



## NOTICE OF MEETING

<b>Meeting:</b>	<b>Cabinet</b>
<b>Date and Time:</b>	<b>Thursday 6 October 2022 7.00 pm</b>
<b>Place:</b>	<b>Council Chamber</b>
<b>Enquiries to:</b>	<b>Committee Services Committeeservices@hart.gov.uk</b>
<b>Members:</b>	<b>Neighbour (Leader), Radley (Deputy Leader), Bailey, Clarke, Cockarill, Collins, Oliver and Quarterman</b>

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY  
FLEET, HAMPSHIRE GU51 4AE

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## AGENDA

**This Agenda and associated appendices are provided in electronic form only and are published on the Hart District Council website.**

**Please download all papers through the Modern.Gov app before the meeting.**

- At the start of the meeting, the Lead Officer will confirm the Fire Evacuation Procedure.**
- The Chairman will announce that this meeting will be recorded and that anyone remaining at the meeting had provided their consent to any such recording.**

**1 MINUTES OF THE PREVIOUS MEETING** 5 - 14

The minutes of the meeting held on 1<sup>st</sup> September 2022 are attached for confirmation and signature as a current record.

**2 APOLOGIES FOR ABSENCE**

To receive any apologies for absence from Members\*.

*\*Note: Members are asked to email Committee services in advance of the meeting as soon as they become aware they will be absent.*

**3 DECLARATIONS OF INTEREST**

To declare disposable pecuniary, and any other interests\*.

*\*Note: Members are asked to email Committee Services in advance of the meeting as soon as they become aware they may have an interest to declare.*

**4 CHAIRMAN'S ANNOUNCEMENTS**

**5 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)**

Anyone wishing to make a statement to the Committee should contact Committee Services at least two clear working days prior to the meeting. Further information can be found [online](#).

**6 REPORT OF SCRUTINY PANEL ON THE OPERATION OF BUTTERWOOD HOMES** 15 - 23

This is a report from the Housing Company Scrutiny Panel and provides an update of the performance of the company for consideration by Cabinet.

**RECOMMENDATION**

That

1. The 2021/22 performance of the Housing Company against the initial business plan is noted.
2. That the altered Terms of Reference, endorsed by Overview and Scrutiny Committee, are adopted by Cabinet.

**7 ENDORSEMENT OF HARTS CARBON PATHWAY REPORTS** 24 - 165

To seek Cabinet endorsement of the 2035 Net Zero Operational Road Map and Net Zero Carbon Action Plan which make recommendations on the actions that the council may wish to take to achieve the targets set in its Climate Emergency declaration.

To receive the minutes from the Climate Change Working Group meeting held on 20 September 2022.

### **RECOMMENDATION**

That Cabinet endorse:

- a. The 2035 Net Zero Operational Road Map attached at appendix 1.
- b. The Net Zero Carbon Action Plan attached at appendix 2.

To note the Minutes from the Climate Change Working Group meeting on 20 September 2022.

**8 QUARTERLY PERFORMANCE REPORTS** 166 - 182

To update Committee on the Council's performance indicator results for Quarter 1 of 2022/2023 (1 April 2022 – 30 June 2022).

### **RECOMMENDATION**

That the performance report for Quarter 1 2022/23 is noted.

**9 ESSENTIAL REPAIRS TO THE CROSS BARN, ODIHAM, RG29 1JX** 183 - 186

To authorise a budget provision of up to £25,000 to be allocated to undertake essential works of repair to The Cross Barn as identified in the Building Survey Report undertaken by Cooper & Withycombe dated May 2021.

### **RECOMMENDATION**

That £25,000 is allocated from central reserves to fund essential repair works to The Cross Barn, Odiham.

**10 UPDATE TO COUNCIL'S APPROACH IN DEALING WITH SHARED OWNERSHIP STAIRCASING WITHIN DESIGNATED PROTECTED AREAS AND WAIVER REQUESTS** 187 - 190

Designated Protected Areas for shared ownership were created through a Statutory Order and came into effect on 7th September 2009. The Order restricts owners of shared ownership homes to purchase up to 80% of the home only, in order to protect the availability of affordable home ownership in specified areas which are generally, but not always, rural locations.

Homes England have recently revised their guidance on granting waivers for Designated Protected Areas (i.e. where permission to staircase is increased above 80%) and this paper seeks to bring the Hart Policy in line with this guidance.

## **RECOMMENDATION**

That Cabinet agrees to extend the existing delegated authority to the Portfolio Holder, to consider and decide the outcome of any application seeking a waiver for shared ownership properties in a designated protected area, however the shared ownership homes are funded, in consultation with the local Ward Members.

### **11 DRAFT CORPORATE PLAN CONSULTATION 191 - 206**

To gain approval for the commencement of public consultation on the draft Corporate Plan.

#### **RECOMMENDATION**

1. That Cabinet approves the draft Corporate Plan for consultation purposes as set out in Appendix A and;
2. That Cabinet approves the timetable and approach for public consultation set out in Appendix B

### **12 CABINET WORK PROGRAMME 207 - 214**

To consider and amend the Cabinet Work Programme.

**Date of Publication: Wednesday, 28 September 2022**

# Public Document Pack Agenda Item 1

## **CABINET**

**Date and Time:** Thursday 1 September 2022 at 7.00 pm

**Place:** Council Chamber

**Present:**

Neighbour (Leader), Radley (Deputy Leader), Bailey, Clarke, Cockarill, Collins, Oliver and Quarterman

**In attendance:**

Axam. Butcher, Crampton, Farmer, Forster, Smith

**Officers:**

Daryl Phillips,	Joint Chief Executive
Isabel Brittain,	Section 151 Officer
Adam Green	Countryside Manager
Steve Lyons	Countryside Operations Manager
John Elson	Head of Environmental and Technical Services
Christine Tetlow	Strategic and Corporate Projects Manager
Katy Sherman	Communications & Engagement Officer - Countryside
Sharon Black	Committee Services Officer
Claire Lord	Committee Services Officer

### **36 MINUTES OF THE PREVIOUS MEETING**

The minutes of 4 August 2022, including the exempt minutes, were confirmed and signed as a correct record.

### **37 APOLOGIES FOR ABSENCE**

No apologies had been received.

### **38 DECLARATIONS OF INTEREST**

Councillor Quarterman declared an interest in Agenda Item 11 as a close family member was a Cabinet member of South Oxfordshire Council. Cllr Farmer declared an interest in Agenda Item 9 as he was voluntary Chairman of Hart Swimming Club. Both were non-pecuniary interests.

### **39 CHAIRMAN'S ANNOUNCEMENTS**

There were no announcements.

#### **40 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)**

Mr David Turver and Mr Stuart Royston were welcomed to the meeting to present statements at the beginning of Agenda Items 6 and 7 respectively.

#### **41 SHAPLEY HEATH AUDIT REVIEW REPORT**

Councillors received the background to the request from the Audit Committee, which had discussed at length the Audit report from tiaa on the Shapley Heath Garden Community project.

Mr Turver read a statement to Cabinet regarding the agenda item (attached at Appendix 1).

Discussion took place including:

- Recognising that the governance arrangements for the Shapley Heath project were in themselves appropriate but asking the LGA or another recognised organisation to independently carry out the review so that lessons could be learnt as to why the governance arrangements appear not to have succeeded in this instance and to make sure that similar situations do not arise in the future.
- Acknowledging that officer oversight questions were being dealt separately through Staffing Committee
- What better scrutiny arrangements could have supported the project? How could member oversight be improved to include making sure that clear and accurate update information is provided to Cabinet in future.
- The review would include gathering evidence from Cabinet members and also those members involved on the Opportunity Board
- Timescales for the production of the reports and action plan The S151 Officer to prepare the report outlined in recommendation A in time for the November Cabinet meeting

#### **DECISION**

Cabinet agreed

1. That the Interim Section 151 Officer prepared an action plan to comprise the response to the management recommendations contained within the Shapley Heath Audit Review report: and

2. Cabinet will ask the LGA or another recognised body to provide an independent investigation in response to the request from Audit Committee that

Cabinet carries out a review of the application of project governance, financial controls, and reporting for the Shapley Heath project.

### **Appendix 1 - Statement from Mr David Turver**

## **42 ODIHAM COMMON MANAGEMENT PLAN**

The Chairman declared an interest in this item as he was a member of the Butterfly Conservation Society.

Mr Royston read his note in relation to the item, and circulated some photos to those present. The note is attached at Appendix 2.

Discussion points included:

- The number of trees to be felled, where they would be, and what this would achieve
- The role of the Parish Council in the plan and whether they were supportive
- The fact that the O&S Committee had recommended that Cabinet not approve the plan and the reasons why.
- That O&S supported many areas of the proposed plan but had some concerns over others
- The balance between accessibility and biodiversity
- The difference between SANGS and SSSIs
- The importance of establishing strong links with the local communities and Parish Councils

An additional recommendation was agreed that a suitable engagement plan would be prepared to ensure that Parish Councils' and local residents' views are accommodated to help deliver the Odiham Common Management Plan. This engagement plan will be brought back to Cabinet for approval.

With this amendment Cabinet endorsed the recommendations.

### **DECISION**

Cabinet

1. Approved the draft Odiham Common Management Plan
2. Approved and adopted a temporary Ash Dieback Strategy until a time where a more formal "Tree Strategy" will supplement this guidance.
3. Resolved that a suitable engagement plan should be prepared to ensure that Parish Councils' and local residents' views are accommodated to help deliver the Odiham Common Management Plan. This engagement plan will be brought back to Cabinet for approval.

### **Appendix 2 - Speaking Note from Mr Stuart Royston**

## **43 GREEN GRID PILOT PROJECT – SIGNAGE AND WAYFINDING**

It was explained that Cabinet was being asked to choose the style of branding options for wayfinding and signage.

Discussion included:

- The differences in the two concepts
- That the signage did not need to fit in with the corporate rebranding
- Consultation undertaken with various disability groups to ensure that accessibility requirements were met
- That QR codes and other tech could be incorporated once designs were finalised

### **DECISION**

Cabinet:

1. Selected the final design for the Green Grid Pilot Signage and Wayfinding Strategy from the two shortlisted concept designs, this being Design B.
2. Agreed that approval of any minor variations to the final design could be delegated to the Leader

## **44 QUARTERLY BUDGET MONITORING**

Cabinet discussed:

- Whether the £110k for the health and safety claim had yet been received
- That the report was looking at the whole year rather than just the quarterly. The presentation of the report to be discussed at the finance meeting with Cabinet on 5 September
- They would like to see variances against budget
- Potential consequences of increased costs for energy and inflation and opportunities for energy savings
- The balance of Earmarked Reserves
- Whether the current budget will be adhered to with the move from 4 HOS to 3

### **DECISION**

Cabinet

1. Noted the Q1 revenue outturn position of an underspend of £126k
2. Noted the Q1 capital outturn position
3. Approved the transfer to reserves of £110k of costs received from health & safety court case



## **45 TREASURY MANAGEMENT STRATEGY STATEMENT**

Cabinet noted:

- The S151 Officer had no concerns over the statement
- The Council was carefully managing its money
- The Head of Service from Mendip would be joining Hart so there would be continuity with the moving away from the shared service

### **DECISION**

Cabinet

1. Noted the Treasury Management Outturn statement

## **46 5 COUNCILS GOVERNANCE**

Cabinet noted:

- There was a proposal to revise the governance approach
- That Cllrs Radley and Quarterman would represent the Council
- That Revs/Bens, customer service and IT were the only areas covered by the agreement for the Council

### **DECISION**

Cabinet

1. Noted and endorsed the minor alteration to the proportion of the size of the Hart contribution to the 5 Councils contract and agreed the approach to the 'truing up' mechanisms, making payment as set out in paragraphs 15 and 16
2. Approved the streamlined governance approach, reflective of the size of the contract, to enable effective oversight and management which includes all the changes as set out in paragraph including Joint Committee to meet annually, providing budgetary and contractual oversight and continuing the spirit of partnership working, whilst keeping Members informed on the contract.
3. Delegated to the Joint Chief Executive, in consultation with the Portfolio Holder for Commercialisation and Corporate Services, to complete the updated Inter Authority Agreement based on the principles set out in this paper.
4. Confirmed Cllr Quarterman and Cllr Radley as replacement representatives to the 5 Councils Joint Committee

## **47 MOVE TO A SINGLE CHIEF EXECUTIVE**

*The Joint Chief Executive left the meeting at 9:03pm at the start of this item*

Councillors were reminded that this proposal was part of the plan put into place by the Staffing Committee last year, and that any final decision would need to be made by full Council, likely at their September meeting. Cabinet discussed the following:

- What the saving for moving to one Chief Executive would be per annum
- How the skill gaps would be addressed and that backfilling of resource would be undertaken if necessary
- Senior management capacity and any impact on the ability to deliver services if the proposal is agreed
- How this proposal fitted in with the work being undertaken on a potential move to a shared Chief Executive with Rushmoor Borough Council
- That if agreed, the recommendations would be put to full Council on 29 September, and debate in the public forum

### **DECISION**

Cabinet

1. Recommended to Full Council that the Council should adopt on an interim basis a single CEO model and bring it into full effect at the earliest opportunity (and that some of the estimated annual revenue budget savings achieved potentially reinvested to create additional capacity in Tier 3 manager posts to increase operational capacity/Monitoring officer provision)

## **48 CABINET WORK PROGRAMME**

Cabinet considered the Work Programme as circulated prior to the meeting.

A number of amendments would be made in the next iteration:

- The Review of Financial Regulations will move to November or December
- Quarterly Plans to be added to November
- Consideration of the LGA Report regarding Shapley Heath to be added to November

The meeting closed at 9.39 pm

## Statement to Cabinet 1 September 2022

As you decide whether to throw more good money at a “facilitated reflection” after squandering over £800K of bad money on the Shapley Heath debacle, may I humbly offer some points for you to reflect upon:

- 1) You might consider whether it was appropriate to even start the project at all after the Inspector had rejected it, and your own bid documents for Government funding said the Garden Village was not necessary to meet our housing needs.
- 2) You might ponder why you ignored my warnings prior to and during the 21/22 budget meeting that the “bloated cost structure is completely indefensible” and that you were set up to fail because you had not secured enough funding to be successful.
- 3) You might contemplate why concerns about Governance raised by Hartley Wintney Parish Council and others were ignored by the project sponsor.
- 4) You might think about why you rebuffed questions about obvious budgeting and spending irregularities in July 2021.
- 5) You might consider whether your credibility is damaged or enhanced by claiming the project met its core objectives when the fact-checked audit report clearly states you didn’t meet a single milestone.
- 6) You might also review whether it is entirely appropriate to simply throw the officers under a bus, when it is clear that there were also significant Cabinet member failings.
- 7) Finally, you might contemplate whether it is appropriate for those involved to remain in office when despite repeated and accurate warnings, they have continued to squander our money on a totally unnecessary project that has delivered nothing of substance.

## Speaking note for Cabinet on 1 September 2022

I speak on behalf of the people who live on or adjacent to Odiham Common. These are people who love and cherish the common; enjoy it for quiet informal recreation; and in the commercial world would be key customers.

Potbridge lies between two noisy roads – the M3 and B3016 - and the rural lane through the hamlet leads directly to Shapley Heath. At a site visit in June 2020 the noise problem was appreciated and Hart agreed in an e-mail on 1 July 2020 that in the East compartment ‘just 2 Willow trees are to be removed in the Potbridge triangle to minimise the traffic noise effect that further felling would cause’ i.e. felling is not critical.

However, when we saw the Woodland Plan in spring 2021 it included 30% felling in Potbridge East and 10% in Potbridge West. We asked for the 2020 agreement to be honoured. In response Hart divided the East compartment into two halves with felling avoided in one and 10% in the other i.e. felling is not critical. At a Zoom meeting on 20 August 2021 Hart said there was no felling in Potbridge.

In September 2021 when we saw the Woodland plan that had been submitted we were astonished to see felling of some 40% of the trees in the East compartment ie over 1700 trees had been silently inserted and in the West compartment a 20 -25% felling: 370 trees.

When we questioned the Potbridge felling Hart said it was included because Forestry Commission insisted. We took this up. The Forestry Commission told us the land was gifted to the public to enjoy for leisure purposes; it is therefore classed as open space and is exempt from forestry regulations. They confirmed activities in the Woodland Management Plan were not legally binding; that they do not insist the work is carried out and no action would be taken if it was not carried out. They also wrote that in their negotiations with Hart over the management plan they advised the council to identify areas of ash that were suffering from ash dieback as work within these areas would increase the biodiversity and resilience of the woodland by replacing these trees with a more diverse mix of tree species. In their following e-mail of 7 December 2021 they went on to say ‘The Forestry Commission whilst reviewing the works stated that felling could be carried out within the areas other than those that were originally stated. There are areas of Ash trees within the common that are suffering from chalara and unfortunately a significant amount of those will die’ i.e. felling in Potbridge is not critical or biodiversity optimal. The truth of the matter is that the Forestry Commission did not insist felling takes place in Potbridge and were positively encouraging Hart instead to fell diseased trees in the ash dieback areas for good biodiversity reasons.

Hart officials can muster only 9 words about the felling: ‘there is no uncritical and unfunded tree felling proposed’. The Forestry Commission does not regard felling in Potbridge as critical or providing the optimal biodiversity approach. The various

proposals from Hart since July 2020 hardly suggest felling is critical or based on sound scientific evidence.

The plan lists 42 habitat operations. Only 9 are funded by the much reduced Stewardship Grant and over 40% of the grant is earmarked for simply haloing on average 6.5 veteran trees per year and haymaking. As long ago as June 2021 we questioned whether the aspirations were realistic. There have been no changes as a result of our inputs and officials were not able to advise O&S that the Potbridge felling was funded. The Hart budget is mainly for a ranger who will have to cope, inter alia, with the listed 29 unfunded habitat activities; the 2000 tree Potbridge felling, ash dieback that is likely to result in the felling of 4000 diseased trees at average mortality rates, and the development of the Tree Strategy; unfunded activity in the Woodland plan; plus all the non-habitat activity such as path maintenance on the 300 acre site.

The most waterlogged paths are adjacent to areas of felling and, after felling, bracken and bramble invade. In Potbridge the wayleave is now impassable with 5 foot high bracken and bramble. The other path already has standing water: easy to anticipate the consequences of felling.

When resources are reduced or restricted it is imperative to concentrate on and prioritise the essentials. If it's not broken don't fix it. We ask you to delete the felling of the 1700 healthy Potbridge trees that during the period of this plan is not essential, critical, welcomed, or a biodiversity optimum.

We were interested to see that the Forestry Commission use Lord Charrington's Gift as the basis of their consideration of the common. The residents believe that Hart officials have betrayed Lord Charrington's wish that the public should enjoy the common for leisure purposes and as a result the balance in the plan is flawed. We would like to see biodiversity and humans embraced for the benefit of both. Frankly we do not believe all the aspirations in the plan are achievable within the available resource. The plan would benefit from more realistic aspirations with sharper objectives and performance indicators - it would not be difficult to make these improvements. We urge you to accept the unanimous O&S recommendation to decline to approve the plan in its current form.

Bill Esdaile; Peter Ingram; Stuart Royston  
Representatives on the Consultative Committee

Gordon McLean  
Chairman of the Potbridge residents association



## CABINET

**DATE OF MEETING:** 6 OCTOBER 2022

**TITLE OF REPORT:** REPORT OF SCRUTINY PANEL ON THE OPERATION OF BUTTERWOOD HOMES

**Report of:** SCRUTINY PANEL

**Key Decision** No

**Confidentiality** Non Exempt

### 1 PURPOSE OF REPORT

- 1.1 This is a report from the Housing Company Scrutiny Panel and provides an update of the performance of the company for consideration by Cabinet.

### 2 CABINET RECOMMENDATION

That

1. The 2021/22 performance of the Housing Company against the initial business plan is noted.
2. That the altered Terms of Reference, endorsed by Overview and Scrutiny Committee, are adopted by Cabinet.

### 3 BACKGROUND

- 3.1 Cabinet will recall, in June 2021, by resolution of the Cabinet, Hart District Council created a new limited company, dedicated and wholly owned by the Council as the sole shareholder.
- 3.2 Cabinet approved the draft initial business plan, which set out in some detail a framework for the operation of the business including.
- The objectives and mission of the company
  - The company structure and governance arrangements
  - Its operational approach, how it would be financed and manage risk
  - Details of the Articles of Association and Shareholder Agreement were also provided
- 3.3 As part of the governance structure, a company scrutiny panel was established, comprising three members appointed annually by the Overview and Scrutiny Committee.
- 3.4 This was considered by Overview and Scrutiny Committee in July 2021 when a recommendation was made to Cabinet for a fourth Councillor to be included.

3.5 In September 2021, Cabinet considered a paper regarding the Housing Company Scrutiny Panel and approved the additional nominated representatives. Councillors Davies, Engstrom, Smith, and Farmer were nominated to the Scrutiny Panel for 2022/23 to ensure effective cross-party enquiry into the performance of the Company

3.6 This is the second report of the Housing Company Scrutiny Panel.

#### **4 MAIN ISSUES**

4.1 The Housing Company Scrutiny Panel met on Monday 10<sup>th</sup> August. Three of the four Scrutiny Panel Members were in attendance, as were the three Directors of the Housing Company, and the Portfolio Holder for Corporate Services (Observer status). Minutes of the meeting can be found in Appendix 1.

4.2 The Housing Company Scrutiny Panel reviewed the performance for the 2021/22 operation, including:

- Completion of statutory requirements for a new company and creation of appropriate documentation for a new business
- An effective handover of the Edenbrook Apartments to the company, and successful reletting of the flats at 80% market rate as per the lettings agreement for key workers or those with a local connection
- A proposed net payment liability of £186K due to Hart District Council for financial year 2021/22 (noting that this is a partial year payment, as the flats were not fully rented until September 2021)
  - The liability to Hart District Council comprises of two elements; a finance payment and a recharge for resources
- The financial health of the business in the first year of trading is positive.
- The forecast net liability to Hart District Council in 2022/23 is £230K
- In terms of lettings
  - 73% (an uplift from 56% at mid-year) were occupied by key workers; professionals within the emergency services and education sector being the highest represented, with the health profession a close third.
  - A continuation of no arrears for full year, reflecting the effectiveness of the vetting process
  - A void rate of just 0.7% once the initial letting period was concluded last year

4.3 A number of the previously reported challenges have now been resolved;

- All snagging issues have now been concluded
- A range of support is now being provided to the Housing Company, at cost, from the Council (payment will be made at full cost recovery). However there will be a need for practical support in business as usual housing tasks
- The issues around insufficient clarity or delineation of roles between Hart District Council and the Housing Company has now been resolved. HHPMC has now trademarked a new company name (an



approach fully endorsed by the Scrutiny Panel in December) and will operate under the name Butterwood Homes

- As part of this approach, to provide a separate identity which will clearly establishes the Housing Company as 'open for business', the Scrutiny Panel were shown the almost complete website which the Housing Company intends to launch shortly.

- 4.4 The Scrutiny Panel queried the revised level of the Lettings Fees, which is a fixed fee from the Management Letting Agent, and were reassured that the Management Agent did not propose any increases on their contract management costs.
- 4.5 The Scrutiny Panel in accordance with the requirements also reviewed their Terms of Reference and made some suggestions for improvements in clarity of those terms of reference. The Housing Scrutiny Panel, after endorsement by Overview and Scrutiny Panel, are recommending that these be adopted by Cabinet. These can be found in Appendix 2.
- 4.6 In summary the Housing Scrutiny Panel found that the Company continues to grow appropriately to the ambition of the Council as the Shareholder.

## **5 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 5.1 The recommendations are set out in section 2. No alternatives have been considered or rejected.

## **6 CORPORATE GOVERNANCE CONSIDERATIONS**

### **Relevance to the Corporate Plan and/or The Hart Vision 2040**

The Housing Company meets the Council's ambitions as set out in the Hart Corporate Plan 2017-2022 to be a Council that is both efficient and effective and maximise income opportunities and increase financial self-sustainability.

### **Service Plan**

Is the proposal identified in the Service Plan?	Yes
Is the proposal being funded from current budgets?	Yes
Have staffing resources already been identified and set aside for this proposal?	Yes

### **Legal and Constitutional Issues**

As set out in Section 3, the Housing Scrutiny Panel is a formally constituted element of the Housing Company. The terms of reference for this panel with recommended alterations are set out in appendix 2.

## **Financial and Resource Implications**

The financial performance of the Housing Company has solid and the projections for next year reflect the stability of the company, beyond the initial set up phase.

## **Risk Management**

The Housing Company provided an extensive risk register considered by the Housing Scrutiny Panel in December. The level of risk was not revisited by the Panel on this occasion, however with all snagging and maintenance issues resolved, risks have reduced. A further review of the risk register will be undertaken at the next meeting of the Housing Scrutiny Panel.

## **7 EQUALITIES**

7.1 Under equality legislation, the Council has a legal duty to pay 'due regard' to the need to eliminate discrimination and promote equality in relation to:

- Race
- Disability
- Gender, including gender reassignment
- Age
- Sexual Orientation
- Pregnancy and maternity
- Religion or belief.

The recommendations set out in this report should not have any impact on any of the protected characteristics highlighted above.

## **8 CLIMATE CHANGE IMPLICATIONS**

8.1 It should be noted that the Edenbrook apartments were built to include

- Electric car charging points which are available to the public
- Solar panels which are used for the lighting in the common parts of the buildings
- Other initiatives to encourage biodiversity such as the swift bird boxes built into the brickwork to encourage summer migration

There are no other direct carbon/environmental implications arising from the recommendation.

## **9 ACTION**

9.1 After consideration by Overview and Scrutiny, the Housing Scrutiny Panel will present their findings to Cabinet.

## **APPENDICES**

**Appendix 1 – Minutes of the Housing Scrutiny Panel**

**Appendix 2 – Terms of reference for Housing Scrutiny Panel with suggested alterations**



## Butterwood Homes Scrutiny Panel

August 10<sup>th</sup>, 2022

Present

John Swinney (Virtual) Butterwood  
Patricia Hughes Butterwood  
Joanne Raynes Butterwood

Cllr Engström  
Cllr Farmer  
Cllr Smith  
Cllr Quarterman (Observer status - Virtual)

Claire Lord Butterwood, minute-taker

Meeting Started 19.00

1	<p><b>Minutes From Previous Meeting</b></p> <p>Appendix 1 minutes from previous meeting were approved with no matters arising that are not covered elsewhere on the agenda</p> <p>It was clarified that the AGM minutes included in the pack was the contractually required AGM between Bridges and the company. It was confirmed that Butterwood Homes would be holding its own AGM which would include the Shareholder. However, clarification was needed as to who was responsible for calling the AGM.</p>	
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2	<p><b>Rebranding</b></p> <p>Members of the Panel were reminded of the rationale for renaming the company and an explanation was given to the meeting as to how the name had been chosen. It was confirmed that the Butterwood Homes domain was available and had been secured and that the company was in the process of trademarking the name.</p> <p>The meeting was shown the new website. Discussion took place about the content and a query was raised about the go live date. It was explained that the website was mainly aimed at developers at the moment; rather than at potential tenants and that once the company enquiries email address had been set up then the website would be made live. The Panel recommended that rather than an email, a webform for contact may be more beneficial to the company.</p> <p>It was confirmed that Squarespace who are hosting the website will be responsible for the security updates and the privacy of the site.</p> <p>The meeting was told that the creation of the new branding and website had cost £6,000 (+VAT)</p>	
3	<p><b>Investment for Growth</b></p> <p>The vision of growth, as laid out in appendix 2 was explained to the meeting. The meeting acknowledged that all growth and investment plans were being made in consultation with, and agreement from the Shareholder.</p> <p>Discussion took place about the importance of the company maintaining a good relationship with the Shareholder and involving the shareholder in all investment decisions.</p>	
4	<p><b>Lease Arrangements for Edenbrook</b></p> <p>This item was covered in the finance presentation.</p>	
5	<p><b>Financial Presentation including Full year Trading Review and Financial Outturn and Forecast</b></p> <p>The finance presentation included details on: -</p> <ul style="list-style-type: none"> <li>• the performance for year ending March 2022</li> <li>• the percentage of keyworker tenants and local tenants</li> <li>• a breakdown of the fees charged</li> </ul> <p>It was felt that the financial details were all positive.</p> <p>There was discussion around</p> <ul style="list-style-type: none"> <li>• the service charge</li> <li>• the size of the electricity charge, and the opportunity to reduce this</li> <li>• and the need to include a provision for future refurbishment costs.</li> <li>• the letting and management fees across the 2021/2022 and 2022/2023. It was agreed to send out a detailed breakdown.</li> </ul>	

	<p>It was confirmed that the Shareholder was receiving the expected level of return on it's investment.</p>	
6	<p><b>Future Plans</b></p> <p>Cllr Quarterman declared an interest as the Chairman of the planning committee.</p> <p>The meeting was told that currently the company was looking at an investment opportunity details of which were provided to the panel but remain confidential.</p> <p>The Panel were advised that the Council, as Shareholder will make any decisions on the investment and in what form it would take (e.g. full market rent, key worker affordable, shared equity ownership)</p> <p>It was confirmed that the company was looking for more investment opportunities in the future but that the company would only grow at a pace that was agreeable to the Shareholder.</p>	
7	<p><b>Terms of Reference – Extra Agenda Item</b></p> <p>The meeting was asked to review and approve the terms of reference for the year.</p> <p>Recommendations</p> <ol style="list-style-type: none"> <li>1. The numbering system is corrected</li> <li>2. Item 2.2(1) should be changed to 'The Panel will comprise of four members of Hart District Council's Overview and Scrutiny Committee.'</li> <li>3. Item 2.4(1) should be changed to 'The Panel is not a constituted committee of Hart District Council. There is no requirement to meet in public or to make public any notes or minutes.'</li> <li>4. Items 2.1(2) and 2.4(2) should be amalgamated to read 'A meeting of the panel should only be quorate if at least two Panel members and at least one Director are present.'</li> </ol>	
8	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>• It was agreed that Cllr Farmer would present the results of the meeting to Overview and Scrutiny in September and Cabinet in October.</li> <li>• It was agreed that there was a need for an AGM of Butterwood Homes.</li> <li>• There was discussion around future projects and the growth of the company. It was agreed that currently the company should continue to use Bridges as a managing agent and that the properties offered should be affordable housing for keyworkers or people with local connections. However, this should be reviewed in the future when the property portfolio has increased.</li> </ul>	

Meeting Closed 20.37

## **COMPANY SCRUTINY PANEL – DRAFT TERMS OF REFERENCE**

### **1. Purpose of the Housing Property Management Company Scrutiny Panel**

- 1.1. The purpose of the Housing Property Management Company Scrutiny Panel (the Panel) is to provide strategic guidance to the directors of the Company, including informing the Company of priorities of the Shareholder (the Council) that are pertinent to the operation and future development of the company.
- 1.2. The Panel will review the Company's business plan at least annually and advise Cabinet of its views
- 1.3. The meetings of the Panel will provide an opportunity for the Company to bring to the Shareholder's attention emerging issues or perhaps opportunities for new business ventures.

