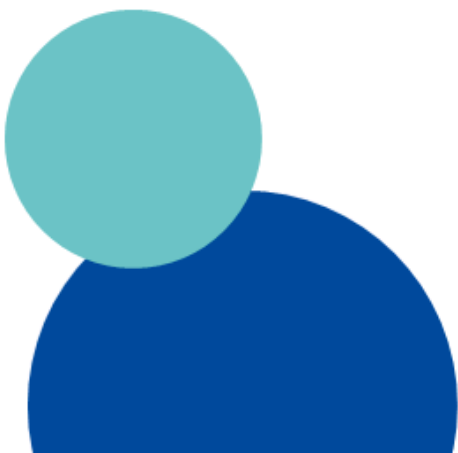


Waverley Borough Council's Strategic Response to the Climate Emergency

Carbon Neutrality Action Plan 2020 – 2030

2022 Update



Approval & Publication:

Approving Body	Date	Publication Type	Publication requirement	Review frequency	Document owner	Next Review Date
Executive	<i>December 2020</i>	External		<i>Annual</i>	Fotini Vickers	December 2021
Executive	<i>February 2022</i>	External		<i>Annual</i>	Fotini Vickers	October 2022

Version Control Information:

Version	Version Status (<i>Draft, Approved /Published Internally or Externally</i>)	Date	Version Comment	Version Author
V1	Published Externally	December 2020	Creation of the document	Fotini Vickers
V2 (2022 version)	Draft O&S	November 2021	Annual update	Fotini Vickers
V2.1	Draft	January 2022	Comments from Climate Emergency Board incorporated	Fotini Vickers
V2.2	Published	January 2022	O&S reviewed	Fotini Vickers
V3	Draft	July 2022	Annual update: emission figures and action plan.	Fotini Vickers

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Foreword from the portfolio holder

Dear Waverley resident

It is now three years since Waverley Borough Council passed a motion which I moved on behalf of the Executive, declaring a climate emergency and committing the council to become a carbon neutral council by 2030. This action plan, reviewed annually, is a response to that declaration of a climate emergency.

Waverley Borough Council had never before declared a state of emergency of any kind, and this is significant. For this is not merely another policy initiative; it is an attempt to ensure we do everything we can as a council as part of a worldwide movement to reduce carbon emissions to a level which will keep global temperatures in check and protect the most vulnerable from the impact of climate change. In essence, we are doing our bit to avoid the utterly catastrophic events that will ensue should global temperatures rise by more than 1.5 degrees Celsius above pre-industrial levels. We are committed to lead by example in our response to the challenge of climate change and, in doing so, we shall do everything we possibly can to make Waverley a carbon neutral borough by 2030.

Being on an emergency footing means that everyone who works for or works with Waverley Borough Council is aware of the carbon footprint for which they are responsible – and should be doing everything they can to reduce this carbon footprint to net zero. Being on an emergency footing means that everyone who works for or with Waverley Borough Council should be doing encouraging others to reduce their carbon footprint and influencing other councils and private, public and third sector organisations to support us in our ambition.

We have made progress to date, for example, in reducing our carbon footprint in 2021-22 by 34% as compared to our baseline year, I am enormously grateful for the ongoing work of our Sustainability Team for their work in bringing this about, and also that of Waverley officers across different service areas who are doing their bit. Some of the subsequent actions are more challenging and more costly. Some will only be achieved through national government and Surrey County Council action and we shall work in partnership as appropriate to secure our goal.

Whatever the challenges we face over the coming decade, it has never been more important for our council to continue to respond in the face of an impending climate catastrophe. We owe it to ourselves and to future generations.

Best wishes



*Steve Williams, Portfolio Holder for Environment & Sustainability
September 2022*

Glossary

APSE Energy - Association for Public Service Excellence

BEIS – Department for Business, Energy and Industrial Strategy

Carbon budget – Upper limit of carbon emissions associated with remaining below a specific global average temperature

Carbon Neutral – All carbon emissions are either eliminated or are offset by counteracting emissions through carbon absorbing projects. To become carbon neutral an organisation should be considering its own direct emissions as well as those created by suppliers.

CIL - Community Infrastructure Levy. Charge levied by local authorities on new developments which can be used to deliver infrastructure to support the developments in their area.

CO₂e – Carbon dioxide equivalent. Measure of global warming potential of various greenhouse gases.

Decarbonisation – the action of removing carbon from an activity or a sector

GHG - Greenhouse gases. Gases in the atmosphere which keeps the planet warmer than it would otherwise be including carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and Sulphur hexafluoride.

LULUCF – Inventory sector that covers emissions and removal of greenhouse gases from land use, land use change and forestry activities

NET – Negative emission technology. Technologies which can capture extract and store carbon dioxide

NIL – National Infrastructure Levy

PPA – Power purchase agreement. Agreement between the buyer and seller of electricity.

SAP or Standard Assessment Procedure is an energy rating procedure developed by BRE and based on the BRE Domestic Energy Model (BREDEM)

SCATTER – Setting City Area Targets and Trajectories for Emission Reduction

SCC – Surrey County Council

ULEV – Ultra low emission vehicle which emits less than 75g of carbon dioxide per km travelled.

Executive Summary

In 2019 Waverley Borough Council declared a climate emergency acknowledging the urgency to act and committed to becoming a carbon neutral council by April 2030. The purpose of the Carbon Neutrality Action Plan (CNAP) is to provide a statement of the councils' areas of focus to achieve a carbon neutral borough which can also bring physical and mental health benefits, as well as benefits to community well-being and support for the most vulnerable in the community, including those suffering the greatest impact of the cost of living crisis and facing the challenges of fuel poverty. It offers a framework for change and will continually evolve as projects and actions are developed further.

We fully appreciate that meeting the target of carbon neutrality by 2030 will be challenging and it is fundamentally dependent on the scale and pace of radical action nationally and funding streams from national government. However, it is extremely important that we do everything we can within our power to work towards achieving it.

The council has been recording its non-domestic greenhouse gas (GHG) emissions since 2008. By 2015/16 it managed to maintain its absolute emissions at the same level as 2008. We do recognise that more action is required now to rapidly move to a carbon neutral council. In 2015/16 the council's carbon emissions were 5,297 tonnes (t) CO₂e and this is the year which we will measure the progress of this action plan against.

The council's carbon responsibilities are not limited to non-domestic emissions. It owns 4751 social housing units with the responsibility to manage and maintain. By using the Standard Assessment Procedure (SAP) methodology, the emissions associated with the council housing stock in April 2021 were 11,568 t CO₂e and represent the total carbon emissions based on standard assumptions for occupancy and behaviour.

Waverley Borough's overall carbon footprint was 494,000 tCO₂e in 2020. This comprises domestic, transport emissions, as well as emissions from the industrial and

commercial sector. An element of offset emissions from land use, land use change and forestry (LULUCF) are represented as a negative figure. When looking more closely at borough wide emissions, the council itself accounts for less than 1% of the total.

Waverley Borough Council has a crucial role in tackling climate change. We have a role as community leader, to set an example by adopting policies and plans to effect change, while encouraging and influencing others. The council recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources and finances. The council's role is to deliver where it can, to enable and support the community and partners to take action, to lobby and push change in policy, legislation and funding to enable carbon neutrality.

