

# Climate Change Action Plan Year 4 Progress Report

2023-24



Solar panels on the roof of Tonbridge Swimming Pool

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# **1. Introduction**

Each year the council publishes a climate change action plan that sets out what we will do to reduce emissions and make progress toward carbon neutral by 2030. Full Council in July 2019 adopted the aspiration for a carbon neutral Tonbridge and Malling by 2030. This aspiration is ambitious and requires commitment throughout the council from everyday actions in how we work, to larger scale investments to tackle the most significant sources of emissions. The council's Climate Change Strategy 2020-2030 sets out the key themes in reaching carbon neutral by 2030: sustainable development; transport; air quality; habitats and biodiversity; energy from households (gas, electricity, and renewables); waste minimisation and recycling; and community and business engagement.

Annual climate change action plans cover the themes from the Strategy and the council's activities including how we work and deliver services, partnerships, community working and grant funding. This annual report sets out the progress made in delivering the 2023-24 climate change action plan.

Successful climate change action means making measurable reductions in emissions, and improving readiness and resilience to the impacts of climate change. Emissions data for the borough as a whole is published by the Department for Energy Security and Net Zero with a two-year time-lag. Borough wide emissions are reported through the KPIs for the Corporate Strategy.

Emissions from the council's estate and operations are measured annually and published in the Carbon Audit. This climate change action plan progress report can be read alongside the Carbon Audit for 2023-24 to see how climate change actions have reduced emissions from the council's own estate and operations.

The Council publishes its <u>Climate Change Action Plans and Progress Reports</u> and <u>carbon audits</u> on the TMBC website. We aim to publish the latest annual reports by the end of July each year.

## 2. Progress in 2023-24

The council made significant progress during 2023-24 on actions to reduce emissions and tackle climate change. Improving energy efficiency, increasing renewable energy generation, awarding grants to support low-carbon actions by businesses and communities, and working in partnership are all having a positive impact on tackling carbon emissions.

The 2023-24 climate change action plan contained 44 separate actions of which 28 (roughly two-thirds) are ongoing and 16 (roughly a third) have been completed. Ongoing actions are typically multi-year projects, such as home retrofit under the Social Housing Decarbonisation Fund, or have their own published timetables separate to the start and end of the action plan, such as the development of the Local Plan.

	Policy & Engagement	Sustainable Devleopment & Transport*	ULEV (Ultra Low Emissions Vehicles)	Air Quality	Habitats & Biodiversity	Housing & energy conservatoin	Waste Minimisation & Recycling	Community & Business Engagement	TMBC estate	All actions
% complete	29%	0%	0%	0%	60%	60%	33%	43%	57%	36%
% ongoing	71%	100%	100%	100%	40%	40%	67%	57%	43%	64%
% stalled	-	-	-	-	-	-	-	-	-	-

Table 1: RAG rating of climate change actions by theme (see Annex for complete monitoring information)

\* Sustainable Development & Transport timelines are set by the published timetable for the emerging Local Plan.

This annual report presents the significant climate change actions and impacts on reducing emissions. The complete monitoring report on all actions is provided in the Annex.

### **2.1 TMBC estate and operations**

### Tackling major sources of emissions

In TMBC's owned estate and operations, leisure facilities are the single biggest source of greenhouse gas emissions. The council has made significant investments in the two leisure facilities with swimming pools that together accounted for 41% of all council emissions in 2022-23. These sites are Tonbridge Swimming Pool and Larkfield Leisure Centre.

Significant progress has been made at Tonbridge Swimming Pool, delivering against the 2023-24 climate change action plan. The installation of LED lighting throughout the site is complete, along with the installation of 149 solar panels with an annual generation capacity of 65.6MWh (see page 13 of Annex). The council has now invested in the successful installation of solar panels at three of its leisure sites: Leybourne Lakes Country Park, Larkfield Leisure Centre and Tonbridge Swimming Pool. Together these investments represent a total renewable energy generation capacity of 310MWh.