### **2. Membership and meetings of the Company Scrutiny Panel**

- 2.1. The Panel is an integral part of the governance arrangements for the Company.
- 2.2. The Panel will comprise four members of Hart District Council's Overview and Scrutiny Committee.
- 2.3. Members of the Panel may invite officers of the Council to attend meetings to provide performance updates.
- 2.4. The Panel is not a constituted committee of Hart District Council. There is no requirement to meet in public or to make public any notes or minutes.
- 2.5. Members of the Panel will treat information shared by the Company as being commercially sensitive and therefore it will not be shared beyond the Panel without the permission of the Company's directors.
- 2.6. A Panel meeting will be held no less than twice a year. The Board of Directors will report to the Panel at each Panel meeting on the following items:
  - Financial performance in the previous quarter and year-to-date against the annual budget and latest business plan
  - Performance against agreed key performance indicators
  - Any matters previously agreed between the Company and the Shareholder
  - Other matters that arise from time-to-time.
- 2.7. A meeting of the Panel will only be quorate if at least two Panel members and at least one Director are present.
- 2.8. Unless otherwise agreed by a majority of members, not less than five clear working days' notice shall be given to each of the members of the Panel, and to

the Directors of the Company, for a meeting to be held. An agenda will be issued in advance of any meeting indicating the matters to be discussed, together with any relevant papers for discussion.

- 2.9. In addition, the Company will supply the members of the Panel with all information and data reasonably requested by the Panel to enable it to reach an informed judgment on any matter put before it.
- 2.10. The Panel will hold an advisory role to the Shareholder, that is full Cabinet, when it is making decisions on matters reserved for the Shareholder (or the Shareholder Representative if and when deemed appropriate by the Shareholder).
- 2.11. Chairing of each meeting of the Panel will be determined by the members of the Panel present at that meeting.
- 2.12. If a Panel member works for, is commissioned by or has any interest in the Company, the member shall declare this to the Panel immediately.

### **3. Review of these Terms of Reference**

- 3.1. The Terms of Reference will be reviewed by the Panel and the Company's representatives on an annual basis.
- 3.2. Amendments may be agreed by the Panel (in consultation with Overview and Scrutiny Committee) and the Company representatives, so long as no amendment contradicts the Shareholder Agreement.
- 3.3. Amendments to the Shareholder Agreement may be determined by the Shareholder, that is, through a meeting of Cabinet.

## **CABINET**

**DATE OF MEETING: 6 OCTOBER 2022**

**TITLE OF REPORT: ENDORSEMENT OF HARTS CARBON PATHWAY REPORTS**

**Report of: Head of Environment and Technical Services**

**Cabinet Portfolio: Environment**

**Key Decision: No**

**Confidentiality: Non Exempt**

## **PURPOSE OF REPORT**

1. To seek Cabinet endorsement of the 2035 Net Zero Operational Road Map and Net Zero Carbon Action Plan which make recommendations on the actions that the council may wish to take to achieve the targets set in its Climate Emergency declaration.

## **RECOMMENDATION**

2. That Cabinet endorse:
  - a. The 2035 Net Zero Operational Road Map attached at appendix 1.
  - b. The Net Zero Carbon Action Plan attached at appendix 2.

## **BACKGROUND**

3. The Council adopted the following motion in April 2021:

*Following the successful adoption of Hart's Climate Change Action Plan, this Council now wishes to declare a climate emergency, which commits us to putting the reduction of CO2 in the atmosphere at the front and centre of all policies and formal decision making, particularly Planning, and will:*

- *Pledge to make Hart District carbon neutral by 2040 whilst bringing forward the current 2040 target to 2035 for areas under direct control of Hart District Council.*
  - *Report to full Council every six months setting out the current actions the Council is taking to address this emergency and the plan to measure annual District wide progress towards meeting the 2040 target.*
  - *Meaningfully engage with the local community and to work with partners across the District and County to deliver these new goals through all relevant strategies and plans drawing on local, national, and global best practice. Page 71 CL.72*
  - *Actively work with Hampshire County Council and the Government to provide the additional powers and resources needed to meet the 2040 target.*
  - *Actively encourage and push for Hampshire County Council to reduce its target for net zero Carbon to 2040, acknowledging that 2050 is too far away for such an emergency."*
4. At its November 2021 meeting Cabinet approved funding to commission consultants to review the council's climate change action plan and produce a



Carbon Pathway Report setting out the pathway that the council will need to follow to achieve the targets set in its Climate Emergency declaration.

5. Following a competitive tender process Eunomia were commissioned to undertake this work.
6. In April 2022 the draft recommendations from the Carbon Pathway report were the subject of a presentation to full Council.
7. The Carbon Pathway Report has been presented in two parts:
  - The 2035 Net Zero Operational Road Map (attached at appendix 1) – This document provided an overarching Net Zero Pathway with the key interventions required to achieve HDC’s operational Net Zero 2035 target.
  - The Net Zero Carbon Action plan (attached at appendix 2) – This document provides a roadmap for achieving HDC’s district-wide Net Zero 2040 target.

### **MAIN ISSUES**

8. The Net Zero Operational Road Map and Carbon Action Plan make recommendations on the actions that the Council may wish to take to achieve their carbon net zero targets. The proposal is that these recommendations should be endorsed. By endorsing both reports Cabinet is not necessarily agreeing to implement the recommendations, but it is committing itself to give them full consideration when updating the council’s future climate change action plan.
9. Subject to Cabinet endorsing of the attached reports, officers will look to incorporate the respective recommendations into an updated climate change action plan. This updated plan will be the subject of a separate report to Cabinet later in the year.

### **OVERVIEW AND SCRUTINY COMMITTEE COMMENTS/RECOMMENDATIONS**

9. This report was considered by Overview and Scrutiny Committee at its September meeting. The extract of the draft minutes for this item are provided below:

*The report was introduced as a document that laid out a pathway for the Council to achieve the Carbon emission targets agreed by Council in April 2021. The meeting was told that the report highlighted where most emissions came from and the actions that the council needed to take to reduce these.*

*Discussion took place around the definitions used within the report for Carbon Neutrality and Net Zero carbon emissions. It was felt that these should be made clearer.*

*Discussion took place around the reports baseline carbon footprint. It was queried as to whether calculation of the council’s carbon footprint included scope 3 emissions. Concern was expressed that unless these emissions were included then the Council would not be able to achieve its agreed targets. The meeting was told that the report did recommend that the operational footprint was extended to include scope 3 emissions.*

*The meeting felt that the report would be more meaningful if it contained more costings and cost benefits.*

## **DECISION**

*It was unanimously decided that the report should be sent to Cabinet, but that before endorsing the report they should consider the comments made by this Committee.*

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10. The option of not producing a carbon pathway report was considered but rejected as without a plan the Council would have little chance of achieving its carbon emission targets.

## **CORPORATE GOVERNANCE CONSIDERATIONS**

### **Relevance to the Corporate Plan and/or The Hart Vision 2040**

11. Agreement of a carbon pathway for both the council's operations and the districts emissions will assist the council in achieving its:
  - climate emergency targets.
  - agreed 2040 vision of "Reducing the impact of climate change by building in sustainability to any new developments, encouraging re-wilding and using new technologies to mitigate the impact of climate change".
  - strategic priority of "A Clean, Green and Safe Environment"

### **Service Plan**

- Is the proposal identified in the Service Plan? Yes
- Is the proposal being funded from current budgets? Yes
- Have staffing resources already been identified and set aside for this proposal? Yes

### **Legal and Constitutional Issues**

12. The report raises no particular legal or constitutional issues.

### **Financial and Resource Implications**

13. There are no financial implications directly associated with the acceptance of the recommendations in this report. However, the recommendations, if implemented in their entirety, will have a significant impact on the council's future budgets and this will need to be assessed in the annual budget proposals over the next few years,

### **Risk Management**

14. No risks arising from implementation of the proposed recommendations have been identified.

## **EQUALITIES**

15. No equality implications associated with implementation of the proposed recommendations have been identified.

## **CLIMATE CHANGE IMPLICATIONS**

16. Approval of proposed recommendations will help the Council achieve its climate emergency targets.

## **ACTION**

17. Subject to approval of this report's recommendations, work will commence on updating the Council's Climate Change Action Plan.

**Contact Details:** John Elson /e-mail: john.elson@hart.gov.uk

**Appendices**

Appendix 1 - The 2035 Net Zero Operational Road Map

Appendix 1a – Operational Funding Opportunities

Appendix 2 - The Net Zero Carbon Action Plan

Appendix 2a – District Funding Opportunities

Appendix 2b – Draft District and Operational Action Plans

**Background Papers: None**

# 2035 Net Zero Operational Roadmap

Hart District Council



# Report For

Hart District Council

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## Disclaimer

Eunomia Research & Consulting has taken due care in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However, no guarantee is provided in respect of the information presented, and Eunomia Research & Consulting is not responsible for decisions or actions taken on the basis of the content of this report.

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## Approved By



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Sophie Crossette

(Project Director)

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# 1.0

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## Introduction

Hart District Council (HDC) commissioned Eunomia Research and Consulting Ltd. ('Eunomia') to produce a detailed carbon reduction operational action plan, to assist the Council with ascertaining how to meet HDC's target for becoming a Net Zero council by 2035.

HDC declared a climate emergency in April 2021. One of the key commitments as part of this declaration is to become a Net Zero council by 2035. Since the declaration, the Council has taken several steps to reduce greenhouse gas (GHG) emissions. For example:

- Baseline GHG emissions;
- Requiring all reports to incorporate climate change considerations;
- Recruitment of a Climate Change Communication and Engagement Officer;
- Establishing renewable electricity generation through installing solar PV panels on Council offices roof;
- Completing the Bramshott Wetlands nature-based carbon sequestration project; and
- Establishing working groups of Officers and Councillors to consider issues in detail and drive change.

This document aims to build on the work done to date, providing an overarching Net Zero Pathway with key interventions required to achieve HDC's operational Net Zero 2035 target, and a Net Zero Roadmap of priority interventions and associated actions, to direct HDC's initial actions in the short term.

This roadmap sets out the following:

- **Section 2.0 – A Net Zero Pathway for HDC to achieve Net Zero by 2035**
  - An indicative pathway demonstrating how HDC could reach Net Zero in 2035; and
  - A summary of recommended interventions associated with the Net Zero Pathway, required to decarbonise each key GHG emissions sector.
- **Section 3.0 – A Net Zero Roadmap of priority interventions and actions**
  - A priority pathway of chosen interventions with indicative GHG emissions reductions and associated capital costs; and
  - The accompanying priority actions required to deliver the priority interventions, with key objectives, timeframe, and co-benefits provided.

Two documents accompany this roadmap:

- A detailed action plan – developed by mapping HDC's existing action plan to the operational GHG footprint, holding workshops with stakeholders and key officers, and using Eunomia's expertise in decarbonisation; and
- A summary of financing opportunities.



# 2.0

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## Net Zero Pathway

This section contains an indicative pathway which demonstrates how HDC could reach Net Zero in 2035, and a summary of recommended interventions associated with the Net Zero Pathway, split by GHG emissions sector. The indicative pathway is a high-level demonstration of the decarbonisation trajectory required between now and 2035 to reach Net Zero. The key interventions outline, for each GHG emissions sector:

- The overarching steps required to reach Net Zero by 2035;
- Associated costs;
- Potential GHG emissions reduction;
- Timeframe; and
- Co-benefits.

A full action plan to deliver these interventions is provided in a separate document.

## 2.1 Indicative Pathway

HDC's footprint in 2019/2020 was 1500 tCO<sub>2e</sub>. This was calculated through Carbon Footprint Ltd.'s SUSTRAX: Sustainability Tracking tool and includes land management (i.e. street care and grounds maintenance), waste collections, transport (from staff and operational vehicles), and buildings and energy (including operational buildings and the leisure centres). Buildings and energy account for the largest proportion of emissions at 1100 tCO<sub>2e</sub>; 80% of which is from the leisure centres. HDC's operational footprint accounts for approximately 0.3% of GHG emissions from the district as a whole.

The SUSTRAX tool (and therefore this footprint) excludes aspects of HDC's operational GHG emissions including staff commuting, leased assets, waste management, and procurement.<sup>1</sup> It is recommended that HDC calculates and includes GHG emissions from these sources to be aligned with best practise. However, it is HDC's prerogative to determine which emissions sources to include within its reporting boundary. Factors such as data availability should be considered. The scale of the challenge for HDC to reach its Net Zero target would be larger if the GHG emissions from these additional activities were taken into account.

HDC's 2019/2020 footprint is shown in Figure 2-1, along with an **indicative** pathway to reach Net Zero by 2035. The indicative pathway follows a Science Based Targets (SBT) trajectory, although it goes beyond the minimum reductions required.<sup>2</sup> SBT requires that organisations reduce their GHG emissions by a **minimum of 4.2% per year compared to baseline in the 'near-term'**, i.e. over the next 10 years. This means reducing from 1500 tCO<sub>2e</sub> in 2020 to at least **890 tCO<sub>2e</sub> in 2030**. SBT requires that organisations reduce their GHG emissions by **at least 90% compared to baseline in the 'long-term'**, i.e. for any period longer than 10 years. For HDC, this means reducing from 1500 tCO<sub>2e</sub> in 2020 to **150 tCO<sub>2e</sub> in 2035**. To achieve Net Zero as defined by SBT, the remaining 10% of GHG emissions need to be offset/ balanced. This means that nature-based

<sup>1</sup> Staff commuting has been purposefully excluded as these have varied widely during Covid-19.

<sup>2</sup> Science Based Targets (2021) *SBTI Corporate Net-Zero Standard*, <https://sciencebasedtargets.org/resources/files/Net-Zero-Standard.pdf>

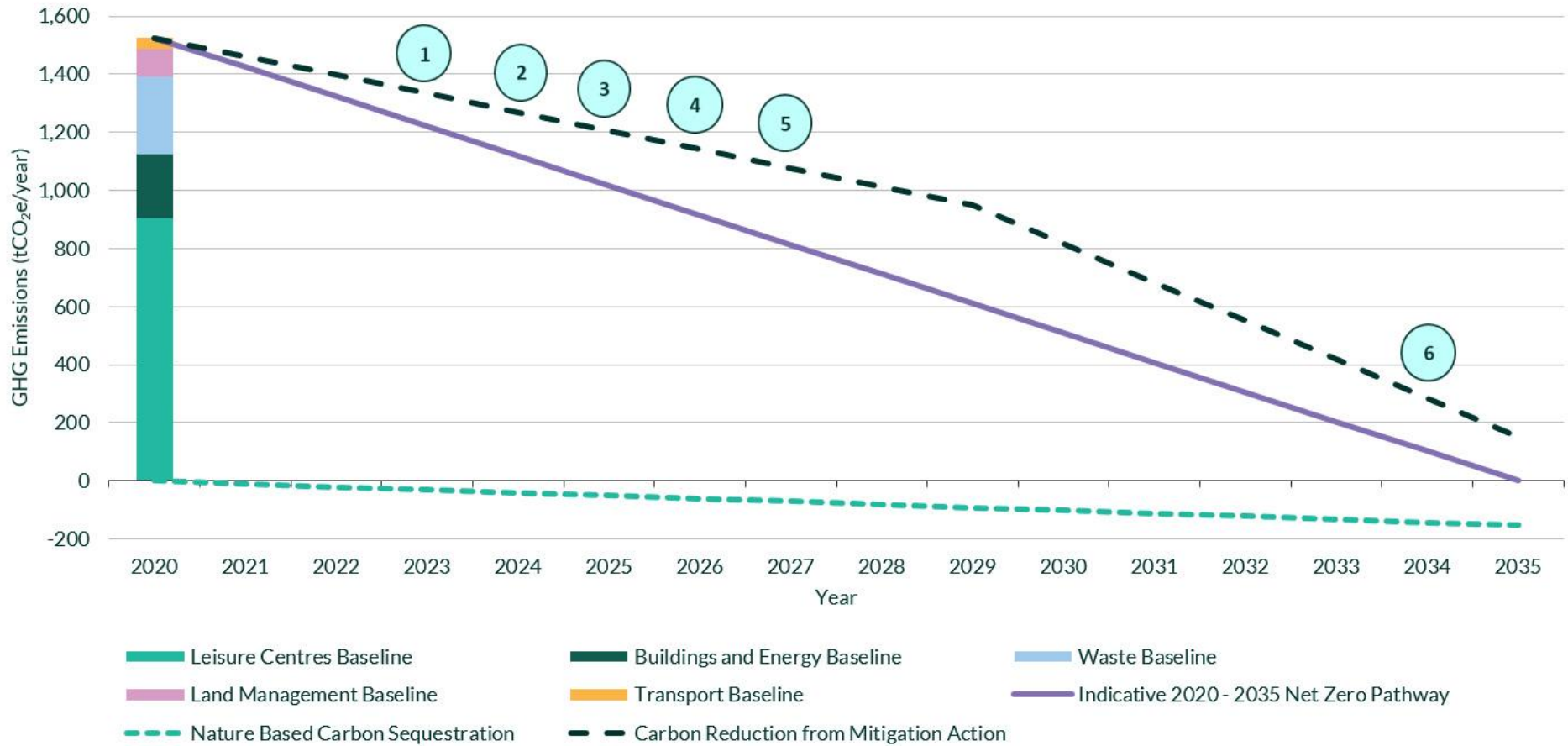
carbon sequestration needs to increase to 150 tCO<sub>2e</sub> in 2035. At this point, net GHG emissions will be zero. This is shown in Figure 2-1 as follows:

- The **black** dashed line shows the **minimum** emission reductions required from mitigation action for HDC to reach Net Zero emissions by 2035, as per the SBTi definition.<sup>3</sup>
  - The circled numbers indicate to key decision points relating to priority interventions. These are discussed in Section 3.1.2.
- The **teal** dashed line shows the **maximum** nature-based carbon sequestration required for HDC to reach Net Zero emissions by 2035, as per the SBTi definition. This is an increase to **150 ktCO<sub>2e</sub> in 2035**.
- The **solid purple** line shows the indicative Net Zero Pathway 2020-2035 recommended.
- Each **coloured segment** demonstrates HDC's 2019/2020 baseline emissions for each core GHG emissions source.

The pathway is purely illustrative to demonstrate both the scale of change required for HDC to reach Net Zero by 2035 and how HDC could reach Net Zero.

<sup>3</sup> A steady reduction has been assumed.

Figure 2-1 Indicative Net Zero pathway<sup>4</sup>



<sup>4</sup> The land management footprint includes GHG emissions from Street Care and Grounds Maintenance.

## 2.2 Key Interventions

The key interventions recommended to decarbonise each GHG emissions sector (buildings and energy, transport, procurement and waste) and measures to offset remaining GHG emissions in line with the indicative Net Zero pathway shown in Figure 2-1, are summarised in the tables below.<sup>5</sup> Delivering each decarbonisation intervention requires one or more action(s) to be taken. A detailed action plan demonstrating the actions the Council can take are outlined in a separate document. To deliver Net Zero for HDC's operations, it is important for HDC to work with current partners and stakeholders in their decarbonisation. For example, HDC will need to work collaboratively with the waste collection provider and leisure centre operators moving forwards.

Priority interventions, and their associated actions, have been identified and are explored in more detail in Section 3.0. For the priority interventions, detail on GHG emissions reduction potential and associated cost is provided. For other interventions, indicative GHG emissions reduction and associated cost ranges are given. This is because decarbonisation interventions are highly context-dependent, and all the information needed to understand this context is not available within the scope of this project. Furthermore, HDC's target is to reach Net Zero, meaning that (very nearly) all GHG emissions must be reduced, reducing the benefit of specific comparative GHG emissions reduction potentials and associated costs.

The tables below present the 'indicative cost' of each intervention. The tables also present the 'indicative potential reduction in GHG emissions', categorised into low, medium, and high values:

- Low = <2% emissions;
- Medium = 2-20% emissions; and
- High = >20% emissions.

Interventions which are enabling and are not associated with direct GHG emission savings, for example improving data collection, are labelled as 'enabling'. Although their direct GHG emission savings could be classed as 'low', they are a key enabler to 'unlock' significant GHG emissions savings in other areas. Likewise, some interventions will not lead to any GHG emissions savings, such as the development of an offsetting strategy but are vital to achieving a Net Zero target. These interventions are listed as 'none', although their importance should not be dismissed.

<sup>5</sup> GHG emissions from procurement (i.e. purchasing goods and services e.g. IT equipment, professional contractors) are not shown in Figure 2-1 as they are not currently calculated by HDC. Procurement typically makes up a large proportion of an organisation's GHG footprint. Suitable interventions to decarbonise procurement have therefore been included.

## 2.2.1 Buildings and Energy

Table 2-1 Buildings and Energy Recommended Interventions

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Decarbonising heating and improving energy efficiency	Insulation and other energy efficiency measures reduce the total amount of energy required. This can reduce GHG emissions in itself, but also is a prerequisite for low carbon heating installations, i.e. heat pumps. Actions include implementing known energy efficiency measures and carrying out a feasibility study for low carbon heating.	>£100,000 <sup>6</sup>	High <sup>7</sup>	2022-2035

<sup>6</sup> The capital cost of making energy efficiency improvements to eligible buildings is approximately £300,000. The capital cost of installing heat pumps to decarbonise heating is approximately £2,000,000. Ongoing costs are likely to change following the implementation of this intervention but are difficult to calculate due to the volatile cost of electricity.

<sup>7</sup> The GHG emissions reduction potential of improve energy efficiency is approximately 60 tCO<sub>2</sub>e per year. The GHG emissions reduction potential of installing heat pumps, which can only be carried out once energy efficiency improvements have been carried out, is approximately 230 tCO<sub>2</sub>e per year.

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Decarbonising electricity supply	Decarbonising heating predominantly involves switching from fossil fuels to electricity. This electricity then needs to be decarbonised to reduce GHG emissions to near zero. The UK Government has committed to decarbonise the electricity grid by 2035, <sup>8</sup> however there is the risk that this target is not met with implications for Hart’s progress. Actions therefore include procuring and generating renewable electricity.	<£10,000 - £100,000 (per building)	High <sup>9</sup>	2022-2027
Increasing data availability	Greater data availability can facilitate more targeted actions and increased awareness of energy consumption may elicit behaviour change. Actions include increasing metering and reporting.	<£10,000 (per building)	Enabling	2022-2023

<sup>8</sup> Department for Business, Energy & Industrial Strategy (2021) *Plans unveiled to decarbonise UK power system by 2035*, <https://www.gov.uk/government/news/plans-unveiled-to-decarbonise-uk-power-system-by-2035>

<sup>9</sup> The GHG emissions reduction potential of decarbonising electricity is approximately 550 tCO<sub>2</sub>e per year, or 450 tCO<sub>2</sub>e per year if HDC chooses to offset 10% of its baseline footprint.

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
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**Co-benefits:**

- Reducing gas combustion through decarbonising heating and improving energy efficiency will improve air quality by reducing emissions of nitrous oxide and carbon monoxide
- Improving energy efficiency will reduce operational costs and improve working conditions by keeping buildings cool in summer and warm in winter, reducing the use of air conditioning and heating
- Decarbonising heating and electricity and improving energy efficiency will promote local economic growth in these sectors e.g. heat pump supply chains



## 2.2.1.1 Case Study Examples

### Newcastle-Upon-Tyne City Council's Public Building Decarbonisation

Newcastle-Upon-Tyne City Council gained £27,500,000 in **funding** under the Government's Public Sector Decarbonisation Scheme to decarbonise several public buildings through 6 projects.<sup>10</sup> Buildings to be decarbonised through the work include schools, leisure centres, offices, and depots. The buildings will undergo a significant number of improvements, including:

- Insulation – wall, roof, pipework; and double glazing;
- Low-carbon heating and heat pumps;
- LED lighting;
- Energy storage; and
- Connections to a local heat network.

The **impact** of these improvements will be an expected reduction in GHG emissions by over 4,000 tCO<sub>2e</sub> per year, as well as **co-benefits** for job creation and saving money on operational costs.

**Newcastle City Council notes that** gaining this government funding will be pivotal in the city reaching its climate aspirations.

### Stroud District Council's Water Source Heat Pumps

Stroud District Council has installed two water source heat pumps at former woollen mills to power two of the council's operational buildings.<sup>11</sup> The buildings were used as offices and decarbonising their gas heating was essential for the council to reach Net Zero. A feasibility study was carried out in March 2019, the project was procured in June 2020, and works commenced in April 2021, completing in December 2021. The project was **funded** by the council itself, costing £1,385,000 - £700,000 for the heat pumps, £234,000 for the alteration to existing heating systems, and £6,200 for the feasibility study. The **impact** of the heat pumps was expected to be a saving of 100-160 tCO<sub>2e</sub> per year, with **co-benefits** for staff's comfort levels, fuel certainty in the face of rising costs, and longevity of the Grade II listed woollen mills. **Stroud District Council notes that** concerns were raised that the heat pumps may not be effective, but that publicity and effective communication alleviated these concerns and may encourages others to consider heat pumps as an option.

### Cambridgeshire County Council's Solar Farm

Cambridgeshire County Council constructed a 70-acre solar farm in Soham, with a capacity of 12 MW – enough to power 3,000 homes.<sup>12</sup> The 25-year lifespan of the solar farm means it will provide income to the council. It currently raises £350,000 revenue per year, this is expected to increase to £1,000,000 after the capital borrowing is repaid. The solar farm was **funded** by a £10,000,000

<sup>10</sup> Brown, M. (2021) *Newcastle successful in bid for £27.5m to decarbonise public buildings*,

<https://www.newcastle.gov.uk/citylife-news/newcastle-successful-bid-ps275m-decarbonise-public-buildings>

<sup>11</sup> UK100 (2022) *Stroud District Council: Water Source Pump Projects at Port Mill and Ebley Mill*,

<https://www.uk100.org/projects/knowledgehub/stroud-district-council-water-source-pump-projects-port-mill-and-ebley-mill>

<sup>12</sup> Climate Action (2022) *How Cambridgeshire Council is raising revenue with solar farms*,

<https://takeclimateaction.uk/climate-action/how-cambridgeshire-council-raising-revenue-solar-farms>

loan from the Public Works Loan Board. The **impact** of the solar farm will be a saving of around 3,800 tCO<sub>2</sub> per year. **Cambridgeshire County Council notes that** upskilling council officers can increase their “appetite for risk” – by enabling council officers to work closely with politicians, their level of understanding increased and they feel more comfortable taking risks.

For more case study examples, see below:

- Lancaster City Council’s leisure centre solar farm

## 2.2.2 Transport

**Table 2-2 Transport Recommended Interventions**

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Developing internal resource for decarbonising transport	HDC has identified a need for an individual to take ownership for decarbonising HDC’s fleet. Actions include reviewing internal capacity, skills, and expertise to deliver the work required, and the possibility of existing roles taking on this responsibility.	<£10,000 (per building)	Enabling	2022-2023
Reducing travel demand	In the first instance, limiting the number of journeys people take can reduce GHG emissions. Actions include more support for remote working and updating the travel policy.	<£10,000	Medium	2022-2027
Increasing use of active travel	Active travel, i.e. cycling and walking, has zero associated GHG emissions. Facilitating active travel therefore has significant GHG emissions reduction potential. Actions include improving provision of facilities for cycling (e.g. repair and maintenance services) and reviewing current barriers to uptake.	<£10,000	Medium	2022-2027

Recommended	Description	Indicative	Indicative	Timeframe
Increasing use of public transport	Public transport has considerably lower GHG emissions than private transport and can extend the geographic spread of low-carbon travel beyond that afforded by walking. Actions include reviewing incentivisation options (e.g. discounted tickets) and engaging with public transport providers.	<£10,000	Medium	2022-2027

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Electrifying transport	Where private transport is unavoidable, e.g. in the case of fleet vehicles, these can be electrified to reduce GHG emissions (note – this intervention does not apply to waste vehicles). Actions include reviewing the feasibility of charge point installations, running a pilot study, and working with Basingstoke and Deane to decarbonise street care and ground maintenance vehicles. This action should be taken with consideration of renewal points (see Section 3.1.2 for further discussion).	>£100,000 (net cost) <sup>13</sup>	Medium <sup>14</sup>	2022-2027

<sup>13</sup> The net capital cost of electrifying HDC’s operational fleet (i.e. the difference between purchasing like-for-like internal combustion engine vehicles and purchasing similar electric vehicles) is approximately £100,000. The ongoing costs of an electric fleet are likely to differ from a petrol and diesel fleet but are difficult to calculate due to the volatile cost of electricity and the unknown requirements for associated infrastructure (i.e. charge points). However, maintenance costs are likely to reduce for an electric fleet compared to a conventional petrol/ diesel fleet (<https://www.fleetnews.co.uk/news/fleet-industry-news/2018/10/16/electric-vehicles-cost-23-less-to-maintain-than-petrols-says-cap-hpi?gutid=2613>).

<sup>14</sup> The GHG emissions reduction potential of electrifying HDC’s operational fleet is 20 tCO<sub>2</sub>e per year.

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Decarbonising waste collection service	Decarbonising waste collection relates to the vehicles used to collect waste (note – this intervention does not apply to fleet vehicles). Actions include working with waste contractors to assess feasibility of converting to electric vehicles, installing chargepoints and investigating alternative fuel types (e.g. HVO fuel).	>£100,000 (net cost) <sup>15,16</sup>	Medium <sup>17</sup>	2022-2027

**Co-benefits:**

- **Agile working can improve staff satisfaction by facilitating flexibility and promoting work-life balance**
- **Improving public transport and active travel will reduce private transport use, making active travel safer and improving local air quality by reducing emissions of particulates, nitrous oxide, and ozone**
- **Increasing the use of active travel can promote better mental health through spending time outside and better wellbeing through being active**
- **Increasing the use of active travel and public transport can generate more equity between staff because each individual can have equal access to transport modes and routes**

<sup>15</sup> The net capital cost of one electric waste collection vehicle (i.e. the difference between purchasing a like-for-like internal combustion engine vehicles and purchasing a similar electric vehicle) is approximately £200,000. Operational costs of electric waste collection vehicles are likely to differ from diesel or petrol waste collection vehicles but are difficult to calculate due to the volatile cost of electricity.

<sup>16</sup> HDC to confirm number of waste collection vehicles in use.

<sup>17</sup> The GHG emissions reduction potential of converting to electric waste collection vehicles is approximately 90 tCO<sub>2e</sub> per year.

## 2.2.2.1 Transport Case Study Examples

### Leeds City Council's Transition to an All-Electric Fleet

As of 2021, Leeds City Council has 335 electric fleet vehicles, 119 depot electric vehicle charge points, and 95 employees' homes with electric vehicle charge points.<sup>18</sup> It has recently started switching its waste vehicles over to electric, and also has plans to tackle the council's 'grey fleet', i.e. staff vehicles used for operations. The electric vehicles have been primarily **funded** by the council itself but has also been supported through £340,000 from the government's Clean Air Zones Early Measures in 2018, and £2,000,000 from Highways England. The expected **impact** of the switches between 2018 and 2025 is a reduction of 1,200 tCO<sub>2e</sub>, or 235 tCO<sub>2e</sub> per year. The project also had **co-benefits** for data availability, with each electric vehicle gathering journey data through a device, and higher-than-national-average electric vehicle take-up in the city as a whole due to the council's "positive reputation". **Leeds City Council notes that** starting with replacing small, low-mileage vans was easier because the market was well-developed; meanwhile, the council carried out a survey of the fleet's size and mileage range to facilitate advanced planning for the rest of the project.

### Lancaster City Council's Electric Pool Cars

Lancaster City Council has developed a business case for the council to increase its fleet of electric pool cars, including innovative booking, keyless entry, and use by the public when not required by the council.<sup>19</sup> The council has partnered with Co-Wheels to deliver these pool cars at a cost of £184,000 (covering six vehicles and necessary infrastructure). This was **funded** by capital borrowing, which will be paid back through the avoided mileage claims from council staff – around £50,000 per year. The **impact** of the pool cars will be to avoid 30 tCO<sub>2e</sub> per year from staff travel. **Lancaster City Council notes that** a key barrier to pool car use in the past, and therefore critical to the scheme's success now, is the perceived convenience, i.e. the booking system and keyless entry technology.

