

Appendix A: Proposed update to Climate Emergency Action Plan showing Key Performance Indicators and prioritisation

Overarching Theme	Action Themes	Action Title	Suggested KPIs (to be developed)	Multi Criteria Decision Analysis			Overall Rank
				Potential Carbon Impact	Estimated Cost	Co-benefits	
Enabling Actions	Decision Making	Embed climate change into strategic decision making across the Council.	Percentage of key Council decisions and strategies that include assessment of climate change impacts.	3	5	3	3
	Upskilling	Develop and implement Carbon Literacy Training to council staff, members, the supply chain and key stakeholders.	Percentage of council staff, members, and key stakeholders who have completed Carbon Literacy Training.	2	4	4	13
	Awareness	Develop a Carbon Emergency Communications and Engagement Plan to engage and influence internal (e.g. Staff and members) and external audiences (e.g. residents, businesses and other stakeholders).	Percentage of procurement contracts that include climate-related criteria (e.g., carbon reduction, sustainability measures). Carbon emissions generated from contracts.	3	4	3	9
	Procurement	Embed climate change into procurement processes across the Council.	Number of engagement initiatives delivered annually with metrics such as audience reach and engagement levels (e.g., number of stakeholders engaged, events held, or campaigns launched).	3	4	3	9
	Finance & Funding	Explore new funding mechanisms to support delivery of climate change actions.	Quarterly updates or reports produced to track progress against the Council's climate action goals.	5	4	2	1
	Monitoring & Evaluation	Develop and implement a Climate Action Monitoring and Evaluation Framework to track progress.	Amount of new funding secured annually through external funding sources, grants, or partnerships dedicated to supporting climate change actions.	2	5	3	9
Transport	Staff Travel	Develop and implement a Staff Travel Action Plan to promote sustainable transport options for commuting and work related travel.	Percentage of staff utilising sustainable or active travel for commuting per annum. Percentage reduction in staff travel emissions Total emissions from mobile combustion.	3	3	5	3
	Fleet Decarbonisation	Develop a Fleet Decarbonisation Plan to accelerate the transition fleet to low carbon fuels by 2030.	Percentage reduction in fleet emissions. Number of low emission fleet vehicles. Number of EV chargepoints.	4	2	5	3
Energy	New Builds	Enforce low carbon standards for new builds and developments.	Percentage of new builds meeting low carbon standards. Average EPC of new builds. Annual reduction in carbon emissions from new developments	5	3	4	2
	Retrofit	Develop and implement an estate-wide Retrofit Programme.	Number of properties retrofitted per annum. Number of measures per household. Number of properties EPC B and above.	5	1	5	6
	District Heating	Expand Town Centre DHN, transition to low carbon heat and explore new heat network opportunities.	Volume of heat supplied from low carbon sources. Carbon intensity of heat from heat networks Number of new connections to heat network.	5	1	5	6
	Solar PV & Battery Storage	Expand Solar PV and Battery Storage Across Council-Estate	Total installed capacity of solar PV across the council estate. Total capacity (kWh) of battery storage systems installed. Percentage of power demand coming from local generation per annum. Cost savings from solar energy per annum.	3	4	4	6
Waste Management	Waste & Water Management	Implement new waste strategy from 2025 and minimise waste from Council estate.	Overall reduction in waste. Percentage of total waste that is recycled. Volume of food waste collected separately.	2	3	4	14
		Reduce water consumption across the Council Estate and eliminate leaks.	Number of single use items eliminated. Number of water-saving devices (e.g., rainwater harvesting, low-flow fixtures) installed per annum.£10	2	3	4	14
Biodiversity & Nature Recovery	Biodiversity & Nature Recovery	Develop Biodiversity Action Plan to enhance biodiversity on council-owned green spaces in partnership with local communities.	Action and monitoring plan released and results published annually. Number of people in Crawley accessing green spaces. Percentage of maintenance staff trained on new methods. Total local volunteers participating in biodiversity initiatives.	2	3	5	9

Carbon Impact 1 - Low Impact, 5 - High Impact

Cost 1 - High Cost, 5 - Low Cost

Co-benefits 1 - Low Impact, 5 - High Impact

Appendix A: Proposed update to Climate Emergency Action Plan showing detailed steps to implementation