Tackling emissions through renewable energy, decarbonising heat, and efficiency measures will progress at Larkfield Leisure Centre following the award of two grants to the Council, totalling over £1.5 million for works to be completed by March 2026. The Sport England Swimming Pool Support Fund will be used to complete installation of LED lighting and installation of further solar panels on remaining viable roofs. Additionally, the Department for Energy Security and Net Zero's Public Sector Decarbonisation Scheme will be used, along with match funding from the Council, to install an air source heat pump at Larkfield Leisure Centre. Having secured grant funding in 2023-24, these actions are ongoing as detailed in the 2024-25 climate change action plan. Operational emissions savings at leisure facilities will be supported through the Leisure Trust's Climate Change Strategy 2024 -2027 and action plan.

### How the council works and delivers services

The council has continued to make good progress in decarbonising emissions produced directly at the sites the council both owns and operates, such as its main offices and Tonbridge Castle, and from its own vehicles. Key actions that have been completed during 2023-24 include the completion of a Digital Strategy and device policy (see page 14 of Annex). Figure 1 shows the reduction in gas and electricity use for heading TMBC owned and operated buildings, and the reduction in emissions from TMBC owned vehicles. Since the 2019 baseline, emissions from gas use have been cut by 16% and emissions from electricity by 61%, outpacing grid decarbonisations and demonstrating the impact of efficiency measures and investments. Although the council did not purchase further electric vehicles in 2023-24, in line with the capital replacement schedule, continuing use of an electric vehicle has sustained the reduction in vehicle emissions relative to the 2019 baseline.

Figure 1: Trends in emissions (tCO2e) from gas, electricity and vehicles owned and operated by TMBC.



Actions to decarbonise the TMBC fleet and to continue the roll-out of more energy efficient devices, digitisation and mobile solutions are ongoing (see pages 4 and 14 of the Annex). The emissions impact of these and other actions to improve energy efficiency in how we work and deliver services will continuously reduce emissions over the next few years.

### **Habitats & Biodiversity**

The council has also delivered against the theme of Habitats & Biodiversity on its own estate, planting reedbeds at Haysden Country Park, hedgerows at Holly Hill, and replacing trees felled for management of Ash dieback to ensure a net increase in the number of trees (see page 6 of Annex). Good progress has been made on bringing Taddington Valley under woodland management with a public consultation on the council's plans completed. A woodland management plan for the site has been developed and submitted to the Forestry Commission for approval.

### **2.2 Climate action across the Borough**

### **Housing & Energy Conservation**

The council has continued to successfully deliver schemes and grants to support renewable energy, retrofit and decarbonisation for both private and social housing. Further rounds of the group-buying Solar Together scheme took place in Spring and Autumn 2023 (see page 7 of Annex). These have resulted in a total of 123 solar PV and 4 battery installations to date. Installations are continuing across Kent until the end of June 2024.

The council has also been working with Golding Homes and Clarion Housing Group to deliver retrofit and energy efficiency measures using allocated funding from Social Housing Decarbonisation Fund (see page 7 of Annex). Following the establishment and early work of these schemes in 2023-24, delivery of retrofit and energy efficiency measures in homes in the borough will continue through 2024-25.

Support for decarbonising is also available for homes that are 'off gas grid' and using other fossil fuels for heating. The council is working to deliver Home Upgrade Grant 2 (HUG2) funding to low-income households for multiple measures to decarbonise non-gas fossil fuel heating, improve insulation and install solar panels (see page 7 of Annex). The delivery of these measures under HUG2 also continues to March 2025.

For other residents, the council has also updated and improved the information available on our climate change and energy efficiency webpages.

### Waste Minimisation & Recycling

Significant progress has been made this year to boost food waste recycling. The trial of food waste collection from flats has been completed successfully, with the roll out of food waste recycling to key urban hotspots throughout 2024 - 2025 (see page 10 of Annex). This was also supported by a comms campaign, information and myth-busting about food waste recycling on a new council webpage <a href="https://www.tmbc.gov.uk/bins-waste/food-recycling">https://www.tmbc.gov.uk/bins-waste/food-recycling</a> (see page 12 of Annex).

