on extension planning applications	Yes	Place Local developers Expert advisors	Short -medium term	£-££
District-wide Buildings and Energy	Buildings	BE.1.16	Review existing local plan and update if necessary	Continue to identify relevant experts e.g. Buildings for a Healthy Life and seek advice from other 'best practise' rural authorities in the development of the updated Local Plan.	No	Place Local developers Expert advisors	Medium – long term	££
District-wide Buildings and Energy	Buildings	BE.1.17	Revise the owner-occupier home improvement scheme	Investigate the possibility of revising the home improvement loan scheme for owner-occupier property retrofit currently run by the Parity Trust in order to increase uptake and support the decarbonisation of owner/occupier homes.	Yes	Parity Trust Housing - HDC	Short term	£
District-wide Buildings and Energy	Buildings	BE.1.18	Showcase low carbon developments	Showcase low carbon developments such as recent sites approved with no gas and solar farms. This should be considered when undertaking action MRC.1.9, developing a climate communications strategy.	No	Place – HDC Comms Team -HDC	Ongoing	£
District-wide Buildings and Energy	Buildings	BE.1.19	Include climate emergency in planning decision making	Continuing to include climate emergency in public benefit and decision making, Continuing to cite the climate emergency in all planning decisions.	Yes	Place, Planning team - HDC	Ongoing	£
District-wide Buildings and Energy	Energy	BE.2.1	Facilitate rooftop solar PV	Review Local Plan and remove any unnecessary restrictions to rooftop solar, where possible.	No	Place - HDC	Medium term	£
District-wide Buildings and Energy	Energy	BE.2.2	Strengthen local electricity distribution network	Work with SSEN to identify areas where distribution network needs to be strengthened to support increases in renewables and electricity demand.	Yes	SSEN	Medium term	£
District-wide Buildings and Energy	Energy	BE.2.3	Investigate the feasibility of a bulk solar PV scheme within Hart	Investigate the feasibility and merit of HDC registering for the solar together scheme[1] or supporting an alternative solar PV bulk purchasing scheme such as Frome's Solar Streets[2].	No	Local Councils Solar Together	Medium term	£-££
District-wide Buildings and Energy	Energy	BE.2.4	Support installation of nationally significant renewable energy projects in Hampshire	Engage industry and Hampshire County Council to develop solar farms resources in Hampshire, including continuing to be supportive of solar farm developments within the district. This should include the consideration of Power Purchase Agreements in conjunction with future solar farm developments in the district.[3] These projects are of national significance and carbon savings will be accounted for at grid-level. Opportunities for onshore wind within the district should also be explored.	Yes	Hampshire County Council Developers	Ongoing	£
District-wide Buildings and Energy	Energy	BE.2.5	Engage with SSEN	Engage SSEN in discussions around heat zoning proposals and rollout of smart meters, flexible energy tariffs etc. to ensure the electricity grid can accommodate the electrification of heat and transport and to enable peak demands associated with electrified heating and EVS to be managed and reduced effectively.	Yes	SSEN Greater South East Energy Hub	Ongoing	£
District-wide Buildings and Energy	Energy	BE.2.6	Provide support to businesses and residents	Provide resources and advice to support people in understanding the need for change, as well as providing technical support on the options available in terms of energy efficient products, demand side flexibility measures and procuring true green electricity tariffs (whilst recognising the current energy price crisis). Encourage knowledge sharing between organisations and individuals. The scale of change needed is such that it cannot take place without effective engagement at all levels. HDC is well placed to act as a trusted and impartial advice provider (either in-house or procured via a third party). This should be considered when undertaking action MRC.1.8, developing a climate communications strategy.	No	Corporate/Comms - HDC Third party advice providers Social housing providers Energy advice service	Ongoing	££-£££
District-wide Buildings and Energy	Energy	BE.2.7	Work with other local authorities and Hampshire County Council to lobby central government for more ambitious policy with consistent long term goals	Identify opportunities to employ collective power to influence policy on a national level and push for faster decarbonisation of the national grid, as well as more ambitious and long term policies and incentives to encourage the take up of measures. Faster decarbonisation of the grid would enable UK-wide targets to be met earlier. Consistent longer-term policy approaches and government-led programmes could provide industry with the confidence to train staff and installers/engineers to become Trustmark registered. It could also ensure that the sector represents a viable career path for young people.	No	Hampshire County Council Greater Southeast Energy Hub Neighbouring Local Authorities	Ongoing	£