Overarching Theme	Action	Steps to Implementation	
Enabling Actions	Decision Making - Embed climate and nature into strategic decision making across the Council.	<ol style="list-style-type: none"> 1. Work with Democratic Services to identify opportunities to integrate climate impact considerations into the Council's corporate decision-making tools. 2. Develop a framework that requires decision-makers to evaluate and address the climate-related impacts of all major projects, policies, and investments. 3. Review relevant policies to identify opportunities to refresh and embed climate considerations into the Council's overarching corporate decision-making processes (e.g. reviewing planned infrastructure projects (e.g. flood management, highways maintenance) to ensure biodiversity is considered in operations). 	
	Upskilling - Develop and implement Carbon Literacy Training to council staff, members, the supply chain and key stakeholders.	<ol style="list-style-type: none"> 1. Conduct a staff survey to determine current climate literacy levels across the council and identify any priority teams to initially target. 2. Work with partners and HR to develop tailored carbon literacy materials for Council teams including a short video for induction / refresher training. 3. Deliver and refresh carbon literacy training sessions annually across the council, including members, to embed carbon literacy knowledge and awareness. This training should be tailored to team's roles and responsibilities, focusing on skills to incorporate carbon reduction actions into their work and service delivery. 4. Integrate carbon literacy training into new staff onboarding process. 5. Integrate carbon literacy training into supply chain onboarding process. 6. Once the programme is established, roll out the training programme externally to broader stakeholders (e.g. community organisations, SMEs). 	
	Procurement - Embed climate change into procurement processes across the Council.	<ol style="list-style-type: none"> 1. Work with the procurement team to embed sustainable decision making into the tendering process starting with high budget and high impact opportunities. 2. Review and update the Social Value Charter to reflect sustainability priorities, ensuring that carbon performance is a key factor in evaluating suppliers and contracts. 3. Develop a reporting framework for tracking and managing suppliers' carbon performance throughout the contract lifecycle. This framework should establish clear metrics and expectations for suppliers to reduce their carbon footprint, incorporating this into ongoing contract management processes. 	
	Awareness - Develop a Carbon Emergency Communications and Engagement Plan to engage and influence internal (e.g. Staff and members) and external audiences (e.g. residents, businesses and other stakeholders).	<ol style="list-style-type: none"> 1. Conduct a stakeholder mapping exercise to identify and define key audience groups to ensure tailored messaging (e.g. internal staff, elected members, external stakeholders). 2. Identify key themes and key messages for each target group (e.g. approaches to conservation). 3. Use a range of communication channels to reach each audience effectively (e.g. internal channels for staff, formal briefings for elected members and council's website for external stakeholders). 4. Roll out a visible and impactful awareness campaign to kickstart engagement with all audiences (e.g. a staff-wide Climate Action Week or public-facing efforts to raise awareness about the climate emergency). 5. Actively involve staff and elected members in shaping the Council's climate action policies (e.g. via public engagement, roadshows and workshops). 	
	Monitoring & Evaluation - Develop and implement a Climate Action Monitoring and Evaluation Framework to track progress.	<ol style="list-style-type: none"> 1. Provide bi-annual progress updates on the Council's carbon emissions to OSC and Cabinet, reporting progress against the Council's decarbonisation targets. 2. Use the Action Plan KPIs to track and monitor progress, providing annual updates to OSC and Cabinet. 	
	Finance & Funding - Explore new funding mechanisms to support delivery of climate change actions.	<ol style="list-style-type: none"> 1. Develop a Financial Implementation Plan and convene a working group to explore funding mechanisms and set priorities. 2. Meet bi-annually to discuss and review progress. 3. Regularly check relevant portals to identify new opportunities (e.g. Salix and HNDU) and submit funding applications as opportunities arise. 	