Seven key priority areas have been identified each containing a number of high-level targets that will focus efforts to achieve the ambitious carbon neutral target. In order to prioritise resources, the plan has been divided in Short, Medium and Long term actions. A scoring system for cost and carbon impact has also been introduced and uses broad assumptions to provide an indication of the scale of investment required and carbon saving achieved for each action. Quantifying the carbon impact of potential actions can be complex and will require ongoing commitment and effort. At this stage, it has not been possible to fully quantify the carbon impact of delivering each action contained within the plan, but this information will become clearer as each action is further developed. Embedding a carbon neutral culture within processes and policies is significant to sustain long term change. The council will review its practices and engage with staff, suppliers and contractors as well as residents and local businesses in order to actively influence change.

Becoming a carbon neutral council is a corporate priority as is ensuring that Waverley is financially sound with infrastructure and services fit for the future. This plan will require significant financial investment, which will come from a combination of sources, including council funds and grant funding. In many cases, there will be an associated return of investment from energy savings and those actions should be looked at as a priority. However, where such energy savings arise from improvements in the energy

efficiency of our social housing stock, we are determined that the benefits should be shared with our tenants.

This action plan will be a live document, continually updated to reflect further refinement, funding availability, policy and technological changes. It should be seen in the context of our sustainability policies which will set out the significant actions that Waverley Borough Council will need to take during the coming decade to mitigate the serious impact of the climate change that is already happening.

Introduction and purpose

On 18th September 2019 Waverley Borough Council noted the urgency to respond to climate change and declared a 'climate emergency' that requires urgent action.

The council:

- aims to become carbon neutral by April 2030, taking into account both production and consumption emissions, and take a leadership role to achieve this working with other councils, including town and parish councils within the borough
- recognises that the achievement of the target will require central government to provide the powers, funding and other resources to achieve the target and therefore calls on the government to provide such powers, funding and other resources as appropriate to facilitate achieving the 2030 target

The purpose of the Carbon Neutrality Action Plan (CNAP) is to provide a statement of the councils' areas of focus to achieve a carbon neutral council by 2030. It offers a framework for change. We do not have all the answers yet, but we are committed to investing time and resources, as much as possible, to responding to the climate emergency by taking actions to deliver, enable and support a carbon neutral vision for Waverley.

Policy Contexts

Global

The United Nations Framework Convention on Climate Change (UNFCCC) and scientific community have identified that man-made climate change will have a severe human, environmental and economic impact. Global action is required to reduce greenhouse gas concentrations in the atmosphere to "a level that would prevent dangerous anthropogenic interference with the climate system" (Article 2). In 2015, 196 states signed the Paris Agreement which committed to dealing with greenhouse gas mitigation, adaptation, and finance. Under the Paris Agreement, each country must determine, plan, and regularly report on the contribution that it undertakes to mitigate global warming. In November 2021, 200 countries took part at COP 26 in

Glasgow and agreed to phase down coal and agreed policies that will keep the 1.5C temperature rise within reach.

National

In 2008 the UK passed the Climate Change Act, which committed the UK to lower net greenhouse gases by at least 80% of the 1990 baseline. In 2019 the Climate Change Act was amended and the target to be carbon neutral by 2050 was set. This action plan is aligned with national policy including the target of 78% reduction by 2035 brought into law in June 2021 through the Sixth Carbon Budget. Although more ambitious in its targets, Waverley will play its part in the delivery of the national agenda.

Local

Waverley is a large rural borough in southwest Surrey with a population of approximately 128,000 spread over four main population centres and surrounding villages. In 2019 Waverley Borough Council declared a climate emergency and committed to becoming a carbon neutral council by 2030 acknowledging the urgency to act. Surrey County Council (SCC) along with many other districts and boroughs across the county, also declared their commitment to act on climate change aiming to be carbon neutral by 2050.

Emission baseline and projections

Organisational baseline

The council has been recording its non-domestic greenhouse gas (GHG) emissions since 2008 and covers the period over a financial year. The emissions measured are direct emissions from fuel combustion (Scope 1), indirect emissions from electricity purchased (Scope 2) and indirect emissions from energy consumption from all our outsourced buildings and service delivery (Scope 3). The adoption of the Carbon Management Plan in 2010 and the Energy Efficiency Plan in 2015 took the council through a carbon reduction journey. Since 2008 we have seen a natural growth in population and social housing provision, we have increased the service provision in several areas and by 2015/16 we had managed to maintain our absolute carbon emissions at the same level as in 2008. We do recognise that more action is required now to rapidly move to a carbon neutral council. In the year 2015/16 the

council's carbon emissions were 5,172tCO₂e tonnes (t) CO₂e and this is the year which we will measure the progress of this action plan against as accurate data was not available in 2016/17, 2017/18 and 18/19. As shown in Figure 1, the majority of the council's emissions come from outsourced services and buildings. Table 1 below shows a summary of the GHG emissions under each of the Scopes in terms of GHG emissions presented in tonnes of carbon dioxide equivalents (tCO₂e).

	2015/16 Base year (tCO ₂ e)	2019/20 (tCO ₂ e)	2020/21 (tCO ₂ e)	2021/22 (tCO ₂ e)
Scope 1 (direct emissions):	223	196	280	200
Scope 2 (energy indirect):	402	196	161	153
Scope 3 (other indirect):	4,672	3446	2436	3146
Total annual net emissions	5,297	3838	2877	3500

Table 1: Annual GHG emissions

The 34% reduction in carbon emissions from the baseline year summarised the carbon reduction to date. Further significant reductions are planned for the short term and are summarised in the indicative action plan in Annexe 1.

Council Housing emissions

The council's carbon responsibilities are not limited to non-domestic emissions. It also owns 4,742 social housing units and has responsibility to manage and maintain them. Although the council has control over the quality of the buildings, it has little control over how the tenants choose to live with regards to sustainability considerations. By using a Standard Assessment Procedure (SAP) methodology we are able to assess the energy performance of our social housing and set a baseline which we will use to measure improvements against. The emissions associated with the council's owned social housing in April 2021 were 11,568¹ t CO₂e. This figure represents the total carbon emissions based on standard assumptions for occupancy and behavior. It therefore does not represent the actual carbon output from social housing. It is Waverleys responsibility to retrofit council homes to make them as energy efficient as possible, reducing fuel bills for those in fuel poverty and improve health conditions for vulnerable residents. An engagement programme will be developed to encourage more environmentally conscious behaviours in order to reduce energy consumption, thereby cutting energy bills.

¹ Data from [Reduced data SAP methodology](#)