The council has also continue to participate in Kent-wide action and campaigns as the previous Kent Resource Partnership was reformed into the Kent Environment Strategy Group. This change will streamline the work between the groups to ensure a Kent-wide Climate Action focus remains within Waste & Recycling through improvements, resident communication and sharing platforms for all 13 council partners and wider industry (see page 10 of Annex).

### **Community & Business Engagement**

The council has delivered further successes in supporting local businesses to tackle emissions through providing up to date information, resources and grant information. Grant funding for business from the council has been delivered through two schemes, the Green Business Grants and the Shopfront and Vacant Unit Improvement Grant Scheme (see page 11 of Annex). For both grants, the 2023-24 rounds of funding were delivered and completed successfully. Further rounds are on track for delivery in the 2024-25 financial year.

Businesses and residents are being enabled to take action to decarbonise their travel and transport through the continuing roll-out of electric vehicle (EV) charge points in council-owned car parks across the borough (see page 4 of Annex). In 2023-24 the existing EV charge points in council-owned car parks were used to provide 84.5MWh to power electric vehicles in the borough. The provision of EV charging infrastructure and new charge points through Phase 2 will support efforts and investments by businesses, residents, and visitors to the borough to make the switch to low carbon travel.

### Annex 1: action plan 2023-24 monitoring

Climate Change Action Plan 2023/24

### YEAR FOUR MONITORING REPORT



Policy and Engagement

Theme	Actions	Timescale	Progress Monitoring	Update
Recognise climate change as a corporate commitment for the	Review Council's procurement strategy and develop guidance and/or tools to embed climate and environment within contracted works and services	March 2024	Ongoing	The Council has joined the Mid Kent Procurement Partnership that includes strategies, policies and processes for procurement to embed climate and environment in contracted works and services. The action remains ongoing while documentation and procedure are developed within the Partnership and reported to Members for approval.
Council.	Develop climate change training induction module and a course that can lead to Carbon Literacy accreditation for Members and TMBC staff. Deliver training to key staff by Jan 2024, offering the courses on an ongoing basis.	Ongoing	Ongoing	Induction and climate change strategy modules have been developed and delivered to over half of the Borough's Councillors, including Cabinet, and to Management Team. Carbon literacy training continues to be delivered to staff several times a year.

Theme	Actions	Timescale	Progress Monitoring	Update
	Develop options for reducing car travel and emissions from TMBC own fleet, staff commuting and business travel	Feb 2024	Ongoing	There has been progress on developing options for reducing emissions from business and staff travel, and this work is ongoing into 2024.
Work with partners to address climate change issues, lower carbon and adapt to the effects of climate	Engage with KCC and other councils through Climate Change Network (CCN) meetings sharing case studies, best practice, and seeking areas of support and collaboration	Ongoing	Ongoing	TMBC's Climate Change Officer participates in KCC's Climate Change Network and relevant sub-groups to share case studies, best practice examples, and identify possible areas for collaboration.
	Continue to engage with the delivery of the Kent and Medway Energy and Low Emissions Strategy through TMBC's actions and partnership working.	Ongoing	Ongoing	TMBC continues to engage with the delivery of the Energy and Low Emissions Strategy at local level and in partnership.
Monitor and report Tonbridge and Malling Borough Council's carbon emissions	Ensure all Climate Change Action Plans, Progress Reports and Carbon Audits are easily accessible and published on the climate change webpage	Sept 23	Completed	All climate change action plans, progress reports and carbon audits are up to date and available on the TMBC website tmbc.gov.uk/climatechange
	Produce a TMBC carbon emissions pathway report to inform policy planning for carbon neutral by 2030.	Jan 24	Completed	A carbon emissions reduction pathway to 2030 and report was discussed by the May Communities and Environment Scrutiny Select Committee.