District-wide Buildings and Energy	Energy	BE.2.8	Identify energy generation opportunities across Hart	Commission an updated evidence base to identify energy generation opportunities across Hart.	Yes	Greater Southwest Energy Hub Hampshire County Council Neighbouring Local Authorities Expert consultant	Medium term	££-£££

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-wide Buildings and Energy	Energy	BE.2.9	Support creation of community energy groups	Investigate and support the creation of community energy groups within the district.	No	Local Councils Community Energy South Hampshire County Council	Medium term	£
District-Wide Transport	Demand Reduction Measures	T.1.1	Commission study to evaluate local travel demands	<p>Building on the previously commissioned travel survey study which indicated around 78% of journeys within the district were by car, HDC to commission the assessment of new travel survey data (demonstrating travel behaviours post-covid). This will allow HDC to understand key information which is important to delivering transport, such as travel pattern data, user demand profiles, congestion and efficiency indicators. This could include hosting a consultation to explore motivations which guide particular travel choices i.e. school/work/shopping (whichever has the highest private car use) within Hart. This will allow for targeted interventions to tackle car dominance within the district.</p> <p>The opportunities to increase the use of public transport are currently believed to be limited within Hart. The evaluation of local travel demands could therefore help to identify where opportunities lie to address this.</p>	Yes	Expert Consultant	Short-term	££
District-Wide Transport	Demand Reduction Measures	T.1.2	Identify parking spaces for removal and plan repurposing of parking spaces managed by the Council	<p>Review opportunities to repurpose car parks within Hart. To include identification of HDC carparking spaces that could be removed without wider disruption to the district's activities and planning a phase out of the parking spaces replacing them with bicycle parking or repurposing the space for entertainment, outdoor seating etc. as has been done in Sweden.[1] The Council manages approximately 11 car parks within the district, presenting a large opportunity for influence. In order to influence privately owned parking spaces, such as those at the train stations, wider planning changes must be considered.</p> <p>The repurposing of parking spaces should be undertaken whilst ensuring that those that utilised the parking spaces have other means of reaching their destinations. The action might receive opposition from car users. It is important to engage them, address and alleviate their worries.</p>	Yes	HDC Parking Team Local business owners near Council owned car parks	Short - medium term	£
District-Wide Transport	Demand Reduction Measures	T.1.3	Develop communication plan to promote car sharing	The development of a communication plan to promote car sharing within the district should form part of the wider climate action communication strategy development.	No	HDC comms team	Medium term	£
District-Wide Transport	Demand Reduction Measures	T.1.4	Assess feasibility of establishing a community car club	Commission a feasibility study or approach a car club provider to assess the potential to establish a community car club within the district.	No	Expert consultant Car club provider CoMoUK	Medium term	£-££
District-Wide Transport	Demand Reduction Measures	T.1.5	Continue to work closely with privately owned airports	Continue to work closely with the privately owned airports (Blackbushe and Farnborough) within Hart through the Sustainable Business Network and the Aerodrome Consultive Committee.	No	Sustainable Business Network Aerodrome Consultive Committee	Ongoing	£
District-Wide Transport	Demand Reduction Measures	T.1.6	Investigate the potential for a Workplace Parking Levy	Investigate and review the potential to introduce a workplace Parking Levy within Hart. This should include a full business case development and the consideration of a public consultation.	No	Local Businesses	Medium term	£
District-Wide Transport	Demand Reduction Measures	T.1.7	Support 'car free' community led initiatives	Encourage, support and promote community car free day events and 'play streets' initiatives.[2]	No	Local Councils Local Community Groups/Organisations	Ongoing	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-Wide Transport	Active Travel Promotion and Facilitation Measures	T.2.1	Expansion, enhancement, and acceleration of Hart's Green Grid strategy	<p>Work with Hampshire County Council and neighbouring Local Authorities to continue to develop a Green Grid Strategy including first stages of implementation to encourage better sustainable transport links between settlements and public transport hubs. To include results of the Green Grid workshop, survey and the Local Cycling and Walking Infrastructure Plan.</p> <p>Upgrades to cycling infrastructure need to include increased bicycle parking, comprehensive cycle networks, and they need to be designed for both cycling and e-cycling, meaning that where possible the cycle lanes need to be at least three metres wide to allow e-bicycles to overtake regular bicycles. Walking infrastructure improvements include decluttering, footway widening, upgrading surface treatment, providing continuous footway and drive-way crossovers, improving crossings, upgrading lighting and the segregation of cycling from other modes of transport. Partnering with the Ministry of Defence to establish routes across training land should also be considered.</p>	Yes	Christine Tetlow - HDC Hampshire County Council Neighbouring Local Authorities MOD	Medium term	£££