Borough wide baseline

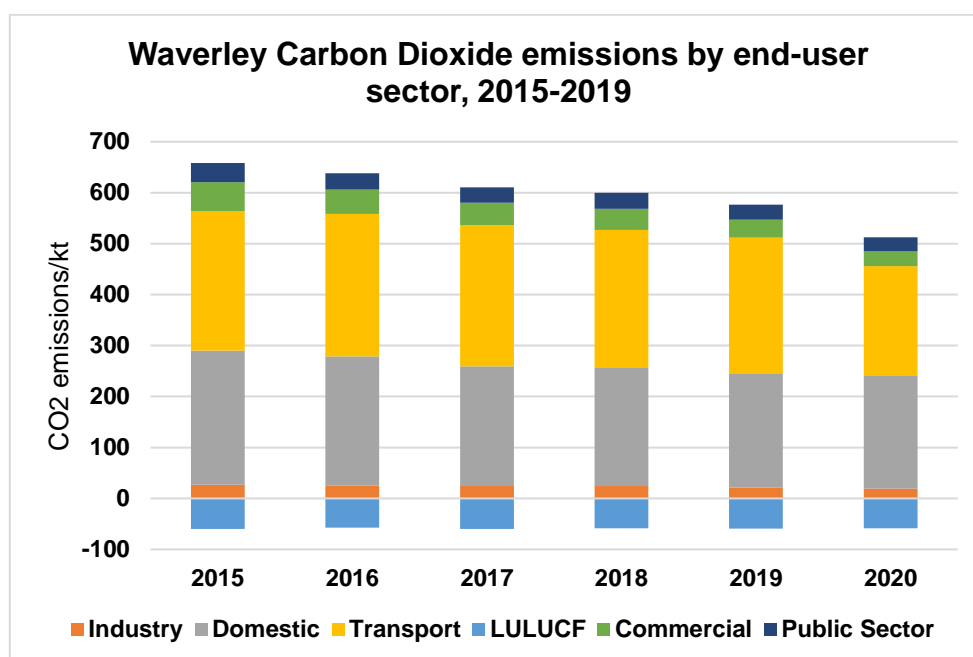


Figure 1. Carbon emission breakdown by sector

Waverley Borough's overall carbon footprint was 494 ktCO₂e in 2020. This comprises transport emissions (42%), emissions from the industry (4%), public sector (5%), commercial sector (6%), and domestic sector emissions (43%). Offset emissions in the borough from land use, land use change and forestry (LULUCF) were 59 ktCO₂e. Despite the 33% tree coverage across Waverley land use offsets only a minority of the borough emissions.

Waverley Borough is in a period of growth with an increase in housing provision and naturally its population will also see an annual grow. As set out in the adopted Local Plan Part 1, the council will make provision for at least 11,210 net additional homes in the period from 2013 to 2032 (equivalent to at least 590 dwellings a year). Inevitably, all other things being equal, the absolute figure for carbon emissions in the area is also likely to increase. An alternative way to measure the borough's carbon footprint is on an emission's per capita basis. This will demonstrate the emissions in the context of a growing population. In Waverley the per capita emissions have been steadily reducing since 2005 as shown in Figure 2 below and in 2015 they were 4.7tCO₂e and in 2020 this had reduced to 3.9tCO₂e.

When looking closer at the borough wide emissions, the council itself accounts for less than 1% of the total borough wide emissions. Although a relatively small contribution towards the area wide footprint it is still hugely important in terms of demonstrating leadership in the local community.

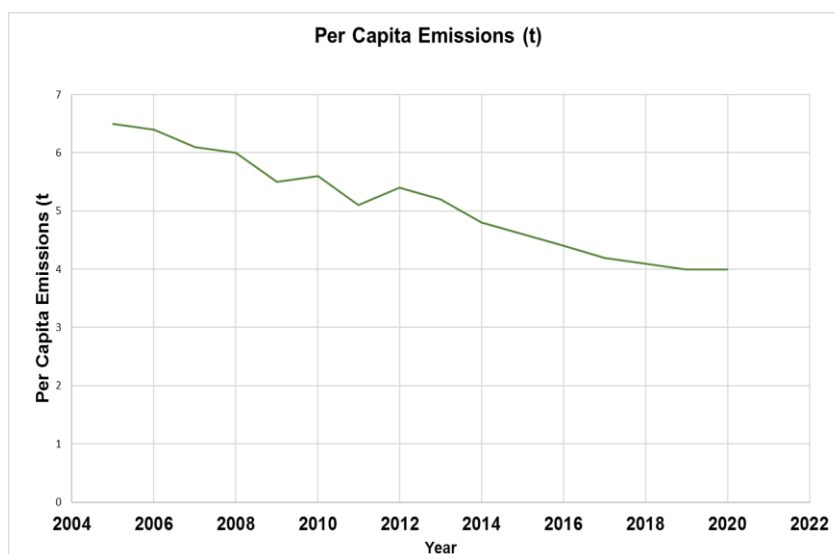


Figure 2. Per capita emissions

Trajectory

The Department for Business, Energy and Industrial Strategy (BEIS) funded a project to develop Setting City Area Targets and Trajectories for Emissions Reduction (SCATTER) to support local authorities with modeling area emission targets based on scenarios that are consistent with the United Nations Paris Climate Agreement. Using this methodology, it has been possible to set out the potential paths to achieving net zero carbon by 2050. The tool is based on several broad assumptions and considers technology and national policy as they stand at the moment. This tool is useful in providing indicative pathways but will need reviewing every few years when key assumptions within it are updated in line with technological developments and policy changes.

The full report on “Setting Climate Commitments for Waverley” can be made available on request and the key conclusions are outlined in this section.

Borough Wide targets

For Waverley to make a strictly proportionate contribution to the delivery of the Paris Agreement (2050 target) it should stay within a maximum cumulative “carbon budget” of 3.6 million tonnes (MtCO₂) for the period of 2020-2100. In order to remain within this “allowance” a carbon reduction programme of mitigation measures should be put in place to achieve a minimum 13.4% year on year carbon reduction. If the proposed trajectory is followed it will be possible to achieve carbon neutrality by 2041, with 5% of the budget remaining. This action will require, national and local action. It cannot be achieved by the local authority alone.

Bringing forward the target date to 2030 will mean an average reduction in carbon emissions of 27% per year from 2015. Table 2 indicates the recommended reduction target milestones to a) meet the Paris Agreement and b) meet Waverley’s ambitious 2030 carbon neutrality target both compared to the 2015 baseline.

Year	CO ₂ reduction for 2050 target	Indicative CO ₂ reduction for 2030 target
2020	23.6%	33%
2021	35.1%	40%
2022	43.8%	47%
2023	51.3%	53%
2024	57.8%	60%
2025	62.8%	67%
2030	81.9%	100%
2035	91.2%	
2040	95.7%	
2045	97.9%	
2050	99%	

Table 2. Recommended area wide CO₂ reductions

A key recommendation of the SCATTER report is that Waverley should encourage and deploy sustainable energy generation within the area and where possible influence national policy on this matter. Managing land use and land use change and forestry (LULUCF) to ensure CO₂ sequestration, where possible, is also a key recommendation. These conclusions are helpful in setting Waverley’s priorities over the next 10 years.

To be carbon neutral by 2030, there will need to be a net reduction of 38 kt of carbon year on year across the borough from 2015 levels. Figure 3 compares the recommended pathways as indicated using the SCATTER tool to meet the targets of the Paris Agreement as well as the indicative pathway to meet Waverley’s ambition.

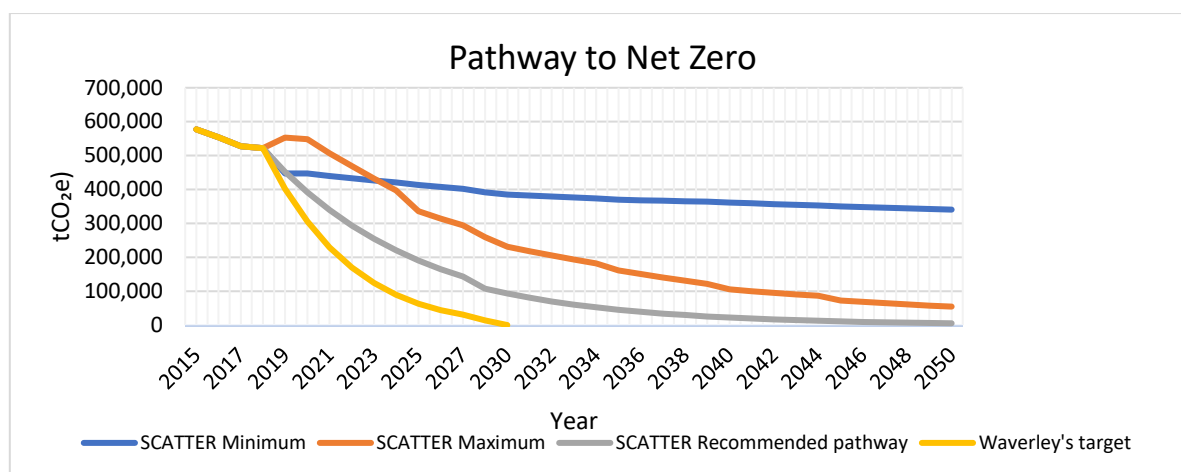


Figure 3. Borough wide pathways to net zero carbon

Waverley's ambition is to become a carbon neutral council by 2030. We recognise that this will be extremely challenging in many ways. Technological development and the scale of the financial commitment will limit what can be achieved but we are determined to do everything within our powers to meet this target.