### Sustainable Development and Transport

Theme	Actions	Timescale	Progress Monitoring	Update
Sustainable Development	Continue to pursue planning policies in the Council's emerging Local Plan that will facilitate the delivery of climate change adaptation and mitigation, design measures and sustainable development patterns, progressing to Regulation 18b and public consultation, drawing on updated evidence, including on green infrastructure and climate change.	Ongoing	Ongoing	The Planning Policy Team are currently drafting the next stage in the plan preparation – Regulation 18B Plan ready for the public consultation to begin in July 24. A suite of climate change policies has been written which seek to adapt and mitigate against climate change including flood risk, sustainable urban drainage, circular economy, water scarcity, design, sustainable transport and low carbon and renewable energy.
	Through the grant of planning permission, the Council will seek to deliver sustainable development outcomes in line with the adopted development plan, national policy and material planning considerations.	Ongoing	Ongoing	The development Management team are continuing to determine planning applications in line with the Council's adopted development plan and the NPPF and securing mitigation and adaption measures through planning conditions and section 106 agreements.
<b>Transport</b> Support the improvement of walking and cycling infrastructure in the borough	Complete preparation of the new active travel strategy which will include cycling and walking infrastructure recommendations.	Summer 2024	Ongoing	This work continues to progress alongside the preparation of the Local Plan, so that opportunities can be maximised to secure funding from future site allocations. No new grant funding for active travel is currently available, this may change in the future.

Theme	Actions	Timescale	Progress Monitoring	Update
Provide electric charging points across the borough.	Deliver Phase 2 provision of an additional 60 chargers in the Council's car parks over the 2 year contract	May 25	Ongoing	Grants secured and sites identified. Delivery of chargers provisionally programmed to start in summer 2024.
Decarbonise TMBC owned vehicles	Undertake a vehicle replacement schedule (transitioning to ULEV) for all parking vehicles, in line where possible with the capital renewals programme and expected lifespan.	Ongoing	Ongoing	Additional funds secured and two vehicles proposed for replacement under Capital Renewals in 2024/25
Improve the environmental standards of licensed taxis operating in the borough.	Progress with taxi licencing policy renewal process through Licensing & Appeals committee followed by a minimum 6 weeks consultation with the trade and interested parties in Autumn 2023.	Ongoing	Ongoing	Still ongoing, the Licensing & Appeals committee were reluctant to develop the strategy too far out when the technology is so changeable.
	Provide wider information regarding taxi EV charging provision as those installations progress.	Ongoing	May/June 2024 & Ongoing	Following the next phase of installations, we will include information about numbers and locations of chargers across the Borough with the Taxi Trade in newsletters/email communications. These communications are sent out quarterly with the next due around May/June 2024.
	Continue engagement with KCC through the CCN regarding future taxi licencing. Share with trade and participate in schemes as appropriate, for example 'try before you buy'	Ongoing	Ongoing	KCC with the EST are looking to arrange a number of Events with the Let's go Electric Team. These events are to raise awareness with the public around the introduction and benefits of EV vehicles. There will be demo's from manufacturers and myth busting. Once the dates are confirmed, we will email details out to the Taxi trade to promote the event and encourage them to attend.
	Progress strategy for future of licenced taxi fleet through Licensing & Appeals committee report on air	Ongoing	Ongoing	Still ongoing, the Licensing & Appeals committee were reluctant to develop the strategy too far out when the technology is so changeable.

Theme	Actions	Timescale	Progress Monitoring	Update
	quality, changes in the licenced taxi			
	vehicle fleet, and proposals for vehicle			
	requirements to 2030. Develop a			
	consultation to inform strategy			
	through Autumn/ Winter 2023.			

