

Draft Climate Emergency Action Plan

SHORT TERM = over financial years 2021/22 and 2022/23

MEDIUM TERM – from 2023/24 to 2026/27 – subject to agreement of the detail and a funding plan

LONG TERM – 2027-2030 - subject to agreement of the detail and a funding plan

Overarching Enabling Actions – through 2022/23				
Action		When?	Action Owner	Resource Requirements
Climate Emergency Advisory Group	Identify key officers to champion the development of the action plan, programme and key projects.	COMPLETED Start Oct 2020	Clem Smith/LSC	Staff time - Key officers from across council services nominated to advisory group
Climate Emergency Action Plan	Apply core principles to develop, finalise and adopt plan.	Cabinet - 24 Nov 2021	Sustainability Team/ Climate Emergency Advisory Group	Staff time
	Identify key officers to take forward key actions.	October 2021	CMT	Staff time
	Establish mechanism for embedding carbon reduction in council-wide decision making processes (eg Climate Change Impact Assessment, assessment wheel,...).	Through 2021	Sustainability Team/ Climate Emergency Advisory Group	Staff time
Climate Emergency Board	Establish board chaired by CEO to agree actions and ensure the plan's priority pathway through political processes and authority service delivery.	December 2021	CEO	Staff time
Monitoring Framework	Establish a means of monitoring and reporting progress against the action plan.	December 2021	Climate Emergency Board	Staff time
	Embed in corporate decision making.			

	Update report on progress toward decarbonisation to be taken to OSC and Cabinet every six months.			
Funding Plan	Develop a realistic and viable funding route to deliver the climate emergency action plan - embedding delivery and costs within existing services, projects and budgets where possible, ensuring key services facing the most demand and which serve our residents are not adversely affected.	Develop plan in 2022/23 for 2023/24 budget	Action Owner/Finance/Climate Emergency Board	Staff time
Staff Climate Literacy	Develop & implement staff engagement & training programme focussing on skills enabling staff to incorporate carbon reduction actions into their work and service delivery. Offer training to members.	Start rollout for 2022/23 and then ongoing	Sustainability/HR	MEDIUM <ul style="list-style-type: none"> • Additional staff resource (either inhouse or external): to develop & deliver training as essential skill to relevant staff • Initial investment of £5K from training budget
Communications & Influencing	Develop a Carbon Emergency communications and engagement plan. To engage and influence internally with staff and members and externally with residents, businesses and other stakeholders.	November 2021	Sustainability/ Communications	LOW <ul style="list-style-type: none"> • Staff time • Some resources for community and stakeholder engagement
Climate Emergency Risk Assessment	Assess current and future risks to the organisation and across the borough from climate change.	December 2021	Corporate Risk	

1. Energy - Demand Reduction & Low carbon heat and cooling

Principles:

1.1 Reduce energy demand

1.2 Transition to low carbon heat and cooling

1.3 Stop investing in technologies now that leave a carbon legacy

1.4 Promote & support innovation in delivery of low and zero carbon energy

Estate wide energy demand reduction

Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Commence development of an estate wide carbon reduction plan	Start carrying out energy audits across all council owned buildings, starting with those identified to have highest energy consumption (K2 & the Hawth).	Nigel Sheehan	SHORT	HIGH K2 & the Hawth = 2,289 tCO ₂ e = 7% of total emissions Other buildings = 1,767 tCO ₂ = 5%	Energy audits will identify the scale of carbon reduction that is achievable – procurement route for audits to be determined	MEDIUM <ul style="list-style-type: none"> Staff time (within existing capacity) and cost £5K - £20K per audit depending on complexity Available Budget: £19K from Sustainability Budget (2012/22) will cover 1 to 3 audits Additional Budget Requirement: For additional audits
Link Carbon reduction plan to maintenance plan	Link the proposed carbon reduction interventions into ongoing maintenance and repair plans.	Nigel Sheehan	SHORT and ongoing	HIGH	HIGH	LOW <ul style="list-style-type: none"> Existing budgets or invest to save Staff time