In order to create an indicative reduction pathway for the council's own emissions in the past, we used the same methodology and principles presented by the SCATTER tool. In 2021 we sought advice from APSE Energy to produce a more Waverley specific analysis of our baseline and trajectory. The analysis was based on industry expertise and rule of thumb assumptions and focused on Council assets and its own vehicle fleet, including leisure centres and waste contract. The analysis assumes that a number of interventions will be implemented between 2022 and 2030 to minimise carbon emission as much as possible before offsetting is considered.

The biggest impact will be from decarbonizing heat in council assets, including leisure centres, by replacing gas boilers with heat pumps. In combination with other electricity reducing interventions and the gradual switch to electric vehicles for Waverley's own fleet a linear trajectory has been produced to indicate a more specific pathway to net zero carbon. Figure 4 below provides a trajectory should a programme be introduced to replace gas boilers with heat pumps. The trajectory also includes the impact of switching the waste fleet to using biodiesel until technology enables the switch to electric or hydrogen.

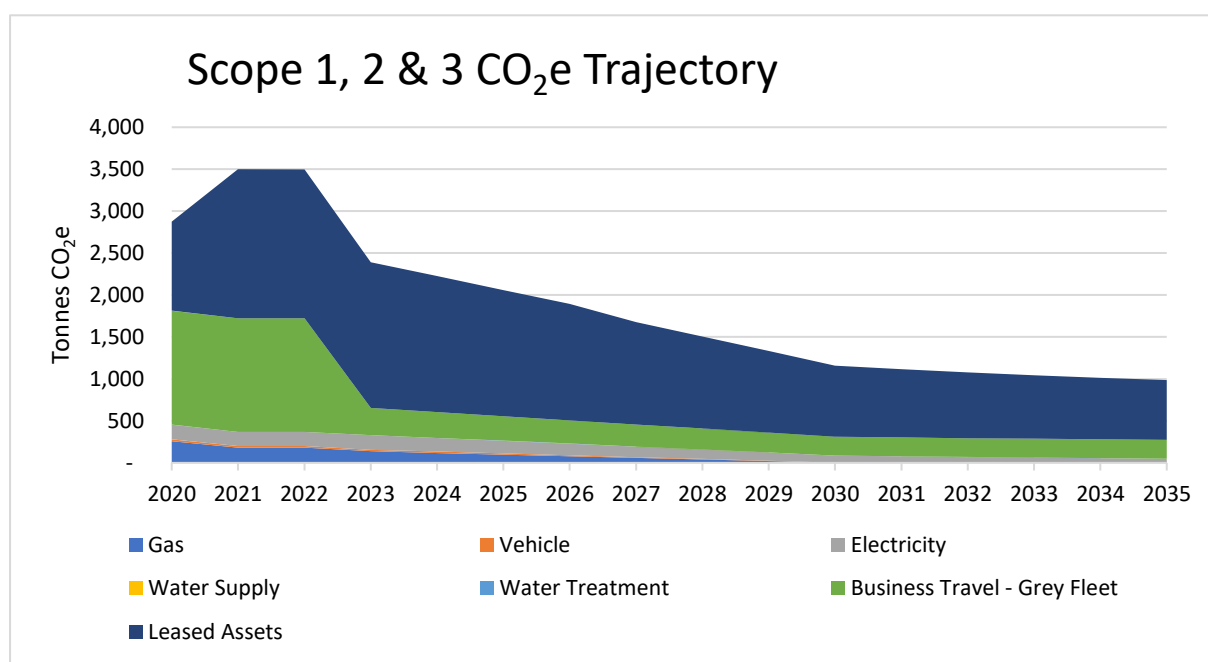


Figure 4. Trajectory with ASHP

Carbon offsetting and sequestration

Offsetting is where carbon is removed from the atmosphere to help negate the emissions that are pumped into the air by human activities. If Waverley follows the recommended trajectory to carbon neutrality there will be a shortfall by 2030. This is due to an expectation that domestic passenger transport will continue being in use to some extent, existing housing even if deeply retrofitted, will still have an element of heat loss and some new technologies essential to future decarbonisation will not be readily available until post 2030. We anticipate that new actions to offset carbon locally such as Negative Emissions Technologies (NETs)² will close this gap. The council will investigate all possible options to sequester carbon locally including, tree preservation and afforestation, rewilding and improving land management to increase carbon in soil. The Council adopted a Tree and Woodland Policy in 2022 that supports the delivery of this plan.

² Negative Emission Technologies:

https://unfccc.int/sites/default/files/resource/28_EASAC%20Report%20on%20Negative%20Emission%20Technologies.pdf

The path to becoming a Carbon Neutral Council

We are committed to becoming a carbon neutral council and doing everything in our power to ensure that Waverley is a carbon neutral borough by 2030. We fully appreciate that meeting the target of net zero carbon by 2030 will be challenging and it relies heavily on action beyond the council's control, but it is extremely important that we do everything we can within our power to work towards achieving it. It is important to note that the route to carbon neutrality for any local council is, in large measure, dependent on the scale and pace of radical action nationally and funding streams from national government.

Vision

Waverley's corporate strategy outlines the council's vision. With regard to the climate emergency declaration the council is committed to *"Promote and sustain a sense of responsibility for our environment, promoting biodiversity, championing the green economy and protecting our planet."*

The Council's role

Waverley has a crucial role in tackling climate change. We have a role as community leader, setting an example by adopting our own policies and plans to effect change, as well as encouraging and influencing others. The council recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources and finances. The council is committed to reducing its own carbon footprint to net zero, to champion businesses who also are actively working to reduce their carbon footprint, and to create both the infrastructure and provide the information resources to help our residents to reduce their individual/ household carbon footprint.

Many of the changes that will be required to achieve carbon neutrality will be the responsibility of others including public, private and third sectors and individuals. The council will work closely with partners in implementing this action plan by:

- **Delivering** actions where the council can directly deliver a defined outcome

- **Enabling and Leading** actions where the council’s role is to facilitate delivery of defined outcomes, for instance changes to policy and provide a leadership role within the community
- **Supporting** actions where the council can encourage or contribute to the delivery of a defined outcome
- **Lobbying** actions where the council’s primary role is to promote and push for change (policy, legislation or funding)

These categories will feature throughout each individual action within the action plan.

Key priorities and targets

In order to identify the key priority areas for this action plan we have considered the responses to a public consultation, we have reviewed Surrey’s Climate Change Strategy and also reflected on the recommendations from the SCATTER report. Ultimately, Waverley Councillors have set the strategic direction and officers have had an input on service specific capabilities. The seven key areas of focus as well as high level targets are outlined in this section.