District-Wide Transport	Active Travel Promotion and Facilitation Measures	T.2.2	Implement and monitor the Green Grid pilot project	Implement upgraded cycle path project between Hartland Park and Fleet Train Station as part of the Green Grid work and monitor impacts.	Yes	Phil Shephard - HDC Adam Green - HDC	Short term	££
District-Wide Transport	Active Travel Promotion and Facilitation Measures	T.2.3	Exploration of additional sources of funding for active travel measures	Determine whether Hart can benefit from any currently available funding for active travel measures. Active travel has co-benefits such as health and social inclusion benefits, therefore Hart could benefit from additional Government funding which is designed to meet these aims as well.	Yes		Ongoing	£
District-Wide Transport	Active Travel Promotion and Facilitation Measures	T.2.4	Promotion of Bike Right and Bikeability training	<p>Promote Bikeability and Bike Right amongst citizens in tandem with the implementation of other initiatives which incentivise the uptake of cycling. Attention should be primarily given to those groups that are incentivised to transition from car use to cycling, the groups whose concerns about safety prevent them from cycling most, and children.</p> <p>A lack of confidence can be a significant barrier to cycling uptake. Bike Right and Bikeability initiatives increase public awareness of cyclists' rights and improve their confidence in using bicycles on paths and roads. Bikeability can be promoted through engagement with Hart's schools and by making citizens aware of Bike Right training.</p>	No	Local schools HDC Comms Team	Ongoing	£
District-Wide Transport	Active Travel Promotion and Facilitation Measures	T.2.5	Expand cycle facilities to appropriate sites	In parallel with actions T.1.2 and T.2.1 ensure cycling facilities are expanded to all appropriate sites e.g. in council owned car parks and leisure centres. In addition, consider improving the pedestrian crossing from the school to the neighbouring leisure centre, and implement cycle lanes to encourage active travel from town centres to leisure centres.	No	Corporate - HDC Place - HDC Hampshire County Council	Medium -long term	££-£££
District-Wide Transport	Active Travel Promotion and Facilitation Measures	T.2.6	Explore feasibility of community e-bikes	Explore the feasibility of implementing a suite of community e-bikes throughout the district and the available funding opportunities, leading to the creation of a business case. For example, to enable residents to cycle to local train stations to then commute to work.	No	Local community groups/organisations Local businesses	Medium term	£
District-Wide Transport	Public Transport Measures	T.3.1	Commission a feasibility study for a local community bus	Commission a feasibility study to explore the opportunities for a community bus on demand scheme, with available technology and funding options identified. Following the feasibility study build a business case. This could include community/shuttle buses from the town centres to the leisure centres.	Yes	Expert Consultant	Short term	££
District-Wide Transport	Public Transport Measures	T.3.2	Assess current provision, current demand, and gaps in provision	Assessment of current public transport links in Hart, their limitations and restrictions (e.g. distance, timetable), and the proportion of residents for whom public transport is not accessible. This could be included within action T.1.1.	Yes	Hampshire County Council Public Transport Service Operators	Short term	£-££
District-Wide Transport	Public Transport Measures	T.3.3	Engage with Hampshire County Council and public transport service operators to influence public transport planning	<p>Continue to engage with Hampshire County Council regarding public transport planning, in particular expanding bus routes to further reaching locations, expanding bus timetables and providing more affordable ticket options.</p> <p>This could include exploring how Bus Services Act 2017 could allow for improvements to local bus services.</p>	Yes	Hampshire County Council Public Transport Service Operators	Ongoing	£
