
Tunbridge Wells Borough Council

# Corporate Net Zero Strategy: Action Plan 2026/27-2027/28

15 July 2026

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# 1. Introduction

This action plan sets out the first phase of delivery against Tunbridge Wells Borough Council's Corporate Net Zero Strategy. The strategy provides a robust, evidence-based framework aligned with the British Standards Institution Net Zero Pathway (BSI NZP) and a verified emissions baseline, building on significant progress already achieved in reducing operational emissions. This plan translates the strategy's long term carbon reduction plan into clear, deliverable actions for the 2026/27 and 2027/28 financial years.

The plan identifies specific, time-bound interventions across the council's operations, assets, contracts and supply chain, with defined responsibilities and indicative costs. It provides the operational approach for delivering short term emissions reductions, while establishing a rolling programme of action plans that will ensure progress remains aligned with interim targets and the council's 2046/47 net zero target.

# 2. Action Plan: (2026/27 – 2027/28)

## 2.1. Owned and Operated Buildings and Assets

**Rationalisation of assets within the property portfolio.**

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_2e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 1 | **The Wesley Centre**<br>Proceed with the sale of the Wesley Centre, as part of estate rationalisation. | Property | Apr '26 | Mar '27 | £200 | 6.7 | 1 | Sale in progress. |

**Replacement of gas boilers with suitable electric alternatives.**

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_2e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 2 | **Claremont Road**<br>Proceed with the full property renovation, including decarbonisation measures. | Property | Apr '25 | Jul '26 | tbc | 6.0 | 1 | Funding allocated. |
| 3 | **Upper Grosvenor Road**<br>Proceed with the full property renovation, including decarbonisation measures. | Property | Apr '26 | Mar '28 | tbc | 2.5 | 1 | Funding allocated. |
| 4 | **London Road**<br>Obtain funding and agreement to proceed with the full property renovation, including decarbonisation measures. | Property | Apr '26 | Mar '28 | tbc | 9.0 | 1 | Funding proposed. |
| 5 | **Royal Victoria Place: Ely and Palm Court**<br>Proceed to planning application stage for the redevelopment of Ely and palm court. | Property | Apr '26 | Mar '27 | n/a | n/a | 1 | To be delivered as part of the RVP redevelopment project. |
| 6 | **Royal Victoria Place: Main Centre**<br>Update the planned maintenance programme to replace gas heating with electric alternatives by 2035. | Property | Apr '26 | Mar '27 | n/a | n/a | 1 | Enabling measure. |
| 7 | **Grosvenor Recreation Ground Pavillion**<br>Proceed with the replacement of existing gas boiler with an electric alternative. | Property | Apr '27 | Mar '28 | -£50 | 2.8 | 1 | Funding to be requested as part of the 2027/28 budget setting process. |
| 8 | **Crematorium Office and Chapel**<br>Proceed with the replacement existing gas boilers with an electric alternative. | Property | Apr '27 | Mar '28 | -£100 | 14.3 | 1 | Funding to be requested as part of the 2027/28 budget setting process. |

| Owned and Operated Buildings and Assets KPIs | Metric |
|---|---|

| | |
|---|---|
| Buildings and assets with fossil fuel heating removed. | Percentage |
| Gas consumption reductions | kWh |

## 2.2. Stationary Combustion Fuels and Biofuels

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_{2}e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 9 | **Ice Rink HVO Generators**<br>Part fund an upgrade to the Calverley Grounds substation to deliver mains powered events, in collaboration with Icescape. | Assembly Hall Theatre | Apr '26 | Dec '26 | -£65 | 143.2 | 1 | Funding agreed. |
| 10 | **Depot Petrol Jet Washer**<br>Purchase an electric jet washer to replace the existing petrol one. | Facilities | Apr '27 | Mar '28 | -£3.5 | 0.04 | 1 | Funding to be requested as part of the 2027/28 budget setting process. |

| Stationary Combustion Fuels and Biofuels KPIs | Metric |
|---|---|
| Fossil fuel derived fuel reduced. | Litres |