1. Focus on Organisational Emissions

As a community leader the council will set an example and set high standards in becoming carbon neutral. Not only practically on its own estate but also across its policies, service delivery and investment decisions.

High level targets	<p>We are :</p> <ul style="list-style-type: none"> ➤ Identifying pathways to reducing emission from our own buildings to net zero carbon by 2030 ➤ Developing a plan to reduce emissions from travel by converting our fleet to 100% zero emissions including contractor vehicles through the procurement process ➤ Promoting reduction and re-use as well as recycling, consistent with our aim to become a zero waste organisation by 2030 <p>We have:</p> <ul style="list-style-type: none"> ➤ Ensured sustainable procurement practices throughout the council as part of the Council’s Procurement Strategy ➤ Reduced car journeys for commute by Waverley staff by 60% consistent with the work done on the “Where Work Happens” project by 2025 and promote zero carbon transport including active transport.
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2. Focus on Active Travel and Air Quality

Active travel offers the opportunity to minimise emissions but also reduces congestion and improves local air quality however Waverley is not responsible for highways or transport therefore will be somewhat restricted as to how much we can deliver ourselves.

High level targets	<p>We are:</p> <ul style="list-style-type: none"> ➤ Actively working with Surrey County Council to reduce volume of traffic on our roads and encourage a radical transformation of our transport infrastructure in favour of active transport. ➤ In the process of producing a Low Emission Clean Air Strategy ➤ Working with partners to deliver a greenway network, connecting the main centres across the Borough by 2030
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3. Focus on Energy Generation

Generating energy at source is a crucial element of achieving carbon neutrality. There will be more reliance on electricity in the future therefore renewable generation through domestic installations and community energy schemes will offer the potential to increase local energy generation. Identifying opportunities for large-scale schemes in the borough will be key.

High level targets	<p>We are:</p> <ul style="list-style-type: none"> ➤ Establishing potential sites and identifying funding models for renewable energy generation projects in the Borough building on the Surrey County Council Land Use Strategy ➤ Identifying opportunities for and facilitate community power generation in the borough
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4. Focus on the Built Environment (Housing, Planning)

The council owns 4861 properties and has a duty to maintain them to statutory standards. Although the council's direct responsibility lies with the performance of the building fabric it has no control over the behaviour of its tenants. Waverley is also an active developer, building new council homes in order to meet the housing needs of the local people. This offers an opportunity to lead by example and show the local development industry what is possible and show the public what they can demand from private developers.

Through the planning process the council is able to influence and control future development standards while balancing its other priorities.

High level targets	<p>We are:</p> <ul style="list-style-type: none"> ➤ in the process of adopting Local Plan Part 2 enabling us to apply a stronger suite of development management policies to deliver more sustainable development;
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	<p>producing a Supplementary Planning Document that will support carbon neutral developments being consulted on in Summer 2022;</p> <p>We will</p> <ul style="list-style-type: none"> ➤ Review the Local Plan Part 1 in order to strengthen our planning policy requirements for sustainability by 2023. ➤ Ensure that explicit advice is provided to developers, consistent with our carbon neutral goal. ➤ Produce an Asset Management Strategy which will present a decarbonisation path for our existing council stock by December 2022 ➤ Ensure that all new council homes be carbon neutral in operation by April 2030 ➤ Secure the budgets to enable all new-build council homes and estate regeneration projects to be built or retrofitted to a carbon neutral standard. ➤ Work with partners to facilitate the retrofitting of domestic buildings throughout the borough to carbon neutral standards <p>We have</p> <ul style="list-style-type: none"> ➤ Adopted a new Affordable Housing Delivery Strategy by March 2022 that sets objectives for carbon neutral in operation affordable housing delivery during the term of the Strategy.
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5. Focus on Waste and Resources

Waverley is one of 11 districts & boroughs who are a part of Surrey Environmental Partnership (SEP) with Surrey CC. Waverley is a waste collection authority and Surrey are responsible for the waste disposal. Targets for recycling and waste to landfill have been set by SEP and the Surrey Waste Local Plan (2019-2033) sets out how and where different types of waste will be managed in the future.

High level targets	<p>We are:</p> <ul style="list-style-type: none"> ➤ Working with SEP and other partners to enable Waverley to become a zero waste borough, promoting reduction and re-use as well as recycling ➤ Aiming to reuse, compost or recycle at least 70% of collected waste by 2030 in line with SCC Waste Strategy ➤ Aiming to reducing residual household waste consistent with a 90% recycling rate, based on current waste targets. <p>We will:</p> <ul style="list-style-type: none"> ➤ Work with Surrey County Council and the Waverley community to implement a domestic waste strategy centered on circular economy principles and innovative approaches to waste reutilisation and recycling, aiming to achieve a 15% year-on-year reduction in residual waste over the period of this plan. ➤ Work with partners to reduce the volume of commercial and industrial waste, a large proportion of Waverley’s waste stream, in line with the proposed reduction in household waste.
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	<ul style="list-style-type: none"> ➤ Set up a Waste Strategy Task and Finish Group to develop a strategy consistent with our net zero carbon ambitions will be set up in 2022.
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6. Focus on Land Use and Adaptation

Offsetting by sequestering carbon will be essential; Waverley already has a 33% tree coverage. All forms of carbon sequestering will need consideration including selecting trees or hedgerows to plant that will maximise sequestering potential, improving land and woodland management practices and rewilding.

Changes in climate are already happening and Waverley will look to mitigate the impact it has already caused.

High level targets	<p>We have:</p> <ul style="list-style-type: none"> ➤ Adopted a Biodiversity Strategy (September 2022). ➤ Adopted a Tree and Woodland Management Policy and Action Plan to establish the sequestering potential in the borough. (February 2022) <p>We will:</p> <ul style="list-style-type: none"> ➤ Produce a Greenspaces Strategy in 2022 taking onto account the net zero commitment ➤ Develop a Climate Change Adaptation Strategy that will outline how the council will put measures in place to minimise the impact of our changing climate in 2023.
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7. Focus on Supporting a Green Economy

Waverley is keen to promote the transition to economies that are low carbon and resource efficient.

High level targets	<p>We are:</p> <ul style="list-style-type: none"> ➤ Developing an Economic Development Strategy to provide incentives and support for local businesses to operate on a sustainable model and commit to becoming carbon neutral by 2030 ➤ Encouraging the development of small, local sustainable businesses in the borough as well as a culture for shopping locally <p>We will</p> <ul style="list-style-type: none"> ➤ Incorporate a preference for using local suppliers when procuring goods and services taking into consideration legal constraint within procurement rules
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Actions

Quantifying impacts of potential action and developing a pathway for Waverley to become a carbon neutral can be complex and will require ongoing commitment and

effort. This action plan will be a live document, updated annually to reflect policy and technological changes as well as funding availability. At this stage, the carbon impact of delivering the actions contained within it has not been fully quantified. Whilst some of the actions are worked up enough to be able to demonstrate exact carbon savings from delivery, many are not yet at that point and will require more work. In order to prioritise resources and maintain some focus we have separated our actions in short, medium and long term. While more effort will be put in the short-term actions, we will continue planning for the long-term ones too.