Reduce energy use through transformed working practices	Reduced energy use through roll-out of modern laptops and new MFDs. Move servers to the cloud to vastly reduce carbon footprint in terms of hardware.		COMPLETE SHORT From 2021	No of MFDs more than halved MEDIUM	HIGH	MEDIUM
2023/24 onwards						
Begin implementing estate wide carbon reduction plan	Identify potential carbon reduction and energy efficiency interventions based on energy audits and develop and implement an estate-wide retrofit plan to meet a minimum of 45% CO ₂ reduction by 2030.	Nigel Sheehan	MEDIUM to LONG	HIGH K2 & the Hawth = 2,289 tCO ₂ e = 7% of total emissions Other buildings = 1,767 tCO ₂ = 5%	COMPLEX – Energy audits will identify the scale of carbon reduction that is achievable – it may not be possible to reach zero carbon or cost is prohibitive – and regeneration may be more appropriate	HIGH <ul style="list-style-type: none"> • May need additional staff to manage project • Resource requirements will be identified from audits • Assess additional resource requirement to decide when commitment can be made

Low carbon heat and cooling						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Plan switch from gas	As part of the energy audits, review the heating/hot water systems in council owned buildings, and develop a plan	Nigel Sheehan	SHORT	HIGH	COMPLEX – Energy audits will identify the appropriate technology – building	Part of the above building audits

	to retrofit with low carbon alternatives (heat pumps, hybrid heat pumps, DHN) by 2030. Link retrofit plans into existing planned maintenance and repair plans.		Ongoing	HIGH	must first undergo energy efficiency retrofit to reduce energy demand	Resources to be agreed
2023/24 onwards						
Implement switch from gas	No new gas boilers to be installed by 2025 at the latest. Implement retrofit plan to low carbon heat. Switch Town Centre DHN from gas to low-carbon source as part of phase 2 expansion.	Nigel Sheehan	MEDIUM MEDIUM /LONG MEDIUM	Enabling action MEDIUM MEDIUM	COMPLEX MEDIUM	HIGH – assess additional resource requirement HIGH – assess additional resource requirement
District Heat Networks	Explore other potential heat networks across Crawley and conduct technical feasibility, potentially linked to new developments.	Nigel Sheehan	MEDIUM	HIGH	COMPLEX	MEDIUM <ul style="list-style-type: none"> Staff time May be able to attract funding from other partners Resources to be agreed

Zero carbon construction						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Zero carbon new build	All new builds should be constructed to zero carbon standards to eliminate the need for costly retrofit within the timescale of this plan.	Nigel Sheehan	SHORT TERM By 2025 at latest	HIGH	HIGH	MEDIUM Assess additional resource requirement for builds planned in 2022/23 to decide when commitment can be made

Crawley Homes						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Energy Efficiency Programme	<p>Ongoing programme of retrofit insulation (cavity wall insulation, external wall insulation (timber framed properties) and top-up loft insulation) across property portfolio.</p> <p>Ongoing programme of LED lighting installation in communal areas of flats and sheltered blocks.</p> <p>Installation of A-rated replacement boilers.</p>	Head of Crawley Homes	Ongoing	MEDIUM	HIGH	Already in budget

Low carbon heating trial	Air source heat pump at 151 London Road.		COMPLETE	LOW		
Net Zero Collective	Crawley Homes joined the 'New Zero Collective' to develop a blueprint for deep retrofit of the full portfolio of properties with zero carbon heating/cooling taking fabric first approach, starting with 10 property types.	Head of Crawley Homes	SHORT Ongoing through 2022/23	HIGH	HIGH	10 properties at a cost of £20K per property in 2021/2022 and 2022/23 – Funds already earmarked within Crawley Homes budgets.
Determine energy/carbon efficiency policy for New Builds	Review underway of all new build energy/carbon efficiency specifications to determine pathway to zero carbon new build.	Head of Crawley Homes	2021/22	HIGH	HIGH	MEDIUM Assess additional resource requirement for builds planned
2023/24 onwards						
Net Zero Collective	Learning from first 10 property types to inform retrofit action plan and commence delivery for some of portfolio. Retrofit or regenerate remaining portfolio.	Head of Crawley Homes	MEDIUM LONG	HIGH HIGH	COMPLEX COMPLEX	HIGH Resources to be agreed HIGH Resources to be agreed