District-Wide Transport	Public Transport Measures	T.3.4	Develop communication plan to promote public transport service offerings	The development of a communication plan to promote public service offerings within the district should form part of the wider climate action communication strategy development e.g. reassuring residents of safety post-Covid.	No	HDC Comms team Hampshire County Council Public Transport Service Operators	Medium – long term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-Wide Transport	Design of new developments with sustainable/low carbon transport in mind	T.4.1	Continue to drive supportive policy improvements through the Hart Local Plan and Supplementary Guidance	HDC to continue with ongoing policy which supports sustainable spatial planning through the Local Plan, Technical Advice Notes and Supplementary Planning Documents. Working within the current restrictions of wider Government policy. Considerations to include: e.g. Sites being designed with focus on pedestrian access and less on parking and car entrance; Setting up car clubs at big developments; Setting up soft infrastructure at new developments E.g. cycle fix shops; and Creation of low traffic/20-minute neighbourhoods. Please note site size will often impact the viability of these measures.	Yes	Place _ HDC Local developers Expert advisors	Short -medium term	£-££
District-Wide Transport	Design of new developments with sustainable/low carbon transport in mind	T.4.2	Update and review existing local plan	Continue to identify relevant experts and seek advice from other 'best practise' rural authorities in the development of the updated Local Plan.	No	Place - HDC Local developers Expert advisors	Medium – long term	££
District-Wide Transport	Design of new developments with sustainable/low carbon transport in mind	T.4.3	Engage with Hampshire County Council to influence cycle lane planning	Work closely with Hampshire County Council to influence cycle lane planning.	No	Place - HDC Hampshire County Council	Ongoing	£
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.1	Tender for electric vehicle charge points (EVCP) to be installed on a concession contract	HDC has already assessed the current charge points available within the district and work has already been undertaken looking at further EVCP feasibility. The Council should now send out the planned tender to install EVCPs on a concession based contract. These installations should be used as a pilot and their impacts monitored.	Yes	EVCP supplier/installer	Short term	££
Page 18 District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.2	Promote the Hampshire on-street demand survey	Hampshire County Council has set up a form on their website aimed at helping them understand where the current demand is for the on-street charging for electric vehicles. HDC should promote this survey to Hart residents and businesses to ensure the demands within Hart are represented. The survey results will be used to inform Hampshire's emerging EV strategy but HDC should not miss the opportunity to lobby Hampshire for an on-street electric vehicle chargepoint pilot scheme in Hart.	Yes	Hampshire County Council Local residents/businesses HDC Comms Team	Immediately	£
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.3	Strategic and targeted development of EVCP infrastructure	Following action T.5.1 the Council should take on a coordinating role, managing planning approvals for EV infrastructure. This will ensure that requests in the same areas can be linked and those requesting permission to install charge points can share the costs of any grid infrastructure upgrades. The Council should develop established mechanisms which allow the Council and charge point operators to share the costs of implementation, investigate the potential to install EVCP at lamp posts and ensure all council car parks have EV charging (fast or rapid) available.	No	Corporate - HDC Local residents/businesses EVCP suppliers/installers SSEN Hampshire County Council HDC Parking Team	Medium - long term	£££
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.4	Review resident and business parking permits and fees	Review resident and business parking permits and fees. Introduce a price differential between zero, low and higher emission vehicles for resident and business parking permits in controlled parking zones and for all pay and display parking bays in order to help incentivise a shift towards lower emission vehicle.	Yes	HDC Parking Team Local residents/businesses	Short term	£
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.5	Identify EVCP grant funding	Complete application for OLEV grant funding for off-street electric vehicle charging in HDC owned car parks and continue to review grant funding options.	Yes		Ongoing	£
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.6	Review taxi licensing conditions	Use of licensing powers to incentivise the use of ultra-low and zero emission vehicles, and/or rolling phase out of older vehicles through raising of emission standards. Conditions are to be changed so all new vehicles must be under 50mg/CO2 per mile. HDC should also explore options for reduced licensing for electric taxis. The Council should work in partnership with neighbouring Local Authorities and Hampshire County Council to avoid taxis just getting licensed in a neighbouring district instead.	No	Mark Jaggard - HDC	Medium term	£