For more case study examples, see below:

- [Lancaster City Council's fleet electrification programme](#)
- [Kingston Council's electric refuse vehicle fleet](#)

<sup>18</sup> Climate Action (2022) *How Leeds is making all council vehicles electric*, <https://takeclimateaction.uk/climate-action/how-leeds-making-all-council-vehicles-electric>

<sup>19</sup> UK100 (2020) *Co-Wheels car club scheme*, <https://www.uk100.org/projects/knowledgehub/co-wheels-car-club-scheme>

## 2.2.3 Procurement

**Table 2-3 Procurement Recommended Interventions**

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Suppliers decarbonising in line with HDC’s target	HDC is to some extent dependent on its suppliers to reduce procurement-related GHG emissions. Actions include reviewing current procurement approaches and developing a supplier engagement plan.	<£10,000	Low	2022-2027
Encouraging re-use	Procuring reusable goods is a way to reduce GHG emissions from procurement, as less needs to be purchased, and from waste, as end-of-life treatments are limited. Actions include engaging with community groups and analysing current equipment.	<£10,000	Low	2022-2027



Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Minimising the use of single-use plastics	Single-use plastics are a source of GHG emissions both from procurement and from waste, as their lifespans are typically short and their management costs concurrently high. Actions include implementing low waste initiatives and engaging with suppliers.	<£10,000	Low	2022-2027
Low carbon construction	Construction, including retrofit and renovation, is a potentially significant source of GHG emissions. GHG emissions occur both onsite and are embodied in the materials used. Actions include trialling low carbon construction and updating procurement policy.	>£100,000	Medium	2022-2027

**Co-benefits:**

- **Decarbonising procurement offers the opportunity to work collaboratively with suppliers, with the potential to build and encourage the development of low carbon supply chains**
- **Encouraging re-use can reduce overall operational costs by reducing the quantity of goods purchased**
- **Encouraging purchasing reusable goods offers the opportunity to engage with small businesses, supporting the local economy**

### 2.2.3.1 Procurement Case Study Examples

#### Dorset Council's Single Use Plastic Policy

Dorset Council has developed a Single Use Plastic Policy to reduce the use of single use plastics in the council's operations.<sup>20</sup> The policy supports the council's wider Waste Action Plan, of which Objective 1 is to become a low waste council by 2040.<sup>21</sup> The policy will be delivered by the council's Single Use Plastic task group, formed of procurement, facilities, communications, waste, and environmental representatives within the council; and in collaboration with Litter Free Dorset. Developing the policy used only internal budget, so no additional **funding** was required. The policy will have **co-benefits** for social value – including facilitating charitable donations of single use plastics like milk tops and crisp packets – and waste management – by reducing the quantity of plastic the council procures, and therefore has to manage. **Dorset Council notes that** reducing single use plastic procurement is supported by wider national policy, in particular the government's 25-year Environmental Plan.

#### Durham County Council's Work with Suppliers

Durham County Council has developed a single use plastic pledge for organisations to sign up to, thereby committing to: reducing and eliminating the procurement of single use plastics; supporting schools, communities, and residents in doing the same; and supporting a single use plastics network within the county.<sup>22</sup> Following its plastic pledge, the council surveyed its suppliers to ensure future contracts will utilise alternatives to single use plastics, and is working with North East Procurement Organisation to engage further with its suppliers. Developing the pledge used only internal budget, so no additional **funding** was required. The **impact** of the project thus far has been a reduction in single use plastics for catering by 90% and avoiding 2.4 tonnes of waste a year from the leisure centres. **Durham County Council notes that** partnership working with local and national organisations was key to the pledge's success.

For more case study examples, see below:

- [Islington Council's single-use plastic reduction efforts](#)

<sup>20</sup> Dorset Council (2020) *Single Use Plastic Policy*, <https://moderngov.dorsetcouncil.gov.uk/documents/s18342/Appendix%201%20-%20The%20Single%20Use%20Plastic%20Policy.pdf>

<sup>21</sup> Dorset Council (2020) *Waste action plan*, [https://www.dorsetcouncil.gov.uk/w/waste-action-plan?p\\_l\\_back\\_url=%2Fsearch%3Fq%3Dplastics](https://www.dorsetcouncil.gov.uk/w/waste-action-plan?p_l_back_url=%2Fsearch%3Fq%3Dplastics)

<sup>22</sup> Climate Action (2022) *How Durham used a plastic pledge to cut waste and inspire community*, <https://takeclimateaction.uk/climate-action/how-durham-used-plastic-pledge-cut-waste-and-inspire-community>

## 2.2.4 Managing Operational Waste

Table 2-4 Waste Recommended Interventions

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Improving data collection	Better waste data can facilitate more targeted actions, depending on the types and quantities of waste produced. Actions include a waste compositional study and identifying key product categories.	£10,000-£100,000	Enabling	2022-2027
Decarbonising waste from operational buildings	Decarbonising waste requires reducing its production and ensuring its management is low carbon. Actions include training staff and expanding recycling opportunities (e.g. separating materials and reducing size of general waste bins).	<£10,000 - >£100,000 (depending on action)	Low-Medium	2022-2027

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
<p><b>Co-benefits:</b></p> <ul style="list-style-type: none"> <li>• Improving data collection offers the opportunity to improve understanding of waste, enabling improvement to be tracked through time</li> <li>• Reducing the quantity of waste produced can incur lower costs due to less waste requiring collection</li> <li>• Increasing recycling, especially of plastics, can improve air quality by reducing incineration and associated emissions of GHGs</li> </ul>				

## 2.2.4.1 Waste Case Study Example

### Councils Working to Go Paper-Free

Both Wolverhampton City Council and Winchester City Council have launched paperless systems for councillors' meetings – Wolverhampton initially for a trial period, and Winchester following a successful one-month trial.<sup>23,24</sup> The councils are working on a wider shift to digital service delivery using the Modern.Gov app (developed by Civica). The **impact** of shifting to paperless meetings is expected to save £10,000 for Wolverhampton by avoiding printing and posting papers, with **co-benefits** for improving councillors' use of IT, improving security, and improving the councils' service delivery to their constituents. **Both councils note that** the move to digital is essential for the councils to keep up with the “digital world” and introduce new ways of working.

For more case study examples, see below:

- [Cheltenham Borough Council's recycling and food waste collection](#)

<sup>23</sup> Public Technology (2019) *Wolverhampton councillors approve paperless meetings*, <https://www.publictechnology.net/articles/news/wolverhampton-councillors-approve-paperless-meetings>

<sup>24</sup> Winchester City Council (2018) *Winchester City Council launches 'paperless' system for councillors*, <https://www.winchester.gov.uk/news/2018/may/winchester-city-council-launches-paperless-system-for-councillors>

## 2.2.5 Land Management

**Table 2-5 Land Management Recommended Interventions**

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Balancing residual GHG emissions	To meet Net Zero in line with SBT’s definition, HDC needs to offset up to 10% of its GHG emissions. This can be done through tree planting, urban greening, and other habitat creation/ restoration projects. Actions include tree planting and developing offsetting principles, both of which are in ongoing development through the Tree Strategy and Biodiversity Strategy. Consideration should be paid to the prevalence of heathland in the district.	£10,000 - >£100,000	None	2022-2035
Decarbonising countryside rangers’ tools and machinery	HDC has already taken action to switch countryside rangers’ tools to electric. Actions include carbon foot printing the tools to ensure this intervention’s ongoing success.	<£10,000	Medium	2022-2023

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Adapting to climate change	HDC has identified a desire to adapt to climate change, as well as to mitigate it. This intervention therefore captures non-mitigation measures, including risk assessments and a wider adaptation plan.	<£10,000 - >£100,000 (depending on project)	None	2022-2027

**Co-benefits:**

- **Creating habitats for the purposes of climate change adaptation and carbon offsetting can improve biodiversity and urban safety for wildlife**
- **Climate change adaptation can lead to increased connectivity of parks through green corridors**
- **Improved biodiversity, carbon offsetting approaches, and green corridors can produce more resilient pollinators**
- **Tree planting for carbon offsetting and climate change adaptation can result in urban cooling through increased tree canopy coverage**

## 2.2.5.1 Land Management Case Study Examples

### Wirral Council's Tree Protection and Planting Strategy

Wirral Council has developed a Tree, Hedgerow and Woodland strategy which includes an aim of planting 21,000 trees a year on the council's own land for 10 years.<sup>25</sup> After coming into force in 2020, planting began in January 2021 – the earliest planting seasons after the strategy became official. The council is already ahead of target, having planted over 24,000 trees in the first year, despite the difficulties of the pandemic. Writing the strategy needed no funding, and its implementation is being **funded** by £250,000 from the government's Urban Tree Challenge Fund (which the council also matched), and £24,000 from the Mersey Forest Trees for Climate budget. The **impact** of the project will be to increase tree canopy cover in the Wirral from 13% to 25%, sequestering 222 tonnes of carbon. The project is already having **co-benefits** by improving community links – several groups have sprung up associated with the planting, including Wirral Tree Wardens, Friends of Wirral Parks Forum, and The Wirral Society – and will have further benefits in future for physical and mental health, reduced noise pollution, and increased house values. **Wirral Council notes** that the right tree needs to be planted in the right place, and existing trees store considerably more carbon than new saplings, so protection is as, if not more, important as planting.

### Burnley Borough Council's Park Management

Burnley Borough Council has replaced previously intensive management of public parks with meadow creation, perennial planting and other biodiversity- and climate-friendly management techniques.<sup>26</sup> The project was first implemented in 2014/15, saving over £67,000 in its first year and saving £122,000 to date. £99,000 to get the project running was funded by the Rethinking Parks programme, run by Nesta, the Heritage Lottery Fund and the Big Lottery Fund England. The impact of the project has been a rise in biodiversity following the creation of urban bee farms in the new park meadows, with co-benefits for improvements in physical and mental health of volunteers involved in the project's delivery and the wider community. **Burnley Borough Council notes** that a significant amount of volunteer time was needed to deliver the new park management – they overcame this challenge by investing in Better Impact volunteer management software. Using volunteers rather than council staff has saved the council £34,000 in this project's delivery.

<sup>25</sup> Climate Action (2022) *How Wirral's tree strategy will plant 210,000 trees by 2030*, <https://takeclimateaction.uk/climate-action/how-wirral-tree-strategy-will-plant-210000-trees-2030>

<sup>26</sup> Climate Action (2022) *How Burnley manages parks to bring environmental and financial benefits*, <https://takeclimateaction.uk/climate-action/how-burnley-manages-parks-bring-environmental-and-financial-benefits>



## 2.2.6 Monitoring, Reporting and Communications

Table 2-6 Monitoring, Reporting and Communications Recommended Interventions

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
Overall strategy management	To successfully follow this roadmap, HDC will need to address some common barriers to implementation. Actions include establishing a sign-off process from senior staff members and updating service plans with key actions.	<£10,000	Enabling	2022-2023
Develop an internal climate change communications strategy	Develop a climate change communications strategy and behaviour change communications campaign to share advice and expertise with Council staff members and encourage climate action.	£10,000 - £100,000	Enabling	2022-2023
<b>Co-benefit:</b>				
<ul style="list-style-type: none"> <li>Internal communication and strategy management can improve communication between Council departments</li> </ul>				

## 2.2.6.1 Monitoring, Reporting and Communications Case Study Examples

### Lancaster City Council's CO<sub>2</sub> Dashboard

Lancaster City Council has developed a CO<sub>2</sub> dashboard to display its Scope 1, 2, and 3 GHG emissions, with the goal of providing an overview of the footprint to councillors, identifying key areas for action, and communicating the council's progress to the public.<sup>27</sup> The **impact** of the dashboard is that it has allowed the council to identify its leisure centre and the single biggest source of GHG emissions, as well as improving data accessibility for contractors and consultants. **Lancaster City Council notes that** the dashboard was a crucial first step in their progress to Net Zero, by instigating project development and educating staff.

### Cornwall Council's Environmental Impact Decision Wheel

Cornwall Council has developed a decision wheel with social and economic issues in the centre and environmental issues around the outside.<sup>28</sup> The purpose of the wheel is to embed climate change and biodiversity into operational decision-making. The **impact** thus far has been that many council officers are using the wheel and including it in reports accompanying operational decision-making processes. **Cornwall Council notes that** the tool was developed in collaboration with Carbon Neutral Cornwall and other Cabinet members to ensure the wheel is useful for its purpose and has been refined using feedback after its initial implementation.

### Cotswold District Council's Climate Champions

Cotswold District Council has developed three new staff positions to act as Climate Champions, with the responsibility for reducing GHG emissions, enabling stakeholder and community engagement, and shaping the authority's Local Plan.<sup>29</sup> £240,000 was **funded** from the council's budget for these positions – which has been offset by the new staff obtaining £1,200,000 from the government's Public Sector Decarbonisation Fund. **Cotswold District Council notes that** climate reporting, applying for government funding, and updating Local Plans have all been made easier and more streamlined by the creation of these roles.

For more case study examples, see below:

- [Bath and North East Somerset Council's cross-department climate governance group](#)

<sup>27</sup> UK100 (2020) Lancaster City Council's CO<sub>2</sub> Dashboard, <https://www.uk100.org/projects/knowledgehub/lancaster-city-councils-co2-dashboard>

<sup>28</sup> UK100 (2020) Cornwall Council Decision Wheel, <https://www.uk100.org/projects/knowledgehub/cornwall-council-decision-wheel>

<sup>29</sup> Climate Action (2022) How Cotswold District Council appointed climate champions, <https://takeclimateaction.uk/climate-action/how-cotswold-district-council-appointed-climate-champions>

## 2.2.7 Note on Offsetting

Under an SBT trajectory, HDC would need to balance a maximum of 10% of GHG emissions by 2035 through “the permanent removal and storage of carbon from the atmosphere”. This can take place through, for example, tree planting. HDC has already given some thought to the potential for tree planting on the council’s own land (known as insetting).<sup>30</sup> However, HDC owns limited land, and investigation to date has identified that much of the space that is theoretically available for tree planting is required to remain green for the purposes of recreation, leisure, and wellbeing. This presents a challenge in HDC reaching its Net Zero target, and wider offsetting such as purchasing carbon credits on the open market may need to be considered.

**Current** carbon market prices range from approximately £10 - £100+ per tCO<sub>2e</sub> depending on whether the projects would be UK based or international, and the type of technology/approach being delivered in the project. It is important to note that market prices are evolving quickly as a result of high levels of demand for carbon credits. Given the uncertainties regarding definitions of Net Zero and expected rates of decarbonisation, it is difficult to give a detailed prediction of how prices will evolve; however, it is safe to say that demand will increase substantially, and accordingly prices will likely increase.

Several studies point to potential **future** carbon offsetting prices of £100+ per tCO<sub>2e</sub>, and the Government’s own projected carbon prices (not strictly for carbon offsetting but a reasonable proxy) going beyond £300 per tCO<sub>2e</sub> by 2040. The Council should therefore work on the basis that carbon offsetting is unlikely to offer a solution to Net Zero at a substantially lower cost to delivering direct reductions to the organisation’s footprint.

Using an indicative price of £50 per tCO<sub>2e</sub>, the cost of offsetting 10% of the Council’s 2019/20 baseline emissions (150 ktCO<sub>2e</sub>) would be in the region of £7.5 million per annum. Whilst there is considerable uncertainty around this figure, it will help contextualise discussions regarding the relative prioritisation of direct reductions vs. carbon offsetting for the Council. It should be noted that this will be an annual ongoing cost which will change according to how prices change and the total quantity of GHGs reduced by the Council.

It may be the case that the Council could deliver GHG removals through woodland creation and other habitat restoration on some of its sites (despite the limitations outlined above). It is unlikely however that the scale of potential on-site GHG removals will be in the order of magnitude of the Council’s residual GHG emissions in 2035. Regardless, habitat restoration could help to assuage some of the carbon credit purchases required, whilst delivering local benefits such as biodiversity and wellbeing enhancement through the creation of green spaces.

Achieving Net Zero will therefore require the Council to financially support or physically deliver GHG removal projects. This is a quickly evolving area of environmental activity, which means simple answers are not immediately available regarding the best solutions to pursue. The

<sup>30</sup> It is important to note that offsetting is within the current Serco waste contract and therefore some of the emissions relating to the waste collection service could be offset, rather than reduced.

approach HDC ultimately takes to balancing residual GHG emissions will require weighing up a range of factors, such as the type of projects supported, their locations, costs, and reputations.

# 3.0

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## Priority Interventions and Actions

Hart District Council has limited resources to implement the key interventions identified in Section 2.2. Additionally, not all interventions can be undertaken at once. Consequently, a set of four priority interventions have been investigated in more detail. These are interventions which either have the greatest potential to reduce GHG emissions, or tackle GHG emissions sources over which HDC has the greatest control. The selected priority interventions are:

- Improving energy efficiency in buildings;
- Decarbonising heating in buildings;
- Decarbonising electricity supply; and
- Electrifying fleet and waste vehicles.<sup>31</sup>

Section 3.1 outlines indicative GHG emissions reductions and associated capital costs for the chosen priority interventions. Section 3.1.2 outlines the priority actions associated with each intervention.

<sup>31</sup> It is important to note that Basingstoke and Dean Borough Council are the administration authority for the Joint Waste team and therefore would need to be involved in the setting of actions with regards to decarbonising the waste collection service.

## 3.1 Priority Interventions

### 3.1.1 GHG Emission and Cost Impacts of Interventions

This section gives indicative GHG emissions reductions and associated capital costs for the priority interventions described in Section 3.0. For the purposes of modelling indicative GHG emissions reductions and capital costs, the chosen priority interventions are split into:

- **Energy efficiency** in operational buildings including (but not limited to) the Leisure Centres, Workshop, and the Civic Offices;
- Decarbonising heating in operational buildings by installing **heat pumps**;
- **Electrifying** fleet including waste **vehicles**; and
- Decarbonising electricity either through **grid decarbonisation** or **other measures**.

It should be noted that the indicative GHG emissions reductions relating to operational buildings do not take into account the priority action of carrying out a comparative assessment of moving to new office premises. See Section 3.2.1 for more information on this action.

The estimated impact of these interventions on HDC's operational footprint is shown in Figure 3-1. Baseline 2020/2021 GHG emissions from buildings and transport are shown in **dark green**. This does not include GHG emissions from procurement, waste, or land management. The impacts of energy efficiency and heat pumps in buildings are shown in **teal**. GHG emissions reductions from electrifying fleet and waste vehicles are shown in **yellow**. Two scenarios are shown in the dashed boxes:

1. The National Grid decarbonises in line with the UK government's commitment to Net Zero electricity by 2035<sup>32</sup>, shown in **pink**; and
2. The national grid does not decarbonise to Net Zero by 2035 and GHG emissions reductions are achieved through other measures such as procuring a Power Purchase Agreement (PPA) with a renewable electricity generator, in **light purple**, with a proportion of GHG emissions to be offset under the SBTi's definition of Net Zero (see Section 2.1), in **dark purple**.

<sup>32</sup> Department for Business, Energy & Industrial Strategy (2021) *Plans unveiled to decarbonise UK power system by 2035*, <https://www.gov.uk/government/news/plans-unveiled-to-decarbonise-uk-power-system-by-2035>

**Figure 3-1 Priority interventions required to reach Net Zero and associated capital costs (energy efficiency and heat pumps) or additional costs (i.e. compared to business-as-usual – electrifying vehicles)**





The results of this indicative assessment are shown in Table 3-1.

**Table 3-1 Summary of priority interventions' GHG emissions reduction potential, capital costs, and cost effectiveness**

Priority Intervention	Indicative GHG Emissions Reduction (tCO <sub>2</sub> e per year)	Associated Capital Cost (£)	Cost Effectiveness (£/ tCO <sub>2</sub> e per year reduced) <sup>33</sup>
Energy Efficiency	60	300,000	280
Heat Pumps	230	2,000,000	480
Electrifying Vehicles	120	3,800,000	220
Decarbonising Electricity	550 (or 450 if HDC opts to offset 10% of baseline GHG emissions)	Unknown – depends on HDC's chosen decarbonisation route	

The following subsections summarise the assumptions, results, and risks and interdependencies of the priority interventions. The results presented in Figure 3-1, summarised in Table 3-1, and explained below should be treated as highly indicative. There is significant uncertainty associated with modelling GHG emissions reductions and associated capital costs without real-world assessments of the feasibility of the measures presented. They should therefore be used as a guide to the relative magnitude of the impact of the priority interventions and should not replace dedicated analysis of their applicability.

## Energy Efficiency

### Assumptions:

- Four energy efficiency measures are included in this intervention: wall insulation, floor insulation, roof insulation and double glazing. The use of these interventions for the purposes of modelling does not preclude other interventions in reality, e.g. triple glazing, deeper retrofit. However, modelling further interventions would not change the overall results – the relative magnitude of energy efficiency compared to other priority interventions would remain the same.
- Embodied carbon is not modelled here – a priority action is to assess the relative impact of energy efficiency measures in an existing building compared to the embodied carbon of a new building. This should not be overlooked, as embodied carbon of a new building is likely to be substantial in comparison to retrofitting an existing building.
- HDC's operational buildings were considered for the applicability of each of these four measures. Each measure is associated with a percentage reduction in energy consumption which is applied if the measure is deemed applicable.

### Results and Discussion:

Energy efficiency measures (wall, roof and floor insulation, and double glazing) are estimated to contribute relatively small GHG emissions reductions. It is estimated that applying energy

efficiency measures has the potential to reduce HDC's operational GHG emissions by approximately 60 tCO<sub>2</sub>e per year. However, improving energy efficiency is imperative to installing heat pumps, so this small reduction in GHG emissions will enable larger reductions later.

Applying energy efficiency measures has an estimated capital cost of approximately £300,000. With an assumed lifetime of 20 years, the cost effectiveness of energy efficiency measures is estimated to be £280 per tCO<sub>2</sub>e reduced per year. Ongoing operational costs will reduce after the application of this intervention, because better-insulated buildings require less energy to heat them.

#### **Risks and Interdependencies:**

- Individual assessments of HDC's operational buildings are required in order to fully understand the potential applicability of energy efficiency measures. The GHG emissions reductions potential may differ from what is estimated in this analysis, which is based on Eunomia's prior experience of these types of properties.
- 'Fabric first' measures, i.e. improving energy efficiency, are essential to installing a heat pump in a building to ensure its efficacy. Therefore, the relatively small GHG emissions reductions indicated by energy efficiency measures should not be dismissed.
- The reduction in ongoing operational costs will be dependent on the scale of the energy efficiency measures deemed to be feasible in actuality.

## **Heat Pumps**

#### **Assumptions:**

- It is assumed that all operational buildings that consume gas are eligible for a heat pump.
- Heat pumps use approximately 1/3<sup>rd</sup> of the energy of a gas boiler.
- Heat pumps use exclusively electricity.

#### **Results and Discussion:**

Of the priority interventions to be delivered by HDC (i.e. excluding decarbonisation of the national grid), it is estimated that the installation of heat pumps will deliver the largest reduction in GHG emissions. Installing heat pumps, after carrying out the applicable energy efficiency measures, has the potential to reduce HDC's operational GHG emissions by 230 tCO<sub>2</sub>e per year.

Installing heat pumps in operational buildings has an estimated capital cost of approximately £2,000,000. This is a large cost, especially for buildings of considerable sizes such as the leisure centres. This cost has been benchmarked against other leisure centres but should nonetheless be treated as highly indicative.<sup>34</sup> With an assumed lifetime of 20 years, the cost effectiveness of installing heat pumps is £480 per tCO<sub>2</sub>e reduced per year. Ongoing operational costs are likely to change after the application of this intervention but are difficult to calculate because the price of electricity is highly volatile and therefore difficult to predict.

In order to reach Net Zero, HDC needs to decarbonise heating in its operational buildings. Heat pumps are chosen here for modelling purposes because they are a proven technology, with supply chains that can already operate at scale. Hydrogen, especially "green hydrogen" produced using renewably generated electricity, may also be considered to decarbonise heating in the future. However, at present, hydrogen is more likely to be used to decarbonise industry and heavy transport. This is because the availability of hydrogen for heating is currently unknown. It

<sup>34</sup> Hambleton District Council assessed the feasibility of installing heat pumps into three leisure centres at a cost of £2,100,000, coming to approximately £700,000 each. The assessment presented here calculates the cost of heat pumps in the leisure centres at approximately £650,000 each. <http://greenfieldspenrith.com/hambleton-considering-heat-pumps-for-leisure-centres/>

is therefore recommended that HDC relies on heat pumps and other proven technologies, rather than taking the technological and financial risk of relying on hydrogen.

#### Risks and Interdependencies:

- It is essential that energy efficiency measures are carried out prior to installing heat pumps.
- HDC will have to investigate the feasibility of installing heat pumps; if in certain buildings heat pumps are impractical, an alternative low carbon heating system will be required to reach the same level of GHG emissions reduction.
- Heat pumps are estimated to be the most expensive priority intervention – even more so when combined with the prerequisite energy efficiency measures.

## Electrifying Fleet and Waste Vehicles

#### Assumptions:

- HDC owns 10 vehicles that form the operational fleet, and also contracts a waste collection service with a separate vehicle fleet owned by Serco. It is important to note that some of the waste collection fleet vehicles are shared with Basingstoke and Dean. It is assumed that all operational vehicles are eligible to be converted to electric vehicles.<sup>35</sup>

#### Results and Discussion:

Electrifying fleet and waste collection vehicles has considerable potential to reduce HDC's operational GHG emissions. Converting to electric fleet and waste vehicles has the potential to reduce HDC's operational GHG emissions by 120 tCO<sub>2</sub>e per year. Although electrifying fleet and waste collection vehicles are estimated to result in substantial GHG emissions reductions, when decarbonising transport, HDC should follow the sustainable transport hierarchy. The hierarchy prioritises minimising demand for travel, optimising transport (i.e. favouring active travel and public transport over private vehicles), and decarbonising transport (i.e. through electrification). The actions required to decarbonise transport presented in Section 3.2.2 therefore focus on implementing this hierarchy.

Net capital cost is used to demonstrate the difference to HDC between repurchasing the same fleet vehicles and purchasing like for like electric vehicles. Electrifying vehicles is estimated to be comparatively cheaper than installing heat pumps. Converting HDC's operational fleet to electric vehicles has an estimated net capital cost of approximately £100,000. Electric waste collection vehicles have a net capital cost of approximately £200,000 each. With an assumed lifetime of 12 years, the cost effectiveness of electrifying vehicles is £220 per tCO<sub>2</sub>e reduced per year. The net capital cost does not include the ongoing operational costs, which will be dependent on the cost of electricity required for charging but are likely to decrease, nor the cost of associated charging infrastructure which varies significantly depending on the type of charging point installed.<sup>36</sup> The installation of these charge points does not directly cause a reduction in GHG emissions and, as such, their cost has not been estimated.

As explained in regard to Heat Pumps, hydrogen as a fuel may be considered in the future to decarbonise transport. However, at present, hydrogen fuel comes with a considerable premium cost, which means it is likely to be used for heavy transport rather than for e.g. HDC's operational fleet. It is therefore recommended that HDC relies on electric vehicles and other

<sup>35</sup> However, it is important to note that this may not be the case, especially for the waste collection vehicles. The decarbonisation of the waste collection service will be strongly linked with the new contract.

<sup>36</sup> For example, slow charging points (which take 4-8 hours) can cost £500-£1,000. Fast charging points (which take 2-4 hours) can cost £2,000-£3,000. Rapid charging points (which take 25-40 minutes) can cost £20,000-£40,000. With such a range, the overall costs of installing the requisite number of charge points will therefore depend on the number of charging points and their composition.

proven technologies, rather than taking the technological and financial risk of relying on hydrogen.

#### **Risks and Interdependencies:**

- HDC will have to investigate the feasibility and transition period to switch to electric vehicles. It may be that not all vehicles can be feasibly converted to electric, in which case the GHG emissions reduction potential will decrease.
- Despite the larger portion of the cost being for electric waste vehicles, a cost which will be directly borne by the waste contractor, it is likely that the ongoing cost of the waste collection service may increase to mitigate the burden on the contractor.

After applying interventions to reduce GHG emissions from buildings and transport, all of HDC's operational energy requirements will have been converted to electricity. The remaining electricity consumption is estimated to amount to 550 tCO<sub>2e</sub> per year. Figure 3-1 contains two 'scenarios' of how these residual GHG emissions could be addressed.

## **Grid Decarbonisation**

#### **Assumptions:**

- The first scenario to address residual GHG emissions from electricity relies on the national grid decarbonising in line with the UK government's commitment to decarbonise GHG emissions from electricity to Net Zero by 2035.

#### **Results and Discussion:**

If electricity from the national grid is decarbonised by 2035, and the above transport and buildings interventions are applied, this would bring HDC's residual operational GHG emissions from buildings and transport to Net Zero. Of the four interventions considered, this is estimated to be the greatest indicative GHG emissions reduction, with approximately 550 tCO<sub>2e</sub> per year reduced.

The underlying decarbonisation of the national grid may be delivered independently of HDC, and therefore has no associated cost because grid decarbonisation will take place at a national level.

#### **Risks and Interdependencies:**

- Relying on the national grid to decarbonise in order to bring HDC's operational GHG emissions to Net Zero by 2035 comes with the risk that the government will not deliver on its target, resulting in HDC also missing its target.
- This risk can be somewhat remediated by applying other measures.

## **Other Measures and Offsetting**

#### **Assumptions:**

- The second scenario to address residual GHG emissions from electricity combines 'other measures' with offsetting.
- As described in Section 2.1, under the SBTi's definition of Net Zero, HDC can offset up to 10% of its GHG emissions. This amounts to approximately 100 tCO<sub>2e</sub>, leaving 450 tCO<sub>2e</sub> residual GHG emissions from buildings and transport to be tackled through other measures.

#### **Results and Discussion:**

To reduce reliance on the national grid decarbonising, and thus mitigate the risk that HDC will miss its Net Zero target, HDC could take other measures to decarbonise electricity. For example, HDC could procure a Power Purchase Agreement (PPA) with a renewable electricity generator.<sup>37</sup> HDC could invest in renewable electricity generation capacity within the district, and/ or procure a ‘true green’ tariff (i.e. from a supplier that generates its own renewable electricity). These other measures effectively reduce GHG emissions from electricity to zero. This could be combined with offsetting approximately 100 tCO<sub>2e</sub> per year to reduce the pressure on HDC to deliver these other measures.

#### Risks and Interdependencies:

- These other measures need not exist in isolation from grid decarbonisation – indeed, it is likely that even if the UK government misses its 2035 Net Zero electricity target, some GHG emissions reductions will be achieved. This will reduce the quantity of residual GHG emissions HDC needs to tackle through other measures.

#### Box 3-1: Summary

- **Energy efficiency:** Applicability of energy efficiency measures is based on Eunomia’s experience, not real-world assessment of the applicability of the measures to specific buildings. GHG emissions reductions may therefore differ from the indicative figures given.
- **Heat pumps:** It is assumed that all buildings that consume gas are suitable for a heat pump. The reality may be that some heat pumps are not feasible in all circumstances, and other low-carbon heat sources will need to be found.
- **Electrifying vehicles:** It is assumed that all fleet and waste vehicles can be converted to electric. The reality may be that electric vehicles are not a feasible replacement in all circumstances (this can be the case for refuse collection vehicles in rural settings), and alternative low carbon fuels will need to be found.
- **Decarbonising electricity:** There is a risk that the national grid does not decarbonise at the pace or scale required for HDC to meet its Net Zero target by 2035. HDC therefore may need to consider taking steps to limit the reliance on the national grid decarbonising in order to reach Net Zero.
- **Overall:** Buildings and transport represent relatively easy to decarbonise sectors. Procurement, waste, and land management (not shown in this section) may prove more challenging to decarbonise.
  - To reach Net Zero by 2035, HDC will have to tackle all GHG emissions (regardless of their priority);
  - Many interventions will require preparatory actions to be taken in the short to medium term to enable decarbonisation at a later stage; therefore
  - HDC’s focus on priority actions and quick wins should not deter action (especially preparatory action) being taken in other sectors.