Wider Influencing						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Local Plan 2021-2037 Energy Efficiency Standards	Policies SDC1 & SDC2 of the 2021 submission draft Local Plan incorporate tighter standards for energy efficiency and use of low/zero carbon energy sources for new-build developments.	Clem Smith	2022	For new homes Code for Sustainable Homes Level 4 Standard involves a 19% reduction in CO2 emissions compared with current Building Regulations standards. It is anticipated that in practice this will typically involve solar PV (or a low/zero carbon heat source) as standard. This may be overtaken by improved national standards depending on timeline for introduction of the government's 'Future Homes Standard'.	HIGH	Staff Time

2. Renewable Energy & Storage

Principles:

2.1 Invest in renewables on own estate to help with increased reliance on electricity for heating and transport

2.2 Support renewables with battery and thermal storage

2.3 Investment in off-site renewables - consider contributing to a greener national grid or community energy networks

Own Estate						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Investigate Solar PV on own estate	As part of energy audit, explore opportunities for installation of solar PV across own estate.	Nigel Sheehan	SHORT	HIGH Can also lead to reduced energy bills	HIGH	As part of energy audits
Investigate battery storage	Combine PV with battery storage to improve efficiency of PV and reduce reliance on the grid.	Nigel Sheehan	SHORT	MEDIUM Can also lead to reduced energy bills	HIGH	As part of energy audits
2023/24 onwards						
Install Solar PV & battery storage on own estate	As identified by energy audits, plan installation of solar PV & battery storage.	Nigel Sheehan	MEDIUM	HIGH Can also lead to reduced energy bills	HIGH	As part of energy audits Resources to be agreed

Crawley Homes						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Battery Storage in communal blocks	Fit battery storage to run all communal power in blocks with Solar PV.	Head of Crawley Homes	From 2021/22	Trial at Connemara House in Bewbush has shown that blocks can become 98% off grid power, with additional savings of 620kw, and a potential 7 further blocks available. These installs could then extend to community centres.	UNDERWAY	Cost for 5kW storage approx. £7K – being covered from existing budgets
Additional sites for Solar PV	Review all Crawley homes sites for additional or new PV and battery installations.	Head of Crawley Homes	2022/23	HIGH	HIGH	MEDIUM

Wider Influencing						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Manor Royal Central Energy Management Company	Continue to work with WSCC and MRBD on the Re-Energise project to create an energy supply for the business district that is more	Clem Smith (Sustainability)	2022-2023	HIGH	COMPLEX	MEDIUM to HIGH Funding earmarked in the Crawley Towns Fund programme (Green Business

	sustainable, secure and locally generated - reducing the carbon footprint and lowering the cost for businesses.					Infrastructure grants) to help established the Management Company, which would be subsequently be run by MR BID.
Planning Developments	<p>Encourage renewables for new developments. Planning permission for these developments will include solar PV incl:</p> <ul style="list-style-type: none"> - MOKA (42.5kWp) - Station Gateway (11kWp) - Geraint Thomas House (32kWp) - Longley House (25kWp). 	Clem Smith (Planning)	Anticipated completion 2021-26 (potentially later for Station Gateway)	<p>HIGH This will reduce demand for electricity from fossil fuels. Projected energy saving is as follows (from planning submission):</p> <ul style="list-style-type: none"> - MOKA – not given but could be 40,000kWh pa) - Station Gateway (8263kWh pa) - Geraint Thomas House (28292kWh pa) - Longley House (13729kWh pa) 	Influencing role	Staff time