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.7	Work with Everyone Active to install EVCPs at the Leisure Centres	The Council should investigate installing EVCPs at the leisure centres within Hart, working in collaboration with Everyone Active. This should be considered within action T.5.3.	No	HDC - Sports and Leisure Manager Sustainability Officer	Short – medium term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.8	Encourage uptake of Government Workplace Charging Scheme to local businesses	Continue to highlight and signpost available EVCP grant funding to local businesses through external communications and the Sustainable Business Network.	No	Sustainable Business Network HDC Comms Team Economic Development Officer	Ongoing	£
District-Wide Transport	Decarbonisation of vehicles and public transport	T.5.9	Engagement with airports to shift to low carbon aviation	Ongoing engagement with airports within the District boundary to progress towards low-carbon aviation, recognising the work that has already been done to consider climate change.	No	HDC Comms Team	Medium - long term	£
District-Wide Transport	Freight Consolidation	T.6.1	Explore freight movements within Hart	Commission a dedicated study to explore the freight movements within Hart and identify options to decarbonise them. HDC may want to collaborate with Hampshire County Council and neighbouring Local Authorities to commission such a study.	No	Expert Consultant Local businesses/industry Neighbouring Local Authorities Hampshire County Council	Medium term	££
District-Wide Transport	Freight Consolidation	T.6.2	Assess consolidation centre feasibility and funding opportunities	Work with Hampshire County Council and neighbouring Local Authorities to assess the feasibility of a Hampshire consolidation centre.[1] This should include consultation with freight operators, identification of locations, and a cost and funding assessment.	No	Expert Consultant Freight operators Local businesses/industry Neighbouring Local Authorities Hampshire County Council	Long term	££-£££
District-Wide Transport	Freight Consolidation	T.6.3	Set up a delivery and servicing plan scheme	A delivery and servicing plan (DSP) sets out how building occupiers (e.g. businesses and organisations that occupy a building) will enable safe, clean and efficient deliveries to their site. The setup of a DSP scheme would require and help businesses and organisations to consolidate their freight trips therefore reducing road-based freight emissions within Hart. Provision of a scheme can be linked with actions T.6.1 and T.6.2 to achieve a better understanding of freight movements. - HDC to work with Hampshire County Council to set up a delivery and servicing plan scheme and investigate whether this could be a council paid for service offered to businesses. The Council could also mandate that the scheme has to be set up as part of the business planning process when commercial entities are looking to set up operations within the district.	No	Expert Consultant Freight operators Local businesses/industry Neighbouring Local Authorities Hampshire County Council	Long term	£££
District-Wide Waste	Waste prevention measures Improve kerbside recycling	W.1.1	Continue to work with Basingstocke and Dean Joint Waste Team	<p>Recommended actions include:</p> <ul style="list-style-type: none"> - Communications campaigns to educate public and businesses on waste prevention and recycling. Building on current communications activities and existing best practices, a programme of waste prevention activities targeting high carbon streams such as food waste, plastics and textiles should be put in place. - Explore potential partnerships with local re-use charities and groups. Many re-use initiatives occur in the third sector, so it is worth exploring potential partnerships the council can initiate with existing groups within Hart/Hampshire. In particular, looking to address bulky waste such as furniture. Currently bulky waste is landfilled as it cannot be shredded for incineration. HDC should investigate alternative methods of reuse/disposal for bulky waste within the district, including the potential for a re-use depot within the county. This is an action within Serco's submission and the Joint Waste Service is working with them to introduce this service. - Reduce waste from public events. Create a good practice guide to be shared and promoted through the event policy guidance. - Assess current contractual arrangements to understand what aspects are needed to be amended. - Identify strategy for introducing residual waste restrictions. Residual waste collection from kerbside can be restricted from households by limiting the frequency of collection and collection container size. Hart already has one of the best recycling rates in Hampshire and residual waste is collection fortnightly. HDC should develop a strategy for restricting residual waste collection further. The Council could look to could look to replace residual waste containers with smaller containers. 	Yes	Basingstocke and Deane Borough Council JWCT Waste Services Manager Waste contractor – Serco Hampshire County Council Local re-use charities and groups	Ongoing	£££