<sup>37</sup> A PPA is an arrangement whereby HDC would purchase renewably generated electricity directly from a supplier which installs, owns, and operates renewable energy generation capacity on HDC’s land.

## 3.1.2 Indicative Step-Changes as a Result of Priority Interventions

This section outlines the key decision points for HDC from 2022-2035. In discussion with HDC key opportunities to implement priority interventions by 2035 have been identified. These have been determined based on one of the following criteria:

- Heating system due for replacement;
- Vehicles due for replacement; or
- Contract expiry/renewal.

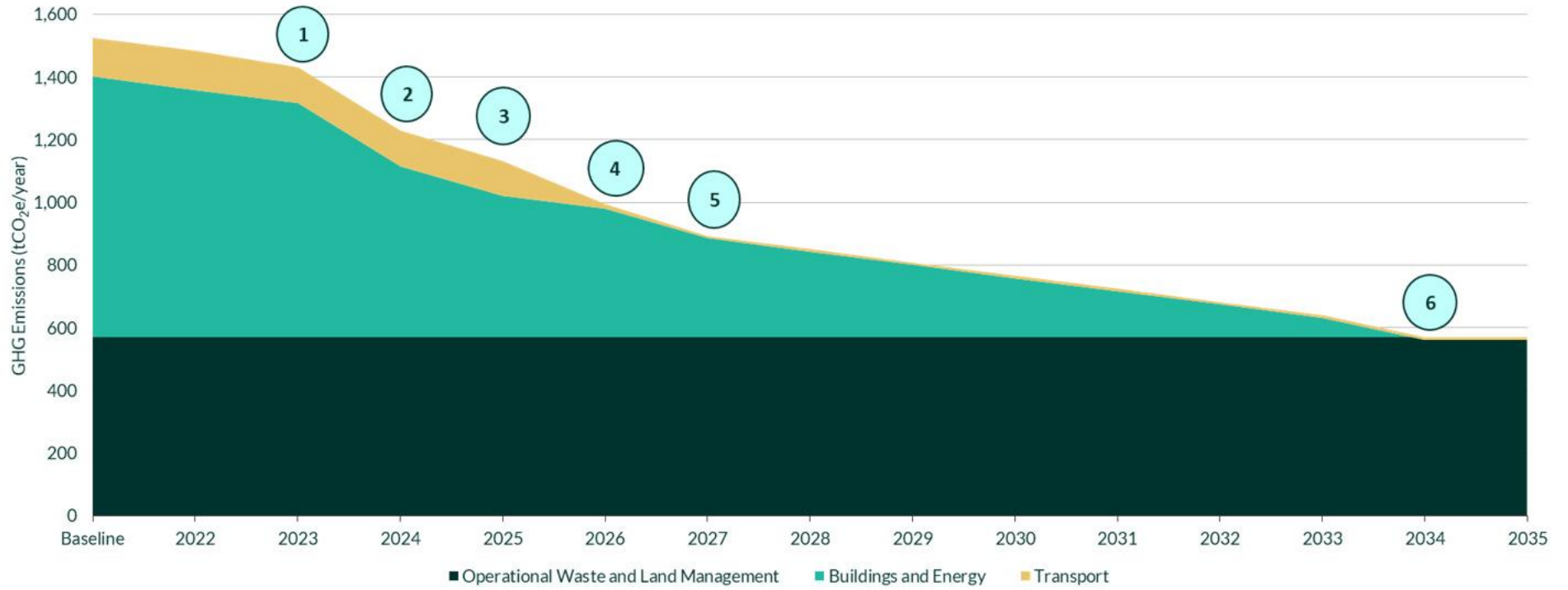
The key decision points identified are shown in Figure 3-2 by the circled numbers. These decision points are described in Table 3-1. The timing for these priority interventions has been determined based on relevant information provided by Hart District Council.

Figure 3-2 shows the indicative step change in GHG emissions over time as a result of implementing the priority interventions in line with the key opportunity points identified. With regards to the decarbonisation of electricity supply, scenario 1 from Figure 3-1 has been assumed, with the National Grid decarbonising in line with the UK government's commitment to Net Zero electricity by 2035.

The results presented in Figure 3-2, summarised in Table 3-2, and explained below should be treated as highly indicative. There is significant uncertainty associated with modelling GHG emissions reductions without real-world assessments of how the measures presented could be implemented on the HDC estate. The results should therefore be used as a guide to the relative magnitude of the impact of the priority interventions over time and should not replace dedicated analysis of their applicability.

Furthermore, taking action in line with normal contract renewal or product replacement cycles, as displayed in Figure 3-2, is just one option that HDC may take. The Council could equally take action in accordance with budget and staffing availability, which may not align with product lifespans. The latter option should nonetheless take into account embodied carbon in these products and aim to avoid disposing of functioning materials for the purposes of decarbonisation.

Figure 3-2 Indicative step-changes in GHG emissions as a result of priority interventions (not modelled)



**Table 3-2 Key decision points and associated GHG emission reduction potentials**

Year	Key Decision Point	Key Decision(s)	GHG Emission Reduction Potential (tCO <sub>2</sub> e/year)	Residual GHG Emissions (tCO <sub>2</sub> e/year)	Cumulative GHG Emission Reductions as a Result of Linear Grid Decarbonisation (tCO <sub>2</sub> e/year)	Residual GHG Emissions (tCO <sub>2</sub> e/year)
Baseline 2019/20				1525		1525
2023	1	5 fleet vehicles converted to electric	11	1514	42	1472
2024	2	1 fleet vehicle converted to electric, energy efficiency improvements in all operational buildings (excluding leisure centres), and heat pumps installed in all operational buildings (excluding leisure centres)	160	1354	84	1270
2025	3	1 leisure centre fitted with a heat pump	52	1302	127	1175
2026	4	All waste vehicles converted to electric	95	1206	169	1038
2027	5	4 fleet vehicles converted to electric and 1 leisure centre fitted with a heat pump	61	1146	211	934
2034	6	Energy efficiency improvements in leisure centres	28	1118	507	611
2035				1118	549	569



HDC's footprint in 2019/2020 was 1525 tCO<sub>2e</sub>. As Figure 3-2 demonstrates HDC could potentially reduce its operational footprint to 569 tCO<sub>2e</sub> by 2035 if it was to implement the priority interventions discussed in Section 3.1. This equates to an emission reduction of 63% (956 tCO<sub>2e</sub>) compared to HDC's baseline (2019/20). In accordance with the Science Based Target Initiative, HDC would therefore need to reduce its emissions by a further 27% from the baseline (90% total reduction in emissions) by 2035 to reach its Net Zero target. The remaining 10% of emissions would need to be offset. This highlights that although HDC has the potential to substantially reduce its emissions by focusing on the priority interventions listed in Section 3.1 to tackle emissions from buildings, energy and transport, action must be taken to reduce **all emissions** (including taking action to reduce emissions from **waste and land management**) in order for HDC to reach its 2035 Net Zero target.

Figure 3-2 and Table 3-2 shows that the majority of key decision points for HDC associated with implementing the priority interventions lie between 2022-2027. HDC therefore has the potential to substantially reduce its emissions in the short-term (next 5 years) if it was to take advantage of the key opportunities presented. For example, purchasing electric fleet vehicles when current vehicles are due for replacement and replacing boilers in operational buildings with heat pumps when they reach end of life. If these opportunities were utilised HDC could reduce its emissions to 934 tCO<sub>2e</sub> by 2027, a reduction of 39% from the baseline (2019/20). However, it is important to note that in order to take these opportunities there are many preliminary actions which the Council must take to prepare for the implementation of such interventions. For example, an energy audit of operational buildings, a heat pump feasibility study, and staff engagement with regards to the use of electric vehicles. Please see Section 3.2 Priority Actions and the accompanying detailed action plan for more information.

It is also important to note that the key decision points identified above are based on pre-determined criteria. In reality, their order of implementation may need to differ. For example, energy efficiency improvements within the leisure centres should be delivered before heat pumps are installed. The point at which HDC can ensure this happens (at the point of contract renewal) is after the point at which the heating system is due for replacement. This would therefore require work to deliver the energy efficiency measures in partnership with Everyone Active – which is something they could reject.

Figure 3-2 and Table 3-2 ultimately demonstrates that there is a strong opportunity for change in the near future and highlights the key decision points for the Council to consider. Almost all of the decision points are within the next 5 years, and it is therefore important that HDC takes these key decision points into consideration as soon as possible so the suitable preparatory actions can be planned for.

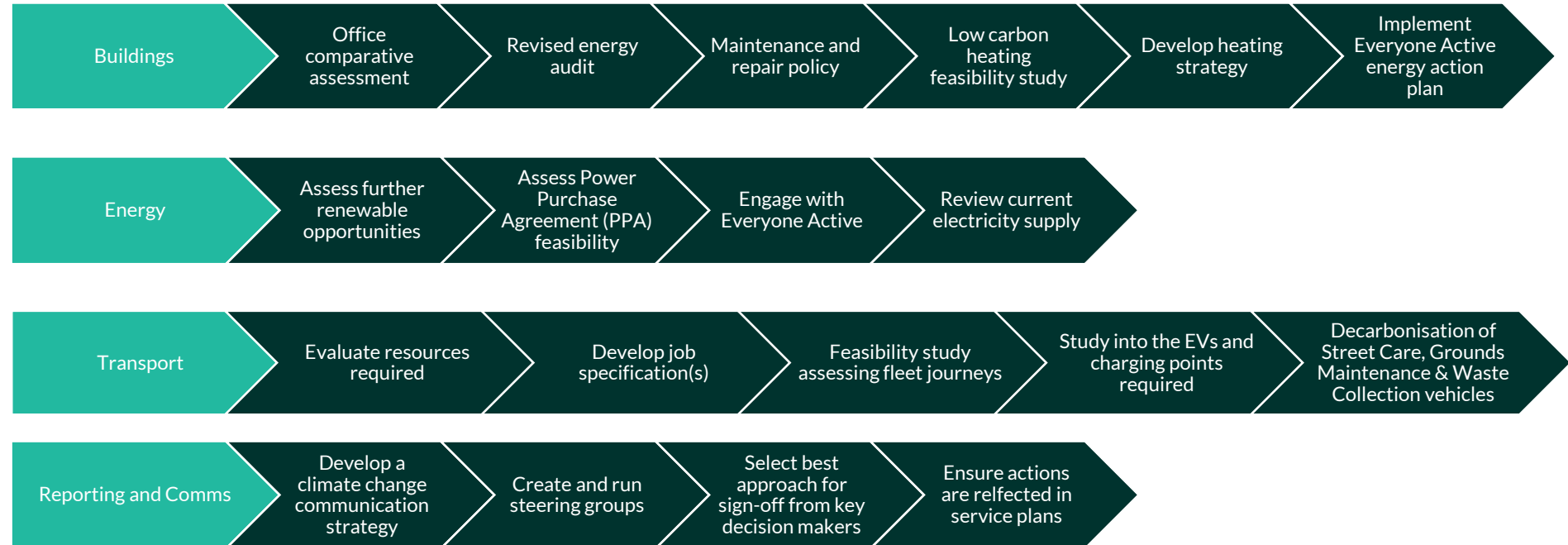
## 3.2 Priority Actions

This section outlines the priority actions associated with each priority intervention. The key objectives, KPIs, resource implications, costs, co-benefits, and timeframe are clearly outlined for each action. The reference number for each priority action is provided – this corresponds to the detailed action plan provided separately. It is important to note that the following actions do not include actions related to procurement, waste or land management. In order to reach Net Zero it is important that HDC takes action to address all GHG emissions sources. Actions to address emissions from these sources can be found in the detailed action plan, provided separately.

A flowchart is provided in Figure 3-2 which demonstrates the priority order for these actions over time.

**Figure 3-3: Flowchart of priority order for actions over time**

The dates provided indicate when the Council should aim for the associated action to be **completed**, in order to achieve Net Zero by 2035. The year provided should be viewed as a **deadline** and work should commence on each action ahead of this.



## 3.2.1 Buildings and Energy

### Decarbonising heating and improving energy efficiency

#### 1) Carry out a comparative assessment of moving to new office premises (B.E.1.1)

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.

**Objective/KPI:** Ascertain whether it is more financially and environmentally beneficial to move to a new site or decarbonise the existing civic office premises

**Resource Implications/Costs:** £10,000 - £100,000 (commission)

**Timeframe:** Short term, <5 years

**Co-benefits:** Long term operational cost savings, leading by example

#### 2) Revision of energy audit of HDC operational buildings (civic offices and workshop) (B.E.1.2)

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.

**Objective/KPI:** Revised energy audit for civic offices and workshop

**Resource Implications/Costs:** <£10,000 - £100,000 (commission)

**Timeframe:** Short term, < 5 years

**Co-benefits:** Better air quality through decreased gas combustion; lower running costs and better comfort for staff in warmer buildings

#### 3) Review and revise internal maintenance and repair policies to limit future reliance on fossil fuels in operational buildings (civic offices and workshop) (B.E.1.7)

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.

**Objective/KPI:** Revised internal maintenance and repair policy for civic office and workshop

**Resource Implications/Costs:** <£10,000 (internal - revenue)

**Timeframe:** Short term, < 5 years

**Co-benefits:** Better air quality from decreased gas combustion; investment in local businesses for fabric improvements

**4) Assess the feasibility of using low carbon heat sources for buildings (B.E.1.14)**

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.

**Objective/KPI:** Completed feasibility study investigating heat pump installations in civic offices, the workshop, and leisure centres

**Resource Implications/Costs:** £10,000 - £100,000 (commission)

**Timeframe:** Short term, < 5 years

**Co-benefits:** Better air quality from decreased gas combustion; investment in local heat pump supply chain

**5) Develop overall heating strategy for operational buildings (civic offices and workshop) (B.E.1.4)**

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.

**Objective/KPI:** Low carbon heating strategy for civic office and workshop

**Resource Implications/Costs:** £10,000 - £100,000 (commission)

**Timeframe:** Medium term, 5-8 years

**Co-benefits:** Better air quality from decreased gas combustion

**6) Finalise and implement Everyone Active energy action plan (B.E.1.21)**

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 will require capital investment from the Council and HDC should prepare for Everyone Active to come to the Council with options.

**Objective/KPI:** Finalised energy action plan for the leisure centres; measures identified in the action plan implemented; broader energy strategy commissioned

**Resource Implications/Costs:** £10,000 - £100,000 (external)

**Timeframe:** Medium term, 5-8 years

**Co-benefits:** Better air quality from decreased gas combustion; lower running costs in better insulated buildings and increased comfort for staff and users of the leisure centre

## Decarbonising electricity supply

### 1) Assess further opportunities for renewable electricity generation across HDC's operational buildings, including rooftop solar PV, micro wind, and energy storage (B.E.2.2)

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

**Objective/KPI:** Assessment of renewable electricity generation opportunities commissioned; assessment completed

**Resource Implications/Costs:** £10,000 - £100,000 (commission)

**Timeframe:** Short term, <5 years

**Co-benefits:** Greater autonomy over electricity supply; visible demonstration of HDC's commitment to decarbonisation

### 2) Assess feasibility of a Power Purchase Agreement (PPA) (B.E.2.5)

Using internal resource, HDC should assess the feasibility of contracting a PPA 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 CC. 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).

**Objective/KPI:** potential renewable generators identified; full feasibility study, including consideration of frameworks, new solar farm, and costs and benefits completed

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Greater autonomy over electricity supply

### 3) Engage with Everyone Active on renewable electricity supply for leisure centres (B.E.2.6)

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).

**Objective/KPI:** Meeting held with Everyone Active to discuss electricity supply

**Resource Implications/Costs:** <£10,000 (external)

**Timeframe:** Short term, <5 years

**Co-benefits:** Potential to improve communication with Everyone Active for other areas of the action plan

**4) Review current electricity supply to understand whether existing contracts drive increased renewable electricity generation on the grid (B.E.2.7)**

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).

**Objective/KPI:** Renewable electricity suppliers investigated; switched to appropriate identified renewable electricity supplier

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Contribution to wider decarbonisation of the national grid, decreasing pressure on HDC directly

## 3.2.2 Transport

### Electrifying fleet and waste vehicles

#### 1) Evaluate the resource requirement for delivering the decarbonisation of transport (T.1.1)

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.

**Objective/KPI:** Internal resource availability and constraints for delivering transport decarbonisation fully understood

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Staff satisfaction and potential for career development from some individuals; greater oversight of operational fleet

#### 2) Develop job specification(s) or internal purchase policy (T.1.2)

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 ensure an alternative fuel vehicle, such as electric, has been fully considered.

**Objective/KPI:** Job description developed and advertised

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** investment in local economy by creating new job opportunity

#### 3) Conduct feasibility study assessing fleet journeys (T.5.3)

Following action T.2.4, assess journey types/ trip purpose and determine what proportion of fleet journeys could be performed by EVs.

**Objective/KPI:** Potential for fleet journeys to be carried out by EVs assessed

**Resource Implications/Costs:** £10,000 - £100,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** greater oversight of operational fleet; improved air quality by decreasing petrol and diesel use



- 4) Commission study for EV charge points and EVs required to electrify HDC's fleet. Produce a costed proposal and develop installation plan (T.5.5)

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. 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 officer, identified in T.1.1.

**Objective/KPI:** EV charge point and EV requirement study commissioned; fully costs proposal developed; installation plan developed

**Resource Implications/Costs:** £10,000 - £100,000 (commission)

**Timeframe:** Medium term, 5-8 years

**Co-benefits:** Better air quality by decreasing petrol and diesel use

- 5) Decarbonise predominantly diesel street care and ground maintenance vehicles (T.5.6)

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 will not require replacing until close to/after the 2035 Net Zero target date.

**Objective/KPI:** Strategy for decarbonising street care and ground maintenance vehicles developed

**Resource Implications/Costs:** £10,000 - £100,000 (internal - revenue)

**Timeframe:** Medium term, 5-8 years

**Co-benefits:** Better air quality by decreasing petrol and diesel use, leading by example

- 6) Assess potential for waste contractors to use electric or low emissions fuels for vehicles (T.5.9)

Refuse vehicles currently have Euro 6 engines and electric bins lifts, with further changes unlikely until 2026. HDC has also identified HVO (hydrotreated vegetable oil) as a key decision point for the contract with

Serco. Prior to contact renewal, HDC should investigate the potential for further decarbonising waste collection vehicles.

**Objective/KPI:** Investigate decarbonising waste collection vehicles

**Resource Implications/Costs:** £10,000-100,000 (internal)

**Timeframe:** Medium term, 5-8 years

**Co-benefits:** Better air quality by decreasing petrol and diesel use, leading by example

## 3.2.3 Monitoring, Reporting and Communications

### Monitoring and Reporting

#### 1) Create and run steering group(s) to oversee delivery and ensure accountability (MRC 1.1)

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.

**Objective/KPI:** Steering group created; communication patterns between group established

**Resource Implications/Costs:** <£10,000 (internal)

**Timeframe:** Short term, <5 years

**Co-benefits:** Better communication between different departments

#### 2) Select best approach for getting sign-off from key decision makers (MRC 1.3)

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.

**Objective/KPI:** Sign-off approach established

**Resource Implications/Costs:** <£10,000 (internal)

**Timeframe:** Short term, <5 years

**Co-benefits:** Better communication between staff members and key decision makers; improved staff satisfaction as a result

#### 3) Ensure relevant actions are reflected in service plans (MRC 1.4)

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.

**Objective/KPI:** Service plans updated with climate actions

**Resource Implications/Costs:** <£10,000 (internal)

**Timeframe:** Short term, <5 years

**Co-benefits:** Improved staff satisfaction by understanding when, where, and how they are expected to carry out actions identified; potential for career development for those taking ownership of actions

## Communications

### 1) Develop a climate change communication strategy (MRC 1.10)

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.

**Objective/KPI:** Climate change communication strategy developed; Council webpage adapted

**Resource Implications/Costs:** £10,000 - £100,000 (internal - revenue)

**Timeframe:** Ongoing

**Co-benefits:** Upskilling of staff on the topic of climate change; motivate wider action in the Council; more accessible webpage



# Funding Opportunities

This appendix provides a summary of funding sources available to HDC to assist with achieving Net Zero by 2035.

Name	Type	Description	Link
<b>National Lottery</b>	Lottery grant	Funds “projects that work to make positive changes in their community”. The Awards for All England programme offers £300 to £10,000 to community groups, while the Reaching Communities programme offers over £10,000 to organisations.	<a href="https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-england#section-3">https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-england#section-3</a> <a href="https://www.tnlcommunityfund.org.uk/funding/programmes/reaching-communities-england#section-3">https://www.tnlcommunityfund.org.uk/funding/programmes/reaching-communities-england#section-3</a>
<b>Public Sector Decarbonisation Scheme</b>	Salix Funding	This scheme allocates grant funding to the public sector to decarbonise building heating and improve energy efficiency. All relevant funds have now been delivered, but HDC should review Salix for future funding opportunities.	<a href="https://www.salixfinance.co.uk/Salix_Funding">https://www.salixfinance.co.uk/Salix_Funding</a>
<b>Workplace Charging Scheme</b>	Government	Voucher based scheme providing support towards the upfront costs of the purchase and installation of electric vehicle charging points. The grant covers up to 75% of the total cost of purchase and installation, capped at £350 per socket and 40 sockets per applicant (across all sites).	<a href="https://www.gov.uk/guidance/workplace-charging-scheme-guidance-for-applicants">https://www.gov.uk/guidance/workplace-charging-scheme-guidance-for-applicants</a>

Name	Type	Description	Link
<b>Community Renewal Fund</b>	Government	<p>Project proposals are welcome from a range of applicants, including local district councils, voluntary and community sector organisations, and local education providers including universities.</p> <p>This funding will enable pilot programmes ahead of the implementation of the Shared Prosperity Fund. Projects should deliver investment in skills, local business, communities, or support people into employment.</p>	<a href="https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus/uk-community-renewal-fund-prospectus-2021-22#uk-community-renewal-fund-an-overview">https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus/uk-community-renewal-fund-prospectus-2021-22#uk-community-renewal-fund-an-overview</a>
<b>Shared Prosperity Fund</b>	Government	<p>This replaces the European Regional Development Fund, for which the UK is no longer eligible. The fund is likely to be distributed across the UK based on the economic development of each region.</p>	<a href="https://researchbriefings.files.parliament.uk/documents/CBP-8527/CBP-8527.pdf">https://researchbriefings.files.parliament.uk/documents/CBP-8527/CBP-8527.pdf</a>
<b>Green Recovery Challenge Fund</b>	Government	<p>Projects must contribute to one of: nature conservation &amp; restoration; nature-based solutions; or connecting people with nature. The next funding round will open in spring 2022.</p>	<a href="https://www.ukpact.co.uk/green-recovery-challenge-fund">https://www.ukpact.co.uk/green-recovery-challenge-fund</a>
<b>Contractor funding</b>	Private	<p>Provided by contractor, where they have in-house financing arrangements. Typical cost of 7 – 15% depending on contractor.</p>	
<b>High street lenders</b>	Private	<p>Typical cost of 8 – 10%.</p>	

Name	Type	Description	Link
<b>Equity</b>	Private	Typical cost of 10 -12% IRR.	
<b>CEF third party funder</b>	Private	Market tested for value for money for each project. Best rate with CEF 'Bankable' contract and deal-flow. Typical cost of 4 – 6% depending on funder.	
<b>Council's own funds</b>	HDC	HDC may have cash in the bank, or it has a capital budget. This money is not free, as it will attract capital charges at c.3.5% and the capital amount will need to be depreciated. It will impact on the balance sheet, and therefore HDC's ability to borrow capital for other activities.	





# Net Zero Carbon Action Plan

2040 Hart District Wide  
Target



# Report For

Hart District Council

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## Disclaimer

Eunomia Research & Consulting has taken due care in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However, no guarantee is provided in respect of the information presented, and Eunomia Research & Consulting is not responsible for decisions or actions taken on the basis of the content of this report.

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## Approved By



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Sophie Crossette

(Project Director)

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# 1.0

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## Introduction

Hart District Council (HDC) commissioned Eunomia Research and Consulting Ltd. ('Eunomia') to produce a detailed carbon reduction district-wide action plan, to assist the Council with ascertaining how to meet HDC's target for becoming a Net Zero district by 2040.

HDC declared a Climate Emergency in April 2021. One of the key commitments as part of this declaration is to become a Net Zero district by 2040. Since the declaration, the Council has already taken several steps to reduce emissions, for example:

- Baseline carbon emissions;
- Requiring all reports to incorporate climate change considerations; and
- Establishing working groups of officers and Councillors to consider issues in detail and drive change.

This document aims to build on the work done to date, both planned and in train, and provide a clear roadmap for achieving HDC's district-wide Net Zero 2040 target.

The next sections set out the following:

- **Section 2.0 - A Net Zero Pathway for Hart to achieve Net Zero by 2040**
  - An indicative pathway demonstrating how Hart District could reach Net Zero in 2040;
  - A summary of recommended interventions associated with the Net Zero pathway, required to decarbonise each key emission sector; and
  - Discussion of the opportunities and risks for HDC in reaching its Net Zero district target.
- **Section 3.0 - Priority Actions**
  - A summary of the priority actions associated with the interventions where HDC has the greatest control/influence, with key objectives, timeframe, and co-benefits provided.

Two documents accompany this report:

- **A detailed District-wide Net Zero Action Plan**
  - The action plan has been developed by Eunomia in consultation with HDC's sustainability officer, HDC's Member Climate Change Working Group and other relevant teams, managers and stakeholders; and
- **A summary of financing opportunities**

# 2.0

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## Net Zero Pathway

This section contains an indicative pathway which demonstrates how Hart District could reach Net Zero in 2040 and a summary of recommended interventions associated with the Net Zero Pathway, split by GHG emissions sector. The indicative pathway is a high-level demonstration of the decarbonisation trajectory required between now and 2040 to reach Net Zero. The key interventions outline, for each GHG emissions sector:

- The overarching steps required to reach Net Zero by 2035;
- Associated costs;
- Potential GHG emissions reduction;
- Timeframe; and
- Co-benefits.

A full action plan to deliver these interventions is provided in a separate document.

## 2.1 Indicative Net Zero Pathway

Hart's net footprint in 2019/20 was 458 ktCO<sub>2</sub>e. This is based on sectoral GHG emissions figures produced by the UK Government's Department for Business, Energy and Industrial Strategy (BEIS), which includes domestic, commercial, industrial and transport related emissions. Transport related emissions account for the largest proportion of emissions at 234 ktCO<sub>2</sub>e. This dataset (and therefore the footprint) excludes emissions from commercial, industrial and municipal waste, plus emissions from flights taken by HDC residents. Waste and aviation are key economic sectors whose GHG emissions HDC should seek to include in the future to improve the accuracy of the district wide footprint. The scale of the challenge for Hart to reach its Net Zero target would be larger if the GHG emissions from these additional activities were taken into account. Taking the national GHG emissions from aviation and applying this to HDC on a per-person basis would increase GHG emissions for the district by approximately 60 ktCO<sub>2</sub>e.<sup>1</sup>

Figure 2-1 shows an indicative Net Zero pathway for Hart District. The pathway is based on the Net Zero definition recently provided by the Science Based Target Initiative (SBTi), although it goes beyond the minimum reductions required.<sup>2</sup> SBTi requires that organisations reduce their greenhouse gas (GHG) emissions by a minimum of 4.2% per year compared to baseline for the first 10 years. This means reducing from 485 ktCO<sub>2</sub>e in 2019 to a minimum of 383 ktCO<sub>2</sub>e in 2029. SBTi requires that organisations reduce their GHG emissions by at least 90% compared to baseline beyond 10 years. Whilst SBTi is used for organisations, it is the most thoroughly developed definition of Net Zero and can be used to guide action in a region. If this is done for Hart District, this means reducing from 485 ktCO<sub>2</sub>e in 2019 to 49 ktCO<sub>2</sub>e in 2040. The remaining 10% of GHG emissions need to be offset/balanced. This is shown in

<sup>1</sup> UK Climate Change Committee (2020) *The Sixth Carbon Budget – Aviation*, <https://www.theccc.org.uk/wp-content/uploads/2020/12/Sector-summary-Aviation.pdf>

<sup>2</sup> Science Based Targets (2021) *SBTi Corporate Net-Zero Standard*, <https://sciencebasedtargets.org/resources/files/Net-Zero-Standard.pdf>



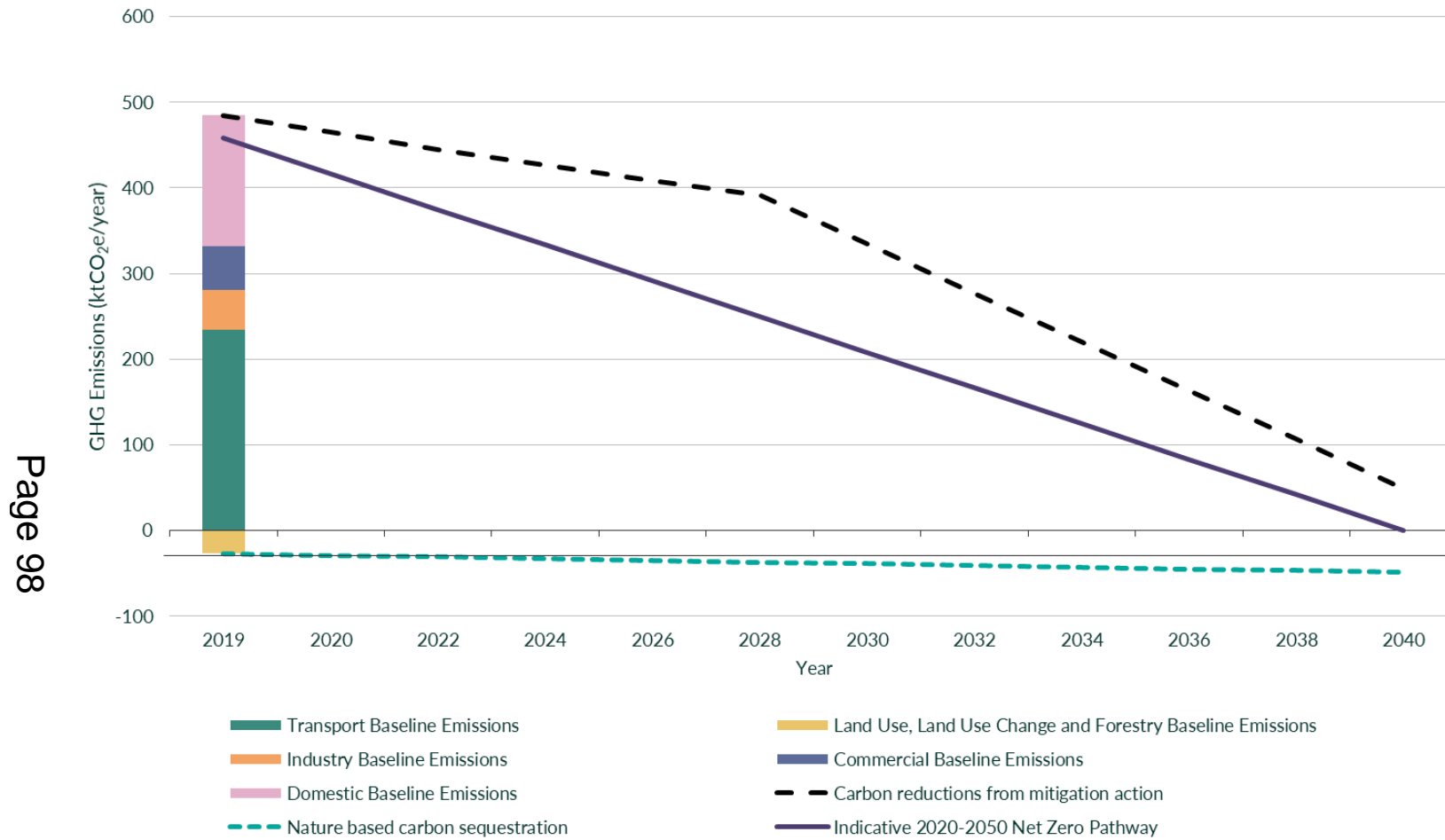
Figure 2-1 as follows:

- The **black** dashed line shows the **minimum** emission reductions required from mitigation action for Hart to reach Net Zero emissions by 2040, as per the Science Based Target Initiative's (SBTi's) definition.<sup>3</sup>
- The **teal** dashed line shows the **maximum** nature-based carbon sequestration required for Hart to reach net Zero emissions by 2040, as per the SBTi's definition. This is an increase from 27 ktCO<sub>2e</sub> in 2019 to **49 ktCO<sub>2e</sub> in 2040**.
- The **solid purple** line shows the indicative Net Zero Pathway 2019-2040 recommended.
- Each **coloured segments** demonstrate Hart's 2019 baseline emissions for each core emissions source.