2023/24 onwards

Consider investing in off-site renewables	Investigate opportunities to contribute to a greener grid by investing in off-site renewable (eg solar farms) to reduce the carbon associated with any electricity bought from the grid.	Nigel Sheehan	MEDIUM	HIGH		MEDIUM to HIGH Need to identify funding routes Resources to be agreed
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3. Low Carbon Transport and Equipment

Principles:

3.1 Reduce total mileage travelled

3.2 Necessary travel/transport will be by low carbon modes, always prioritising active and shared travel

3.3 Rationalise and decarbonise tools and machinery

2% of total emissions - 662 tCO₂e

Reduce Transport Demand						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Reduce transport mileage	Review work travel policy and establish sustainable travel hierarchy (eg avoid travel (virtual meeting), active travel, public transport, pool car, private car) to reduce essential and grey fleet mileage. Review operational fleet mileage and look for operational efficiencies in distances travelled and through eco-driver training.	Heads of Service	2022/23	HIGH Savings in fuel costs and carbon emissions Target x% reduction in transport mileage per annum	HIGH	LOW
Establish Essential Travel Allowance	Review essential car user policy and consider replacing with essential	CEO/HR	2022/23	MEDIUM	COMPLEX	LOW Cost of essential travel allowance

	<p>travel allowance that enables choice of sustainable transport options in preference to single use car journeys.</p> <p>Consider incentives for switch of remaining car mileage to low carbon vehicles.</p>			Potential reduction of 55 tCO2e		replaces essential car user allowance
2023/24 onwards						
Waste Collections	Implementation of National Waste Strategy requirements to increase recycling as a percentage of household waste gives opportunity to review waste rounds.	Nigel Sheehan	MEDIUM 2024	HIGH Potential impact on refuse vehicle mileage (dependent upon final Strategy recommendations)	COMPLEX Need community support	LOW Resources to be agreed

Decarbonise Transport & Machinery						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Deliver updated Fleet Replacement Strategy	Develop plan to transition to low carbon or active transport options for complete fleet by 2030; alongside plan for fleet charging infrastructure	Nigel Sheehan	SHORT	HIGH Potential 369 tCO2e pa by 2030	HIGH EVs should achieve price parity, but need to consider additional cost of charging infrastructure	MEDIUM Potentially additional budget requirement from 2022/23

Contractor fleets	Through Crawley Homes Alliance agreement with Partnership contractors, collaborate and support the transition of the contractor fleet to low carbon by 2030.	Head of Crawley Homes	2021 onwards	MEDIUM Influencing role through contract not direct control Potential 73 tCO2e	MEDIUM	LOW
2023/24 onwards						
Fleet recharging infrastructure	Deliver charging infrastructure required with roll-out of low carbon fleet vehicles.	Nigel Sheehan	MEDIUM	HIGH	MEDIUM	MEDIUM Resources to be agreed
Review Pool Car requirements	In light of review of essential car user allowance and emerging evidence from staff travel plan, develop plan for low carbon pool vehicles including Car Club options, EVs, cargo bikes and electric bikes.	Nigel Sheehan	MEDIUM	MEDIUM Potential 1.5 tCO2e	HIGH	LOW to MEDIUM Resources to be agreed
Waste Fleet	Switch waste vehicles to electric or hydrogen when next replaced (opportunity to tie in with new waste contract in Feb 2024) and by 2030 at the latest.	Nigel Sheehan	MEDIUM 2024	HIGH Potential 164 tCO2e pa by 2030	COMPLEX Technological solutions for waste vehicles are still evolving and charging/refuelling infrastructure is complex	HIGH <ul style="list-style-type: none"> • Currently high price premium for electric or hydrogen vehicles. • Potential high cost of charging/refuelling infrastructure