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-Wide Waste	Removing more plastics from residual waste stream before incineration The collection of food waste and treatment via anaerobic digestion	W.2.1	Contiue to lobby Hampshire County Council through partnership working via Project Integra	Recommended actions include: - Development of pre-treatment facility to remove plastic film from the residual waste stream. This is currently being planned for 2024. - Advocate for change at national government level to gain access to funding for development of pre-treatment facility. - Encourage Hampshire County Council to revisit previously considered MRF. - Assess what options are available for the management of collected food waste and use of biogas. Separate food waste collection for all households is due to be mandated (c. 2024). Biogas will be produced if the collected food waste is treated via anaerobic digestion. Alongside Hampshire County Council, HDC should assess how this biogas may be used looking at options such as heating and as a fuel for transport. Through Project Integra the Council should propose the commissioning of a study to assess the options available for food waste collection and treatment within the County. Although there is currently no provision for a food waste collection vehicle under HDC's current joint waste contract, financing provisions are due to be brought forward to help Councils prepare to implement free separate food waste collections. HDC should begin to investigate provisions for separate food waste collection as soon as possible (awaiting outcomes of the consultations from Government).	Yes	JWCT Waste Services manager Hampshire County Council – Project Integra Neighbouring Local Authorities	Medium term	££-£££
District-Wide Land Management and Offsetting	Better use of existing green infrastructure	LMO.1.1	Incentivise owners of private gardens to maximise their green space	Explore the best approach to inform and incentivise owners of private gardens to maximise the quality of their green spaces. Including offering fruit tree/hedges giveaways.	No	Owner occupiers Natural England Wildlife Trusts	Short term	£
District-Wide Land Management and Offsetting	Better use of existing green infrastructure	LMO.1.2	Commission a natural capital assessment for the district	Carry out a land use/management study for the district and consider a net gain policy.	No	Hampshire County Council Expert Consultant	Short-Medium term	££
District-Wide Land Management and Offsetting	Better use of existing green infrastructure	LMO.1.3	Engage with local farmers	Facilitate and support the engagement of farmers by Natural England and the Wildlife Trusts.	No	Local farmers Natural England Wildlife Trusts	Short-Medium term	£-££
District-Wide Land Management and Offsetting	Better use of existing green infrastructure	LMO.1.4	Showcase existing green spaces	Showcase existing green spaces and green infrastructure creation projects to local residents and businesses.	No	Rangers Comms and engagement	Short term	£
Monitoring, Reporting and Communications	Other	MRC.1.14	Promote the consumption of low carbon food	Promote through communications and Hart news. HDC to support urban/community gardens and allotments – link with action MRC.1.6 and 1.8.	No	HDC Comms team Corporate	Medium term	£-££
District-Wide Land Management and Offsetting	Better use of existing green infrastructure	LMO.1.6	Commission a report on food security	Investigate the merit of commissioning a report on food security for Hart.	No	Expert Consultant	Medium – long term	£-££
District-Wide Land Management and Offsetting	Creating new green infrastructure	LMO.2.1	Develop corporate policy for blue and green infrastructure	Develop a corporate landscape policy for green and blue infrastructure throughout the district. This should consider carbon and biodiversity and link in with planning policy. For example, integrating green and blue infrastructure as a priority in future regeneration and development proposals. e.g., the requirement for two trees to be planted on each new development. Develop policy for green infrastructure in development proposals, integrating with the Tree Strategy which is in development. Potential section 106 funding streams to be considered for delivery.	Yes	Place Local Developers Expert advisor	Ongoing	£
District-Wide Land Management and Offsetting	Creating new green infrastructure	LMO.2.2	Engage with the private sector on use of green infrastructure	Engage with the private sector to promote the use of green walls and roofs on existing and/or new buildings.	No	Local businesses	Short term	£
District-Wide Land Management and Offsetting	Creating new green infrastructure	LMO.2.3	Explore opportunities for local habitat creation	Examining whether there are opportunities for habitat creation (wild gardens, urban trees, living walls, green/living roofs) within Hart district which may present opportunities for testing initial projects whilst delivering UK based biodiversity and wellbeing outcomes. Creation of plan showing cost, air pollution and carbon reduction, submitted for consideration as a pilot project once suitable site found (considering constraints for tree planting in heathland). This should be linked with action LMO.3.3, develop an offsetting strategy. NIERF grant funding has been received to develop a carbon and biodiversity offsetting strategy, and a Tree Strategy is in development.	Yes	Rangers Local landowners	Ongoing	£-££