The pathway is purely illustrative to demonstrate both the scale of change required for Hart to reach Net Zero by 2040 and how Hart could reach Net Zero.

<sup>3</sup> A steady reduction has been assumed.

Figure 2-1: Indicative Net Zero Pathway for Hart District<sup>4</sup>



<sup>4</sup> 2019 is selected as the baseline year because this is the most recent 'business-as-usual' year that is unaffected by the Covid-19 pandemic.

## 2.1.1 Monitoring Progress

Table 2-1 outlines possible key performance indicators (KPIs) which the Council could use to monitor progress against its district-wide Net Zero target. The KPIs demonstrated are in total net GHG emissions per annum. The calendar year and the reporting year is provided for each KPI, this is to reflect that district-wide emission reporting has a two-year delay. Relevant **national** policies and targets are also listed. This demonstrates external policies and targets to the Council which may influence emission reductions.

**Table 2-1: Key performance indicators and relevant local and national policies and targets**

Calendar Year	Reporting Year	KPI - total net GHG emissions (ktCO <sub>2</sub> e per annum)	Relevant <u>national</u> policies and targets
2026	2024	326	Start to replace oil, coal and gas heating with low carbon alternatives in non-domestic buildings Free separate food waste collections for households <sup>5</sup>
2027	2025	307	Over 1,000 miles of safe and direct cycling and walking networks Planting rates up to 30,000 hectares per year At least 35,000 hectares of peatlands in England restored

<sup>5</sup> This will depend on the availability of infrastructure for food waste. This is currently under discussion and will form part of the new waste collection service contract.

Calendar Year	Reporting Year	KPI - total net GHG emissions (ktCO <sub>2</sub> e per annum)	Relevant <u>national</u> policies and targets
2028	2026	287	Start to replace oil, coal and gas heating with low carbon alternatives in domestic buildings
2029	2028	267	Increased yearly heat pump installations Privately rented homes to EPC C Biodegradable municipal waste to landfill eliminated <sup>6</sup>
2032	2030	207	End of sale of new petrol and diesel cars and vans Increased average road vehicle occupancy Increased low carbon hydrogen production capacity Heat pumps as cheap to buy as gas boilers Non-domestic buildings to EPC B

<sup>6</sup> This is already the case in Hampshire. The only waste landfilled is bulky waste.

Calendar Year	Reporting Year	KPI - total net GHG emissions (ktCO <sub>2</sub> e per annum)	Relevant <u>national</u> policies and targets
2037	2035	108	<p>All vehicles required to be 100% zero emissions</p> <p>All electricity to come from low carbon sources</p> <p>Phased out installation of new and replacement natural gas boilers</p> <p>85% of farmers engaged in low carbon practices</p>
2042	2040	0	<p>All diesel-only trains removed and more railway lines electrified</p>

## 2.1.2 A note on offsetting

SBTi defines Net Zero as “at least 90% emissions reductions”, with the remaining 10% neutralised i.e., “the permanent removal and storage of carbon from the atmosphere”, for example through nature-based activities, such as woodland planting, or engineering projects, such as direct air carbon capture and storage. This means that under current definitions, if there are residual emissions of up to 10% in 2040, these will need to be ‘offset’ in some way so ‘Net Zero’ can be claimed. This constitutes the ‘Net’ of ‘Net Zero’. Achieving Net Zero will therefore require HDC to financially support or physically deliver GHG removal projects. This is a quickly evolving area of environmental activity, which means simple answers are not immediately available regarding the best solutions to pursue. The approach selected by HDC will require weighing up a range of factors, such as the types of projects supported, their locations, costs, and reputations.

It will also require assessment of who is responsible for those offsets and how they can be accounted for. For example, do offsets purchased by Hart-based organisations count towards the districts offsetting? These questions are at present unanswered, and it is important that Hart monitors how this situation develops over time to determine how it might best balance residual emissions from 2040.

## 2.2 Key Interventions

The key interventions recommended to decarbonise each emission sector (buildings and energy, transport and waste), and measures to offset remaining emissions in line with the indicative Net Zero pathway shown in Figure 2-1, are summarised in the tables below. The interventions which HDC may wish to prioritise are detailed in Section 2.3 and their associated priority actions are discussed in more detail in Section 3.0.

Similar analyses to the one presented in these tables often include the 'cost of marginal emissions abatement' (£ per tonne CO<sub>2</sub>e reduced). In short, this metric aims to capture the cost of reducing one tonne of CO<sub>2</sub>e via a particular intervention. This value is not presented here, for the following reasons:

- 1) These values are highly variable and context-specific because they depend on the current, emitting activities that need to be abated. Take the hypothetical intervention 'install LEDs in all buildings where not currently present'. Replacing inefficient incandescent light bulbs with LED bulbs is cheap and will 'abate' a reasonably high quantity of future emissions. This means that the marginal emissions abatement cost is quite low. If the building uses fluorescent lamps currently however, replacing these with LEDs would be more expensive and result in a lower (but still beneficial) emissions saving. The intervention's marginal emissions abatement cost is therefore higher. In this way, the intervention 'install LEDs in all buildings where not currently used' is highly context dependent and the information needed to understand this context is not available. It is therefore impractical to offer marginal abatement costs in this report.
- 2) Marginal abatement costs are useful for choosing *which* emissions to tackle when *not all* emissions need abating (i.e. if the district had an 80% emissions reduction target). As defined by the Net Zero target, all (or very nearly) emissions must be abated, limiting the benefit of comparative marginal abatement costs.

The tables below present the 'indicative cost' of each intervention, and the 'indicative potential reduction in GHG emissions'. These metrics are still context dependent in the way described above. However, they can be categorised into broad ranges, providing Hart with a method to compare interventions for their costs and impacts (see Section 2.2.6). The indicative cost of each intervention refers to the capital cost of its implementation. This does not take into account the likely operational cost savings which may occur following the implementation of interventions, nor any funding for or cost savings arising from investment in natural capital. In some instances the cost may be borne by the Council, but in many instances the cost will need to be met by the community and individuals. The indicative potential reduction in GHG emissions is categorised into low, medium, and high as follows:

- Low = <2% emissions;
- Medium = 2-20% emissions; and
- High = >20% emissions.

Interventions which are enabling and are not associated with direct emission savings, for example electricity distribution network upgrades, are labelled as such. As although their direct emission savings for the district could be classed as 'low', they are a key enabler to 'unlock' significant emission savings in other areas. Likewise, some interventions will not lead to any emission savings, such as the development of an offsetting strategy, but are vital to achieving a Net Zero target. These interventions are listed as 'none', although their importance should not be dismissed.

## 2.2.1 District-Wide Buildings and Energy

Table 2-2: Buildings and Energy Recommended Interventions

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
<p><b>Retrofit of all relevant buildings with energy efficiency measures such as insulation of external walls, lofts, roofs, floors, and installation of double glazing (BE.1a)</b></p>	<p>Insulation and other energy efficiency measures reduce the total amount of energy required. This in itself is beneficial, but it also makes the installation of heat pumps more viable. It plays a large role in a long-term cost-effective solution. It also reduces exposure to future increases in energy costs and lowers the risk of fuel poverty. It is also important to future-proof buildings during retrofit, for example taking account of possible climate change impacts such as heatwaves and considering the need for adequate ventilation and cooling.</p>	<p>£10,000-£100,000 (per building)</p>	<p>High (per building)</p>	<p>2022-2030</p>	<p>Low</p>



Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
<b>Replacement of existing heating systems within buildings with heat pumps (BE.1b)</b>	<p>This needs to be done in combination with demand reduction, hot water storage and appropriately sized radiators. This should be implemented in buildings where this has a lower whole-life cost than connection to a heat network. In the majority of cases these will be air-source heat pumps. In some cases, ground-source systems will be viable, and in a small number of cases water-source heat pumps may be an option.</p>	<p>&lt;£10,000 - £100,000 per building</p>	<p>High (per building)</p>	<p>2025-2035</p>	<p>Low</p>
<b>Connection to zero carbon heat distribution networks (BE.1c)</b>	<p>Heat networks can provide an output similar to that provided by a gas combi-boiler. They should be deployed wherever they represent a lower cost solution than individual heat pumps.</p>	<p>£10,000-£100,000 per building</p>	<p>High (per building)</p>	<p>2025-2040</p>	<p>Medium</p>
<b>On suitable buildings, installation of solar PV (BE.2a)</b>	<p>Targeted installation of solar PV alongside insulation and heat pumps where all three approaches are technically appropriate will reduce overall heating costs.</p>	<p>&lt;£10,000 - £100,000 per building</p>	<p>Low-Medium (per building)</p>	<p>2022-2035</p>	<p>Low</p>

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
<b>A focused programme to fund the retrofit of homes with households at risk of fuel poverty (BE.1d)</b>	The transition to net zero can only occur if every household is able to make the change, and in the case of many households this will require dedicated support.	£10,000-£100,000 per building	High (per building)	2022-2050	Medium-High
<b>Ensure new buildings are carbon neutral and climate Resilient (BE.1e)</b>	This will ensure that new buildings meet high standards of insulation and will not need retrofitting in the near future.	<£10,000 per building	Medium (per building)	2022 -2050	High
<b>Nationally significant renewable projects (BE.2b)</b>	Hart can maximise its impact on decarbonisation of the national electricity network by working with developers on nationally significant renewable energy infrastructure with Hart district.	>£100,000 per site	Medium (for the district)	2022-2050	Medium-High
<b>Electricity distribution network upgrades (BE.2c)</b>	The network will need to be able to cope with higher peak loads caused by the electrification of heating and transport and so greater capacity needs to be built in to be able to cope with greater demand.	>£100,000 per site	Enabling	2022-2050	Low

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
<b>Energy efficiency measures (BE.1f)</b>	Ongoing energy efficiency improvements in industry, appliances and lighting will keep the demand for electricity as low as possible, minimise the expansion needed in grid capacity and ongoing running costs and reduce the additional renewable generation capacity required to meet net zero.	£10,000-£100,000 per building	Medium (per building)	2022-2035	Low
<b>Roll out of smart meters across the district (BE.1g)</b>	Smart meters provide the data that enables households to participate in flexible tariffs and services and facilitate flexible demand management at grid level.	<£10,000	Low (per building)	2022-2030	Low
<b>Demand Flexibility (BE.2d)</b>	Electricity storage, smart meter data and flexible energy tariffs will enable the electricity network to cost-effectively accommodate the extra demand associated with electrification of heat and transport.	>£100,000	Enabling	2025-2050	Low
<b>Purchasing from renewable tariffs (BE.2e)</b>	Ensure that every household, business and public building in Hart is powered by genuine 100% renewable energy tariffs.	N/A (not capital)	Low-Medium (per building)	2022-2030	Low-Medium

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
<p><b>Co-benefits:</b></p> <ul style="list-style-type: none"> <li>• Energy efficiency measures can reduce energy bills by lowering the overall need for heating</li> <li>• Energy efficiency measures and retrofit of more vulnerable homes can lead to health benefits by keeping homes and their occupants warm when it is cold and cool when it is warm</li> <li>• Investing in energy efficiency, solar power and heat pumps can lead to local economic growth through development of supply chains</li> <li>• Improving energy efficiency and decarbonising heating can improve air quality by reducing gas combustions and associated emissions of nitrous oxide and carbon monoxide</li> </ul> <p>Demand flexibility and electricity distribution network upgrades can increase local energy security and reduce exposure to volatility in wholesale electricity prices</p>					

## 2.2.1.1 Case Study Examples

### Liverpool City Council's Landlord Engagement Campaign

Liverpool City Council has mapped privately rented homes in the city to identify the poorest EPC ratings and target these for energy efficiency improvements.<sup>7</sup> The Council is taking two actions to achieve this: an engagement and enforcement campaign for landlords, funded through BEIS and facilitated by the Midlands Energy Hub; and 5-year selective licensing designation, whereby standards for privately rented homes will increase. The engagement campaign included raising awareness of the EPC system, how to improve EPC performance, and webinars run by local landlords to get owners on board. The 'enforcement' campaign followed if landlords did not engage and comprised compliance notices and fines. The project was **funded** through competition facilitated by the Midlands Energy Hub, through which Liverpool City Council gained £70,000 from BEIS for the engagement and enforcement campaign. The licensing scheme was cost-neutral so did not receive any funding. The **impact** of Liverpool City Council's work has been that of 1960 properties with an EPC rating below E, 467 were targeted for the engagement and enforcement campaign, and 108 improved the EPC rating to an E or above. **Liverpool City Council notes that** positive engagement needs to be a priority for licensing projects, providing information to facilitate action. By supporting landlords, the project can save time and money on enforcing compliance later on.

### Hastings Borough Council's Warm Homes Service

Hastings Borough Council partnered with councils in East Sussex to improve the energy efficiency of low-income homes.<sup>8</sup> The Council offered numerous services to low-income private sector homes to reduce costs and improve efficiency, such as the East Sussex Warm Homes Check Service. The service includes a free home visit and free upgrades – from improving insulation to fitting more efficient boilers. The project was **funded** through multiple streams, including the local NHS Clinical Commissioning Group, the government's Green Homes Grant, and the affordable warmth component of the Energy Company Obligation. The **impact** of the project has been that 990 Warm Home Checks were carried out, resulting in 300 homes with significant upgrades to their energy efficiency. A study carried out in Hastings and Rother concluded that the upgrades had **co-benefits** for people's wellbeing and health, with wider positive impacts by reducing stress and isolation. **Hastings Borough Council notes that** working closely with other local authorities within the county was essential to overcoming the lack of a national strategy to cut fuel poverty.

### Reading Borough Council's Standards for New Developments

Reading Borough Council has updated its Local Plan to require that new residential developments meet Net Zero standards.<sup>9</sup> These standards require new developments to be built with low carbon materials, and high energy efficiency. Where Net Zero standards are not possible, the developments must be at least 35% less carbon-intensive than the UK standard – and the developers must pay a significant carbon cost to fund offsetting in Reading. Reading Borough Council has limited resources to assess the standards of new developments – there is one in-house expert on home energy efficiency, and no capacity for that person to support the planning department. The council contracted Element Energy as consultants to support this project, **funded** by the developers. The **impact** of updating the Local Plan has been that 165 homes have gained planning permission in line with the new standards, with the number expected to rise to 16,000 homes by 2036. **Reading Borough Council notes that** the key to the success of this project has been Reading's viability

<sup>7</sup> Climate Action (2022) *How landlord engagement and licensing created warmer homes in Liverpool*, <https://takeclimateaction.uk/climate-action/how-landlord-engagement-and-licensing-created-warmer-homes-liverpool>

<sup>8</sup> Climate Action (2022) *How Hastings is cutting energy use and combatting fuel poverty*, <https://takeclimateaction.uk/climate-action/how-hastings-cutting-energy-use-and-combatting-fuel-poverty>

<sup>9</sup> Climate Action (2022) *How Reading uses planning to deliver new zero-carbon homes*, <https://takeclimateaction.uk/climate-action/how-reading-uses-planning-deliver-new-zero-carbon-homes>

consultant, who assumed a 1% increase in build costs; energy efficient homes can yield a higher price, meaning that increases in building costs should not prevent new developments being built.

For more case study examples, see below:

- [Wiltshire Council's housing energy efficiency programme](#)
- [Cornwall Council's whole house retrofit project](#)
- [North East Derbyshire District Council's upgraded council homes](#)

## 2.2.1.2 Case Study Examples

### Barnsley's Community Energy Scheme

Barnsley Council is backing a community energy project which provides hundreds of houses with solar panels, batteries, peer-to-peer trading, and demand-side response to reduce GHG emissions and alleviate fuel poverty.<sup>10,11</sup> Through the project, 320 homes had solar PVs installed, 600 have had air source heat pumps installed, and 80 homes (a mixture of council-owned and privately owned) have had batteries installed. The project cost £2,000,000 and was **funded** by £1,200,000 through a loan from Charity Bank and £800,000 raised through the Barnsley Solar Bond. The Bond funding structure facilitated individuals to invest in the project and receive 5% interest per annum, demonstrating financial **co-benefits** of this funding model. The **impact** of the solar PV installations alone has been that tenants saved a total of over £40,000 on their electricity bills in the project's first year, reducing GHG emissions by 3,000 tCO<sub>2</sub>. The GHG emissions reductions over the project's lifetime are expected to reach 18,000 tCO<sub>2</sub>. **Barnsley Council notes that** the falling cost of solar panels and strong community engagement were key to the scheme's success.

### Stroud Council's Renewable Energy Generation Assessment

Stroud Council commissioned the Centre for Sustainable Energy and Land Use Consultants to assess the suitability of sites within the district for renewable energy generation over the next two decades.<sup>12</sup> The findings of these assessments were used to update the council's Local Plan with a 'policies map' that shows all land viable for renewables. This is especially important for the encouragement of onshore wind generation, which is tightly regulated in the UK. The **impacts** of the assessment are first and foremost that the council has legal backing for wind and solar generation within the district, and further that the council now has four wind turbines in operations with another three developments having received approval. The £20,000 cost of commissioning the consultants was **funded** by the council itself and required some input from officers during the assessment. Integrating the findings into Stroud's Local Plan incurred no additional costs, because the Plan is a requirement for all local authorities. **Stroud Council notes that** national policy in support of wind power is poor, so proper assessments that are legally sound in relation to wind generation are necessary.

<sup>10</sup> UK100 (2020) *Energise Barnsley*, <https://www.uk100.org/projects/knowledgehub/energise-barnsley>

<sup>11</sup> Climate Action (2022) *How Barnsley's pioneering community energy scheme tackled fuel poverty*, <https://takeclimateaction.uk/climate-action/how-barnsleys-pioneering-community-energy-scheme-tackled-fuel-poverty>

<sup>12</sup> Climate Action (2022) *How Stroud council is encouraging renewables in its local plan*, <https://takeclimateaction.uk/climate-action/how-stroud-council-encouraging-renewables-its-local-plan>

## 2.2.2 District-Wide Transport

Table 2-2: Transport Recommended Interventions

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
<b>Demand reduction measures (T.1)</b>	Includes incentives for remote working, sustainable spatial planning, enabling low-traffic neighbourhoods, car free days and reduced motorised private vehicle parking.	<£10,000 - >£100,000 (per project)	Medium	2022-2050	Medium
<b>Active travel and car-sharing promotion and facilitation measures (T.2)</b>	Includes walking and cycling interventions and infrastructure upgrades, for example through the ongoing development of a Green grid strategy.	<£10,000 - >£100,000 (per project)	Medium (per project)	2025-2032	Medium
<b>Public transport measures (T.3)</b>	Such as upgrades to bus services and any necessary upgrades to rail.	>£100,000 (per project)	Medium (per project)	2028-2050	Low
<b>Design of new developments with sustainable/low carbon transport in mind (T.4)</b>	For example, setting up of soft infrastructure such as bicycle repair shops at new developments, designing sites with focus on pedestrian access and reduced private car parking.	£10,000 - >£100,000	Medium (per site)	2025-2032	High-Medium

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
Decarbonisation of vehicles and public transport (and other alternative fuels) (T.5)	Includes electrification of private vehicles in Hart and the public transport network. While aviation is currently outside the scope of the HDC's baseline footprint, the Council has the potential to influence the decarbonisation of airports in the district.	£10,000-£100,000 (per vehicle)	High (per vehicle)	2022-2035	Medium
Freight consolidation (T.6)	Through introduction of consolidation centres and freight delivery and service plans (DSP), enabling safe, clean and efficient deliveries to local businesses.	>£100,000 (per project)	Medium (per project)	2025-2040	Low

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**Co-benefits:**

- Improving public transport and active travel will reduce private transport use, making active travel safer and improving local air quality by reducing emissions of particulates, nitrous oxide and ozone
- Increasing the use of active travel can promote better mental health through spending time outside and better wellbeing through being active
- Increasing the use of active travel and public transport can generate more social equity because each individual can have equal access to transport modes and routes



## 2.2.2.1 Transport Case Study Examples

### Gloucestershire County Council's Settlement-Linking Cycle Route

Gloucestershire County Council has begun construction of a cycle route linking the two major urban centres of the county – Gloucester and Cheltenham.<sup>13</sup> The cycle route aims to be significantly safer than the existing A road linking the centres, reduce journey times compared to buses or cars at peak travel times, and be suitable for all levels of physical ability. £30,000,000 has been **funded** by primarily National Highways through their cycling infrastructure fund. The **impact** of the cycle network on anticipated reduction in road traffic accidents involving cyclists also contributed to the council being able to secure this funding through National Highways Strategic Road Network plans. Sustrans also supported the development of the project and provided **funding**. The projected **impact** of the network is that cycling across the county will increase from 4-6% to 15-29%. **Gloucestershire County Council notes that** the first design of the cycle route did not comply with new national cycle design guidance, so route compliance should be carefully compared to the design guidance and have public support.

### Edinburgh City Council's Electric Vehicle Framework

Edinburgh City Council's Design guidance includes an Electric Vehicle Framework requiring electric vehicle charging points (EVCP) in all residential developments with 10 or more parking spaces.<sup>14</sup> These developments are mandated to have one fast EVCP for every six spaces, with the capacity for new houses with parking but without an EVCP to be able to have one in future. Updating this guidance required negligible **funding** because this was carried out by Edinburgh City Council's own resource capacity. This is a recent change, meaning that **impact** in terms of GHG emissions is yet to become apparent. However, this case study demonstrates an *enabling action* being taken with the capacity to facilitate future GHG emissions reductions. **Edinburgh City Council notes that** infrastructure for charge points must include consideration of the electricity distribution capacity, as well as the security for rapid charge points e.g. through installing CCTV and other safety measures.

For more case study examples, see below:

- [Waltham Forest's funding for active travel](#)
- [Southwark Council's support of active travel](#)
- [Stroud District Council's new development transport planning](#)
- [Durham County Council's electric vehicle charge point installations](#)

<sup>13</sup> UK100 (2022) Gloucestershire County Council's new G2C cycle route, <https://www.uk100.org/projects/knowledgehub/gloucestershire-county-councils-new-g2c-cycle-route>

<sup>14</sup> Ashden, Climate Solutions in Action, Chapter 4 – Resilience and Adaptation: Edinburgh City Council, <https://cobenefits-toolkit.ashden.org/resilience-and-adaptation/5-4-examples/>

## 2.2.3 District-wide Waste Management

Table 2-3: Waste Recommended Interventions

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC’s Level of Control <sup>15</sup>
<b>Waste prevention measures (W.1a)</b>	Reducing the materials sent for treatment directly reduces CO <sub>2</sub> e emissions and is one of the most impactful changes that can be made. This is particularly relevant for fossil-fuel based waste.	£10,000-£100,000 (per measure)	Medium (per measure)	2022-2050	Medium
<b>Improve kerbside recycling rates (W.1b)</b>	Increasing the amount of material that is recycled starts at the point of collection. Making it easier for material to be collected in a form that can be recycled is a crucial step to increasing recycling rates. Once again this is particularly relevant for fossil-fuel based waste.	>£100,000 (per measure)	Medium (per measure)	2025-2050	Medium

<sup>15</sup> It should be noted that the waste collection service is managed by Basingstoke and Deane Borough Council as the administration authority with the Joint Waste Contract. Although HDC can work with Basingstoke and Deane, no direct action can be undertaken by HDC. Any actions which require changes to the scope of the existing service, or future service where a shared arrangement exists will need to be ratified between the councils for inclusion in the contract. It should also be noted that as the waste disposal authority, any changes to disposal of waste (and subsequently the associated waste collection requirements) are reliant on actions and decisions taken by Hampshire County Council.

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control <sup>15</sup>
<b>Removing more plastics from residual waste stream before incineration (W.2a)</b>	Even with waste prevention and higher recycling rates, some plastics will enter the residual waste. In the absence of carbon capture technology being used at incineration facilities, removing the plastic waste before incineration by pre-sorting is necessary to avoid the associated emissions.	>£100,000 (for an MRF) <sup>16</sup>	High	2022-2025 <sup>17</sup>	Low
<b>Separate collection of food waste and treatment via anaerobic digestion (W.2b)</b>	The separate collection of food waste will remove another major portion of waste from incineration whilst also providing low-carbon energy.	>£100,000 <sup>18</sup>	High	2022-2025	Medium
<p><b>Co-benefits:</b></p> <ul style="list-style-type: none"> <li>• <b>Reduced costs on Council for waste collection resulting from waste prevention measures</b></li> <li>• <b>Further opportunity for financial savings from improved, more efficient recycling systems with greater participation</b></li> <li>• <b>Improved local air quality by increasing recycling and reducing incineration of residual waste, especially fossil fuel-intensive plastics</b></li> <li>• <b>Treating food waste through anaerobic digestion can lead to the creation of biogas, which can replace other fossil fuels and further reduce GHG emissions and other pollutants</b></li> </ul>					

<sup>16</sup> This cost would be borne by Hampshire County Council as the disposal authority.

<sup>17</sup> Already planned for 2024

<sup>18</sup> Current estimates suggest c.£250,000

### 2.2.3.1 Waste Case Study Examples

#### Wales Local Authorities' Support for Reuse

Local authorities in Wales publish advice for reusing waste items on their websites.<sup>19</sup> The advice relates specifically to 'bulky waste', including furniture and white goods, and has been promoted by the campaign Fly-tipping Action Wales, which is run by The Chartered Institute of Waste Management Cymru with funding from the Welsh government. Updating these websites requires minimal **funding** because it was carried out by internal council resource. 49 reuse options are offered by 22 Welsh local authorities – 20 of which are local reuse projects. One such local reuse project is Pembrokeshire's "the Green Shed", a furniture reuse hub.<sup>20</sup> The hub has **co-benefits** for supporting local employment by providing training and work for individuals with mental health difficulties or disabilities. The Green Shed is also the office a local Zero Waste Champion. **Pembrokeshire County Council notes that** the Green Shed concept is scalable and could be replicated in every local authority in Wales.

#### Bristol City Council's Reduction in Food Waste

Bristol City Council is taking three routes to reducing food waste in the city – prevention, reuse and recycling, and biogas.<sup>21</sup> Prevention includes council-linked food services requiring a plan for reducing food waste, and a Bristol Eating Better Award for those that do so. Reuse and recycling includes public education campaigns – "Slim My Waste, Feed My Face" encouraging uptake of food bins and "Stop Bin-digestion" providing advice on buying, storing, and disposing of food properly. Biogas is Bristol City Council's alternative to incinerating food waste – food waste in the city is sent to an anaerobic digester, and the biogas produced is used for electricity and to run a "Bio-Bus". The **impact** of these measures combined has been that 250 Bristol Eating Better Awards have been given, 290 tonnes of additional food waste were collected following the Slim My Waste, Feed My Face campaign, equating to 174 tCO<sub>2e</sub> saved and producing enough biogas to power 180 homes for a year. **Bristol City Council notes that** collaboration between community groups, universities, and external companies is crucial if the whole city is going to reduce its food waste. The council achieved this, in part, by applying for a Sustainable Food City award to get political buy-in.

For more case study examples, see below:

- [Pembrokeshire County Council's share, repair, and reuse network](#)

<sup>19</sup> Resource (2019) *Local Authorities In Wales Champion Reuse*, <https://resource.co/article/local-authorities-wales-champion-reuse-13076>

<sup>20</sup> Resource (2018) *Reuse Next Step in Welsh Zero Waste Strategy*, <https://resource.co/article/reuse-next-step-welsh-zero-waste-strategy-12745#greenshed>

<sup>21</sup> Climate Action (2022) *How Bristol City Council is reducing food waste*, <https://takeclimateaction.uk/solutions/how-bristol-city-council-reducing-food-waste>

## 2.2.4 District-wide Land Management and Offsetting

Table 2-4: Land Management and Offsetting Recommended Interventions

Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
<b>Better use of existing green infrastructure (LMO.1)</b>	Solutions that will make the most of these areas include tree and shrub planting (taking account of constraints with regard to prevalence of heathland), increasing connectivity of parks, restoring natural watercourses and changing land management practices.	>£100,000 (across the district)	Low	2022-2027	Medium
<b>Creating new green infrastructure (LMO.2)</b>	This could include sustainable urban drainage systems (SuDS) in new developments or replacing existing drainage schemes with SuDS, creating new water bodies, designing corridors for wildlife migration, and targeted tree and shrub planting in new areas as per the Tree Strategy which is in development.	>£100,000 (across the district)	Low	2022-2027	Medium

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Recommended Intervention	Detail	Indicative Cost	Indicative Potential Emissions Reduction	Time-frame	HDC's Level of Control
Continue development of an offsetting strategy and implementation plan (LMO.3)	Following the exploration for local habitat creation and a review of broader-market opportunities for credit purchasing or new project creation, continue to explore an offsetting strategy and a practical plan for implementation.	>£100,000 (across the district)	None	2022-2035	High
Create a climate adaptation plan (LMO.4)	Reduce the impact of climate change on Hart.	>£100,000 (across the district)	None	2022-2025	High

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**Co-benefits:**

- **Creating habitats for the purposes of climate change adaptation and carbon offsetting can improve biodiversity and urban safety for wildlife**
- **Climate change adaptation can lead to increased connectivity of parks through green corridors and enhanced green infrastructure**
- **Improved biodiversity, carbon offsetting approaches, and green corridors can produce more resilient pollinators**
- **Tree planting for carbon offsetting and climate change adaptation can result in urban cooling through increased tree canopy coverage and improved flood management**
- **Wellbeing and mental health benefits from increased access to nature**

## 2.2.4.1 Land Management Case Examples

### Wirral Council's Tree Protection and Planting Strategy

Wirral Council has developed a Tree, Hedgerow and Woodland Strategy which includes an aim of planting 21,000 trees a year for 10 years.<sup>22</sup> After coming into force in 2020, planting began in January 2021 – the earliest planting seasons after the strategy became official. The council is already ahead of target, having planted over 24,000 trees in the first year, despite the difficulties of the pandemic. Writing the strategy needed no funding, and its implementation is being **funded** by £250,000 from the government's Urban Tree Challenge Fund (which the council also matched), and £24,000 from the Mersey Forest Trees for Climate budget. The **impact** of the project will be to increase tree canopy cover in the Wirral from 13% to 25%, sequestering 222 tonnes of carbon. The project is already having **co-benefits** by improving community links – several groups have sprung up associated with the planting, including Wirral Tree Wardens, Friends of Wirral Parks Forum, and The Wirral Society – and will have further benefits in future for physical and mental health, reduced noise pollution, and increased house values. **Wirral Council notes that** the right tree needs to be planted in the right place, and existing trees store considerably more carbon than new saplings, so protection is as, if not more, important as planting.

