



Tunbridge Wells Borough Council

Corporate Carbon Descent Plan: Year 4 Action Plan

25 July 2024



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Introduction

This year 4 action plan builds on last year's work delivering more specific measures. Measures include agreeing the use of HVO fuel in our waste collection fleet for the 24/25 financial year, assessment of solar installation and investment options and the implementation of energy management. Multiple key activities from year 3 will continue over into year 4, with focus now starting to shift towards specific decarbonisation interventions, alongside key asset planning and strategy work, and continued work to embed climate change considerations across the organisation.

Year 4 covers specific work for the 2024/25 financial year whilst establishing future timelines for wider delivery.

Our year 3 progress report can be accessed here: <https://twbcclimateaction.co.uk/what-were-doing/corporate-carbon-descent-plan/>

Action Plan

1. TWBC Buildings

	Activity Description	Delivery Lead	Start Date	End Date	Cost/Staffing Implications	Comments & Outcomes	tCO ₂ e Impact	Direct Impact
1.1	Decarbonisation Plans: Phase 1 Undertake a review of and develop decarbonisation plans for key TWBC buildings.	Property & Estates	Sept '23	Mar '26	£150k available to progress decarbonisation plans, though this will not fund all phases.	Phase 1a: Town Hall, Assembly Hall Theatre & The Amelia Scott. Phase 1b: Tunbridge Wells Leisure Centre, Putlands Leisure Centre & The Crematorium.	n/a	Enabler High

					Additional funds required.	Phase 1 will identify opportunities to decarbonise whilst providing initial costs to deliver required interventions.		
1.2	Decarbonisation Plans: Phase 2 Review options and plans for all remaining TWBC buildings. Determine hierarchy, timeline, future plans and high-level costs for decarbonisation. Align and embed this work with the Asset Management Plan.	Property & Estates Sustainability	April '24	Mar '25	Existing resources.	Phase 2 considers all remaining sites, identifying a hierarchy for decarbonisation considering planned maintenance, stock condition, available budgets, maintenance budgets, and determine a timeline for works.	n/a	Enabler High
1.3	Decarbonisation Plans: Phase 3 Support and review Rivington Hark & Knight Frank's development of a separate decarbonisation and action plan for the Royal Victoria Place, where required.	Rivington Hark Knight Frank Property & Estates Sustainability	Apr '24	Mar '25	Existing resources.	Phase 3 will determine the interventions and costs associated with decarbonising the Royal Victoria Place. Delivery of this specific decarbonisation plan will be kept separate from the CCDP and will be led by Rivington Hark and Knight Frank.	n/a	Enabler High
1.4	Decarbonisation Works: Implement decarbonisation works to key phase 1 sites, and other relevant assets where necessary.	Property & Estates	Apr '24	Mar '26	Additional funds & resources required.	Deliver works to sites following the completion and agreement of decarbonisation plans.	1,610.6 tCO₂e	Enabler High

1.5	<p>Energy Generation: Phase 1</p> <p>Investigate the potential to develop and own large scale energy generating opportunities as a means of contributing towards TWBCs net zero target.</p> <p>Specifically, through directly decarbonising the electricity we use, whilst managing future costs.</p>	Property & Estates	<p>Phase 1a: Sept '23</p> <p>Phase 1b: Apr '24</p>	<p>Phase 1a: Mar '24</p> <p>Phase 1b: Mar '25</p>	Additional funds required.	<p>Phase 1a: High-level financial and carbon modelling. <i>Complete.</i></p> <p>Phase 1b: Development and delivery of options.</p> <p>To reduce emissions associated with our electricity consumption.</p>	1,869.6 tCO ₂ e	Enabler High
1.6	<p>Energy Generation: Phase 2</p> <p>Assess the commercial opportunities to use Solar Panels on existing TWBC buildings and car parks.</p>	Property & Estates	Mar '23	Mar '25	Additional funds required for consultant.	Review the cost and impact of increasing solar panels on existing TWBC owned buildings and car parks.	See above	Enabler Mid
1.7	<p>Leased buildings:</p> <p>Investigate options to incorporate sustainability requirements and reporting into our future lease agreements.</p>	Property & Estates Sustainability	Apr '24	Mar '25	Existing resources.	Review options to require lease agreements to include carbon reduction performance / requirements that align with our 2030 corporate net zero target.	n/a	Enabler High

1.8	Crematorium Sustainability Review: Investigate small intermediary options to improve the general sustainability of the crematorium and service delivery.	Sustainability Crematorium	Apr '25	Mar '26	Existing resources.	Identify short term actions to reduce single-use materials and improve general sustainability of the service operation.	n/a	Low
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2. Key Contracts