The action plan detailed in Annexe 1 contains a number of short, medium and long-term actions which will contribute towards our carbon neutrality target. Each action is linked to the key priorities and targets outlined in the previous section. The role of the council in achieving each action is made clear and it defines the limitations of the successful delivery. There is also indication, in outline, whether those actions link to any other priorities of the corporate strategy. Annexe 1 also includes a list of all the completed action to date.

A broad cost assumption has also been included in order to establish the magnitude of investment for each one. Low (£): £0- £50k, medium (££) is £50-£250, High (£££) is £250- £1m and Very High (££££) is £1m+. As and when more specific costs are identified the plan will be updated with actual figures.

It is not possible to provide a carbon impact of all actions at this stage. Further, detailed work will be required in order to produce a more definite assessment of the carbon reduction of each action within the plan. In an attempt to provide a high-level estimation, a carbon impact scale has been incorporated into the plan. This method will help identifying those actions that are likely to have the highest carbon reduction contribution and also those actions that will be more complex to quantify for various reasons. Low impact: reductions in council's own emissions of less than 1%, Medium: reductions in council's own emissions between 2%-5%, High: reductions in council's own emissions between 6%- 10%. Enabling, mitigation and lobbying scoring has also been included for the actions relating to borough wide emissions. The carbon impact will be updated with specific figures as and when they become available.

Embedding Change

The council is committed to leading by example. This means making sure that the climate emergency is embedded in everything we do. Having recognised the climate emergency as our number one corporate priority. This section sets out the actions we will take to embed the carbon neutral culture throughout the organisation.

We have:

- included considerations for carbon implications for all projects considered for capital investment by the Council.
- adopted a Climate Neutrality Communications Plan to engage with Waverley staff, council tenants and the wider Waverley residents
- changed the culture of the organisation and the wider community by providing climate literacy training to all Staff. And are making proposals for Councillor training (in 2022)
- amended the council's contract procurement rules to ensure that all bidders are required to assess and document all measures they are taking to reduce the carbon footprint of their operations. The goal of carbon neutrality will form part of any tender specification as well as the evaluation criteria (in 2022)

We will:

- engage with all suppliers and contractors and partner organisations through service level agreements to encourage a net zero carbon approach in their service delivery
- set up a Citizens' Assembly to encourage public participation in shaping the climate emergency agenda, securing agreement to develop a boroughwide plan for a net zero carbon borough by 2030, making clear the actions for Waverley Borough Council in its leadership role within the local community.

Finance and Resources

Becoming a carbon neutral council is a corporate priority as is ensuring that Waverley is financially sound with infrastructure and services fit for the future. This plan will require significant financial investment. However, in many cases there will also be an associated return of investment from energy savings.

In order to achieve the objectives of this action plan the council will:

- Consider identified projects every year to coincide with capital budget setting. Whilst there are financial constraints, the council has developed a prioritisation methodology which covers a number of criteria including any ongoing revenue costs or savings, deliverability, the extent to which the proposed scheme meets the council's priorities and the environmental credentials of the project. Invest to save capital projects are encouraged and supported particularly when achieving a revenue payback of 5 years or less.
- Support divesting the pension fund from fossil fuel companies in order to support the wider movement towards carbon neutral as well as avoiding the risk of medium-term losses through stranded assets.
- Investigate the use of Green Bonds to provide the capital impetus to decarbonisation of the council's social housing and municipal buildings.
- use of Power Purchase Agreements (PPAs) to fix the council's long-term energy costs whilst supporting community energy that retains wealth in the borough and guarantees renewable, zero-carbon power generation

Waverley will continually look for external sources of funding as they become available to supplement the costs of projects. Currently there are many government funding streams available that we are actively looking to take advantage of.

We will also find ways to utilise the Community Infrastructure Levy (CIL) and the development of Allowable Solutions as a way of supporting the delivery of the carbon neutral vision. However, it must be noted that there may be potential challenges as a result of the introduction of a National Infrastructure Levy (NIL) in place of CIL over which Waverley Borough Council may have no control.

Cost projections

Based on the trajectory analysis carried out by APSE Energy in 2021 an indicative forecast of the cost to achieving new zero carbon for Scope 1 and 2 emissions is of the region of £3million and the total amount of energy savings could be the

equivalent of £100k per year.³ An estimated further £3.8 million is required to reduce the energy usage of leisure centres by installing heat pumps, resulting in the energy savings which could be the equivalent of £150k per year. This excludes the rebuild of Cranleigh Leisure to Passivhaus standard at minimum, and currently Cranleigh Leisure Centre accounts for 11% of the total council emissions.

Programme management and Communication

To succeed in achieving carbon neutrality it is important to demonstrate leadership at the highest level. Good programme governance is key to making carbon neutrality effective in Waverley and therefore have put in place the following governance structure. That maintains a high level of commitment and management of this programme.

Executive

The Executive will ultimately be responsible for the delivery of the action plan, making key decisions to enable progress.

Climate Emergency Board

A board has been established, to have overview of the delivery of the action plan as well as provide advice and make recommendations to the Executive on opportunities.

Climate Emergency Officers Group

The officers working group remains the vehicle to deliver this ambitious agenda. The members of this group are the individual project owners that are responsible for delivery of the projects within the action plan.

Annual progress

This action plan is intended to be a live document and will be updated frequently as required. An update of the action plan will be presented to Executive and Services O&S Committee in the autumn every year in order to align with budget setting processes for the following year.

Communications Plan

³ APSE trajectory report



A communications Plan has been produced to encourage positive behaviour change by staff, residents and the local community as well as to promote the importance of addressing climate change collectively. Through our communication activities we are supporting community organisations on an ongoing basis.


Annexe 1 – Indicative Action Plan

Key:							
Council's Role		Indicative costs		Carbon impact		Co benefits-link to other corporate priorities	
D	Deliver	£	Low - £0-£50k	L	Low - <1% reduction in council's own emissions	G	Local, open, participative government
E	Enable and facilitate	££	Medium - £50k-£250	M	Medium – 2-5% reduction in council's own emissions	E	Supporting a strong, resilient local economy
S	Support and encourage	£££	High - £250-£1M	H	High – 5-10% reduction in council's own emissions	H	Good quality housing
L	Lobby	££££	Very High - £1M +	Enabling Lobbying Mitigating	Potential borough wide reduction - Yet to be quantified	P	Effective strategic planning and development management
						W	Improving the health and wellbeing

Short Term Actions – 2022-2024

Key focus area	No	Actions	Target date	Council's role	Indic. Cost	Carbon impact	Co-benefits
Organisational Emissions	O02	Identify and resolve any barriers to use of existing Mod.Gov by all councillors and officers to access and use all committee papers electronically.	Dec-22	D	£	L	G
	O03	Through our enhanced use of technology, we can also reduce our reliance on paper by largely phasing out printed agendas and reports continuing and enhancing suitable arrangements where appropriate. Any accessibility issues to be identified and resolved by Equality Impact Assessment.	Dec-22	D	£10k	L	G
	O04	Rethink Pilot - work with SCC to nudge behaviour to consider alternative ways for staff to travel to get to work.	Mar-23	E	£	L	
	O05	Investigate the option of ULEV pool cars for business use and promote behavioral changes.	Dec-22	D	£15K per second	L	