### London's Green Screens

Several projects across London are complete or underway that encourage community garden creation or planting of 'green screens' that act as a barrier between school playgrounds and polluted roads.<sup>23</sup> These projects have been **funded** first by the Mayor of London, who provided £2,390,000 to 131 community projects in 2019-2020, and later by the Grow Back Greener fund, which provided £1,400,000 to 45 community projects in 2020-2021. The **impact** of the project has been a reduction in pollution in school yards, with research by the Air Quality Expert group finding that pollution levels are half as much behind a green screen, as well as **co-benefits** for children's education about environmental and climate change issues. These projects were made possible by the help of over 5,000 volunteers and trainees.

For more case study examples, see below:

- [Bath and North East Somerset Council's strategic green infrastructure plan](#)
- [Burnley Borough Council's innovative park management](#)
- [Newcastle City Council's green infrastructure delivery framework](#)

<sup>22</sup> Climate Action (2022) *How Wirral's tree strategy will plant 210,000 trees by 2030*, <https://takeclimateaction.uk/climate-action/how-wirral-tree-strategy-will-plant-210000-trees-2030>

<sup>23</sup> Ashden, Sustainable Towns & Cities, Chapter 6 – Equity and Social Cohesion: Funding for green screens, <https://cobenefits-toolkit.ashden.org/equity-and-social-cohesion/6-4-examples/>

## 2.2.5 Monitoring, Reporting and Communications

Table 2-5 Monitoring, Reporting and Communications Recommended Interventions

Recommended Intervention	Description	Indicative Cost	Indicative Potential Reduction in Emissions	Timeframe
<p><b>Overall strategy management (MRC.1a)</b></p>	<p>To successfully follow this report, HDC will need to address some common barriers to implementation. Actions include establishing a sign-off process from senior staff members and updating service plans with key actions.</p>	<p>&lt;£10,000</p>	<p>Enabling</p>	<p>2022-2023</p>
<p><b>Develop and execute a climate change communications strategy (MRC.1b)</b></p>	<p>Develop and execute a climate change communications strategy that covers internal staff engagement and action, and external community education, engagement, and action. Focus on areas within the council/community’s influence such as transport, home heating and diet/agriculture.</p> <p>Community communication and engagement is a key area which HDC can drive forward and take the lead on. The success of many district-wide decarbonisation actions will rely on them being supported by an effective communication and engagement campaign.</p>	<p>£10,000 - £100,000</p>	<p>Enabling</p>	<p>2022-2023</p>

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## 2.2.5.1 Monitoring, Reporting and Communications Case Study Examples

### Cornwall Council's Environmental Impact Decision Wheel

Cornwall Council has developed a decision wheel based on Kate Raworth's Doughnut Economics model, with social and economic issues in the centre and environmental issues around the outside.<sup>24</sup> The purpose of the wheel is to embed climate change and biodiversity into council decision-making, starting with high-level decisions but with the aim to expand to budget setting, commissioning, and low-level decisions. The **impact** thus far has been that many council officers are using the wheel and including it in reports accompanying decision-making processes, enabling a holistic systems-based approach. This work has wide-reaching **impacts** for the council, with the wheel having been picked up by Amsterdam, using the wheel for its Covid-19 response. **Cornwall Council notes that** the tool was developed in collaboration with Carbon Neutral Cornwall, Cornwall Council services, and other Cabinet members to ensure the wheel is useful for its purpose, and the tool has been refined using feedback after its initial implementation.

### South Somerset's Environment Champions

South Somerset District Council has established a Parish Environment Champions Network, made up of Environment Champions nominated for each parish and town council in the district.<sup>25</sup> The Champions are responsible for communicating climate and environmental action within the district to the communities they represent, and the goal is to accelerate community action on climate change and biodiversity. Projects the Network have worked on include energy efficiency tips, a solar PV discount scheme, and a nationally recognised thermal-imaging camera loan trial. The Network is **funded** through the District Council's existing Environment Strategy budget of £350,000 – which also covers the employment of 5 full-time staff members. No additional funding was required. The **impact** of the Network has been wider dissemination of advice for communities to lead their own decarbonisation efforts and of the Council's own progress. **South Somerset District Council notes that** not every parish or town has engaged with the Network, meaning some have not nominated an Environment Champion. The success of the scheme could be improved by making engagement with the Network and statutory requirement.

For more case study examples, see below:

- [Wiltshire Council's public consultation on its climate strategy](#)
- [Cornwall Council's Carbon Neutral Cornwall Hive for sharing climate actions](#)
- [Cheshire West and Chester's online platform for sharing climate actions](#)

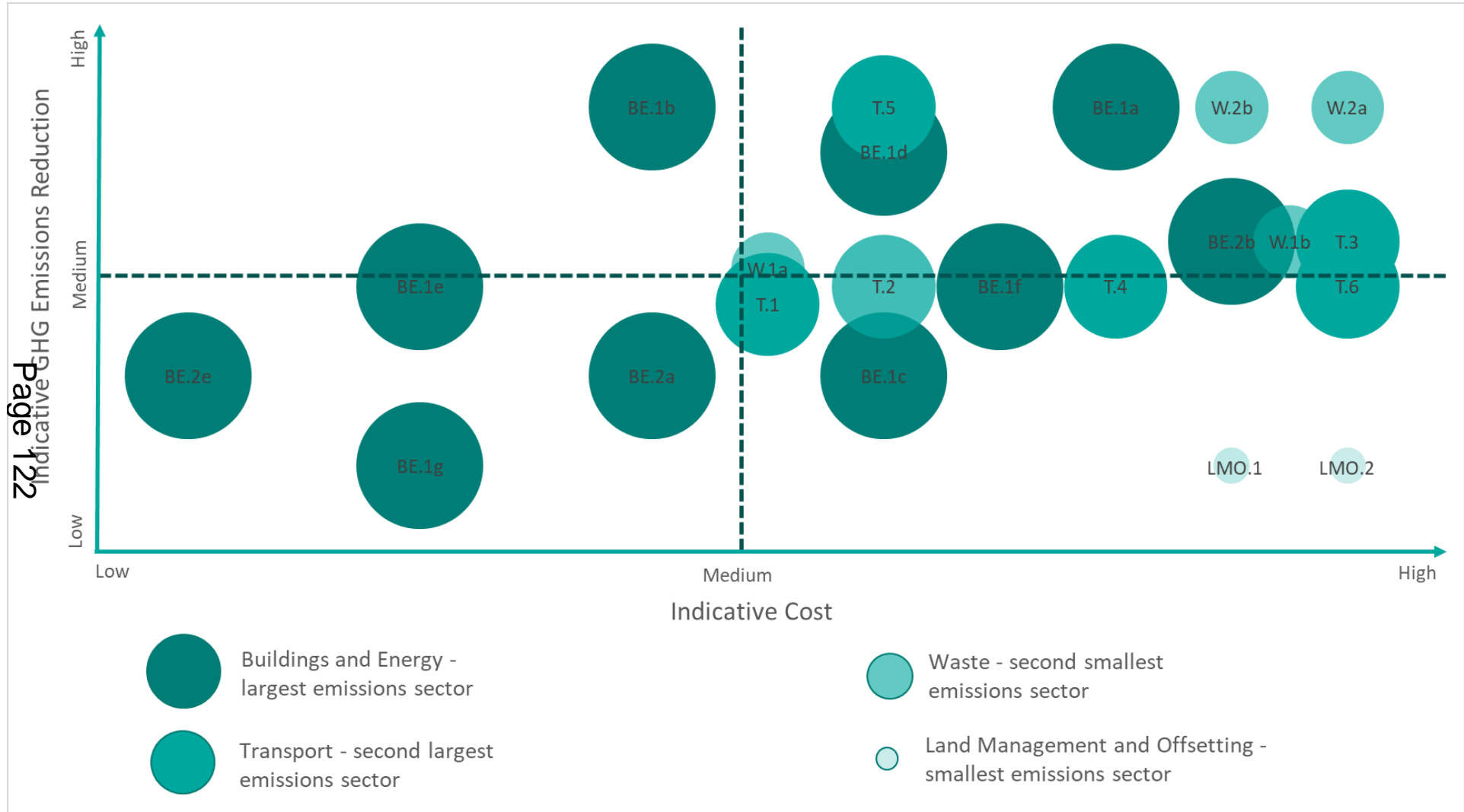
## 2.2.6 Intervention Cost-Benefit Overview

The indicative GHG emissions reductions and indicative cost for the interventions listed in the above tables are visually summarised in Figure 2-2. Please refer to the reference number for each intervention within the recommended intervention column. It should be noted that enabling interventions and those with no direct emissions saving potential are excluded. The size and colour of the circles indicates the emissions sector which that intervention seeks to address, and its relative size. As can be seen many of the interventions with a medium-high indicative GHG emissions reduction potential also have medium – high indicative costs associated with them.

<sup>24</sup> UK100 (2020) *Cornwall Council Decision Wheel*, <https://www.uk100.org/projects/knowledgehub/cornwall-council-decision-wheel>

<sup>25</sup> UK100 (2022) *South Somerset District Council: Engaging with Local Communities on Climate Action*, <https://www.uk100.org/projects/knowledgehub/south-somerset-district-council-engaging-local-communities-climate-action>

Figure 2-2: Indicative Cost-Benefit Analysis



## 2.3 Opportunities and Risks

This section contains a discussion of the opportunities and risks for HDC in reaching its district-wide Net Zero target and identifies interventions which HDC may wish to prioritise. It is recognised that HDC, as a local authority, has limited resources to implement the key interventions identified in Section 2.2. Additionally, not all interventions can be undertaken at once.

HDC has different levels of control for each of the interventions recommended in Table 2-2. The interventions which have a medium-high indicative potential emission reduction and over which HDC has a **medium-high** level of control, as laid out in Section 2.2, present a **good opportunity** to support HDC in reaching its district-wide Net Zero target.

In contrast, the interventions which have a medium-high indicative potential emission reduction, and over which HDC has a **low** level of control, present a risk to Hart District reaching the 2040 Net Zero target. In GHG accounting terms, the consumer of electricity and fuels accounts for GHG emissions in their Scope 1 and 2, while the owner of the building or asset accounts for GHG emissions in their Scope 3. However, in decarbonisation delivery terms, the asset owner is likely to be the party who pays for the action, in collaboration with any lessee. Therefore, in the case of **low** control interventions, their successful implementation will predominantly **rely on the action of external agents**. In these instances, HDC's role will therefore focus on partnership creation and lobbying and influencing external agents. The associated interventions are listed below.

- Good opportunities for intervention:
  - A focused programme to fund the retrofit of homes with households at risk of fuel poverty;
  - Ensure new buildings are carbon neutral and climate resilient;
  - Nationally significant renewable projects;
  - Design of new developments with sustainable/low carbon transport in mind;
  - Electrification (and use of other alternative fuels) of vehicles and public transport;
  - Improve kerbside recycling rates;<sup>26</sup> and
  - Development of an offsetting strategy and implementation plan.
- Interventions reliant on action by external agents:
  - Retrofit of all relevant buildings;
  - Replacement of existing building heating systems with heat pumps;
  - Electricity distribution network upgrades; and
  - Removing more plastics from residual waste stream before incineration through mechanical pre-sorting.<sup>27</sup>

Hart District will also be heavily reliant on the decarbonisation of the national grid in line with the UK government's commitment to have Net Zero electricity by 2035. There is a risk that the national grid does not decarbonise at the pace or scale required for HDC to meet its Net Zero target by 2040. HDC therefore may wish to take steps to limit the reliance on the national grid decarbonisation in order to increase the likelihood of Hart District reaching Net Zero by 2040. Other challenges HDC will have to overcome to meet its district-wide target is a lack of funding and supportive Government policy.

<sup>26</sup> It should be noted that the waste collection service is managed by Basingstoke and Deane Borough Council as the administration authority with the Joint waste Contract. Although HDC can work with Basingstoke and Deane, no direct action can be undertaken by HDC. Any actions which requires changes to the scope of the existing service, or future service where a shared arrangement exists will need to be ratified between the councils for inclusion in the contract.

<sup>27</sup> It should be noted that as the waste disposal authority, any changes to disposal of waste (and subsequently the associated waste collection requirements) are reliant on actions and decisions taken by Hampshire County Council.

HDC should prioritise those interventions which present a strong opportunity to support HDC in reaching its district-wide Net Zero target. The priority actions associated with successfully implementing these interventions are described in Section 3.0.

However, it is important to note that to reach Net Zero by 2040, all district-wide GHG emissions sources will have to be decarbonised at some point. Therefore, HDC's focus on interventions over which it has a higher level of control should not deter action – especially preparatory action – being taken in other areas. This is especially true for interventions over which HDC has a low level of control and rely on action by external agents but which result in medium-high emission reductions. For example, the removing of plastics before incineration. A lack of action in these areas present a risk to Hart District not reaching the 2040 Net Zero target. HDC should therefore also seek to prioritise actions which support the successful implementation of such interventions, increasing HDC's influence and encouraging action in these areas to reduce reliance on third parties alone. For example, lobbying Hampshire County Council through partnership working via Project Integra. This will help to minimise the risk to the district-wide Net Zero target. These actions are also detailed in Section 3.0.

# 3.0

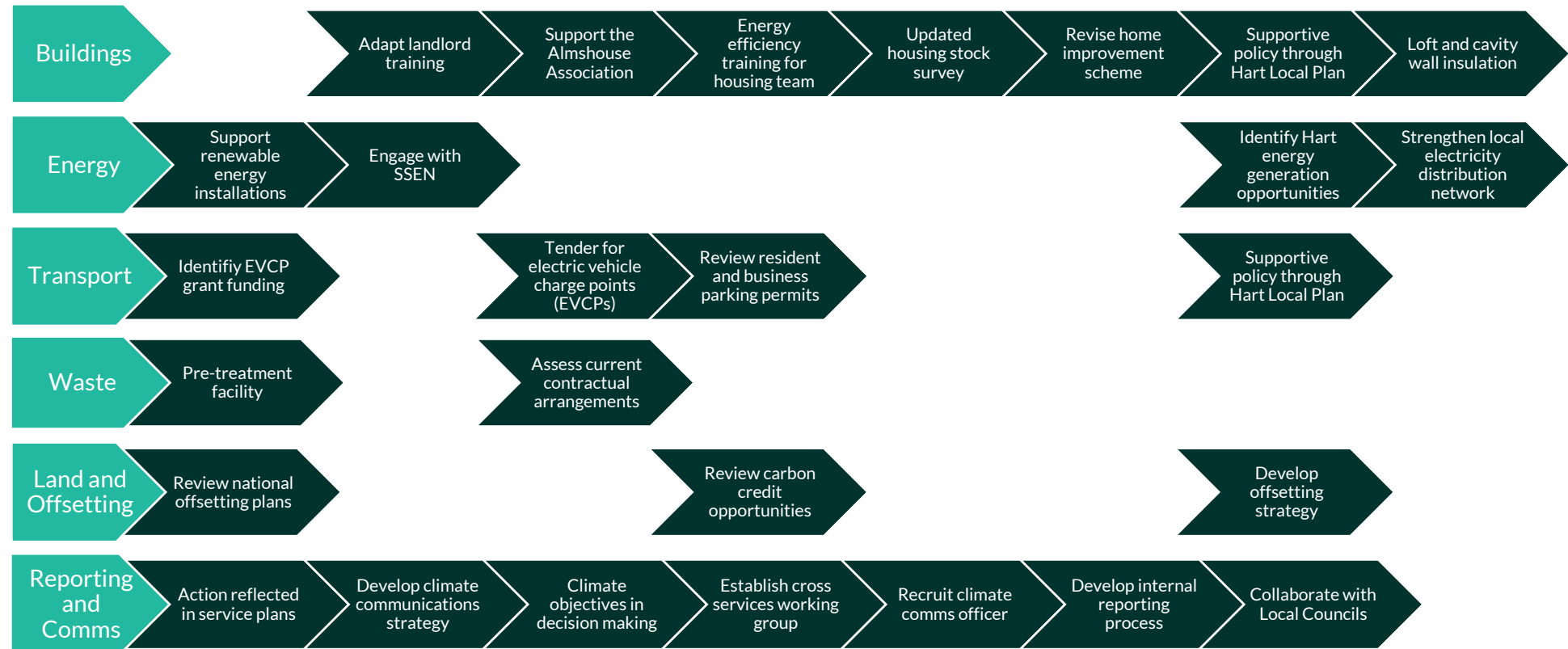
## Priority Actions

This section outlines the priority actions associated with the priority interventions highlighted in Section 2.3. The key objectives, KPIs, resource implications, costs, co-benefits, and timeframe are clearly outlined for each action. The reference number for each priority action is provided – this corresponds to the detailed action plan provided separately.

A flowchart is provided in Figure 3-1 which demonstrates the priority order for these actions over time.

### Figure 3-1: Priority Order for Actions

The dates provided indicate when the Council should aim for the associated action to be **completed**, in order to achieve Net Zero by 2040. The year provided should be viewed as a **deadline** and work should commence on each action ahead of this.



## 3.1 Buildings and Energy

### 3.1.1 Buildings

#### 1) Adapt landlord training (BE.1.1)

Adapt landlord training to include energy efficiency improvements guidance and information exchange. Noting the likely increase of EPC requirements for rented properties

**Objective/KPI:** Landlord training adapted and implemented

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Better clarity for landlords; better uptake and implementation of changes to landlord requirements

#### 2) Support the Almshouse Association (BE.1.4)

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.

**Objective/KPI:** Communication patterns with Housing Associations established; supporting strategy developed

**Resource Implications/Costs:** <£10,000 - £100,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Better clarity for and oversight of Housing Associations

#### 3) Energy efficiency training for housing team (and other relevant HDC officers) (BE.1.5)

Commission an external training provider to delivery energy efficiency training for the housing team and other relevant HDC officers.

**Objective/KPI:** Energy efficiency training commissioned and carried out

**Resource Implications/Costs:** <£10,000 - £100,000 (commission)

**Timeframe:** Short term, <5 years

**Co-benefits:** Career progression and skills development for housing team

#### 4) Investigate recruiting an energy efficiency expert into the housing team (BE.1.6)

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.

**Objective/KPI:** Job description created and advertised



**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Investment in local economy through job creation

**5) Commission updated housing stock survey (BE.1.8)**

Continue to work with the Energy Hub to commission an updated housing stock condition survey to identify priority housing.

**Objective/KPI:** Housing stock condition survey commissioned

**Resource Implications/Costs:** £10,000 - £100,000 (commission)

**Timeframe:** Short term, <5 years

**Co-benefits:** Better oversight of housing stock condition

**6) Revise the owner-occupier home improvement scheme (BE.1.17)**

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.

**Objective/KPI:** Owner-occupier home improvement scheme revised

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Improved comfort and better health outcomes for residents by improving housing condition

**7) Continue to drive supportive policy improvements through the Hart Local Plan and Supplementary Guidance (BE.1.15)**

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. For example:

- Tightening the lighter energy efficiency expectations currently placed on extension planning applications.

**Objective/KPI:** New developments adhere to Hart Local Plan

**Resource Implications/Costs:** <£10,000 - £100,000 (internal – revenue)

**Timeframe:** Short to Medium term, <5 years to 8 years

**Co-benefits:** Local air quality improvements by reducing fossil fuel use; greater public awareness and understanding of climate change; improving home comfort in new housing under planning applications

**8) Loft and cavity wall insulation (BE.1.9)**

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.

**Objective/KPI:** Prioritisation of housing established; key players convened; progress tracked through time; all housing properly insulated

**Resource Implications/Costs:** >£100,000 (external)

**Timeframe:** Medium term, 5-8 years

**Co-benefits:** Improved home comfort in better insulated homes; cheaper running costs; improved air quality by reducing gas combustion

## 3.1.2 Energy

### 1) Support installation of nationally significant renewable energy projects in Hampshire (B.E.2.4)

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<sup>28</sup>. This should include the consideration of Power Purchase Agreements in conjunction with future solar farm developments in the district. 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.

**Objective/KPI:** Renewable energy projects installed; wider opportunities explored

**Resource Implications/Costs:** <£10,000 (internal – capital)

**Timeframe:** Ongoing

**Co-benefits:** Autonomy over electricity supply; demonstrable commitment of HDC to climate change action; wider support to grid decarbonisation

### 2) Engage with SSEN (B.E.2.5)

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.

**Objective/KPI:** Discussions held with SSEN

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Ongoing

**Co-benefits:** Greater communication with SSEN and improved understanding of potential for decarbonising electricity; greater autonomy over and consistency of electricity supply

### 3) Identify energy generation opportunities across Hart (B.E.2.8)

<sup>28</sup> A Power Purchase Agreement (PPA) is a long-term contract under which a business agrees to purchase electricity directly from a renewable energy generator.

Commission an updated evidence base to identify energy generation opportunities across Hart.

**Objective/KPI:** Energy generation study commissioned

**Resource Implications/Costs:** £10,000 - >£100,000 (commission)

**Timeframe:** Medium Term, 5-8 years

**Co-benefits:** Greater electricity autonomy, reduce reliance on grid decarbonisation

#### 4) Strengthen local electricity distribution network (B.E.2.2)

Work with SSEN to identify areas where distribution network needs to be strengthened to support increases in renewables and electricity demand.

**Objective/KPI:** Local distribution network improvements identified

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Medium Term, 5-8 years

**Co-benefits:** Improved consistency of electricity supply

## 3.2 Transport

### 3.2.1 Design of new developments with sustainable/low carbon transport in mind

#### 1) Continue to drive supportive policy improvements through the Hart Local Plan and Supplementary Guidance (T.4.1)

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:

- 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.

**Objective/KPI:** New development adhere to Hart Local Plan

**Resource Implications/Costs:** <£10,000 - £100,000 (internal – revenue)

**Timeframe:** Short Term to Medium Term, <5 years to 5 – 8 years

**Co-benefits:** Improved air quality by decreasing use of private transport; better mental and physical health outcomes through greater uptake of active travel; improved safety of active travel through decreased use of private vehicles; decreased noise pollution by increasing active travel

### 3.2.2 Decarbonisation of vehicles and public transport

#### 1) Identify EVCP grant funding (T.5.5)

Complete application for Office for Low Emission Vehicles (OLEV) grant funding for off-street electric vehicle charging in HDC owned car parks and continue to review grant funding options.

**Objective/KPI:** grant funding identified; OLEV grant funding applied for

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Ongoing

**Co-benefits:** Decreased noise pollution and improved air quality as a result of greater uptake of EVs

**2) Tender for electric vehicle charge points (EVCP) to be installed on a concession contract (T.5.1)**

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.

**Objective/KPI:** Tender for concession based EVCP installation sent out

**Resource Implications/Costs:** £10,000 - £100,000 (internal – capital)

**Timeframe:** Short Term, <5 years

**Co-benefits:** Greater control of EVCP rollout; decreased noise pollution and improved air quality as a result of greater uptake of EVs

**3) Review resident and business parking permits and fees (T.5.4)**

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.

**Objective/KPI:** Parking permits and fees reviewed

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short Term, <5 years

**Co-benefits:** Decreased noise pollution and improved air quality as a result of greater uptake of EVs

## 3.3 Waste

### 3.3.1 Improve kerbside recycling rates

#### 1) Assess current contractual arrangements to understand what aspects need to be amended (W.2.1)

The Council currently has a joint waste contract with Serco in partnership with Basingstoke and Deane District Council. HDC should work with Basingstoke and Deane to assess the current contract, in particular the KPIs, to understand where improvements can be made to improve recycling rates and decarbonise the service. This should include changes to recycling collections (where the infrastructure provided by Hampshire County Council allows) and the bottoming out of the environmental/carbon impacting baseline year data. Although the waste contract stipulates 32% CO<sub>2</sub>e reduction by 2026 (contract end) there is an issue with the environmental/carbon impacting baseline data – the Council should seek to resolve this immediately so Serco can be held to its carbon reduction obligations. HDC to conduct the assessment of contractual arrangements in partnership with Basingstoke and Deane District.

**Objective/KPI:** Contract with Serco assessed; improvements identified; issue with baseline data resolved

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short-term, <5 years

**Co-benefits:** Greater clarity over waste management contracts; improved oversight of baseline data

### 3.3.2 Removing more plastics from residual waste stream before incineration

#### 1) Development of pre-treatment facility (W.3.1)

Continue work with Hampshire County Council through Project Integra on the development of an advanced pre-treatment facility within Hampshire (subject to confirmation of the financial implications). This should build on the feasibility study already carried out which considers economic, technical, and timing factors. The advanced pre-treatment facility would be implemented to remove plastic film from the residual waste stream.

**Objective/KPI:** Pre-treatment facility implemented

**Resource Implications/Costs:** >£100,000 (internal – capital)

**Timeframe:** Ongoing

**Co-benefits:** Improved air quality by reducing the incineration of plastic in the residual waste stream; investment in local economy by creating jobs for the facility

## 3.4 Land Management and Offsetting

### 3.4.1 Continue development of an offsetting strategy and implementation plan

#### 1) Review national offsetting plans and funding availability (LMO.3.1)

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.

**Objective/KPI:** National offsetting plans reviewed; preferred funding sources identified

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Ongoing

**Co-benefits:** Improved mental health for residents through tree planting projects and time spent outdoors; urban cooling through increasing tree canopy coverage

#### 2) Review broader-market opportunities for carbon credit purchasing or new project creation (LMO.3.2)

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.

**Objective/KPI:** Market opportunities for carbon offsetting reviewed

**Resource Implications/Costs:** <£10,000 - £100,000 (internal – revenue)

**Timeframe:** Short Term to Medium Term, <5 years to 5 – 8 years

**Co-benefits:** Opportunity to be at the leading edge of national offsetting projects in novel areas; biodiversity improvements and creation of green corridors through hedgerow projects

#### 3) Continue to develop an offsetting strategy (LMO.3.3)

Bring the outcomes of the previous actions together to form an offsetting strategy, currently being explored. The Natural Environment Investment Readiness Fund (NIERF) grant funding has been received to develop a carbon and biodiversity offsetting strategy.

**Objective/KPI:** Offsetting strategy developed

**Resource Implications/Costs:** £10,000 - £100,000 (internal – revenue)



**Timeframe:** Medium Term, 5 – 8 years

**Co-benefits:** Opportunity to be at the leading edge of national offsetting projects in novel areas; urban cooling through increase in tree canopy coverage; better mental health and safety for wildlife by increasing biodiversity through habitat creation

## 3.5 Monitoring, Reporting and Communications

### 3.5.1 Monitoring and Reporting

**1) Relevant action to be reflected in each service plan with agreed targets (MRC.1.2)**

Service plans to be updated and reviewed annually to reflect relevant climate action.

**Objective/KPI:** Service plans updated; annual review established

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Ongoing

**Co-benefits:** Staff satisfaction through better understanding of requirements placed on them; potential for career progression for individuals taking ownership of actions

**2) Embed climate change objectives within Cabinet decision making process (MRC.1.4)**

Continue to amend all report templates to include climate change objectives and ‘climate emergency compliance’ checklist.

**Objective/KPI:** All report templates amended

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Clarity for all staff over requirements placed on them when producing reports; greater staff satisfaction; demonstrable commitment of HDC to climate action

**3) Establish a cross services working group (MRC 1.5)**

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.

**Objective/KPI:** Cross services working group established

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Greater staff satisfaction; improved communication between service areas

**4) Develop an internal reporting and monitoring process (MRC 1.11)**

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.

**Objective/KPI:** Internal reporting and monitoring process developed

**Resource Implications/Costs:** <£10,000 (internal – revenue)

**Timeframe:** Short term, <5 years

**Co-benefits:** Greater staff satisfaction through easier communication with key decision makers; potential for career progression by individuals taking ownership of bi-monthly updates

## 3.5.2 Communciations

### 1) Develop a climate change communication strategy (MRC 1.8)

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.<sup>29</sup> This is a core action and should be heavily prioritised. The communication strategy, although an individual action here, could have its own extensive action plan. 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.

**Objective/KPI:** Climate change communication strategy developed; Council webpage adapted

**Resource Implications/Costs:** £10,000 - £100,000 (internal – revenue)

**Timeframe:** Ongoing

**Co-benefits:** Upskilling of residents on the topic of climate change; motivate wider action in the district; more accessible webpage

### 2) Collaborate with Local Councils, schools and other large entities in the district (MRC 1.6)

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

<sup>29</sup> <https://climateoutreach.org/reports/britain-talks-climate/>

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.

**Objective/KPI:** Collaborative working group set up

**Resource Implications/Costs:** <£10,000

**Timeframe:** Short-medium term (<5-8 years)

**Co-benefits:** Upskilling of key stakeholders on the topic of climate change; motivate wider action in the district



# Funding Opportunities

This appendix provides a summary of funding sources available to HDC to assist with achieving Net Zero by 2040. Given the scale of capital required to implement the interventions identified in this report, it is likely that private finance will play a pivotal role in aiding HDC reach its goal. There is currently work being undertaken by the UK Cities Climate Investment Commission (UKCCIC) to examine how private finance can be accessed to enable delivery of Net Zero neighbourhoods for Local Authorities. As a result, whilst the following table demonstrates what is currently available, there may be future sources of finance and funding that HDC should monitor.

HDC can also apply for government grants, where they are available, and encourage and support residents and businesses in the district to apply for funding that is unavailable to the council itself.