Transition machinery from fossil fuel use	Continue review of powertools and other machinery (eg mechanical sweepers) and develop plan to decarbonise these on replacement.	Kate Wilson	MEDIUM	LOW	HIGH	MEDIUM Resources to be agreed
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Staff Commute						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Staff Travel Action Plan	Following completion of staff travel survey, Travel Action Plan being developed which will detail actions to enable and encourage staff to switch to active and low carbon commutes.	Chief Exec/HR?	SHORT Implementation of action plan from early 2022	HIGH 3% of total Emissions = 1,158 tCO2e	HIGH Behaviour change achievable through a combination of influencing, supported by incentives and deterrents (sticks and carrots)	LOW to MEDIUM Additional budget requirement: TRICS survey - £5K (in year 1, 3 and 5)

Wider Influencing						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Planning Developments	Various town centre developments are coming forward with no parking or low levels of car parking –	Clem Smith	ongoing	HIGH	Enabling action	Staff time

	including some with car club schemes / contributions.					
Local Plan 2021-2037	Elements of the plan contribute to climate change mitigation and adaptation, including through securing developer contributions towards sustainable transport and requirements for EV charge points as part of residential parking provision.	Clem Smith	ongoing	HIGH	Enabling action	Staff time

4. Waste & Water

Principles:

4.1 Prioritise minimising resource use, reducing waste creation including reduction in water use

4.2 Adopt the circular economy approach and follow the waste hierarchy of resource reduction and reuse before recycling

Own Estate						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Paper Use Reduction	Review service delivery to move more service transactions online to reduce paper use and printing – part of Transformation Programme.	Simon Jones	SHORT	LOW	HIGH	MEDIUM Staffing, in particular ICT support to set up new services online
2023/24 onwards						
Waste reduction plan & resource efficiency plan	Review waste streams at all sites and identify waste reduction, re-use and recycling opportunities.	Nigel Sheehan	MEDIUM	MEDIUM 107 tCO ₂ from own estate	HIGH	Staff time (additional resource needed to deliver project) Should be cost neutral Resources to be agreed
Water reduction plan	As part of energy audits, investigate water reduction opportunities across the council's estate (low water toilets, low flow taps, etc). Investigate grey water systems	Nigel Sheehan	MEDIUM MEDIUM	LOW LOW	HIGH HIGH	LOW Staff time MEDIUM – Resources to be agreed

Service Delivery						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2023/24 onwards						
Waste Services	Introduce weekly food waste collection by 2024 (anticipated to be mandatory).	Nigel Sheehan	MEDIUM	HIGH	COMPLEX Requires new waste collection regime and disposal options	MEDIUM Cost of weekly food waste collection may be offset by reduced residual waste collection Resources to be agreed
	Remove all biodegradable waste from going to landfill by 2025.		MEDIUM			
	Plan to increase residential recycling rates to 70% by 2030.		LONG			
	Work with WSCC to increase materials collected and recycling at flats.		SHORT			

Wider Influencing						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Local Plan Policy 2021-2037	Local Plan policy includes Policy SD3 which has a requirement for new dwellings to include efficient water fittings to achieve a	Clem Smith	Dec 2021	HIGH	Enabling action	Staff time

	daily water consumption level of 100 litres per person.					
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5. Procurement - 83% of total emissions - 29,171 tCO2e

Principles:

5.1 Minimise carbon emissions throughout the supply chain and support development of supplier and partner good practice, including financial services and investments

5.2 Ensure sustainable sourcing in the supply chain for biodiversity and ensure reliable monitoring

5.3 Avoid disposable products

Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Mandate carbon emissions reporting from suppliers	Build monitoring of suppliers' carbon performance into contract management processes. Develop reporting framework to enable this.	Karen Hayes (Procurement)/ Sustainability (Monitoring & Performance)	SHORT	HIGH	COMPLEX	Staff time and new systems
Procurement requirements to include requirements on carbon savings	For new procurements, build in criteria to the tender process and contract management to control carbon performance. Review Social Value Charter to reflect this.	Karen Hayes (Procurement)/ Sustainability (Monitoring & Performance)	SHORT	HIGH	HIGH	Staff time
Avoid disposable products	Carry out inventory of disposable use, and develop approach to avoid them.	Ian Duke	SHORT	MEDIUM	HIGH	Staff time for review and development of new approaches