## 2.3. Electricity Procurement and Generation

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_2e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 11 | **Royal Victoria Place Car Park Solar Canopies**<br>Deliver the solar canopy project on the RVP multistorey car park. | Property | Apr '25 | Jul '26 | -£1,800 | 84.6 | 2 | Funding allocated. |
| 12 | **Core Asset Renewable Electricity Procurement**<br>Agree electricity procurement through LASER Green Basket 'mini PPA' product. | Procurement / Facilities | Apr '26 | Mar '27 | -£5 | 320.4 | 2 | Funding allocated. |
| 13 | **Crescent Road Solar Opportunity Assessment**<br>Commission the assessment of car park mounted solar canopies on Crescent Road Car park, to directly power TWBC Civic Complex and adjacent businesses. | Property | Apr '26 | Mar '27 | n/a | n/a | 2 | Enabling measure. |
| 14 | **Royal Victoria Place Renewable Electricity Procurement**<br>Work with managing agent to procure high quality renewable electricity. | Rivington Hark | Apr '26 | Mar '28 | tbc | 92.0 | 2 | To be led by managing agent as part of the centre decarbonisation plan. |
| 15 | **LED Streetlighting Upgrades**<br>Investment in the future safety of our residents through a second phase of LED streetlighting upgrades to approximately 250 streetlight columns in Royal Tunbridge Wells. | Facilities | Apr '27 | Mar '28 | -£60 | 3.1 | 2 | OPEX savings from phase one can help offset CAPEX from phase two. |
| 16 | **Government Intervention: Clean Power Pledge**<br>Decarbonisation of the national grid to $50gCO_2e$ /kWh by 2030. | n/a | Apr '25 | Mar '28 | n/a | 169.3 | 2 | Included for completeness to show the impact on national government policy on TWBC emissions. |

| Electricity Procurement and Generation KPIs | Metric |
|---|---|
| Core assets procuring renewable energy. | Percentage |
| Electricity consumption reductions. | kWh |
| On-site electricity generation | kWh |

## 2.4. Vehicle Fleet

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_{2}e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 17 | **Facilities Diesel Van**<br>Replace the existing facilities diesel van with an electric equivalent. | Facilities | Apr '27 | Mar '28 | -£50 | 1.6 | 1 | Funding to be requested as part of the 2027/28 budget setting process. |
| 18 | **Town Hall EV Charging Connection**<br>Investigate opportunity and if possible re-instate electrical connection to the front of town hall for facilities van EV charging. | Facilities | Apr '26 | Mar '28 | tbc | n/a | 1 | Funding to be requested as part of the 2027/28 budget setting process. |

| Vehicle Fleet KPIs | Metric |
|---|---|
| Total fleet electric vehicles. | Percentage |
| Petrol consumption reductions. | Litres |
| Diesel consumption reductions. | Litres |

## 2.5. Business Travel and Commuting

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_2e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 19 | **Electric Vehicle Salary Sacrifice**<br>Proceed with the introduction of a staff EV salary sacrifice scheme. | Sustainability / HR / Finance | Apr '26 | Mar '27 | tbc | 24.3 | 3 | Proposal to be finalised alongside additional costs and capacity requirements. |
| 20 | **Staff Car Loan Scheme**<br>Review the sustainability requirements of the staff car loan scheme. | Finance / Sustainability | Apr '26 | Mar '27 | n/a | n/a | 3 | Enabling measure. |
| 21 | **Staff Ad-Hoc Car Club Access**<br>Implement improved staff sign up and hire for ad-hoc business travel. | Sustainability / Procurement | Apr '26 | Mar '27 | n/a | n/a | 3 | Enabling measure. |
| 22 | **Staff Bike Loan Scheme**<br>Review options to improve the staff bike loan scheme offer. | Sustainability / HR / Finance | Apr '26 | Mar '28 | n/a | n/a | 3 | Enabling measure. |
| 23 | **Dedicated Staff Car Club Vehicle**<br>Review suitability and demand for a dedicated TWBC Car Club vehicle. | Sustainability / HR / Finance | Apr '27 | Mar '28 | £7 | n/a | 3 | Annual cost. |

| Business Travel and Commuting KPIs | Metric |
|---|---|
| Staff EV salary sacrifice uptake. | Percentage |
| Staff car club business travel use. | Miles |