Name	Type	Description	Link
National Lottery	Lottery grant	Funds “projects that work to make positive changes in their community”. The Awards for All England programme offers £300 to £10,000 to community groups, while the Reaching Communities programme offers over £10,000 to organisations.	<a href="https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-england#section-3">https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-england#section-3</a> <a href="https://www.tnlcommunityfund.org.uk/funding/programmes/reaching-communities-england#section-3">https://www.tnlcommunityfund.org.uk/funding/programmes/reaching-communities-england#section-3</a>

Name	Type	Description	Link
<p><b>Green Homes Grant Local Authority Delivery Service</b></p>	<p>Government</p>	<p>The LAD scheme aims to raise the energy efficiency of low-income and low EPC rated homes (those with Band E, F or G).</p> <p>This includes those living in the worst quality off-gas grid homes, delivering progress towards reducing fuel poverty, the phasing out the installation of high carbon fossil fuel heating and the UK’s commitment to net zero by 2050.</p> <p>Local authorities in England (individually or as part of a consortium bid with other local authorities / partners) can submit bids for funding to improve the energy efficiency of the homes of low-income households in their areas.</p>	<p><a href="https://www.gov.uk/government/publications/green-homes-grant-local-authority-delivery-scheme-phase-2-funding-allocated-to-local-energy-hubs">https://www.gov.uk/government/publications/green-homes-grant-local-authority-delivery-scheme-phase-2-funding-allocated-to-local-energy-hubs</a></p>

Name	Type	Description	Link
<b>Workplace Charging Scheme</b>	Government	Voucher based scheme providing support towards the upfront costs of the purchase and installation of electric vehicle charging points. The grant covers up to 75% of the total cost of purchase and installation, capped at £350 per socket and 40 sockets per applicant (across all sites).	<a href="https://www.gov.uk/guidance/workplace-charging-scheme-guidance-for-applicants">https://www.gov.uk/guidance/workplace-charging-scheme-guidance-for-applicants</a>
<b>Green Heat Network Fund</b>	Government	£288 million in capital grants will be available to public, private, and third sectors to retrofit and expand heat networks, and to construct new heat networks. Individuals and households cannot apply, so HDC may wish to apply for this grant for the wider benefit of the district.	<a href="https://www.gov.uk/government/publications/green-heat-network-fund-ghnf">https://www.gov.uk/government/publications/green-heat-network-fund-ghnf</a>



Name	Type	Description	Link
<b>Community Renewal Fund</b>	Government	Project proposals are welcome from a range of applicants, including local district councils, voluntary and community sector organisations, and local education providers including universities. This funding will enable pilot programmes ahead of the implementation of the Shared Prosperity Fund. Projects should deliver investment in skills, local business, communities, or support people into employment.	<a href="https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus/uk-community-renewal-fund-prospectus-2021-22#uk-community-renewal-fund-an-overview">https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus/uk-community-renewal-fund-prospectus-2021-22#uk-community-renewal-fund-an-overview</a>
<b>Shared Prosperity Fund</b>	Government	This replaces the European Regional Development Fund, for which the UK is no longer eligible. The fund is likely to be distributed across the UK based on the economic development of each region.	<a href="https://researchbriefings.files.parliament.uk/documents/CBP-8527/CBP-8527.pdf">https://researchbriefings.files.parliament.uk/documents/CBP-8527/CBP-8527.pdf</a>

Name	Type	Description	Link
<b>Salix PSDS</b>	Government	<p>The Public Sector Decarbonisation Scheme provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures. Phases 1, 2 and 3 of the Public Sector Decarbonisation Scheme are now closed to applications. HDC should review for future phases or alternative funding from Salix.</p>	<p><a href="https://www.salixfinance.co.uk/PSDS">https://www.salixfinance.co.uk/PSDS</a></p>
<b>Green Recovery Challenge Fund</b>	Government	<p>Projects must contribute to one of: nature conservation &amp; restoration; nature-based solutions; or connecting people with nature. The next funding round will open in spring 2022.</p>	<p><a href="https://www.ukpact.co.uk/green-recovery-challenge-fund">https://www.ukpact.co.uk/green-recovery-challenge-fund</a></p>

Name	Type	Description	Link
<b>Plug-in Vehicle Grants</b>	Government	Applicable to cars, vans, taxis, and motorcycles, the government has made £582 million available over 2022/2023. The grants are available to individuals. The maximum grant available for cars is £1,500.	<a href="https://www.gov.uk/plug-in-car-van-grants">https://www.gov.uk/plug-in-car-van-grants</a>
<b>Zero Emission Vehicle Grants</b>	Government	£620 million is available for zero emission vehicles and electric vehicle infrastructure. The Electric Vehicle Homecharge Scheme (EVHS) provides up to 75% of the cost of installing charge points at domestic properties.	<a href="https://www.gov.uk/government/collections/government-grants-for-low-emission-vehicles">https://www.gov.uk/government/collections/government-grants-for-low-emission-vehicles</a>

Name	Type	Description	Link
<b>Home Upgrade Grant</b>	Government	These grants, amounting to £67 million, will be allocated to local authorities to improve low-income, off-gas grid households’ insulation and converting to lower emission heating sources.	<a href="https://www.gov.uk/government/news/households-save-200-on-bills-with-energy-efficiency-investment">https://www.gov.uk/government/news/households-save-200-on-bills-with-energy-efficiency-investment</a>
<b>Boiler Upgrade Scheme</b>	Government	The scheme will be administered by Ofgem with support from BEIS. It will provide capital grants to install heat pumps, and in some cases biomass boilers. The scheme is available for domestic and some non-domestic buildings, so HDC may which to encourage residents and businesses to apply for the grants.	<a href="https://www.ofgem.gov.uk/environmental-and-social-schemes/boiler-upgrade-scheme-bus">https://www.ofgem.gov.uk/environmental-and-social-schemes/boiler-upgrade-scheme-bus</a>

Name	Type	Description	Link
<b>Workplace Parking Levy</b>	Local government	This Levy would see businesses being charge a tax if they provide parking spaces. The revenue can then be used to upgrade public transport/ active travel in the district. The only active example in the UK is Nottingham.	<a href="https://www.nottinghamcity.gov.uk/wpl">https://www.nottinghamcity.gov.uk/wpl</a>
<b>Leaders Community Grants</b>	Local government	This Hampshire County Council scheme is to fund one-off, time limited projects that support communities, respond to the Climate Emergency, and reduce demand for council services. HDC may not apply, but organisations delivering activities and services in the county can. Grants are £1,000 to £25,000.	<a href="https://www.hants.gov.uk/community/grants/grants-list/leaders-community-grants">https://www.hants.gov.uk/community/grants/grants-list/leaders-community-grants</a>

Name	Type	Description	Link
<b>Minor Works Grants</b>	Local government	HDC runs a grant scheme offering up to £5,000 for minor works to houses, covering energy efficiency and adaptation. The scheme is available to anyone in receipt of selected means-tested benefits.	<a href="https://www.hart.gov.uk/sites/default/files/1_Residents/Housing/Your_home/Minor%20Works%20Grants_0.pdf">https://www.hart.gov.uk/sites/default/files/1_Residents/Housing/Your_home/Minor%20Works%20Grants_0.pdf</a>
<b>Home Improvement Loan Scheme</b>	Local government	This scheme is a low cost, home improvement service for homeowners with limited access to funds required for maintenance. These are loans at 5.63% and cover leaks, boilers, windows/doors, and electrics.	<a href="https://www.hart.gov.uk/grants-loans">https://www.hart.gov.uk/grants-loans</a>
<b>Contractor funding</b>	Private	Provided by contractor, where they have in-house financing arrangements. Typical cost of 7 – 15% depending on contractor.	

Name	Type	Description	Link
High street lenders	Private	Typical cost of 8 – 10%.	
Equity	Private	Typical cost of 10 -12% IRR.	
CEF third party funder	Private	Market tested for value for money for each project. Best rate with CEF 'Bankable' contract and deal-flow. Typical cost of 4 – 6% depending on funder.	

Name	Type	Description	Link
Council's own funds	HDC	HDC may have cash in the bank, or it has a capital budget. This money is not free, as it will attract capital charges at c.3.5% and the capital amount will need to be depreciated. It will impact on the balance sheet, and therefore HDC's ability to borrow capital for other activities.	





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)

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	££-£££
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	£

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.1.10	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	££
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	£

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.1.17	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	££
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	£££

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
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	£
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	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
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	£-££
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	£
Monitoring, Reporting and Communications	Communications	MRC.1.8	Develop a climate change communication strategy	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. 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.	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	£

Emission Section	Intervention	Reference Number	Action	Description	Priority Action (Yes/No)	Key Players	Timescale	Indicative Costs
Monitoring, Reporting and Communications	Monitoring and Reporting	MRC.1.12	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	£-££



**MEMBERS AND OFFICERS  
CLIMATE CHANGE WORKING GROUP  
MEETING NOTES**

**Date and Time:** Tuesday 20 September, 14:30

**Place:** Teams Virtual Meeting

**Present:**

**Cllr David Neighbour (Chair)** - DN  
**Cllr Alan Oliver** - AO  
**Cllr Gill Butler** - GB  
**Cllr Dr Anne Crampton** - AC  
**Cllr Steve Forster** - SF  
**John Elson** - JE  
**Mark Jaggard** - MJ  
**Martin Hobley** - MH  
**Steph King** - SK  
**Tamsin Briggs (Friends of the Earth)** - TB

**Jenny Murton (Minutes)**

Item		Action
1.0	<p><b>Introduction and apologies</b>  Apologies were received from Peter Summersell, Cllr James Radley, Adam Green and Wilf Hardy.</p>	
2.0	<p><b>Notes from previous meeting</b>  The previous meeting's Minutes were agreed</p>	
3.0	<p><b>Planning – Update from Planning &amp; Building Control on decarbonising new homes. Followed by Q&amp;A</b></p>	
	<p>MH who manages the Building Control team gave an update – <i>notes are attached to these minutes.</i></p> <p>MH suggested that the group go to the Future Homes Standard Hub for more information.</p> <p>MJ asked MH to explain when new standards apply to new developments and to existing sites and planning permissions. MH confirmed that there is currently a transitional arrangement in place. If builders start after 15<sup>th</sup> June 2023, they are subject to 'rules of the day'.</p> <p>AO questioned what the definition of starting a plot meant and MH confirmed that it is when physical foundations have been laid.</p>	

	<p>AO also asked what the council can do in additional to tighten up minimum standards. MH replied that the council is pushing hard to be 80% better than May 2022 and the Planning department <i>do</i> have the ability to set other standards if required.</p> <p>MJ reminded the group that Daniel Hawes had already bought a draft TAN for energy efficiency for new development homes to Overview &amp; Scrutiny Committee, and this group as well. Further work could also be considered by the team.</p> <p>MJ and MH briefly mentioned EV charging points, how financial limits are set out per plot and that two quotes per energy supplier are required.</p> <p>SF reminded the group that many homes (possibly 30-35%) have on-street parking where EV charging points could not be fitted.</p> <p>DH questioned the EV conditions placed on new build homes.</p> <p>MH encouraged the group to email any further questions through to him.</p> <p>DN asked MH to confirm the difference between Building Regulations Legislation he's seen recently and Permitted Development Rights. DN specifically mentioned overheating regulations and loft conversions.</p> <p>MH reported there had been approximately 1200 applications last year to the council and half were Permitted Development.</p> <p>SF asked the group, as a council what could be done to encourage residents to be more energy efficient when undertaking building work and to strive for more than the minimum standards.</p> <p>The group agreed that this was vital and would be built into future communications were applicable.</p> <p><b>Action: It was proposed by MJ for SK and MH to have a separate conversation on communication issues when appropriate.</b></p>	<p><b>SK &amp; MH</b></p>
<p><b>4.0</b></p>	<p><b>Communications Update &amp; Big Green Week</b></p>	
	<p>SK gave an update on the latest communication work:</p> <ul style="list-style-type: none"> <li>• A large focus currently is the Big Green Week.</li> <li>• SK and the Countryside team had attended Hook Schools Summer Fair.</li> </ul>	

	<ul style="list-style-type: none"> <li>• There had been regular updates to staff and councillors on schemes, grants, and upcoming events.</li> <li>• Solar Together 2022 is soon to end.</li> <li>• The Sustainable Warmth Scheme is progressing slightly more now (aimed at people on lower incomes with large housing costs).</li> </ul> <p>SK summarised that Big Green Week starts on 24<sup>th</sup> September and runs until early October. One of the Council’s main focuses for this campaign is looking at planet pledges, which councillors and staff have suggested to her.</p> <p><b>ACTION: SK asked the group to send any further planet pledge ideas to her.</b></p> <p>SK highlighted the upcoming Yateley Sustainability Fair where the council’s Countryside team has a stand and the Council’s Showcase event on 29<sup>th</sup> September at the Harlington.</p> <p>SK is also working on an Eco Fair with local retailer Scoop, which is a free family event on October 1<sup>st</sup> in the Hart Shopping Centre.</p> <p>SK continues to work on the website expansion and climate change branding.</p> <p>AO questioned the Sustainable Homes grants and queried how the council targets the relevant people who could benefit from them.</p> <p>SK summarised that it’s the Managing Agents responsibility for distributing these grants, but the promotion is the Council’s responsibility.</p> <p>GB suggested that ward councillors could work where appropriate to target residents who may be suitable for Sustainable Warmth grants.</p> <p><b>Action: SK to look further at how specific groups can be targeted for these grants.</b></p> <p>SF asked for an update on the previously discussed infra-red (thermal imaging) cameras.</p> <p>JE confirmed that the camera idea is still being developed and discussions are ongoing with senior management. JE highlighted that some Parish Councils manage their own camera loaning scheme.</p> <p>GB reiterated the need to set a deadline to implement the camera scheme and the group all agreed that they wanted to see it accelerated as soon as possible.</p> <p>DN confirmed it could be an Executive Decision not a Cabinet one.</p>	<p>All</p> <p>SK</p>
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	<p>SF is keen to see more information highlighted to residents on e-bikes and the possibility of local retailer Pedal Heaven getting involved in the Eco Fair on October 1<sup>st</sup>.</p> <p><b>ACTION: SK to investigate including e-bikes for the upcoming Eco Fair and if this is not possible to look at developing opportunities in the future.</b></p> <p><b>ACTION: JE and DN to speak to senior leadership about the infra-red (thermal imaging) camera scheme.</b></p> <p>SF highlighted the group Hampshire EVs to SK.</p>	<p><b>SK</b></p> <p><b>JE &amp; DN</b></p>
<b>5.0</b>	<b>Update Hart Climate Change Action Plan</b>	
	<p>JE confirmed that Sustrans have now been appointed by the council and this work sits with the Place directorate.</p> <p>JE reminded the group that the Carbon Pathway report is going to Overview &amp; Scrutiny on 27<sup>th</sup> September and Cabinet for endorsement in October. The Council will produce its own updated Climate Change Action Plan following this.</p> <p>Solar PV installation has been delayed until 24<sup>th</sup> October – 5<sup>th</sup> November.</p> <p>The project to replace the Council’s carpark lighting with LEDs is ongoing and a survey has been commissioned.</p> <p>The EV charging points project went to Cabinet in August and work is ongoing on a feasibility study.</p> <p>SF declared a business interest (rapid charging) in the EV charging project due to his work with the infrastructure business.</p> <p><b>ACTION: PS to provide a written update to the group when he returns.</b></p>	<p><b>PS</b></p>
<b>6.0</b>	<b>AOB</b>	
	<ul style="list-style-type: none"> <li>• All to send SK any more pledges for Big Green Week.</li> <li>• TB has asked PS to determine in his update when the final plan is expected to be in place.</li> <li>• DN thanked JE for all his work as it was his last meeting.</li> </ul>	<p><b>PS</b></p>
	<b>Date of Next Meeting</b>	
	22 November – time TBC	

Meeting ended at 15:47.

## **CABINET**

**DATE OF MEETING: THURSDAY, 6 OCTOBER 2022**

**TITLE OF REPORT: QUARTERLY PERFORMANCE REPORTS**

**Report of: Joint Chief Executive**

**Cabinet Portfolio: Leader and Strategic Direction and Partnerships**

**Key Decision: N**

**Confidentiality: Non-Exempt**

## **PURPOSE OF REPORT**

1. To update Committee on the Council's performance indicator results for Quarter 1 of 2022/2023 (1 April 2022 – 30 June 2022).

## **RECOMMENDATION**

2. That the performance report for Quarter 1 2022/23 is noted.

## **BACKGROUND**

3. Performance information reports play a key role in ensuring that the Council manages performance effectively across the services it delivers.
4. Overview and Scrutiny operates Service Panels. These review in detail progress against Service Plans and Risk Registers as well as service performance. This ensures regular scrutiny of the council's performance against key indicators.

## **MAIN ISSUES**

5. This report was considered by Overview and Scrutiny Committee held on 27 September, which discussed the Corporate Service and Environmental and Technical Services Panels. The extract of the relevant draft minutes for this are provided below:

*Discussion took place around the KPIs relating to the missed collection of bins. A suggestion was made that the council should collect the data on missed bins rather than rely on the information given by Serco. The meeting was told that this suggestion had been made and that the council did not have the resources to do this. The meeting requested that the query was raised at the next Senior Leadership meeting and the next Cabinet meeting.*

Further to the discussion, KPI data, which is disputed by Serco, has been provided, for information.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

6. Not applicable

## **CORPORATE GOVERNANCE CONSIDERATIONS**

Relevance to the Corporate Plan and/or The Hart Vision 2040

7. Measuring success is a key part of the Corporate Plan, and performance reporting is an essential element of understanding how the services are performing in the context of the actions being undertaken in Service Plans

Legal and Constitutional Issues

8. None identified

#### Financial and Resource Implications

9. None identified

#### Risk Management

10. No direct risks identified from this report. Each of the Services has their own Risk Register which is considered at the quarterly Overview & Scrutiny Service Panel Review.

#### **EQUALITIES**

11. An equalities assessment is not required for this report

#### **CLIMATE CHANGE IMPLICATIONS**

12. No direct carbon/environmental impacts arising from the recommendations

#### **ACTION**

13. Cabinet is asked to note the performance report for Quarter 1 2022/23

**Contact Details: Ashley Grist, [ashley.grist@hart.gov.uk](mailto:ashley.grist@hart.gov.uk)**

#### Appendices

2022/23 Quarter 1 Performance indicator report

Background Papers

None

# 2022/23 Quarter 1

## Performance indicator report

### Introduction and guidance

The report has changed recently following feedback. As a quick guide to the changes, an example of the template followed for each indicator is provided below:

Reference - Title of the indicator [Previous reference]

Note providing further description or context

Q1	Q2	Q3	Q4	Annual Target / Target	Comment

### Definitions:

#### Reference

Two letters followed by a number. Those used are; CP (Corporate Services), CS (Community Services), ET (Environmental and Technical Services), DM (Development Management), BC (Building Control), EH (Environmental Health) and PP (Planning Policy).

#### Title

Short title to describe the indicator.

#### Previous reference

Original references, where still used at Service Panels, to help show continuity.

#### Note

A note providing further detail about the indicator as well as any relevant context.

#### Q1-Q4

Values of the indicator for the financial year to which the report relates; Q1 (1 April to 30 June), Q2 (1 July to 30 September), Q3 (1 October to 31 December) and Q4 (1 January to 31 March). If these are 'year to date' figures that add together towards the target, it will be explained in the note.

#### Annual Target / Target

If the figures are 'year to date' or otherwise annual, this will be explained in the note and the Annual Target is provided to show progress towards this. In all other cases the quarterly values can be directly compared to the Target shown. Whether a higher or lower figure is better in terms of performance will also be explained in the note. Info only indicators have a '-' in this box.

#### Comment

This space is used for the service to provide descriptive commentary on the current performance of the service if this would be relevant or helpful (optional).



## Corporate Services

### CP1 - Percentage of the Audit Plan completed during the year

*Year to date figures, values are cumulative (higher is better)*

Q1	Q2	Q3	Q4	Annual Target	Comment
10%				100%	<b>Broadly on track for 22/23 Progress updates are provided at Audit Committee</b>

### CP2 - Percentage of high-risk audit recommendations implemented

*Typically, the number of high-risk audit recommendations are low so the percentage changes can vary significantly. This will be explained in the comment section (higher is better)*

Q1	Q2	Q3	Q4	Target	Comment
100%				100%	<b>No high-risk recommendations currently requiring action</b>

### CP3 - Quality of customer service call handling

*This indicator is measured from the scoring of a recorded call against quality standards from a monitoring sample (higher is better)*

Q1	Q2	Q3	Q4	Target	Comment
98%				90%	<b>No sampled call scored lower than 90% in June</b>

### CP4 - Implementation of savings schemes targets to meet MTFS requirements

*This indicator will be measured on whether the savings targets have been met and typically result in the delivery of a balanced budget in Q3 (yes or no)*

Q1	Q2	Q3	Q4	Annual Target	Comment
No				Yes	<b>Balanced budget for 2023/24 to be set in Q3</b>

### CP5 - Percentage of telephone calls answered by the Contact Centre in 30 seconds

Percentage value given is as at end of the quarter (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
83%				70%	<b>Performance dipped first few days around the bank holiday in June (1<sup>st</sup>, 6<sup>th</sup>, 7<sup>th</sup>, 8<sup>th</sup>) All other days exceeded target</b>

### CP6 - Percentage of Non-domestic Rates Collected

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
29.3%				98%	<b>Improvement over 20% at same time last year</b>

### CP7 - Percentage of Council Tax collected

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
29.5%				98%	<b>Improvement over 28.7% at same time last year</b>

### CP8 - Percentage uptime of key systems

Percentage value given is for the quarter and rounded to one decimal place (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
100%				99%	<b>No major system outage in period outside of planned downtime for changes.</b>

### CP9 - Percentage of uptime of Hart's website

Percentage value given is for the quarter and rounded to one decimal place (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
100%				98%	<b>Exceeded 99.99% uptime over the quarter, 2.58 minute outage in May was only one recorded.</b>

### CP10 - Number of missed collections excluding garden waste (per 100,000)

Target aims to miss no more than 40 bins per 100,000 collected for all bin collections except garden . A missed collection is where a round has taken place and a bin (or bins) has been missed, this excludes any mutually pre-agreed suspension of service, usually applied where events are beyond the control of either the authorities' or their contractor. (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>Waste</b> <b>April 7343</b> <b>May 3707</b> <b>June 1371</b>  <b>Recycling</b> <b>April 3253</b> <b>May 10006</b> <b>June 4314</b>				40	These figures are not yet ratified with Serco and are the Client team's assessment of the KPI whilst the final figures remain in dispute.

### CP11 - Number of missed garden waste collections

Target aims to miss no more than 250 bins collected in the period for garden waste services. A missed collection is where a round has taken place and a bin (or bins) has been missed, this excludes any mutually pre-agreed suspension of service, usually applied where events are beyond the control of either the authorities' or their contractor. (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>April: 102</b> <b>May: 9181</b> <b>June: 19860</b>				250	These figures are not yet ratified with Serco and are the Client team's assessment of the KPI whilst the final figures remain in dispute. For clarity the garden waste figures reported here are not per 100,000

### CP12 - Overall cost of waste per household

Set annually based on the number of households served and reported in Q4. Calculated as net cost of HAWCLT, HAWCOM, HAWSTE for the 22/23 budget divided by the Council Tax Stock of properties produced by the [VOA](#) (lower is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
-				£25	Reported annually

CP13 - Total recycling rate

Percentage value given is for the quarter (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
-				46%	Figures not yet ratified with Serco

## Community Services

### CS1 - Number of applicants for whom homelessness is relieved or prevented

Revised indicator, values reported from Q3. The target is for over 50% of those presenting as homeless to have their homelessness relieved or prevented (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>50%</b>				<b>50%</b>	<b>28 households this quarter</b>

### CS2 - Households living in Temporary Accommodation

The target is to have less than 30 households living in temporary accommodation at any one time (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>23</b>				<b>30</b>	

### CS3 - Number of families in B&B for more than 6 weeks

The council aims to avoid any families temporarily being housed in B&B accommodation except for emergencies, and especially not for more than 6 weeks (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>0</b>				<b>0</b>	

### CS4 - Number housed into the Private Rental Sector

Revised indicator, values reported from Q3. Year to date number of households who have been secured an Assured Shorthold Tenancy in the private rental sector (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>9</b>				<b>30</b>	

### CS5 - Gross number of affordable homes delivered

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>44</b>				<b>100</b>	

### CS6 - Number of Hart residents assisted into employment or training each year through the Hart into Employment

Year to date figures, values are cumulative (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>10</b>				<b>20</b>	

### CS7 - Percentage of Disabled Facilities Grant spent against budget

Year to date values. The spend tends to be cyclical with completions concentrated towards the of the financial year end (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>16%</b>				<b>100%</b>	

### CS8 - Number of Disabled Facilities and Prevention Grants completed

Year to date values. The target is for between 65 and 70 to be completed a year (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>17</b>				<b>65</b>	

### CS9 - Number of gypsy / traveller illegal encampments

Number of cases reported on a quarterly basis (info only)

Q1	Q2	Q3	Q4	Target	Comment
<b>0</b>				-	

### CS10 - Community Trigger reviews to be carried out

Case review process available to residents who have raised more than three antisocial behaviour (ASB) complaints in a six-month period and are unhappy with the action taken.

Q1	Q2	Q3	Q4	Target	Comment
<b>0</b>				<b>1</b>	

### CS11 - Increase Community Safety Newsletter distribution

Revised indicator, values reported from Q4. Year to date values. Target set based on a benchmark of increasing by 20% (higher is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>12%</b>				<b>20%</b>	

## Environmental and Technical Services

### ET1 - Number of Green Flags held [ET03]

The countryside service aims to achieve and retain Green Flag awards on suitable countryside sites managed by the council (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>3</b>				<b>3</b>	

### ET2 - Number of service requests received for Street Cleaning [ET04]

Number of Street Cleaning service requests received on a quarterly basis (info only although benchmark figure provided. The commentary splits the requests into Justified and Unjustified:

Justified - where the service request is the council's responsibility to action.

Unjustified - where the service request is either: 1. a duplicate request, 2. it is not the council's responsibility to action, or 3. inspection shows that the work is not required.

Q1	Q2	Q3	Q4	Target	Comment
<b>263</b>				<b>1200</b>	<b>200 justified 63 unjustified</b>

### ET3 - Number of service requests received for Grounds Maintenance [ET05]

Number of Grounds Maintenance service requests received on a quarterly basis (info only although benchmark figure provided) The commentary splits the requests into Justified and Unjustified:

Justified - where the service request is the council's responsibility to action.

Unjustified - where the service request is either: 1. a duplicate request, 2. it is not the council's responsibility to action, or 3. inspection shows that the work is not required.

Q1	Q2	Q3	Q4	Target	Comment
<b>73</b>				<b>600</b>	<b>23 justified 50 unjustified</b>

### ET4 - Carbon footprint for Council operations [ET10]

Data for this indicator is compiled annually, usually in September, with the target set lower than the previous year's outturn. Outturn for 20/21 was 1088.96 t/CO2e (lower is better)

Q1	Q2	Q3	Q4	Annual Target	Comment
-				<b>1088.96</b>	<b>data for 21/22 is not yet available</b>



### ET5 - Number of days of CCTV camera downtime [ET11]

Number of days of downtime on a quarterly basis taken as a monthly average (lower is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>23</b>				<b>10 days</b>	<b>the Q1 downtime was split across 6 individual cameras details of which can be provided on request. The provision of new KPIs for the CCTV service following transfer to Runnymede are being developed.</b>

### ET6 - Average number of man days of litter enforcement work carried out per month [ET12]

Shows number as a monthly average for that quarter (higher is better). Target is for the year as a whole.

Q1	Q2	Q3	Q4	Target	Comment
<b>2.3</b>				<b>16</b>	<b>2.3 days per month averaged in Quarter 1</b>

## Place Services

### DM1 - Major development application decisions [R07]

Percentage of major development application decisions made in the quarter within the statutory determination period including extensions of time (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
87.5%				60%	<b>7 decisions on majors fell in this quarter, 6/7 were decided in time or with an Extension of Time (EoT)</b>

### DM2 - Minor development application decisions [R08]

Percentage of minor development application decisions made in the quarter within the statutory determination period including extensions of time (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
90%				70%	<b>20 total decisions, 19 were in time or with EoT</b>

### DM3 – Other application decisions [R09]

Percentage of other applications decisions made in the quarter within the statutory determination period including extensions of time (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
96%				85%	<b>222 total decisions, 213 in time or with EoT</b>

### DM4 - Percentage of Tree Preservation Order works applications determined within eight weeks [R11]

Percentage of minor development application decisions made in the quarter within eight weeks (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
40%				90%	<b>Lack of staff resources has resulted in a delay in processing TPO applications. As it has not been possible to fill either the senior tree officer or tree officer posts it has been agreed that TPO consultations will be outsourced, the procurement of which is currently underway.</b>

### DM5 - Planning application fee income [P01]

Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Target	Comment
<b>£267,796</b>				-	

### DM6 - Income from Pre-Application Advice and PPAs (including LBCs) [P02]

Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Target	Comment
<b>£37,588</b>				-	

### BC1 - Number of Building Control Applications Received [P03]

Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>339</b>				-	

### BC2 - Building Control income [P04]

Values only collated from Q2. Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>£146,635</b>				-	

### EH1 - Percentage of scheduled/proactive Food Safety inspections undertaken within time. [P05]

Values only collated from Q3 (info only)

Q1	Q2	Q3	Q4	Target	Comment
<b>81%</b>				-	

**EH2 - Percentage of Environmental Protections service requests (including noise, statutory nuisance and public health) responded within time [P07]**

Values only collated from Q3 (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>86%</b>				<b>80%</b>	

**EH3 - Percentage of Food and Health & Safety service requests (including RIDDORs, HSADV, food poisoning investigations) responded to within time [P08]**

Values only collated from Q3 (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>81%</b>				<b>80%</b>	

**EH4 - Percentage of formal consultation responses made within time (including Planning and Licensing) [P09]**

Values only collated from Q3 (higher is better)

Q1	Q2	Q3	Q4	Target	Comment
<b>93%</b>				<b>80%</b>	

**EH5 - Number of fly-tipping service requests received by service. [P10]**

Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>11</b>				-	

**EH6 - Number of fly-tipping enforcement actions [R12]**

Values are number of actions taken per quarter (info only)

Q1	Q2	Q3	Q4	Target	Comment
<b>1</b>				-	<b>Successful prosecution for fly tipping offence for £4,741</b>

### EH7 - Environmental Health Commercial fee income [P11]

Values only collated from Q3. Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Target	Comment
<b>£9,137</b>				-	

### EH8 - Environmental Health Protection fee income [P12]

Values only collated from Q3. Year to date figures, values are cumulative (info only)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>£5,933</b>				-	

### PP1 - Housing Land Supply Position Statement [P13]

Identifies whether the Council has at least a 5-year supply of land for housing, which is a requirement of national planning policy. To be published by 30 September each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>On track</b>				<b>On track</b>	<b>Published in August 2022</b> (with a 10 year housing land supply)

### PP2 - Brownfield Register [P14]

Statutory Duty to publish annually an update to the register of previously developed land that has been deemed as suitable for residential development. To be published by 31 December each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>On track</b>				<b>On track</b>	

### PP3 - Authority Monitoring Report (AMR) [P15]

Statutory duty to publish annually, reporting on matters including local plan policy formulation and implementation, duty to cooperate activity and Neighbourhood Plans. To be published by 31 December each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>On track</b>				<b>On track</b>	<b>A working draft of the AMR is scheduled to go to O&amp;S in December for discussion</b>

### PP4 - Infrastructure Funding Statement (IFS) [P16]

Statutory duty to publish annually, reporting on s106 and where relevant CIL monies secured, received, allocated and spent. To be published by 31 December each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>On track</b>				<b>On track</b>	

### PP5 - Statutory returns to Government [P17]

Collation and submission of data relating to housing delivery and self-build including Housing Flows Reconciliation (HFR), Housing Delivery Test information, Self and Custom Build. To be published at various times through each year. (On track or Not on track)

Q1	Q2	Q3	Q4	Annual Target	Comment
<b>On track</b>				<b>On track</b>	<b>No deadlines in Q1</b>

## **CABINET**

**DATE OF MEETING: 6 October 2022**

**TITLE OF REPORT: ESSENTIAL REPAIRS TO THE CROSS BARN, ODIHAM, RG29 1JX**

**Report of: Commercial Finance Manager**

**Cabinet Portfolio: Commercialisation and Corporate Services**

**Key Decision: No**

**Reasons for Urgency - Essential works of repair required to The Cross Barn**

**Confidentiality: Non Exempt**

### **PURPOSE OF REPORT**

1. To authorise a budget provision of up to £25,000 to be allocated to undertake essential works of repair to The Cross Barn as identified in the Building Survey Report undertaken by Cooper & Withycombe dated May 2021.

### **RECOMMENDATION**

2. That £25,000 is allocated from central reserves to fund essential repair works to The Cross Barn, Odiham.

### **BACKGROUND**

3. The Cross Barn is a Grade II listed building constructed in 1532 and is owned by Hart District Council and operated as a community asset by a board of Trustees under a lease agreement dated 10th April 2015 for a term of 20 years, at a peppercorn rent.
4. Under the terms of the lease, Hart DC is responsible for the repair and maintenance of the exterior and the structure. The interior maintenance and repair of a non- structural nature are the responsibility of the tenant.
5. In May 2021 a building survey was undertaken by Cooper & Withycombe, to document the condition of the building, and recommend necessary maintenance works. The survey identified the following works as being essential to preserve the structural integrity of the building and to preserve the heritage asset for the future use and enjoyment of the community.
  - (a) Renew the lime mortar pointing on some of the structural walls and replace worn brickwork, caused by the degradation of the mortar joints.