### Air Quality

Theme	Actions	Timescale	Progress Monitoring	Update
Continue the full implementation of a borough wide Anti-idling Campaign, to reduce emissions from idling engines.	Continue the anti-idling project by expanding to other schools, and areas where idling is an issue, including bus stops and taxi ranks, working to raise awareness of idling and air quality impacts. Assess air quality monitoring data and any observed behaviour changes.	March 24	Ongoing	Additional signage has been purchased and will be erected upon approval from KCC who own the street furniture. Engagement with schools continues ad hoc.

#### Habitats & Biodiversity

Theme	Actions	Timescale	Progress Monitoring	Update
Strengthen local protection and enhance protection of species, habitats and ecosystems	Proceed with Reed Bed creation at Haysden Country Park.	March 24	Complete	Reeds were planted at Haysden Water during the spring of 2024, in partnership with Haysden Country Park Volunteers.
	Proceed with Holly Hill hedgerow creation.	March 24	Complete	Hedgerows were planted at Holly Hill during winter of 2023.
	Develop a woodland management plan for Taddington Valley in liaison with the Forestry Commission	Autumn 24	Ongoing	Public Consultation complete. Plan to be submitted to Forestry Commission for approval before adoption and implementation in Autumn 2024.
	Continue with the lakeside revetment works in liaison with volunteers.	June 23	Complete	Revetment works were completed with the help of Tonbridge School students as part of their 'Giving Day' initiative during the summer of 2023.
	Monitor trees planted to ensure establishment, and plant more trees are removed to ensure an annual net gain overall.	Ongoing	Ongoing	1900 mixed native species whips were donated to the Council. A large number of mature Ash trees had previously been removed following an external inspection due to advanced Ash dieback. Restocking the site with mixed native species will enhance biodiversity and resilience against future pests and diseases. Monitoring ongoing.

### Housing & Energy Conservation

Theme	Actions	Timescale	Progress Monitoring	Update
Reduce the carbon emissions of residential homes.	Assist with removing barriers for private sector households by working with Kent County Council to target promotion of the second round of 'Solar Together', a collective solar group purchasing scheme.	Ongoing	Complete	The Council undertook targeted promotion for both Spring and Autumn 2023 rounds of Solar Together: In the Spring auction 130 registrants accepted their Solar Together proposal resulting in 77 PV and 4 battery storage installations. In the Autum auction 71 registrants accepted their Solar Together proposal resulting in 46 installations to date. Installations will continue across Kent until the end of June 2024.
Council working in partnership to deliver the Social Housing Decarbonisation Fund	Work with Clarion Housing Group and Golding Homes to deliver retrofit energy efficiency measures using allocated funding from Social Housing Decarbonisation Fund Wave 2.1 for c 450 Clarion Housing properties across TMBC area and circa 60 Golding Homes properties in the Aylesford area.	March 26	Ongoing	Golding Homes have completed a Showhome. They will commence their SHDF Wave 2 retrofit programme (77 homes) in April 2024 installing air source heat pumps and new windows/doors. Homes already have fabric insulation. The programme is due to be completed in 2024/25. Clarion Homes advise their SHDF Wave 2 retrofit programme is circa 250 TMBC homes at current estimation with works due to commence in Autumn. Preparatory works and retrofit assessments have been completed for most of the homes to be included in the programme.
	Deliver retrofit energy efficiency measures through Home Upgrade Grant 2 targeting funding to c 60 low- income households living in low efficient 'off gas' homes (i.e., not using gas as main heating).	March 25	Ongoing	<ul> <li>The Council is delivering HUG2 through two schemes operating in its borough both of which are being delivered by E.ON. Overall, the scheme is targeted to deliver retrofit to 48 homes:</li> <li>TMBC HUG scheme* (targeted to all postcodes except TN10 &amp; TN11) has received 103 enquiries of which 20 have been pre-qualified for a property assessment to identify measures. We currently have 11 'live' applications progressing and expect our first property to be submitted for</li> </ul>