	Transport		
		Staff Travel - Develop and implement a Staff Travel Action Plan to promote sustainable transport options for commuting and work related travel.	<ol style="list-style-type: none"> 1. Commission a new staff travel survey to gather data on current commuting patterns and car usage. This will provide a baseline for understanding travel behaviour and identifying areas for improvement. 2. Develop a Travel Action Plan to enable and encourage staff to switch to active and low carbon commutes including: <ul style="list-style-type: none"> - Avoid travel (support virtual meetings and remote work) - Encourage active travel (walking, cycling) - Promote public transport (bus, train) - Use low-carbon transport (electric vehicles, car sharing, pool cars, pool bikes) - Minimise single-use car journeys. 3. Review existing work travel policies to ensure alignment (e.g. Essential Car User Policy) and Integrate Travel Action Plan into travel-related procedures. 4. Consider implementing different strategies to incentivise and enable sustainable transport options in preference to single occupant car journeys (e.g. essential travel allowance or incentives for switching to an EV, car club options, EVs, cargo bikes and electric bikes). 5. Monitor staff travel emissions, using the staff travel survey as a baseline, and develop targets to track and measure progress over time.
		Fleet Decarbonisation - Develop a Fleet Decarbonisation Plan to accelerate the transition fleet to low carbon fuels by 2030.	<ol style="list-style-type: none"> 1. Review operational fleet mileage and fuel usage, identifying areas for improved operational effectiveness (e.g. route optimisation, reducing unnecessary travel). 2. Introduce eco-driver training programmes to enhance fuel efficiency and reduce emissions from the existing fleet. 3. Work with contractors through the Crawley Homes Alliance agreement to create a joint decarbonisation timeline and strategy, supporting contractors in transitioning their fleet to low-carbon alternatives (electric or hydrogen) by 2030. 4. Develop a Fleet Decarbonisation Plan by 2025 that outlines the key steps, timelines and responsibilities for transitioning to a low carbon fleet by 2030. Consider membership of Fleet Operator Recognition Scheme (FORS). 5. Work with chargepoint operators to support the transition to zero carbon technology and identify sites for chargepoints. 6. Ensure that all newly procured vehicles meet low-carbon standards. This includes introducing HVO vehicles to replace diesel in the waste collection fleet, and switching to low or zero carbon solutions. 7. Develop a communication strategy to raise awareness and ensure the Fleet Decarbonisation Plan is embraced internally and across the entire supply chain. 8. Identify relevant policies and contracts and amend to integrate the Fleet Decarbonisation Plan as required.
	Energy		
	New Builds & Developments - Continue to encourage low carbon standards in new builds and developments.	<ol style="list-style-type: none"> 1. Ensure new developments align with the approved Local Plan's energy efficiency and energy source requirements. 2. Identify emerging standards for net zero carbon buildings and best practice for new developments and develop supplementary planning guidance to encourage and adopt high standards (e.g. climate resilient buildings, renewables and low embodied energy). 3. Work closely with internal colleagues to ensure sustainability standards align with broader planning and climate action plans. 4. Determine pathway and roadmap for achieving zero-carbon building standards and ending use of new gas boilers, ensuring alignment to national government policy and internal council carbon reduction timelines. 5. Identify and promote sites to demonstrate the feasibility of climate solutions and urban greening within new developments focusing on holistic approaches that demonstrate multiple examples of low carbon best practice (e.g. green roofs, renewables, and heat pumps). 	
	Retrofit - Develop and implement an estate-wide Retrofit Programme.	<ol style="list-style-type: none"> 1. Develop a single and comprehensive asset database of the current building stock. 2. Review energy audits of the building stock to identify the largest carbon-emitting buildings (e.g., K2 Crawley) and prioritise them for early-stage carbon reduction and energy efficiency interventions. 	