(b) Repair/refurbish the external guttering. The current system is not adequate to take the run-off water from the very steep pitched roof. This results in water damage to the brickwork.

6. As a result of the recommendations in the survey, quotations were sought from contractors sufficiently qualified to undertake the repair works on a listed building of this nature.

## MAIN ISSUES

7. Quotes to undertake the significant works of repair were requested from 5 specialist contractors. Only two were prepared to give formal quotes. The most competitive of the quotes provided (excl VAT) is summarised below:

Repointing of existing brickwork	£6,187.50
Internal sealing of brickwork	£4,950.00
Removal of internal water stains	£646.25
Refurbish existing guttering	£6,875.00
Maintenance of timber gable end	£1,072.50
<b>Quotation Total</b>	<b>£19,734.25</b>
<b>Contingency and professional fees</b>	<b>£5,000</b>
<b>Total budget requirement</b>	<b>£24,734.25</b>

8. Other contractors approached had declined to quote giving the reason of the lack of qualified trades persons, the current volatility of the construction market and the continued difficulty in obtaining raw materials.
9. Once these essential works of repair have been undertaken, the main fabric of the building should be protected against further degradation, at least in the medium term which will help ensure the continued use and enjoyment of the building by the Community.
10. Other, less urgent works identified in the survey will be programmed over the next few years and funded from the approved annual maintenance budget.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

11. Do Nothing – This was considered but discounted because Hart DC as Landlord have the obligation to repair and maintain the building structure and external elements. Failing to do this could result in the tenant making a claim under the terms of the lease for derogation of grant. In addition, as the owner of a listed building under the provisions of the Planning (Listed Buildings and Conservation Areas Act) 1990 Hart has a statutory obligation to maintain the building in a satisfactory condition.
12. To carry out all the works of repair identified in the Building Survey Report. - This was discounted as it would result in a substantial and still unquantified capital cost. Instead, this report recommends that a budget is allocated to fund the urgent works with the non-urgent works being programmed and funded through the approved annual maintenance budget.



## **CORPORATE GOVERNANCE CONSIDERATIONS**

### **Relevance to the Corporate Plan and/or The Hart Vision 2040**

13. This project supports Harts Corporate Plan priorities of:
  - An Efficient and Effective Council through effective asset management.
  - Supporting delivery of sufficient community and cultural facilities to meet local needs.
14. This project also aligns with Theme 3 of the Hart Vision Document of Enhancing the Environment through promotion of culture and heritage.

### **Service Plan**

- Is the proposal identified in the Service Plan? NO
- Is the proposal being funded from current budgets? NO
- Have staffing resources already been identified and set aside for this proposal? Yes.

### **Legal and Constitutional Issues**

15. This report raises no legal or constitutional issues.

### **Financial and Resource Implications**

16. Approval of the report recommendation will require £25k of funding to be allocated within the council's capital programme, this will be funded from a forecast underspend on the 22/23 Environmental and Technical Service budgets.

### **Risk Management**

17. No risks arising from the implementation of the proposed recommendations have been identified.

### **EQUALITIES**

18. No equality implications have been identified with the implementation of the recommendations proposed in this report.

### **CLIMATE CHANGE IMPLICATIONS**

19. Approval of proposed recommendations will not have any identifiable impact on the Council achieving its climate emergency targets.
20. Recycled materials for the repairs, including the re-use and refurbishment of the guttering system will be used where possible.

### **ACTION**

21. Subject to approval of this reports recommendations and gaining the necessary statutory consents, an order will be raised for the essential maintenance works to be undertaken to ensure that Cross Barn is maintained in a satisfactory condition.

**Contact Details: Lisa Mortimer MRICS/e-mail: [lisa.mortimer@hart.gov.uk](mailto:lisa.mortimer@hart.gov.uk)**

**Appendices: None**

**Background Papers:** None

**Committee Name: CABINET**

**DATE OF MEETING:** THURSDAY, 6 OCTOBER 2022

**TITLE OF REPORT:** UPDATE TO COUNCIL'S APPROACH IN DEALING WITH SHARED OWNERSHIP STAIRCASING WITHIN DESIGNATED PROTECTED AREAS AND WAIVER REQUESTS

**Report of: Executive Director - Communities**

**Cabinet Portfolio:** COMMUNITIES

**Key Decision:** N

**Reasons for Urgency**

Revised guidance produced by Homes England and updated advice from legal services requires Hart's processes to be updated.

**Confidentiality: Open**

Non-Exempt

## **PURPOSE OF REPORT**

1. Designated Protected Areas for shared ownership were created through a Statutory Order and came into effect on 7<sup>th</sup> September 2009. The Order restricts owners of shared ownership homes to purchase up to 80% of the home only, in order to protect the availability of affordable home ownership in specified areas which are generally, but not always, rural locations.
2. Homes England have recently revised their guidance on granting waivers for Designated Protected Areas (i.e. where permission to staircase is increased above 80%) and this paper seeks to bring the Hart Policy in line with this guidance.

## **RECOMMENDATION**

3. That Cabinet agrees to extend the existing delegated authority to the Portfolio Holder, to consider and decide the outcome of any application seeking a waiver for shared ownership properties in a designated protected area, however the shared ownership homes are funded, in consultation with the local Ward Members.

## **BACKGROUND**

4. The Right To Enfranchise Designated Protected Area (England) Order 2009 restricts the right to purchase shared ownership properties in "Protected Areas". This is to ensure that shared ownership properties can be retained in smaller, rural locations where it would be difficult to replace them, if any stock was lost through sales.
5. Householders of shared ownership homes within Designated Protected Areas can only purchase up to a maximum of 80% of the property, ensuring that it remains as affordable housing, in perpetuity.

6. The Order lists all areas in England that are designated as “protected areas”. Hart has several areas listed as well as parts of Hartley Wintney and Hook which have specific maps showing the restricted areas.
7. Designated Protected Area restrictions are not always appropriate to an area and to manage this, Homes England agreed a form of waiver which could be used. A waiver to the restriction can be granted if it is evidenced that the homes could be replaced – for example if there are a number of developments planned for the area or more development than expected in the recent past.
8. Based on the original guidance from Homes England, waivers for staircasing were required for grant funded shared ownership homes only. To gain such a waiver, an application had to be made to the Local Authority, who if supportive, would then pass the application to Homes England for adoption.
9. In July 2013 following requests for waivers coming forward and being taken to committee on an individual basis, Cabinet agreed to grant “delegated authority to apply for waivers to the Designated Protected Areas Order 2009 to the Cabinet Member for Housing and Health after consultation with relevant ward members”, noting that If granted, a waiver would only apply to that specific site and to the shared ownership homes, not the rented units.

## **MAIN ISSUES**

10. Homes England have now updated its Designated Protected Area Explanatory Note and following Legal Advice it is now clear the intention is for all Shared Ownership homes, whether provided through grant funding or otherwise, if within a designated protected area (for the purposes of this legislation) to request a waiver where there is a desire to staircase ownership beyond 80%.
11. In essence, the processes the Council operates will continue as currently under the new Homes England guidance, subject to a minor amendment. Waiver requests for grant funded shared ownership homes within the designated protected area, would require Council support and then be submitted to Homes England for approval, as before.
12. For shared ownership homes within the designated protected area which were not grant funded, an application for waiver would be required, and the Council would undertake the same process to consider its suitability before approval at a Council level (with no need for Homes England approval).
13. Currently Hart includes reference to the Designated Protected Area restrictions in its S106 agreements, where appropriate, with the acknowledgement that the restrictions will cease to apply, if a waiver is granted. It is proposed that this approach continues.
14. If agreed by Cabinet, the council will then update its processes to support the Portfolio Holder for Communities, under delegated powers, to assess and approve waiver requests in consultation with relevant ward councillors, ensuring waivers can be processed in a fair, timely and efficient manner. The revised process would allow for waiver requests for non-grant funded sites to

be approved by the Council and for waiver requests for grant funded sites to be agreed by the Cabinet Holder for Communities and then to be sent to Homes England for final approval.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

15. The current arrangement of delegated authority has worked well to date and enabled informed decisions to be made swiftly and therefore enabled waivers to be processed quickly. Homes England guidance and Legal advice denotes alternatives would not meet the legislative requirements.

## **CORPORATE GOVERNANCE CONSIDERATIONS**

16. The recommendation in this paper relates to the “Healthy Communities and People” strategic priority in Hart’s Corporate Plan 2017-2022 under “Ensure access to housing”. This aim includes supporting the supply of affordable housing, delivering against the aims of the Homelessness Strategy, and working with partners to support residents to access affordable housing.

17. It also relates to The Hart Vision 2040 aim to “Become the place to live” by contributing to the affordability of homes and affordable housing and helping communities flourish.

### **Service Plan**

- Is the proposal identified in the Service Plan? NO
- Is the proposal being funded from current budgets? Yes
- Have staffing resources already been identified and set aside for this proposal? Yes

### **Legal and Constitutional Issues**

18. This Paper is seeking renewed agreement that the Portfolio Holder for Communities has delegated authority to apply for waivers to the Designated Protected Area restrictions for shared ownership however funded.

### **Financial and Resource Implications**

19. NONE

### **Risk Management**

20. There is a risk that if Cabinet does not agree the delegated authority arrangements Registered Providers may miss out on purchasing affordable housing on a site because they are unable to delay making an offer or entering into a contract if the timescale for a waiver is protracted.

## **EQUALITIES**

21. NONE

## **CLIMATE CHANGE IMPLICATIONS**

22. NONE

## **ACTION**

23. Cabinet agrees to delegate authority to the Portfolio Holder for Communities to agree to apply waivers to the Designated Protected Area restrictions, whether the shared ownership is delivered by grant funding or other means, after consultation with the Ward members.

24. To enable this, the council will update its processes to support the Portfolio Holder to assess the waiver application in consultation with the Ward members, to ensure they are processed in a fair, timely and effective manner.

**Contact Details: Nicola Harpham, [nicola.harpham@hart.gov.uk](mailto:nicola.harpham@hart.gov.uk)**

### **Appendices**

NONE

### **Background Papers**

NONE

## **CABINET**

**DATE OF MEETING: 6 OCTOBER 2022**

**TITLE OF REPORT: DRAFT CORPORATE PLAN CONSULTATION**

**Report of:** Joint Chief Executive

**Cabinet Portfolio:** Corporate

**Key Decision:** No

**Confidentiality: Non Exempt**

### **PURPOSE OF REPORT**

1. To gain approval for the commencement of public consultation on the draft Corporate Plan.

### **RECOMMENDATION**

2. That Cabinet approves the draft Corporate Plan for consultation purposes as set out in Appendix A and;
3. That Cabinet approves the timetable and approach for public consultation set out in Appendix B

### **BACKGROUND**

4. The current Corporate Plan (2017-2022) is based upon a series of priorities, set out below;
  - a. A Thriving Local Economy
  - b. A Clean, Green and Safe Environment
  - c. Healthy Communities and People
  - d. An Efficient and Effective Council
5. As part of the plan, a programme of projects was developed, designed to meet one or more of the priorities above. These priorities have been embedded into the work of the Council, through the Service Planning process, which has been considered each year by Overview and Scrutiny and approved by Cabinet. Performance against these priorities have been scrutinised by the Overview and Scrutiny Committee through Service Panels.
6. Key areas of progress during this period included;
  - Successful delivery of the Local Plan
  - Declaration of a Climate Emergency, and the setting of challenging carbon reduction targets for the District
  - Successful delivery of our Prevent Homelessness Strategy
  - Successful launch of a Commercialisation strategy
  - Sound financial management of the Council through the challenges of the COVID-19 pandemic

## **THE DRAFT CORPORATE PLAN 2023-2026**

7. Since the current Corporate Plan was agreed, there have been a number of changes; politically, socially and economically which together, with increasing demand for Council services, have proved challenging and will requires reflection on, and a change in priorities.
8. Cabinet, through a Cabinet Working Group, has provided a clear direction in the form of a set of four strategic objectives, which have been the guiding principles in the new draft Corporate Plan (Appendix A). In summary, the strategic objectives relate to the following;
  - a. Planet – a new zero carbon and climate resilient Council by 2035, and a climate resilient district by 2040
  - b. People – fair treatment for all, help for those in need, and a sustainable economy that makes Hart a great place to live, work and enjoy.
  - c. Place – delivering warmer, better homes in sustainable locations that people can afford to live in.
9. The consultation exercise will last 6 weeks and then a period of analysis of the results will be required, to prepare a final draft Plan for Cabinet to consider on the 2<sup>nd</sup> February 2023. The consultation will focus on the following;
  - a. Are the priorities correct within the draft Corporate Plan? If not, what should be included and what should be removed?
  - b. Are the four year goals appropriate? What further actions should we take to deliver on the priorities in the Corporate Plan and contributing to the Hart Vision 2040.
10. External consultation will consist of an on-line survey (back up postal survey for those that request it). Internal consultation will focus on developing the delivery programme. Further details regarding the consultation exercise are available in the Consultation Plan set out in Appendix B.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

11. The Council could decide to not reconsider their corporate priorities, however as circumstances change, it is entirely appropriate for the Councils to consider where to channel its efforts on behalf of their residents. Failure to do so would be considered poor governance and increase risks to the Council.
12. The Council could decide not to consult our communities, stakeholders and partners on the priorities that the Council wishes to focus on. This is not an inclusive approach and therefore an approach the Council rejects.

## **CORPORATE GOVERNANCE CONSIDERATIONS**

### **Relevance to the Corporate Plan and/or The Hart Vision 2040**

#### **Service Plan**

- Is the proposal identified in the Service Plan? No



- Is the proposal being funded from current budgets? The approval of the Corporate Plan will be considered alongside the budget for 2023/2024 to ensure any costs are captured at the point of approval
- Have staffing resources already been identified and set aside for this proposal? No, as above, the Corporate Plan will be considered alongside the budget for 2023/2024 to ensure any costs are captured at the point of approval

### **Legal and Constitutional Issues**

13. In accordance with the Councils Constitution, Cabinet has the authority to approve the recommendations of this report.

### **Financial and Resource Implications**

14. The draft Corporate Plan has significant influence on Council priorities and spend. This includes continuing to focus on the financial sustainability of the Council, driving increasing efficiency and value for money, which enables the significant spend commitments on tackling climate change and other areas.
15. In line with the Councils standard approach to budgeting for Corporate Priorities and Service Plan delivery, the costs associated with the draft Corporate Plan will be considered through the budget setting process for 2023/2024.

### **Risk Management**

16. The ability to delivery against the ambitions of the draft Corporate Plan will be considered as part of the Councils agreed risk management approach and reported on a quarterly basis. The draft Corporate Plan and the commitments within it, has not been identified as a significant risk.

### **EQUALITIES**

17. The draft Corporate Plan makes significant commitments to ensure fair treatment for all, and tackle social and health inequalities.

### **CLIMATE CHANGE IMPLICATIONS**

18. The draft Corporate Plan makes significant commitments to tackling climate change and improving the environment, detailing a wide range of activities that will be taking place throughout the life of the plan.

### **ACTION**

19. Subject to approval of the recommendations of this report, consultation on the draft Corporate Plan will begin, and a report will be brought back to Cabinet in February for consideration.

**Contact Details:** Patricia Hughes [patricia.hughes@hart.gov.uk](mailto:patricia.hughes@hart.gov.uk)

**Appendix 1** – draft Corporate Plan

**Appendix 2** – Consultation Plan

# Draft Corporate Plan 2023/2027

October 2022

# Welcome to our four-year plan.

## Our four year plan is to provide you with a strong sense of our priorities and focus.

Our district is a diverse, attractive and a good place to live and work. We have deep-seated Hampshire traditions, but we also share boundaries with both Surrey and Berkshire which means that we have local economic and housing links with the Blackwater Valley as well as a strong association with the north Hampshire M3/A303 corridor.

We are identified by the Government as being one of the least deprived districts within the country, but we are a district of extremes of wealth and 'hidden' inequality. We also have an aging community which in the last 10 years has seen a 30% increase in people aged 65 and over.

We are suffering the impacts of climate change. In response we have declared a climate emergency and pledged to make Hart district carbon neutral by 2040, whilst bringing forward an ambitious target to make all areas directly under the control of the Council carbon neutral by 2035.

Communities, residents, businesses, and partners must achieve this too. If not, the impact of climate break down will be felt most by the vulnerable in our district.

Residents often talk to us about the poor state of our transport networks, the importance of truly affordable sustainable housing and the fragility of our infrastructure.

We have seen ten years of budget cuts. Given that the national financial situation for local government is unlikely to change, our top priority is working with you, and our partners, to deliver services right first time. By using our council resources wisely, we will support employment opportunities. We will also ensure the delivery of sustainable homes that people can afford to live in, and which provide a foundation both for good health as well as addressing the climate emergency.

Building our resilience as a community over the next 4 years is vital if we want to weather the storm of potentially deepening inequality, climate breakdown and the cost-of-living crisis.

Doing what we can locally with what we have is essential. As your council leaders, we set out here what you can expect of us and how you can help us deliver the best quality services.

## Our focus for the next four years in partnership with you is:



**Planet** – a new zero carbon and climate resilient Council by 2035, and a climate resilient district by 2040



**People** – fair treatment for all, help for those in need, and a sustainable economy that makes Hart a great place to live, work and enjoy



**Place** - delivering warmer, better homes in sustainable locations that people can afford to live in.

This will be underpinned by providing a **resilient and financially sound Council**.

Our high-level plan sets out our goals and ambitions for the coming four years. It will be developed into detailed work programmes, which will help us be transparent in achieving these goals.

# Planet - Sustainability and Climate Emergency: A net zero carbon and climate resilient council by 2035

We will lead our community to net zero carbon. Tackling climate change is central to all our activities. We will produce and implement a targeted and costed Sustainability and Climate Action Plan with the ambition of becoming a net zero carbon and climate-resilient council by 2035 and District by 2040

## We will:

- Use our influence to lead our district to net carbon zero by 2040.
- Ensure the Council plays its part by reducing our greenhouse gas emissions to net zero by 2035.
- Increasing the energy efficiency of Council managed assets.
- Supporting climate mitigation schemes such as flood alleviation, and the delivery of low or zero carbon electricity generation.
- Putting sustainability at the heart of our local planning processes and requiring the delivery of energy efficient, climate resilient and adaptable housing.
- Improving the energy efficiency of homes including supporting low-carbon heating and insulation technologies for those residents who are on low incomes.
- Encourage more cycling and walking in the district by extending the Green Grid network and working with Hampshire County Council and others to improve infrastructure and reduce barriers to walking and cycling.
- Increasing the electric vehicle charging infrastructure.
- Increase biodiversity, wildflower and pollinator opportunities through cutting pesticide use on council managed land and ambitious programme of carbon capture, through planting and rewilding.
- Improving our public open spaces.

## Four year goals:

- On a clear path to being a net zero carbon through adopting a costed Net Zero Carbon Pathway Plan
- Electric charging points within our car parks
- Extending the Green Grid through adopting and implemented, in partnership with Hampshire County Council, a Local Cycling and Walking Infrastructure Plan
- Working in consultation with our lead partners to prepare, update and refresh management plans for the nature reserves, heathlands and commons that we manage
- Prepare and implement a long term vision for the Council's countryside sites and SANGs



# People – fair treatment for all, help for those in need, and a sustainable economy that makes Hart a great place to live and work

We need to continue our people-centred approach which directs wealth back into local economy and places control and benefits in the hands of people. We will work with our key local partners such as Hampshire County Council, the voluntary sector, local businesses, partnerships such as the Community Safety Partnership, police, NHS, and education providers to provide more local sustainability.

## **We will:**

- Make our tax fairer by supporting those on the lowest incomes.
- Pursue the four key priorities identified in the Homelessness and Rough Sleeping Strategy (Prevention – having measures in place to prevent homelessness from happening. Intervention – having targeted support in place for those in crisis. Recovery – having support in place to help to rebuild lives. Partnerships – working together to find effective solutions)
- Increase local employment opportunities by directly promoting and committing ourselves and partners to pay the real living wage.
- Use our power as a public sector body to buy and procure locally, where possible, ensuring best value
- Supporting those in most need to get through the current cost of living crisis.
- Gain a better understanding and tackle social and health inequalities.
- Nurture safe, supportive, and inclusive communities.- taking a joined up approach to keep communities safe
- Support local skills and employment.
- Continue our work to prevent homelessness.

## Four year goals:

- Keeping council tax support for those on lowest incomes
- Ensure the full and on-going implementation of the Council's Homelessness Strategy Action Plan
- Support a vibrant local voluntary sector, which includes continued support funding for Hart Voluntary Action and Citizens Advice, as well as empowering local community support groups through the Hart Lottery platform
- Ensure the delivery of the Supporting Communities Plan and the Here for Hart Initiative
- Support the Hart Food Bank and the Hart Community Pantry initiatives
- Maintaining the Hart Employment and Skills hub
- Support Farnborough College of Technology to provide a further and higher education facility within Hart
- Pursuing the Civic Quarter Regeneration initiative and support the delivery of a refurbished or replacement Harlington





## Place - delivering warmer, better homes in sustainable locations that people can afford to live in.

The home in which we live has a huge influence on the quality of all our lives and health. Access to safe, secure, and affordable housing really is fundamental to supporting wellbeing and creating sustainable communities where people can live and work.

### We will:

- Use our Local Plan to support the provision of a diverse range of energy and resource efficient, climate resilient homes.
- Deliver more affordable homes within the district, including in our villages, and provide homes which support independent living.
- Deliver the number of new homes required in the district through innovation, modular housing, and developing sustainable infill and other sites within the settlement boundaries as defined in the Local Plan.
- Reduce any reliance on temporary and emergency accommodation.
- Support communities in creating and maintaining up to date Neighbourhood Plans.
- Support Neighbourhood Plan led regeneration initiatives for our town and village centres.

## Four year goals:

- Provide more social rented homes, and more affordable market rented homes for local people and our key workers
- Support the delivery of community led rural exception sites
- Keep our Local Plan under review to ensure that it is up to date
- Undertake a Settlement Capacity and Intensification Study to enable the prioritisation of future opportunities for development within our town and villages rather than on green fields
- Support the adaptation or provision of accessible homes for those with physical and additional support needs



# Building a Resilient Council - Your services: getting it right first time and delivering what matters to you

We know how important our services are to you and getting them right matters.

## **We will:**

- Providing the best customer service by focusing on resolving questions and problems first time.
- Solving your issues and questions by being knowledgeable and available through an enhanced and accessible website, by phone, in person, and online.
- Continuing to reduce waste, working with our partners and contractors to maintain efficient recycling and refuse services
- Getting our communication and engagement right through regular information sharing and consultation.
- Improving links and partnerships with town and parish councils, neighbouring local authorities, and Hampshire County Council.
- Ensuring an effective and transparent planning service, holding developers and our delivery partners accountable for providing infrastructure and affordable housing.
- Working with partners, including the Community Safety Partnership, Hampshire Constabulary, the voluntary sector, and local businesses, to keep Hart a safe place to live, work and enjoy

## Four year goals:

- Improved quality of customer contact, outcomes, and satisfaction
- A supported community where we listen and respond
- Reduction in waste, increased reuse, and recycling
- Working with neighbouring councils to share services and reduce costs
- Ensuring effective use of our assets and to make the council more financially self-sustainable



## Hart District Council Corporate Plan 2023-27 Consultation Plan

The Corporate Plan aims to set out the Council's priorities for the district and will include a plan of how we will meet these priorities. Those priorities should be firmly based upon a two-way dialogue between the Council and its partners and residents.

Development of the Corporate Plan will follow the process set out below:

TASK	TIMEFRAME
Report to Cabinet – agreement to Engagement Exercise	October 2022
6-week Consultation Exercise	1 November – 15 December 2022
Consultation Exercise Analysis	January 2023
Analysis of Equality Impact Assessment	January 2023
Updating of draft Corporate Plan as appropriate	January 2023
Cabinet	2 February 2023
Full Council	23 February 2023

### Aims of the engagement exercise:

- To validate the Plan with internal audiences.
- To give a wide audience of partners, residents and interested parties the opportunity to give their views on what the priorities for the Council should be.

### External consultation: Who we will engage with:

Resident Target Groups	Statutory Partners	Business	Voluntary Sector Partners
<ul style="list-style-type: none"> <li>• Parish Councils</li> </ul>	<ul style="list-style-type: none"> <li>• DWP</li> <li>• HCC</li> <li>• Hampshire Police</li> <li>• NHS/ICS</li> <li>• Neighbouring Local Authorities</li> <li>• Schools/colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Organisations representing business interests</li> </ul>	<ul style="list-style-type: none"> <li>• CAB</li> <li>• HVA</li> </ul>

### How we will engage:

1. Twelve week internal and external consultation on:
  - Priorities
  - Goals

External consultation will consist of an on-line survey which will be available for all residents (back up postal survey for those who request it, hard copies will be available at libraries)

2. Internal consultation on the draft Corporate Plan and how it can be built into Service Plans.

**Following the Consultation Period:**

Following the consultation period, all feedback will be analysed and used to develop a final Plan. Alongside this, the Service Plans will be developed as the framework for delivery of the Plan.

Cabinet and Full Council approval of the Corporate Plan 2023-2027 will be sought in February 2023.

**CABINET**

**KEY DECISIONS/ WORK PROGRAMME, AND EXECUTIVE DECISIONS MADE**

**October 2022**

Cabinet is required to publish its Key Decisions and forward work programme to inform the public of issues on which it intends to make policy or decisions. The Overview and Scrutiny Committee also notes the Programme, which is subject to regular revision.

<b>Report Title</b>	<b>Outline/Reason for Report/Comments</b>	<b>Due Date</b>	<b>Key Decision Y? Note 1</b>	<b>Cabinet Member (Note 2)</b>	<b>Service (Note 3)</b>	<b>* This item may contain Exempt Information</b>
Endorsement of Hart's Carbon Pathway reports	Going to O&S on 27.09.22. To seek Cabinet endorsement of the 2035 Net Zero Operational Road Map and Net Zero Carbon Action Plan. (And to note the Minutes of the latest Climate Change Working Group meeting)	Oct 22		DN		
Corporate Plan	To agree that the draft Corporate Plan should go to stakeholder consultation.	Oct 22		DN		
Quarterly Performance Plans	To seek Cabinet approval for reports on performance data	Oct 22 Jan 23 Apr 23		DN	ALL	

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Essential repairs to the Cross Barn, Odiham	To authorise a budget provision of up to £25,000 to be allocated to undertake essential works of repair to The Cross Barn as identified in the Building Survey Report undertaken by Cooper & Withycombe dated May 2021.	Oct 22				
Update to Council's Approach in Dealing with Designated Protected Areas and Waiver Requests	To update processes to support the role of the Cabinet Holder for Communities under delegated powers to assess and approve waiver requests in consultation with relevant ward councillors, to ensure that waivers can be processed in a timely and efficient manner. The revised process would allow for waiver requests for non-grant funded sites to be approved by the Council and for waiver requests for grant funded sites to be agreed by the Cabinet Holder for Communities and then to be sent to Homes England for final approval.	Oct 22		SB	CSD	
Report of Scrutiny Panel on the operation of Butterwood Homes	Adopt proposed alterations recommended to amend the Terms of Reference for the Scrutiny Committee.	Oct 22		RQ		
Risk Register Review	To review the Risk Register and agree recommended amendments	Nov 22		RQ	CS	



Odiham and North Warnborough Conservation Area Appraisal	To endorse the CA appraisal for planning/development management purposes	Nov 22		GC	P	
Potential for a Shared Chief Executive with Rushmoor Borough Council	Consideration of a business case for a Shared Chief Executive between Hart District Council and Rushmoor Borough Council	Nov 22		DN	JCX	

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Shapley Heath Audit review	To receive the recommendations from the S151 Officer with regard to the proposed action plan and to receive facilitated feedback on lessons learnt on Project Management	Nov 22		DN	JCX	
Medium Term Financial Strategy and Emerging 2023/24 Budget	To give early consideration of the emerging budget for 2023/24 and the MTFS	Dec 22		JR	F	
Civic Regen Project (Minutes only)	To receive the minutes of the Civic Regen Working Group and agree any actions	Dec 22		DN	JCX	
Odiham Common Management Plan	To receive recommendations on best practices for stakeholder engagement in the monitoring of the Plan.	Dec 22		DN		
The Swan Inn, North Warnborough	To seek Cabinet approval for cost projection and next steps.	Dec 22		DN	JCX	
Litter Enforcement Review	Cabinet to review the existing contract for litter enforcement in Hart.	Dec 22		AO	CSD	
Lease of Hatton's Pond to Hartley Wintney Parish Council	Cabinet to approve to lease Hatton's Pond to Hartley Wintney Parish Council with a £50,000 S106 contribution towards its restoration.	Dec 22	Y	DN	TS	

Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Review of Finance Regs and Contract Standing Orders	To review any recommended updates to Contract Standing Orders and to recommend to Council that they be adopted.	Jan 23		JR	F	
Treasury Management Strategy – Mid Year Review	Post consideration by Overview & Scrutiny Committee, to consider a Half Year review report on Treasury Management Strategy 2021/22	Jan 23		JR	F	
Q2 Revenue and Capital Outturn to September 2022	Post consideration by Overview & Scrutiny Committee, to consider a report on Quarter Two Budget Monitoring	Jan 23		JR	F	
Draft Budget Book	Post consideration by Overview & Scrutiny Committee, to agree the Draft Budget Book for 2023/24	Feb 23		JR	F	
Fees and Charges for 2023/24	Post consideration by Overview & Scrutiny Committee, to agree the Council's Fees and Charges for 2023/24	Feb 23		JR	F	

Draft Treasury Management Strategy Statement	Post consideration by Overview & Scrutiny Committee, to agree to recommend to Council the draft Treasury Management Strategy Statement for 2022/2023 which incorporates the Annual Investment Strategy and Prudential and Treasury indicators.	Feb 23		JR	F	
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Report Title	Outline/Reason for Report/Comments	Due Date	Key Decision Y? Note 1	Cabinet Member (Note 2)	Service (Note 3)	* This item may contain Exempt Information
Forecast 2022/23 Capital and Revenue Outturn, including Q3 Capital & Revenue	Post consideration by Overview & Scrutiny Committee, to consider a report on Budget Monitoring which also includes debt write offs	Mar 23		JR	F	
Bad Debt Write Offs	Post consideration by Overview & Scrutiny Committee, to consider the Bad Debt Write Offs report.	Mar 23		JR	F	
Draft Service Plans 2023/24	To consider the draft service plans for 2023/24	Apr 23		DN	ALL	
Outside Bodies	To approve representation from the Council on identified outside bodies	Jun 23		DN	ALL	

**Note 1**

A “key decision” means an executive decision which, is likely to -

- a) result in Council incurring expenditure or the making of savings which amount to £30,000 or 25% (whichever is the larger) of the budget for the service or function to which the decision relates; or
- b) be significant in terms of its effects on communities living or working in an area comprising two or more wards within the area of the district of Hart.

**Note 2****Cabinet Members**

DN	Leader	TCI	Digital	RQ	Commercialisation (Cn) and Corporate Services	SB	Community (Cy)
TCo	Regulatory	AO	Environment	JR	Finance	GC	Place

**Note 3****Service**

JCX	Joint Chief Executive	CD	Corporate Directorate
CS	Community Safety	PP	Planning Policy
F	Finance	CSD	Community Services Directorate
PD	Place Directorate	MO	Monitoring Officer

**Note 4**

\* **This item may contain Exempt Information** - Regulation 5 of the Local Authority (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

**EXECUTIVE DECISIONS**

21.09.22	Cllr Neighbour	Release of S106 funding for the Play Area at Riseley Park	No Call-in
21.09.22	Cllr Neighbour	Release of S106 funding for the Trim Trail at Oakley Park	No Call-in