Theme	Actions	Timescale	Progress Monitoring	Update
				<ul> <li>grant approval May 2024. We continue to market the scheme in Year 2 to identify further eligible homes.</li> <li>HUG2 consortia application* (comprising 47 LAs) lead by Greater Southeast Net Zero Hub (targeted to TN10 &amp;TN11 postcodes) has received 14 enquiries, of which 7 have been prequalified for a property assessment to identify measures.</li> <li>*Scheme figures up to 20 May 2024</li> <li>The Council will continue to signpost households for advice on how to reduce energy usage in the home. We have updated our energy efficiency webpage to</li> </ul>
Support our residents by signposting to information on energy efficiency and renewable energy measures and funding schemes so they can make informed decisions.	TMBC will continue to signpost households for advice on how to reduce energy usage in the home for example GOV.UK and Help for Households websites.	Ongoing	Complete	signpost households to energy advice and information (see link below). The webpage provides details of both national and local energy efficiency and low carbon heat grants available for energy efficiency measures and low carbon heat, links to advice pages on GOV.UK, Historic England, consumer guidance on buying green heating and insulations products. <u>Help to save energy – Tonbridge and Malling Borough</u> <u>Council (tmbc.gov.uk)</u>
	Support any new provision of council owned temporary accommodation within the borough with feasibility studies to advise on potential for improved energy efficiency and any renewable potential.	Ongoing	Complete	There has been no provision of new local authority owned temporary accommodation this year.

#### Waste Minimization & Recycling

Theme	Actions	Timescale	Progress Monitoring	Update
Encourage more people to reduce their waste and make it easier for residents to recycle.	Continue with Kent Resource Partnership (KRP) re-use campaigns, including promotion of food waste & garden waste collections; and ongoing promotions aimed at reducing contamination & increasing recycling performance.	March 24	Ongoing	The KRP has been amalgamated into the Kent Environment Strategy (KES) Group to ensure a Kent-wide Climate Action focus remains for Waste & Recycling improvements, resident communication and problem/idea sharing platforms for all 13 council partners and wider industry.
	Progression of waste and recycling contract, including rolling out to flats and trial of food waste collections in a number of communal bin stores.	March 24	Ongoing	Food Waste for flats trial complete and full roll out underway for key urban hotspots throughout 2024/2025.
	Launch KRP website and working with national partners such as WRAP and Recoup (plastic specific). https://www.kentresourcepartnership.org/ Continue development of KRP website.	Ongoing	Complete	The KRP site has been launched. Further information on the new amalgamated KES priorities for Waste & Recycling are forthcoming.

#### Community & Business Engagement

Theme	Actions	Timescale	Progress Monitoring	Update
Support local businesses and encourage sustainable growth in the economy	Two further rounds of the Green Business Grant Scheme will make available a total of £95,000 in funding over the next two years. The current round (Round 3) launched April 2023. A further round will open in early 2024.	March 25	Round 3 completed	Round 3 has now completed with 7 out of the 8 projects delivering on time. Projects included PV installation, energy efficiency measures and R&D on converting classic cars to electric. Round 4 opened in January 2024 and will close on 27 March 2024. The panel will make their decisions on applications in early April 2024.
	Allocation of funding and ensure project delivery for current round (Round 3) of the Shopfront and Vacant Unit Improvement Grant Scheme. Launch of further round in early 2024.	March 25	Round 3 completed	Round 3 has now completed with 15 out of the 18 projects delivering on time. Round 4 closed for applications on 26 February 2024 with 20 projects recommended for approval.
	Promote the climate change strategy and its objectives via the council's e- bulletin, with at least 2 articles per annum	Ongoing	Ongoing	During 2023/24 there were a number of articles covering various aspects of the Climate Change Strategy – there was one providing an overview of the strategy and action plan early on in the financial year, followed by regular articles covering our commitment to carbon reduction.
	Work with KCC and local business to share and signpost information, support and grants for business carbon reduction	Ongoing	Ongoing	Regular referrals. Our Green Business Grant Scheme specifically enquires as to whether applicants want to find out more about other green grants and support.