## 2.6. Downstream Leased Assets

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_2e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 24 | **25 Monson Road (TW Property Holdings)**<br>Proceed with the sale of 25 Monson Road, as part of estate rationalisation. | Property | Mar '25 | Apr '26 | tbc | 8.2 | 3 | Sale complete. |
| 25 | **Cemetery Lodge (TW Property Holdings)**<br>Proceed with the sale of the Cemetery Lodge, as part of estate rationalisation. | Property | Apr '26 | Mar '27 | tbc | 12.4 | 3 | Sale in process. |

| Downstream Leased Assets KPIs | Metric |
|---|---|
| Estate rationalisation delivered. | Number of properties. |

## 2.7. Tier One Contracts

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_2e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 26 | **Waste Collection Contract: Diesel RCVs**<br>Work with FCC to install a dedicated HVO tank, following on from designs drawn up in 2025. Prepare to operationalise HVO across the fleet. | Waste and Street Care | Apr '26 | Mar '28 | tbc | n/a | 3 | Costs likely to be revenue as part of the new contract. Discussion ongoing prior to contract mobilisation. |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 27 | **Leisure Centre Contract: Putlands**<br>Work with Serco to improve the thermal efficiency and facilities at Putlands Leisure Centre, utilising S106 funds. Improvements to reduce demand by approximately 10%. | Property | Jul '26 | Mar '28 | -£1,200 | 6.0 | 3 | Funding allocated from section 106 developer contributions. |
| 28 | **Lesure Centre Contract: Electricity**<br>Work with operator to procure high quality renewable electricity. | Property | Jul '26 | Mar '28 | n/a | 340.7 | 3 | To be led by Serco. |

| Tier One Contracts KPIs | Metric |
|---|---|
| Emissions per contract. | $tCO_2e$ |
| Reduction in fossil fuel energy consumption. | kWh, Litres |

# 2.8. Procurement: Supply Chain

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_2e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 29 | **Sustainable Procurement Policy**<br>Update the sustainable procurement policy to establish minimum standards and requirements to implement sustainability into future contracts. Specifically, covering pathway aligned net zero targets, carbon reporting and reduction plans. | Procurement / Sustainability | Apr '26 | Mar '27 | n/a | n/a | 3 | Working with West Kent Procurement Partnership. |
| 30 | **Top Supplier Surveys**<br>Conduct supplier surveys to collected primary data on contract emissions. | Procurement / | Apr '26 | Mar '27 | n/a | n/a | 3 | Enabling measure. |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Sustainability | | | | | | |
| 31 | **Supplier Sustainability Advice**<br>Compile updated advice for businesses on emissions report, net zero target setting and carbon reduction plans. | Procurement / Sustainability | Apr '26 | Mar '27 | n/a | n/a | 3 | Enabling measure. |

| Procurement: Supply Chain KPIs | Metric |
|---|---|
| Suppliers responding to surveys. | Percentage. |
| Suppliers meeting sustainable procurement policy requirements. | Percentage, Number. |

## 2.9. Corporate Governance

| Ref | Intervention | Service Area | Start Date | End Date | Indicative Cost (£000's) | $tCO_{2}e$ Saving | GHG Scope | Comments |
|---|---|---|---|---|---|---|---|---|
| 32 | **Carbon Literacy Training**<br>Purchase carbon literacy training licence, and deliver internal carbon literacy training to staff. | Sustainability | Jul '26 | Mar '28 | £2.5 | n/a | n/a | Funding allocated. |
| 33 | **Service Area Sustainability Workshops**<br>Deliver service areas workshops to assess emissions from spend and develop service level emissions reduction plans. | Sustainability | Sept '26 | Mar '28 | n/a | n/a | n/a | Enabling measure. |
| 34 | **Waste and Recycling Communication** | Sustainability / Facilities | Mar '26 | Mar '28 | n/a | n/a | n/a | Enabling measure. |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Roll out new waste and recycling posters and communication following the introduction of simpler recycling regulations. | | | | | | | |
| 35 | **Recruitment**<br>Recruit for two additional posts within the sustainability team. | Sustainab ility | Jun ‘26 | Jul ‘27 | tbc | n/a | n/a | Funding allocated. |

| Corporate Governance KPIs | Metric |
|---|---|
| Staff carbon literate. | Number |
| Carbon literacy training sessions delivered. | Number |
| Service areas with plans. | Number |
| Vacant posts filled. | Percentage |

# 3. Programme Performance Metrics

## 3.1. Emissions Reduction Performance

This two year action plan if fully delivered, will deliver total emissions reductions of **1,178.4 $tCO_2e$**. This is 58% of the required emissions reductions to achieve the first interim target (35% reduction in total emissions in 2029/30). This a 14% total reduction against the 2024/25 baseline.