District-Wide Land Management and Offsetting	Creating new green infrastructure	LMO.2.4	Identify suitable sites for habitat restoration	Rangers to identify suitable land/sites and funding, including the completion of tree canopy mapping in settlements. Identify pilot projects for tree planting, peatland, grassland and other habitat restoration projects. Place to consider sites for designation and protection in new Local Plan.	No	Rangers Local landowners Place	Short-medium term	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
District-Wide Land Management and Offsetting	Development of an offsetting strategy and implementation plan	LMO.3.1	Review national offsetting plans and funding availability	Review national plans for offsetting to take advantage of emerging research and/or policy positions. Review funding sources available to promote to residents/businesses or to utilise for free tree giveaways.	Yes	Expert Consultant	Ongoing	£
District-Wide Land Management and Offsetting	Development of an offsetting strategy and implementation plan	LMO.3.2	Review broader-market opportunities for credit purchasing or new project creation	Test broader market-based approaches for purchasing carbon credits or delivering new projects to understand strengths, weaknesses, opportunities and threats. Currently the only carbon credits HDC are looking at are the woodland carbon code, but there are some schemes such as hedgerow carbon code, that HDC could look at to add as and when they become available.	Yes	Expert consultant	Short-medium term	£-££
District-Wide Land Management and Offsetting	Development of an offsetting strategy and implementation plan	LMO.3.3	Continue to develop an offsetting strategy	Bring the outcomes of the previous actions together to form an offsetting strategy, currently being explored. NIERF grant funding has been received to develop a carbon and biodiversity offsetting strategy.	Yes	Expert Consultant	Ongoing	££
District-Wide Land Management and Offsetting	Development of an offsetting strategy and implementation plan	LMO.3.4	Develop offsetting implementation plan	Using the offsetting strategy as a guide, develop a practical and costed plan for implementation.	No	Expert Consultant Land owners Rangers	Medium-long term	££
District-Wide Land Management and Offsetting	Development of an offsetting strategy and implementation plan	LMO.3.5	Offsetting plan implementation and periodic review	Take forward the agreed offsetting implementation strategy, including regular periods of review to monitor progress and adjust the plan if required.	No	Expert Consultant Land owners Rangers	Long term	£££
District-Wide Land Management and Offsetting	Create a climate adaptation plan	LMO.4.1	Commission a climate change risk assessment	Commission a climate change risk assessment for the District to understand the impact of climate change on the district.	Yes	Expert Consultant	Medium term	££
District-Wide Land Management and Offsetting	Create a climate adaptation plan	LMO.4.2	Increase resilience to future impacts of climate change	Work with local communities to increase resilience to future impacts of climate change.	No	Local community groups and owners	Ongoing	££
District-Wide Land Management and Offsetting	Create a climate adaptation plan	LMO.4.3	Develop a climate adaptation plan	Develop a separate action plan to address climate adaptation within the district.	No		Medium term	££-£££
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.1	Consider setting an interim CO2e reduction target	Investigate the merit of setting an interim/annual CO2e reduction target. If merited, the target should be set and agreed.	No	Sustainability Officer – HDC HDC Climate Change Working Group Comms - HDC	Short term	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.2	Relevant action to be reflected in each service plan with agreed targets	Service plans to be updated and reviewed annually to reflect relevant climate action.	Yes	Heads of Service – HDC	Ongoing	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.3	Identify key strategies and policies to be reviewed	Identify, and if necessary, review key Council strategies and policies likely to have an impact on climate change	No	Corporate Strategy – HDC	Short -medium term	£
Monitoring, Reporting and Communications	Monitoring, Reporting and Communications	MRC.1.4	Embed climate change objectives within Cabinet decision making process	Continue to amend all report templates to include climate change objectives and 'climate emergency compliance' checklist.	Yes	Comms - HDC Committee Services – HDC	Short term	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.5	Establish a cross services working group	HDC to establish a cross services climate action working group. More communication between service areas and teams is required to enable a holistic and efficient approach to climate action.	Yes	Heads of Service – HDC Sustainability Officer - HDC Comms - HDC	Short term	£