Theme	Actions	Timescale	Progress Monitoring	Update
Work with partners in the community to engage the public and identify areas of collaboration for climate change action, adaptation, protection and enhancement of the environment.	Build collaborative working and public engagement with the Climate Change Forum (CCF), identifying areas for joint Council and community climate and environment action.	Ongoing	Ongoing	The Climate Change Forum held two public engagement events over summer 2023, and conducted a small-scale survey of residents views on climate priorities for the CCF. The CCF continues to work collaboratively on new opportunities for engagement and climate action.
Support communities, voluntary groups and Parishes in taking climate action	Launch Community Development Grants, part funded by the UK Shared Prosperity Fund, to support organisations based in the borough and/or providing a direct service to residents in line with community priorities.	March 24	Complete	Round 1 completed in June 2023 supporting community groups and Parish/Town Councils with grants of up to £2,000. "Supporting environmental and carbon reduction initiatives" was one of the priority areas for funding. Grant recipients completed Round 1 projects by March 2024. Round 2 grants of up to £5,000 will be awarded in 2024-25.
Raise awareness of climate change, providing regular updates and information.	To continue to provide local borough information to residents, identifying likely topics of interest.	Ongoing	Ongoing	Climate change and environmental initiatives are a strategic priority for the Communications team. Sustained campaigns on topics such as the HUG2 home insulation, food waste and green business grants have been supplemented with publicity around individual projects and achievements such as leisure centre decarbonisation and Solar Together. Information on these and other projects has been shared with residents and businesses through a variety of channels, including the TMBC website, social media, the TMBC app and news releases to the media. Internally, there has been extensive promotion to staff of carbon reduction plans, carbon literacy training and the benefits of electric vehicles.

#### TMBC Estate

Theme	Actions	Timescale	Progress Monitoring	Update
Reduce the environmental impact of the council's activities, increasing the sustainability of all our operations.	Complete installation of LED lighting throughout Larkfield Leisure Centre and Tonbridge Swimming Pool	December 23	Ongoing	Tonbridge Swimming Pool installation is complete. External funding has been obtained for installing LED lighting in the pool areas at Larkfield Leisure Centre, with the Council funding the remaining installation in 2024-25.
	Complete installation of rooftop solar panels at Tonbridge Swimming Pool	December 23	Complete	149 solar PV panels have been installed at Tonbridge Swimming Pool, with an estimated annual generation of 65.6MWh.
	Complete assessment and design of heat pump potential at Larkfield Leisure Centre and Tonbridge Swimming Pool to implementation- ready stage.	Oct 23	Complete	The assessment and design of heat pump potential for both leisure facilities was completed on time by October 2023. The design work for Larkfield Leisure Centre will be taken forward to the installation phase in 2024-26. The assessment of a heat pump for Tonbridge Swimming Pool showed this solution was not viable. Further development of options will continue in 2024.
	Assess potential for further on-site solar generation on other flat roofs at Larkfield Leisure Centre	Jun 24	Ongoing	The Council has been successful in obtaining grant funding for the installation of additional solar PV at Larkfield Leisure Centre. The project will involve the re-felting of the roof areas first and then installation of PV, to be completed by March 2025.
Progress the digitisation of services and reduce the amount of paper both internally and being sent out to clients.	New Digital Strategy 2023 - 2027 continues to contribute towards improving service efficiency, with emphasis on cognitive processes and automation	April 24	Complete	The Council's New Digital Strategy has been published and adopted.

Theme	Actions	Timescale	Progress Monitoring	Update
	Complete development TMBC device policy to increase efficiency of devices used.	Jun 24	Complete	The Device policy has been used to assess and assist in the procurement of future devices to enable a rollout of more efficient devices.
	Business process re-engineering, mobile solutions and digitisation to improve efficiency and reduce carbon footprint continues across services.	Ongoing	Ongoing	These processes will continue across services to continually improve efficiency and reduce the carbon footprint.

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