Specific Procurements Timeline						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Cloud based servers	Moving applications and systems to cloud and virtualising other hardware. Need to consider renewable energy for cloud provider.	Simon Jones	2021	MEDIUM	HIGH	Staff time
2023/24 onwards						
Waste & Recycling Collections Contract	Review contract specification to reduce carbon impacts.	Nigel Sheehan	Jan/Feb 2024	HIGH Potential to have a big impact on lower carbon emissions in terms of types of collection vehicles procured and type of collection service specified – possible move to less frequent collections of residual waste and the introduction of government mandatory food waste collections.	HIGH	MEDIUM Resources to be agreed

6. Green & Blue Infrastructure

Principles:

6.1 Protect and enhance our natural land and water environment - maximise opportunities for biodiversity gain and carbon sequestration

6.2 Establish green/blue climate change mitigation and adaptation actions alone or alongside projects affecting the built or natural landscape

Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Wildflower meadows	Increase greenspace management for natural wildflower meadows to encourage biodiversity and pollinating insects.	Kate Wilson	SHORT Evolving annually	MEDIUM	MEDIUM/HIGH Public, political and stakeholder consultation required for large scale policy change to grass cutting policy to accommodate more wildflower meadows (2024/25 onwards)	Staff time Equipment Wildflower Seeds
Recycling plants and recycling green waste as mulch	Reduce and suppress weeds by using mulch to enrich soils and avoid soil disturbance. Recycle plants by splitting/dividing herbaceous plants in Worth Park, Goffs Park and Tilgate.	Kate Wilson	SHORT/MEDIUM Planting of herbaceous plants this Autumn. Splitting and dividing to be	MEDIUM Reduces herbicide use and increases nutrients to the soil and surrounding health of plants. Green waste is	HIGH	Staff time Training

			carried out over a 3year cycle	disposed by the council and we then repurchase on a lower cost through mulch that is recycled green waste that we incorporate back into the shrub beds. Saving on cost of plants/ watering and power tool use as plants only need to be trimmed with non-power tools (saving on fuel emissions)		
Rapid phase out of all biocides. Review use of any other chemicals.	Manage natural environment by ecologically regenerative processes. Continue to reduce chemical use where possible, Neighbourhood Services to carry out study to explore alternative options.	Kate Wilson	SHORT MEDIUM for roll-out	HIGH	COMPLEX Study will appraise various alternative options to glyphosate before a commitment can be made to fully replace glyphosate. This study will review how alternative options impact resource,	Staff time for study and to develop new work practices

					appearance and costs.	
2023/24 onwards						
Conserve existing tree, scrub, grassland and wetland.	Value and manage soils, water courses and scrub for biodiversity. Advise and support services impacting on natural sites, eg flood management, highways maintenance.	Kate Wilson	SHORT Evolving annually	MEDIUM	HIGH Programme developed and funding secured. Reliance on key partners to deliver programme of work. Gatwick Greenspace & Woodland Trust.	Staff time Training Key partners Resources to be agreed
Develop plan to increase Tree Planting	Increase native tree cover and scrub as well as looking into tree planting diversity for a better eco system. Extend existing corridors and woodland/scrub sites where possible.	Kate Wilson	SHORT to MEDIUM	HIGH	HIGH Tree survey currently being carried out, and this will inform timescales and potential for increased tree planting.	MEDIUM Staff time Funding for maintenance Resources to be agreed

Wider Influencing						
Action		Action Owner	When?	Potential Impact	Deliverability	Resource Requirements
2022/23						
Public communications	Information and dialogue on importance of	Kate Wilson/ Communications				MEDIUM Comms, community engagement

and engagement campaign	management for biodiversity. Involvement and 'ownership' in developing new and existing natural, biodiverse spaces.					Gatwick Greenspace/ allotment volunteers group Gossops Green
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