Furthermore, this plan will deliver the following reductions against interim targets for each emissions scope:

- **Scope 1: 47.2 $tCO_2e$** reduction. This is 27% of the required reductions to achieve a 23.7% reduction in scope 1 emissions in 2029/30.
- **Scope 2: 636.3 $tCO_2e$** reduction. This is 89% of the required reductions to achieve a 98.6% reduction in scope 2 emissions in 2029/30.
- **Scope 3: 391.6 $tCO_2e$** reduction. This is 19% of the required reductions to achieve a 29.7% reduction in scope 3 emissions in 2029/30.

## 3.2. Programme Funding Performance

Based on this two year plan, approximately £3,072,500 is allocated to the delivery of interventions, with approximately £270,500 with funding unallocated. This means that 10% of the total costs identified over these next two years are yet to be funded. Interventions unfunded will go through the 2027/28 budget setting process.

For costed interventions, a cost per $tCO_2e$ is provided in Appendix A.

These costs however, are simply just estimates, with several interventions still without costs estimates. It is highly likely that total costs with exceed the £3,343,000 estimated in this action plan.

## 3.3. Programme Key Performance Indicators (KPIs)

In addition to the KPIs provided for each intervention category in section 2, the following KPIs will be used to track overall performance across all actions plans and therefore against the delivery of the Corporate Net Zero Strategy.

## Headline Progress

| KPI | Metric |
|---|---|
| Total emissions ($tCO_2e$) | $tCO_2e$ reduction |
| Annual emissions reduction | % annual reduction |
| Interim target progress | % complete |
| Scope 1,2 and 3 breakdown | % annual reduction |

## Delivery Performance

| KPI | Metric |
|---|---|
| Interventions on track | % |
| Interventions delayed | % |
| Interventions completed | % |
| Total emissions reductions delivered vs plan | $tCO_2e$ vs baseline |
| Financial resources allocated | % funded vs unfunded |
| Intervention spend | £ spent vs £ planned |

# 4. Appendix A: Cost per $tCO_2e$

| Ref | Intervention | Indicative Cost | $tCO_2e$ Saving | £/ $tCO_2e$ |
|---|---|---|---|---|
| 7 | Grosvenor Recreation Ground Pavillion | £50,000 | 2.8 | £17,857 |
| 8 | Crematorium Office and Chapel | £100,000 | 14.3 | £6,993 |
| 9 | Ice Rink HVO Generators | £65,000 | 143.2 | £454 |
| 10 | Depot Petrol Jet Washer | £3,500 | 0.04 | £87,500 |
| 11 | Royal Victoria Place Car Park Solar Canopies | £1,800,000 | 84.6 | £21,277 |
| 12 | Core Asset Renewable Electricity Procurement | £5,000 | 320.4 | £16 |
| 15 | LED Streetlighting Upgrades | £60,000 | 3.1 | £19,355 |
| 17 | Facilities Diesel Van | £50,000 | 1.6 | £31,250 |
| 27 | Leisure Centre Contract: Putlands | £1,200,000 | 6.0 | £200,000 |

Please note that total costs for interventions 7, 8 and 27 are inclusive of wider decarbonisation measures, including ancillary measures that support effective decarbonisation. Thus, the £/$tCO_2e$ is not a fully representative metric for these interventions. Specifically, intervention 27 will support the wider redevelopment of Putlands. In doing so, we expect energy savings of approximately 10%, which support decarbonisation. However, this is not the main purpose of these works.

# 5. Version Control

| | |
|---|---|
| **Document Name** | Corporate Net Zero Strategy: Action Plan 2026/27 – 2027/28 |
| **Responsible Officer** | Henry Saunders, Sustainability Manager |

| Version Number | Reason for Review | Author(s) | Date |
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| 1.0 | First Version – Pre BSI Verification | H. Saunders, Sustainability Manager. | 19.05.2026 |
| 2.0 | Second Version – Post BSI Verification | H. Saunders, Sustainability Manager. | 29.05.2026 |
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