Monitoring, Reporting and Communications	Communications	MRC.1.6	Collaborate with Local Councils, schools and other large entities in the district	Set up a collaborative working group with Hart Town and Parish Councils to drive climate action forward on a community scale. Reach out to Parish and Town Councils, local schools, environmental groups and RAF base etc. to find out what action they are already taking and how the Council could support further action.	Yes	Comms - HDC Hart Local Council Corporate Strategy – HDC HDC Climate Change Working Group Town and Parish Councils Local Schools RAF base	Short – medium term	£
Monitoring, Reporting and Communications	Communications	MRC.1.7	Link Hart action plan with Hampshire wide 2050 Net Zero target	Establish dialogue with Hampshire County Council regarding their 2050 plans and link in action plan objectives with Hampshire County Council for funding and resources. Influence Hampshire County Council where feasible, through partnerships. Link up communications and external messaging with County Council. The relationship with Hampshire County Council on this matter should be led by the Councils' Sustainability Officer.	Yes	Sustainability Officer - HDC Comms - HDC Hampshire County Council	Ongoing	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Monitoring, Reporting and Communications	Communications	MRC.1.8	Develop a climate change communication strategy	<p>Develop a climate change communications strategy and behaviour change communications campaign to share advice and expertise with communities and encourage climate action. Promote climate change and sustainability in Hart through improved website, events and Council communications. Adapt existing Council climate change webpage to become an information hub, showcasing action by HDC, climate targets and plans and signposting resources and funding opportunities to residents/businesses. Utilise Britain Talks Climate Toolkit to target messaging. This is a core action and should be heavily prioritised. The comms strategy, although an individual action here, could have its own extensive action plan. Many other comms related actions will fall out of the strategy development. This action forms the core role of the new climate change sustainability officer.</p> <p>Multiple campaigns for both residents and businesses are already under development. For waste this would need to link with the Joint Communications Strategy being drafted at present and includes Project Integra and Hampshire County Council work.</p>	Yes	HDC Comms team Project Integra Hampshire County Council	Ongoing	££
Monitoring, Reporting and Communications	Monitoring, Reporting and Communications	MRC.1.9	Establish a mechanism for information sharing	Establish a mechanism for Council officers to report climate action progress, project updates and general climate information to the communications team for external and internal communications.	No	HDC climate working groups Comms team - HDC	Short term	£
Monitoring, Reporting and Communications	Monitoring, Reporting and Communications	MRC.1.10	Monitor and report on progress externally	Produce an annual report on Hart's CO2e emissions, climate change targets and actions and disseminate to stakeholders.	No	Sustainability Officer - HDC Comms team - HDC	Annual	££
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.11	Develop an internal reporting and monitoring process	Develop an internal reporting and monitoring process to ensure decision making linked to responding to climate emergency can be taken quickly and efficiently. For example, establish a system by which heads of service can propose new climate actions/projects monthly to the climate change working group for sign off and approval. This system would include the bi-monthly update of existing projects/actions through a RAG rating. I.e. green – progressing as planned, amber – some issues encountered but still on track, red – not started and/or significant hurdles encountered, not progressing as planned.	Yes	HDC Climate Change Working Group Heads of Service - HDC	Short term	£
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.12	Develop a co-benefit checklist or decision-making framework/ tool	A co-benefit decision making framework, tool or checklist would highlight how spending in one department (e.g. transport) makes savings in another (e.g. health). It would allow the Council to identify potential savings across departments as a result of transport interventions, for example. Identifying co-benefits would also mean that the Council could leverage new funding sources aimed at tackling health challenges as part of transport and other carbon interventions.	No	Sustainability officer - HDC	Short – medium term	££
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.13	Update community of progress on Council's climate change actions	Periodically update the local community and key stakeholders on the Council's climate change actions and progress to inspire action and communicate lessons learnt.	No	Sustainability Officer - HDC Comms team - HDC	Ongoing	£-££