	<p>3. Continue to work with a smart meter supplier (e.g. LASER) to complete roll-out of automated smart meters across all buildings to better track real-time energy consumption data and establish a process for the ongoing monitoring of energy consumption and carbon reduction across the retrofitted properties.</p> <p>4. Develop a comprehensive list of energy-saving and carbon-reducing interventions tailored to different building types across council-owned estate, building on ongoing energy efficiency programmes (e.g. retrofit insulation and LED lighting installation in communal areas of flats and sheltered blocks).</p> <p>5. Continue to collaborate with maintenance teams to integrate retrofit measures into scheduled plans and planned alongside repair work to avoid duplication (e.g. a-rated boiler replacements, insulation upgrades, lighting installations) are planned alongside regular repair work.</p> <p>6. Continue to scale successful interventions across the portfolio, setting targets for phase out of gas and ensuring all properties are brought up to energy efficiency and carbon reduction standards by 2030.</p> <p>7. Develop a portfolio of case studies and best practice to showcase council action.</p>
	<p>District Heating - Expand Town Centre Heat Network, transition to low carbon heat and explore new heat network opportunities.</p> <p>1. Consider future business models for Crawley Heat Networks that support the acceleration to low carbon sources. Conduct early market engagement with private operators to assess financing opportunities.</p> <p>2. Continue to monitor government decisions regarding heat network zoning and assess their impact on the Council's role as a zoning coordinator.</p> <p>3. Identify and engage with large energy users to explore connecting them to expanded and decarbonised Heat Networks.</p> <p>4. In tandem, identify any additional opportunities that may arise via proposed development. If sufficient demand is identified, conduct a technical feasibility study to support development of an evidence base to attract investment.</p> <p>5. As expansion of Heat Networks become viable, use planning requirements to ensure that developments in proximity to Heat Networks are designed and mandated to connect.</p> <p>6. Implement the phased development of Heat Networks (wide scale and local scale) across Crawley.</p>
	<p>Solar PV & Battery Storage - Expand Solar PV and Battery Storage Across Council-Estate</p> <p>1. Review results of Energy Audits across the estate to evaluate each site's potential for the installation of solar PV and battery storage.</p> <p>2. Conduct a thorough review of all Crawley Homes sites to identify additional opportunities for new or expanded solar PV and battery storage installations.</p> <p>3. Based on the findings, develop a phased installation plan of solar PV and battery storage systems across the estate based on site potential.</p> <p>4. Coordinate installation with ongoing maintenance schedules and future building projects to minimise disruption and costs.</p> <p>5. Optimise efficiencies by combining Solar PV with battery storage to capture excess energy generated during the day and reduce reliance on grid.</p> <p>6. Fit battery storage systems for communal power needs (e.g. lighting, lifts).</p> <p>7. Identify and apply for funding opportunities, grants, or subsidies that support the installation of renewable energy systems and battery storage.</p> <p>8. Develop a strategy to communicate the action the council is taken to reduce its emissions with the public.</p>
Waste & Water Management	
	<p>Waste Management - Implement new waste strategy from 2025 and minimise waste from Council estate.</p> <p>1. Introduce separate collection of food waste and new refuse collection routines, setting targets for waste reduction across the Borough.</p> <p>2. Develop communication strategy to educate and engage people across the Borough in the waste reduction efforts.</p> <p>3. Conduct a waste audit to identify key waste streams and the use of single use items across the council estate. The review should be segmented by location and waste stream (e.g., food waste, recyclable materials, disposables)</p> <p>4. Use the findings to develop a Waste Reduction and Management Plan (focusing on circular economy principles and implementing the waste hierarchy)</p> <p>5. Establish re-use programmes across council sites to encourage the repurposing of materials and products and improve existing recycling systems.</p>
	<p>Water Management - Reduce water consumption across the Council Estate and eliminate leaks.</p> <p>1. Review Energy Audits to further investigate water reduction opportunities across the council's estate (low water toilets, low flow taps, etc).</p> <p>2. Based on audit results, compile a detailed analysis of where water efficiencies can be achieved, eliminating leaks and focusing on high-consumption areas and equipment.</p> <p>3. Use these findings to develop a Water Reduction & Management Plan (focusing on circular economy principles and implementing the waste hierarchy)</p> <p>4. Incorporate educational initiatives to engage staff and stakeholders in the water management efforts, providing training on sustainable water practices.</p>
Biodiversity & Nature Recovery	
	<p>Biodiversity & Nature Recovery - Develop Biodiversity Action Plan to enhance biodiversity on council-owned green spaces in partnership with local communities.</p> <p>1. Continue to develop environmentally friendly approaches to managing and enhancing green spaces across Crawley, minimising waste and water consumption and tracking progress.</p> <p>2. Continue to make green spaces accessible for people in Crawley and track progress.</p> <p>3. Develop a long-list of measures suitable for council estate (e.g. tree planting, natural wildflower meadows) and assess which measures are suitable for each site to guide the transition to ecologically regenerative processes. Prioritise interventions by determining site suitability, costs and level of impact.</p> <p>4. Develop strategy for delivering obligations under Environment Act (Biodiversity Action Plan) and monitor progress, including Biodiversity Net Gain (BNG) and Local Nature Recovery Strategies (LNRS), Establish Habitat Banks for BNG.</p> <p>5. Continue to identify opportunities for alternative methods to chemical weed suppression (e.g. biological pest control, manual weeding, mulching to suppress weeds, enrich soils, and minimise soil disturbance or organic herbicides).</p> <p>6. Organise community workshops, educational events, and guided nature walks to raise awareness about biodiversity and action we can all take to support it.</p> <p>7. Engage with local volunteers and gardeners to establish relationships and to secure buy-in and support for projects that enhance biodiversity</p>