	Activity Description	Delivery Lead	Start Date	End Date	Cost/Staffing Implications	Comments & Outcomes	tCO ₂ e Impact	Direct Impact
2.1	Household Recycling & Waste Collection: Phase 1 Continue investigation into power requirements at North Farm Depot for the possibility of a future electric fleet.	Waste & Streetscene Property	Apr '24	Jul '25	Additional funds required for consultant.	Undertake early supplier engagement to gain market insights on achieving net zero. Produce a strategic paper where required, detailing what an electric fleet might look like, as well as required power for charging and associated infrastructure issues.	n/a	Enabler High
2.2	Household Recycling & Waste Collection: Phase 2 Monitor the use of HVO fuel within the existing collection fleet,	Waste & Streetscene	Jul '24	Jul '25	Existing resources. Additional funds required should	Monitor the performance of HVO fuel use in our waste fleet. Produce a report detailing next steps on HVO utilisation for achieving decarbonisation goals.	280.9 tCO₂e	Enabler High

	<p>collaborating with the contractor to collect feedback.</p> <p>Establish plans, and budget implications for increased HVO fuel use as an interim decarbonisation method through to 2031.</p>				<p>an increase in HVO use be agreed.</p>	<p>This will be a key piece of work to decarbonise one of our highest emitting contracts.</p>		
2.3	<p>Household Recycling & Waste Collection: Phase 3</p> <p>Investigate specification options for the service, post 2027 whilst reviewing and embedding decarbonisation opportunities where possible in the interim.</p>	<p>Waste & Streetscene</p> <p>Procurement</p> <p>Sustainability</p>	Apr '24	Mar '26	<p>Existing resources and consultancy support.</p>	<p>Undertake early market engagement. Determine next steps for our subsequent service cycle, including how further decarbonisation interventions can be incorporated and scaled up to the 2031 service.</p> <p>This will be a key piece of work to decarbonise one of our highest emitting contracts.</p>	<p>930.8 tCO₂e</p>	<p>Enabler</p> <p>High</p>
2.4	<p>Grounds Maintenance:</p> <p>Investigate specification options for the next Grounds Maintenance service from 2027, whilst reviewing and embedding interim decarbonisation opportunities.</p>	<p>Parks & Sports</p> <p>Procurement</p> <p>Sustainability</p>	Apr '24	Mar '25	<p>Existing resources and consultancy support.</p>	<p>Undertake early market engagement. Review possibility of moving to full electrification of grounds maintenance vehicles and equipment.</p> <p>Establish and implement wider sustainable maintenance practices.</p>	<p>126.7 tCO₂e</p>	<p>Enabler</p> <p>Med</p>

2.5	Leisure Centre Management: Investigate specification options for the next Leisure Management service from 2027, whilst reviewing and embedding interim decarbonisation opportunities.	Parks & Sports Procurement Sustainability	Apr '24	Mar '25	Additional resources required.	Undertake early market engagement to investigate options for decarbonising the delivery of leisure services. Findings will be built into the next service, where feasible. This will be a key piece of work to decarbonise one of our highest emitting services.	1,159.5 tCO ₂ e	Enabler High
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3. Procurement

	Activity Description	Delivery Lead	Start Date	End Date	Cost/Staffing Implications	Comments & Outcomes	tCO ₂ e Impact	Direct Impact
3.1	Sustainable Procurement Policy: Update the policy where required and determine long term implementation actions and aims.	Procurement Sustainability	Apr '24	Mar '25	Existing resources.	A review of the impact of policy in terms of carbon reduction measures introduced in each new contract and review options to develop further.	n/a	Med
3.2	Climate Emergency Impact Assessment:	Sustainability	Apr '24	Mar '25	Existing resources.	A review of the impact and use of the CEIA, alongside a simplified and shortened process for officers.	n/a	Med

	Update the CEIA to provide clearer guidance and requirements to officers.							
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4. Transport

	Activity Description	Delivery Lead	Start Date	End Date	Cost/Staffing Implications	Comments & Outcomes	tCO ₂ e Impact	Direct Impact
4.1	Fleet Vehicles: Review timeline, cost, and feasibility of changing our remaining ICE fleet vehicles to electric vehicles.	Parking Facilities Waste and Streetscene Sustainability	Apr '24	Jul '25	Existing resources.	Review of existing internal combustion engine (ICE) vehicles and the available options and timeline for decarbonisation.	11.36 tCO₂e	Low
4.2	Staff EV Charging: Review options to provide staff only EV charging points in Council car parks.	Parking Property & Estates Sustainability	Apr '25	Mar '26	Existing resources.	Review of staff EV charging provision, alongside opportunities to provide capacity for staff-only charging.	<i>n/a</i>	Low
4.3	Business Travel: Assessment of most common method of transport and identification of opportunities to influence transport modes.	HR Finance Sustainability	Apr '25	Mar '26	Existing resources.	Lead to identification of interventions to reduce 'hard to tackle' emissions.	43.99 tCO₂e	Mid

