

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

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NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.

Contact: Committee Services
committee.services@tmbc.gov.uk

17 June 2014

To: MEMBERS OF THE CABINET
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Cabinet to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Wednesday, 25th June, 2014 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

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The notes of meetings of Advisory Boards are attached, any recommendations identified by an arrow being for determination by the Cabinet. Notices relating to any decisions already taken by Cabinet Members under the arrangements for delegated decision making have previously been circulated.

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The minutes of meetings of Advisory Panels and Other Groups are attached, any recommendations being identified by an arrow.

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Item referred from Economic Regeneration Advisory Board of 3 June 2014

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16. Welfare Reform 117 - 132

17. Local Indicators 2013/14 133 - 138

18. Urgent Items

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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19. Exclusion of Press and Public

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

PART 2 - PRIVATE

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(LGA 1972 Sch12A Paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings)

21. Urgent Items

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

MEMBERSHIP

Councillor N J Heslop, (Leader)
Councillor Mrs J A Anderson, (Housing)
Councillor J A L Balcombe, (Economic Regeneration)
Councillor M A Coffin, (Finance, Innovation and Property)
Councillor Mrs M F Heslop, (Leisure, Youth and Arts)
Councillor B J Luker, (Environmental Services)
Councillor Mrs S Murray, (Planning and Transportation)
Councillor M R Rhodes, (Communities, Health and Community Safety)

Members of the Council who are not members of the executive may attend meetings of the Cabinet. With the agreement of the Leader, any such Member may address the Cabinet on any item on the agenda but may not vote.

TONBRIDGE AND MALLING BOROUGH COUNCIL

CABINET

Tuesday, 25th March, 2014

Present: Cllr N J Heslop (Chairman), Cllr Mrs J A Anderson,
Cllr J A L Balcombe, Cllr O C Baldock, Cllr M A Coffin,
Cllr Mrs M F Heslop, Cllr B J Luker, Cllr Mrs S Murray and
Cllr M R Rhodes

Councillors P F Bolt, D J Cure and A K Sullivan were also present pursuant to Access to Information Rule No 22.

PART 1 - PUBLIC

CB 14/29 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

CB 14/30 MINUTES

RESOLVED: That the Minutes of the meeting of the Cabinet held on 4 February 2014 be approved as a correct record and signed by the Chairman.

CB 14/31 MINUTES

RESOLVED: That the Minutes of the meeting of the Cabinet held on 13 February 2014 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE COUNCIL


CB 14/32 PETITION REGARDING HAYDENS MEWS AND THE WHITE HOUSE CONSERVATION STATUS

Item PE 14/10 referred from Planning and Transportation Advisory Board minutes of 11 March 2014

The Cabinet received the recommendations of the Planning and Transportation Advisory Board at its meeting on 11 March 2014 regarding receipt of a petition from residents of Haydens Mews requesting that the Tonbridge Conservation Area boundary be revised to include that area. The Advisory Board recommended that the boundary be reviewed with the aim of redesignating the area excluded in 2009.

A further report by the Director of Planning, Housing and Environmental Health presented a review of the boundary in the Haydens Mews and

White House area and proposed its redesignation as part of the Tonbridge Conservation Area.

RECOMMENDED: That the Tonbridge Conservation Area boundary be modified to include the area in the vicinity of Haydens Mews and White House as shown in Annex 1 to the report. 

* **Referred to Council**

DECISIONS TAKEN IN ACCORDANCE WITH PARAGRAPH 4, PART 3 OF THE CONSTITUTION

CB 14/33 HOUSING ASSISTANCE POLICY 2014-2016

Item SH 14/4 referred from Strategic Housing Advisory Board minutes of 24 February 2014

Decision Notice D140039CAB

CB 14/34 POULT WOOD GOLF CENTRE - CHARGES

Item LAA 14/4 referred from Leisure and Arts Advisory Board minutes of 12 March 2014

Decision Notice D140040CAB

CB 14/35 PEER CHALLENGE

Decision Notice D140041CAB

CB 14/36 FLOOD SUPPORT SCHEMES

Decision Notice D140042CAB

CB 14/37 RETAIL RATE RELIEF

Decision Notice D140043CAB

CB 14/38 LOCAL RETAIL CENTRES - ENGAGEMENT

Item ERG 14/4 referred from Economic Regeneration Advisory Board minutes of 26 February 2014

Decision Notice D140044CAB

CB 14/39 KENT MINERALS AND WASTE LOCAL PLAN RESPONSE TO CONSULTATION

Item PE 14/8 referred from Planning and Transportation Advisory Board minutes of 11 March 2014

Decision Notice D140045CAB

MATTERS SUBMITTED FOR INFORMATION

CB 14/40 MATTERS REFERRED FROM ADVISORY BOARDS

The notes of the meetings of the following Advisory Boards were received, any recommendations contained therein being incorporated within the decisions of the Cabinet reproduced at the Annex to these Minutes.