					hand vehicle		
O08	Include Energy Performance requirements when procuring the new Leisure Centre management contract.	Jun-23	D	£	M		
O10	New Cranleigh Leisure Centre - specify a Passivhaus minimum new leisure centre within the architect/designer brief. An energy strategy to be produced at the same time to establish possible viable options.	Dec-22	D	££	L		
O11	Improvements in Energy Efficiency at Farnham Leisure Centre – Installation of pool covers to reduce evaporation, heat loss from the pool will reduce the need for ventilation from the pool hall. Replace 12 showers in the members changing rooms with ones that have reduced flow rate. Fit insulation jackets on steel sand filters. Replace the existing pool hall and gym windows with new triple glazing with a double soft heat reflective coating. Review operation of AHU and explore more efficient options.	Jun-23	D/E	Approx. £300k	L		
O12	Haslemere Leisure Centre - Replace the existing Pool Hall lighting with LED equivalents	Dec-22	D/E	£13,500	L - 17t		
O14	Work with Housing contractors to modifying response times or batching of work in areas on specific days to reduce travel costs. Especially important for trades that only have one or two operatives.	Dec-24	D/E	£	L		
O16	Woolmer Hill Pavilion upgrade – improve energy performance of the building with a view to make it carbon neutral.	Jun-23	D	£110k	L – 15t		
O20	Investigate options for the redevelopment of the Burys as part of the Central Godalming regeneration project. Carbon neutral design options will be considered.	Dec-25	D	££	M		
O21	Consider the implications to switching the electricity supply of council buildings to a green tariff at the end of the current energy procurement contract. Costed proposal to be considered by the Executive.	Dec-23	D	£	L		





	O24	Develop a staff travel plan that will complement the business travel policy. The travel plan will consider a variety of travel options for staff the need to travel into the office including car clubs, zero carbon pool cars and active travel incentives.	Dec-22	L	£	L	
	O25	Develop detailed feasibility studies of our Leisure centres to identify viable energy efficiency projects that are "funding ready"	Jun-23	D	£15,000	L	
	O26	Develop detailed feasibility studies of our pavilions and rangers' offices to identify viable energy efficiency projects that are "funding ready" and prioritise recommendations.	Mar-23	D	£5,000	L	
	O27	Carry out and in depth survey of Bourne Depot including capital budget consideration for re-roofing existing asbestos roof to enable PV panels and ASHP throughout.	Mar-23	D	£5,000	L	
	O28	Explore options for decarbonising the Biffa fleet that will include the use of biofuel and electric vehicles. A report to be presented to Executive with costed proposals.	Mar-23	D			
	O29	Replace AHU motors with energy efficiency ones at GLC and HLC	Dec-22	D	£35,000		
	O30	LED lighting replacement at FLC	Dec-22	D	£37,000	L 35t	
	O31	Seek funding to implement Depot decarbonisation projects per the energy audits	Mar-23	D	£50,000	L	
Active Travel and Air Quality	T01	In partnership with SCC pilot the installation of on street EV chargers to encourage residents and taxi drivers to switch to electric vehicles. Promotion of chargers once in place	Jun-23	S	£0	Enabling - 1.3 t CO2 reduced to date	
	T03	Upgrade of the Eastern boundary footpath (Hale Trail) to be carried out. Path to be widened with sensitive lighting to improve access for all users and promote alternative transport options between North Farnham and the main central area. The footpath will connect to the current Southern boundary footpath.	Dec-24	E	Initial budget £500k+ £170k	Enabling	




	T04	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centres are connected by dedicate cycle routes. - Guildford and Godalming Greenway	Dec-25	E	Match funding TBD	Enabling	W P
	T05	Phase 2 of the EV charger roll out in Waverley owned car parks to encourage the switch to electric vehicles.	Jun-23	D	£111 K	Enabling - 121 t CO2 reduced to date	
	T06	In the context of the high level aim of T04: Support the development of a Farnham Local Cycle and Walking Infrastructure Plan, funded as part of the Farnham Infrastructure Programme, in partnership with SCC.	Dec-22	E	£0	Enabling	W P
	T08	In the context of the high level aim of T04: Support the development of a Waverley Local Cycle and Walking Infrastructure Plan in partnership with SCC, to cover all areas except Farnham. The Cycle and Walking infrastructure layers will be added to the Planning mapping system.	Oct-22	E	£20k	Enabling	W P
	T15	Develop and implement the Godalming Greenway Gateway cycle path, that runs through the Phillips Memorial Park	2022-23	E	£420k – initial budget	Enabling	W
	T16	Implement a DEFRA funded programme with other local authorities in Surrey, through the Surrey Air Alliance, to encourage taxi and PHVs drivers/operators to take up EVs.	Jun-23	E	£	Enabling	W
	T17	In partnership with SCC, Towns & Parish Council identify and select sites on Council/Town & Parish Council and community land to be included in the Concession agreement currently being procured by SCC. Minimum of 700 chargers due to be installed in the 1st year across Surrey.	Jun-23	E	£0	L	W
	Energy Generation	E01	Further consider the recommendations of the Solar Feasibility for canopies on car parks and solar farm with a view to further develop and seek funding for new projects.	Jun-23	D	£	L

	E02	Review renewable energy options in senior living units to increase renewable energy generation to 100% by 2030.	Jun-23	D	££	L	H
	E05	Investigate and implement opportunities for community energy projects in conjunction with other stakeholders, including not-for-profit organisations	Jun-23	E/S	£	Enabling	E
	E6	Investigate viability and finance options of rooftop solar PV, with approximate capacity 300kwp, on a number of leisure centres. Prepare business case including financing options for approval and installation	Dec-22	D	£	30t CO2	
Built Environment	B01	Develop plans for alternatives to individual gas boilers in new and existing Council homes, based on a pilot scheme.	Mar-23	D	£ HRA	L	H
	B02	Evaluate the stock condition data held to ensure it is robust enough to inform plans for energy efficiency. Take remedial action on any short falls identified.	Mar-23	D	£ HRA	M	H W
	B03	Undertaken a stock condition / energy efficiency survey of all the senior living schemes to inform an asset management plan for the schemes	Mar-23	D	£	L	H W
	B04	Desktop modelling exercise to ascertain current private sector stock conditions, including use of data from Experian, English Housing Surveys and Energy Performance Certificates. This will enable us to identify areas of interest for planned programmes of works to meet the carbon neutral commitment.	Dec-24	D	£40k	Enabling	H
	B05	Review of Home Improvement policy for Private Sector Housing to increase the availability of grant aid for domestic energy efficiency schemes. Achieved by changes to list of eligible works and/or applicants' eligibility criteria.	Dec-22	D	£	Enabling	H W
	B06	Work with Affordable Housing partners to meet climate change agenda in terms of incorporating good policy and practice on new affordable housing developments in Waverley.	Dec-22	E	£	Enabling	H W
	B07	Work with landscape consultants to develop Climate Positive Design for new council homes, developing carbon off-set opportunities in the materials used in hard landscaping and plants in soft landscaping.	Dec-23	D	£	L	H P
	B08	Continue to provide EV chargers to new build homes and introduce to refurbishment projects. Future proof parking bays by installing infrastructure so additional chargers can be added.	2020-ongoing	D	££	Enabling	H P
	B11	Produce a Supplementary Planning Document that will support developments consistent with the policy of carbon neutrality.	Oct-22	E	£	Enabling	H P
	B12	Produce a sustainability checklist for the use of officers and members for the review of planning applications in order to ensure that full account is taken of all criteria in relation to the consideration of planning applications.	Oct-22	S	£	Enabling	H P