5. Corporate Governance

	Activity Description	Delivery Lead	Start Date	End Date	Cost/Staffing Implications	Comments & Outcomes	tCO ₂ e Impact	Direct Impact
5.1	<p>Emissions Reporting:</p> <p>Phase 1: Complete the 2022/23 and 2023/24 emissions reporting and re-baselining exercise.</p> <p>Phase 2: Continue annual emissions reporting.</p> <p>Phase 3: Produce a scoped-out Net Zero pathway to 2030.</p>	Sustainability	Jan '24	Jul '26	Existing resources.	This will provide us with up to date data and will influence future action plans. This work will also allow for progress monitoring.	n/a	Low
5.2	<p>Borough Climate Change Strategy:</p> <p>Production and delivery of a borough wide climate change strategy, incorporating resident consultation.</p>	Sustainability Comms All Other Service Areas	Jan '24	Feb '25	Existing resources.	This work demonstrates our commitment to supporting carbon reduction across the borough. This work will highlight our approach to tackling decarbonisation across the borough, in partnership with residents, businesses, anchor institutions and community groups.	n/a	Low
5.3	<p>Offsetting / Insetting Strategy:</p> <p>Develop a draft offsetting / insetting strategy to determine how TWBC</p>	Sustainability	Oct '24	Mar '26	Existing resources.	This strategy will determine our approach to tackling our expected residual emissions, which are simple too difficult to	n/a	Low

	should tackle its residual emissions to achieve Net Zero.					reduce. This is a widely accept element of achieving net zero.		
5.4	<p>Sustainable Building Maintenance Policy:</p> <p>Agree a policy determining minimum standards to implement for buildings requiring significant routine maintenance e.g., boiler replacement.</p>	Sustainability Property & Estates	Apr '24	Oct '24	Existing resources.	The development of such a policy provides officers with a clear steer on how we would like routine maintenance work to incorporate sustainability.	n/a	Enabler High
5.5	<p>Staff Commuting:</p> <p>Review TWBC policies, plans and opportunities related to staff travel.</p>	Sustainability HR	Apr '24	Jul '25	Existing resources.	Reviewing staff travel will provide us with information on way we can reduce emissions from staff commuting to and from work.	79.4 tCO ₂ e (total commuting CO ₂ e)	Low
5.6	<p>Green Events Guide:</p> <p>Develop a green event guide to provide recommendations and minimum standards we would expect from internal and external events in the Borough.</p>	Sustainability The Amelia	Apr '24	Sept '25	Existing resources.	A review of our current event policy and subsequent identification of how we can improve the sustainability of these event, building up to 2030.	n/a	Low
5.7	<p>Graduate Climate Change Officer:</p> <p>Fill vacant graduate climate change officer role.</p>	Sustainability	Jan '24	Apr '24	Staff costs.	To provide vital capacity to deliver our CCDP action plan and borough climate change strategy.	n/a	Low

5.8	Team Capacity: Complete a review of existing sustainability, property, and private sector housing capacity to deliver against our net zero target.	Sustainability	Jul '24	Sept '24	Existing resources.	A review of capacity will be key to determining whether we can deliver the key work against our CCDP action plan and borough climate change strategy ambitions.	n/a	Low
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6. Communications

	Activity Description	Delivery Lead	Start Date	End Date	Cost/Staffing Implications	Comments & Outcomes	tCO2e Impact	Direct Impact
6.1	Climate Emergency Impact Assessment: Hold staff training about using the CEIA, alongside wider promotion and communication of this requirement.	Sustainability	Jun '24	Jun '25	Existing resources.	Wider promotion of this requirement is important when embedding climate understanding into all areas of the council and the projects we deliver.	n/a	Low
6.2	External Climate Comms: Implement the climate comms plan alongside a wider review and update to external comms content, such as the TWBC Climate Action website.	Sustainability Comms	Apr '24	Mar '26	Existing resources.	Key to keeping residents and communities advised of the actions the council is taking and encourage their own carbon reduction activity.	n/a	Low

6.3	Internal Climate Comms: Review internal climate comms approaches and capacity. Implement staff training (such as carbon literacy) and awareness to increase understanding of how all areas of work impact climate change.	Sustainability Comms	Aug '24	Mar '26	Existing resources.	Key to keeping staff advised of the actions the council is taking and provide wider understanding on actions that all areas of the council take to reduce carbon emissions.	n/a	Low
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7.External Funding & Lobbying

	Activity Description	Delivery Lead	Start Date	End Date	Cost/Staffing Implications	Comments & Outcomes	tCO2e Impact	Direct Impact
8.1	Grants: Continued review and application for decarbonisation Grant opportunities.	Property & Estates Sustainability Parks & Sports Leisure Services	Apr '24	Mar '26	Additional funds required to leverage grant funding.	Potential Grant funding for decarbonisation projects from PSDS, LCSF, SPSF, ACE, NLHF and Museum sources.	n/a	Enabler High
8.2	Lobbying: Continue to lobby government on critical issues and barriers to decarbonisation delivery.	Sustainability Portfolio Holder Leader	Apr '24	Mar '26	Existing resources.	Using our voice to make it clear to government the key barriers we face, and the wider support needed. For example, lobbying for clear funding timelines, improved	n/a	Low

						funding scheme design and opportunities.		
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