Strategic Housing Advisory Board of 24 February 2014
Economic Regeneration Advisory Board of 26 February 2014
Local Environmental Management Advisory Board of 3 March 2014
Communities and Health Advisory Board of 4 March 2014
Planning and Transportation Advisory Board of 11 March 2014
Leisure and Arts Advisory Board of 12 March 2014

RESOLVED: That the report be received and noted.

CB 14/41 MATTERS REFERRED FROM ADVISORY PANELS AND OTHER GROUPS

The Minutes of the meetings of the following Advisory Panels and other Groups were received, any recommendations contained therein being incorporated within the decisions of the Cabinet reproduced at the Annex to these Minutes.

Tonbridge Forum of 17 February 2014
Parish Partnership Panel of 20 February 2014
Joint Transportation Board of 17 February 2014

RESOLVED: That the report be received and noted.

CB 14/42 MEDIUM TERM FINANCIAL STRATEGY

The report of the Director of Finance and Transformation confirmed the latest published iteration of the Medium Term Financial Strategy following the 2014/15 budget setting process and the projected 'funding gap' identified as a result. Reference was made to the estimated further savings of around £1.875m needing to be made over the medium term. It was intended to divide this into a number of tranches with the first broken down into a savings target for 2015/16 of £200,000 followed by £450,000.

Areas for potential savings would shortly be considered by the Management Team and monitoring reports brought forward to enable the management of the process to be maintained.

RESOLVED: That the report be received and noted.

CB 14/43 LOCAL INDICATORS 2013/14

The report of the Director of Central Services presented the results for the third quarter and cumulatively for the first three-quarters of the current financial year for those local indicators monitored regularly.

RESOLVED: That the report be received and noted.

CB 14/44 EXCLUSION OF PRESS AND PUBLIC

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information, the following matters be considered in private.

DECISIONS TAKEN IN ACCORDANCE WITH PARAGRAPH 4, PART 3 OF THE CONSTITUTION**CB 14/45 DEBTS FOR WRITE OFF**

(LGA 1972 Sch 12A Paragraph 2 – Information likely to reveal information about an individual)

Decision Notice D140046CAB

The meeting ended at 8.38 pm

Agenda Item 4

The notes of meetings of Advisory Boards are attached, any recommendations identified by an arrow being for determination by the Cabinet. Notices relating to any decisions already taken by Cabinet Members under the arrangements for delegated decision making are annexed to the notes.

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TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITY SAFETY ADVISORY BOARD

Tuesday, 1st April, 2014

Present: Cllr R W Dalton (Chairman), Cllr D J Cure (Vice-Chairman),
Cllr Mrs P Bates, Cllr Mrs C M Gale, Cllr A G Sayer,
Cllr Miss J L Sergison and Cllr M Taylor

Councillors Mrs J A Anderson, Ms J A Atkinson, O C Baldock,
P F Bolt, N J Heslop and M R Rhodes were also present pursuant to
Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors D A S Davis
and Mrs E M Holland

PART 1 - PUBLIC

CSF 14/1 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the
Code of Conduct.

CSF 14/2 MINUTES

RESOLVED: That the notes of the meeting of the Community Safety
Advisory Board held on 13 November 2012 be approved as a correct
record and signed by the Chairman.

**CSF 14/3 PRESENTATION BY TRACEY KADIR, DIRECTOR OF KENT
PROBATION SERVICE ON THE FUTURE OF PROBATION
SERVICES**

Members received a presentation on the proposed reorganisation of
probation services within England and Wales from Ms Tracey Kadir,
Director of Kent Probation. She advised that the current provision by
35 Probation Trusts would transfer to a National Probation Service and
21 Community Rehabilitation Companies. The Advisory Board thanked
Ms Kadir for her excellent presentation and the clear explanation of the
issues involved.

**CSF 14/4 PRESENTATION BY INSPECTOR MAXINE MARTIN OF KENT
POLICE ON CRIME FIGURES**

Inspector Maxine Martin presented an overview of the Police and Crime
Plan for the Borough's area which included details of local crime trends.
Particular reference was made to the increase in Domestic Abuse
related crime and the multi-agency action being taken to encourage
victims to report incidents. Her presentation also outlined action being
taken within schools and colleges to raise awareness of alcohol and

substance abuse issues. The Advisory Board thanked Inspector Martin for her excellent and informative presentation.