	B13	Produce a checklist for developers to audit sustainability in planning applications.	Oct-22	S	£	Enabling	H	P
	B14	Review the climate change policies within the Local Plan Part 1. Review due 5 years from adoption.	Feb-23	E/S	£	Enabling	H	P
	B15	Undertake an Energy study and develop a strategic approach to improving the performance of housing assets, in order to deliver the necessary levels of carbon reduction	Dec-23		£HRA	H	H	P
Waste and Resources	W1	Investigate feasibility of a community composting scheme to reduce the necessity of garden waste collection	Jun-23	D	£	Enabling		W
	W3	Develop a plan for becoming a zero waste borough through encouraging waste reduction and reuse as well as recycling both in respect of domestic waste and commercial and industrial waste.	Dec-22	L	£	Lobbying		
Land Use and Adaptation	L1	Contact Parish and Town councils and relevant not-for-profit organisations to encourage local food production via allotments and community Farms.	Dec-23	E/S	£	Enabling	E	W
	L2	Investigate the opportunity to identify unused land that can be used for local food production.	Jun-23	E/S	£33k	Enabling	E	W
	L3	Provide a badge system for local (less than 30 miles) producers of food.	2022	E/S	£	Enabling	E	
	L4	Adoption of policies that will enhance the natural environment such as: <ul style="list-style-type: none"> Biodiversity Strategy and action plan. Tree and woodland management policy, taking a sustainable approach to planting, provide succession for tree stock that are able to cope with future diseases and pests and opportunity to offset carbon. 	Dec-22	D	£	Enabling		
	L5	Implement PlantLife No Mow May initiative in line with review of pilot. Work with SCC to align our biodiversity policies.	Oct-22	S	££££	Enabling		
Green Economy	GE1	Develop a strategy to provide incentives and support for local businesses to operate on a carbon neutral model.	Dec-23	E	£20K	Enabling	E	
	GE2	Develop a business award scheme to incentivise local businesses to become carbon neutral.	Dec-22	S	£	Enabling	E	
	GE4	Aiming to upskill 36 - 70 SMEs businesses through Carbon Literacy Training to help reduce their carbon emissions. training will be delivered by Inspiration Space.	Mar-23	S	£15K	Enabling	E	
	GE5	Promote the EM3 LEP low carbon business support function and one to one consultancy advice with a new green specialist associate.	2022	S	£	Enabling	E	

Medium Term Actions 2024-2026

Key focus area	Actions	Date	Council's role	Cost indication	Carbon impact	Co-benefits	
Organisational Emissions	O19	Review the carbon implications of the ground's maintenance contract, from vehicles and equipment, at the next contract evaluation point in 2024. All vehicles to be zero carbon by 2030 as part of a phased programme.	Dec 2024	D	£££	H	
	O22	Renegotiate the spec of the waste contract, at the next contract break, to include: <ul style="list-style-type: none"> Investigation of the implications of reducing bin collections. (Monthly bin collections for refuse / rather than fortnightly). Investigation of the implications of increasing the green waste collections at peak seasonal times. Additional collections of leaves can reduce the number of bonfires.	2027	D	£££/ ££££	H	
Active Travel and Air Quality	T7	Work with SCC and Town & Parish councils to introduce residential parking permits that encourage the use of electric vehicles.	2025	E	£	Enabling	
	T9	Introduce a bike hire scheme in all major hubs with allocated parking bays at railway stations, bus terminals, in town centres and at university and educational sites.	2025	E	£££	Enabling	
	T10	Introduce a pool of electric scooters across Waverley that can be used for short journeys, once legalised for use on roads and/or pavements.	2025	E	££	Enabling	
	T11	Investigate the option for uber buses to be available across the borough particularly in outlying areas not currently serviced by alternative public transport. Extension of the Hoppa service to cover a wider population	2025	E	£££	Enabling	 
	T12	Investigate the introduction of bylaws to prohibit garden bonfires	2025	E	£	Enabling	
	T13	Investigate the possibility of having smoke control areas within Waverley. This will ensure only authorised fuels in approved appliances (exempted stoves) can be used	2025	E	£	Enabling	

	T14	Investigate working with businesses to encourage home working where appropriate and introducing charging for work place parking spaces and promote the switch to electric vehicles and the use of public transport.	2023	E	£	Enabling	
	T15	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centres are connected by dedicate cycle routes <ul style="list-style-type: none"> Develop a plan to open up the Downs Link as a sustainable transport corridor. 	2023-2025	E	££££	Enabling	 
Waste and Resources	W4	Encourage Surrey County Council to use its powers to stop fossil fuel mineral extraction in Waverley.	ongoing	L		Lobbying	

Long Term Actions 2027-2030

Key focus area	No	Actions	Date	Council's role	Cost indication	Carbon Impact	Co-benefits
Energy Generation	E6	Investigate the option for micro hydro electricity generation on rivers/ at mills within Waverley.	2027	D	£	Enabling	
Active Travel and Air Quality	T02	Review taxi licensing policy to encourage the use of ultra-low emission vehicles and introduce a maximum age limit for cars. Proposed targets are: From 1 January 2027 new licences must only include zero emission vehicles	2025	D	£	Enabling	

Completed Actions to date

Actions	Date
Review the design specifications for acquisitions and procurements to include opportunities to build carbon neutral homes – of Passivhaus standard or equivalent.	2022
Dunsfold Park Garden Village SPD - covering high level masterplan principles and design coding for the new settlement. Sustainability is at its core and should flow throughout the document	Feb-22
Investigate viability and finance options of ground mounted solar PV in car parks and on Waverley land. Commission a feasibility study to include a business case including financing options for approval.	Jun-22
Investigate viability and finance options of ground mounted solar PV in car parks and on Waverley land. Commission a feasibility study to include a business case including financing options for approval.	Jun-22
Support the national "Take The Jump" scheme and promote the behavioural change required to move to a net-zero carbon economy amongst Waverley staff and across Waverley.	2022
Adoption of policies that will enhance the natural environment such as: Pesticide policy with a view to phasing out the use of pesticides	2022
Facilitate and support a multi-agency bid for some of the £33 million available for flood elevation schemes. Focus will be to utilise the concept of natural flood risk management achieving the objectives of lowering flood risk and planting trees and restoring marshland.	2020
Work with SCC to map out opportunities for solar generation on Waverley assets and tree/hedgerow planting	2020
Replacing Borough Hall lighting: 12 fluorescent tubes with LEDs, including connections and controls.	2020

Optimise the parking software system to minimize necessity to print documents.	2020
Conclude the lighting replacement programme in Car parks with one final car park	2020
Cranleigh Leisure Centre - Carry out an energy audit to establish what work would be required to build the new leisure centre in Cranleigh as close to carbon neutral as possible. To include a step-by-step list of emissions versus costs.	2020
Edge Leisure Centre - Replace the existing sports hall lighting with LED equivalents. The energy savings are likely to be on the region of 50%.	2021
Develop a plan to work with all existing contractors to reduce their carbon footprint from fuel consumption and make explicit their goals in terms of carbon reduction.	2021
Modify procurement policies and present a revised procurement policy to Executive consistent with the promotion of sustainable and ethical trading for approval and implementation .	2022
Decarbonising the Memorial Hall - installation of an ASHP and a solar PV system partly funded from the PSDF	2020
Investigate options to decarbonise the Depot in partnership with Biffa, by carrying out an energy audit	2022
Review taxi licensing policy to encourage the use of ultra-low emission vehicles and introduce a maximum age limit for cars. Proposed targets are: From 1 January 2023 a new application to licence a taxi must be a ULEV.	2020
Introduce the kerbside collection of textiles & WEEE to promote recycling and reduce the need for residents to drive to bring sites.	2021