MATTERS FOR RECOMMENDATION TO THE CABINET

CSF 14/5 UPDATE ON THE COMMUNITY SAFETY ACTION PLAN 2013/14

Decision Notice D140047MEM

The report of the Chief Executive gave details of the Community Safety Partnership's annual action plan, setting out the priorities addressed throughout the current year and providing feedback on progress made against the actions contained in the Action Plan.

RECOMMENDED: That the progress made against the actions set out in the Community Safety Partnership Action Plan, as set out in Annex 1 to the report, be supported and endorsed.

CSF 14/6 DRAFT PARTNERSHIP PLAN 2014/15

Decision Notice D140048MEM

The report of the Chief Executive gave details of progress with the production and publication of the draft Partnership Plan for 2014/15. It was noted that the Community Safety Partnership had agreed that the priorities for 2014/15 would be Anti-social behaviour, Substance misuse and Domestic Abuse.

RECOMMENDED: That the Draft Partnership Plan 2014/15, as set out in Annex 1 to the report, be supported and endorsed.

MATTERS SUBMITTED FOR INFORMATION

CSF 14/7 OVERVIEW OF THE TONBRIDGE AND MALLING COMMUNITY SAFETY DEVELOPMENT

The report of the Chief Executive provided an overview of the development and work of the Tonbridge and Malling Community Safety Unit established in 2011 to improve the quality of life of residents. The report outlined the activities undertaken by the unit in partnership with Kent Police, KCC Community Wardens, Youth Workers and Trading Standards, housing associations, town and parish councils and local organisations and retailers.

CSF 14/8 ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

The report of the Chief Executive provided an overview of the Anti-Social Behaviour, Crime and Policing Act 2014 which had received Royal Assent on 13 March 2014. It was noted that the Act contained a variety of measures to protect the public as well as bringing forward reform of

the police service. The Advisory Board noted that further guidance and regulation was awaited, particularly in respect of the activation of the new Community Trigger to deal with persistent anti-social behaviour.

MATTERS FOR CONSIDERATION IN PRIVATE

CSF 14/9 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 9.35 pm

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TONBRIDGE AND MALLING BOROUGH COUNCIL

FINANCE, INNOVATION AND PROPERTY ADVISORY BOARD

Wednesday, 14th May, 2014

Present: Cllr H S Rogers (Chairman), Cllr R Taylor (Vice-Chairman), Cllr J Atkins, Cllr O C Baldock, Cllr T Bishop, Cllr P F Bolt, Cllr S R J Jessel and Cllr A K Sullivan

Councillors J A L Balcombe, M A C Balfour, M A Coffin, N J Heslop, Mrs S Murray and M R Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors D A S Davis, M O Davis and C P Smith

PART 1 - PUBLIC

FIP 14/18 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

FIP 14/19 MINUTES

RESOLVED: That the Minutes of the meeting of the Finance, Innovation and Property Advisory Board held on 8 January 2014 be approved as a correct record and signed by the Chairman subject to correction of a typographical error in the attendance list to refer to 'Council Procedure Rule No 15.21'.

MATTERS FOR RECOMMENDATION TO THE CABINET

FIP 14/20 NATIONAL NON-DOMESTIC RATES - NEW BUILD EMPTY PROPERTY RELIEF AND REOCCUPATION RELIEF

Decision Notice D14049MEM

The report of the Director of Finance and Transformation gave details of the Government's schemes for new-build empty property relief and reoccupation relief which were open for adoption by the Council. It was noted that the Government would reimburse local authorities in full for any relief granted under the schemes.

RECOMMENDED: That

(1) a scheme of new-build empty property relief be adopted as described in the guidance issued by the Department for Communities and Local Government (set out at Annex 1 to the report);

(2) a scheme of reoccupation relief be adopted as described in the guidance issued by the Department for Communities and Local Government (set out at Annex 2 to the report); and

(3) authority be delegated to the Director of Finance and Transformation to grant relief in accordance with the adopted schemes subject to any disputed entitlement to relief being referred to the Finance, Innovation and Property Advisory Board.

FIP 14/21 CORPORATE DEBT RECOVERY POLICY

Decision Notice D140050MEM

Further to Decision No D120099MEM, the report of the Director of Finance and Transformation gave details of the outcome of the latest review of the Council's Corporate Debt Recovery Policy. Whilst no fundamental changes were necessary, a number of minor revisions had been made to reflect administrative changes.

RECOMMENDED: That the revised Corporate Debt Recovery Policy set out at Annex 1 to the report be approved.

FIP 14/22 ADMINISTRATION OF BUSINESS RATES

Decision Notice D140051MEM

Consideration was given to suggested responses to questions posed in the Government's consultation paper on the administration of business rates in England.

RECOMMENDED: That

The Director of Finance and Transformation be authorised to respond to the questions in the consultation paper on the basis outlined in the report subject to:

(1) rewording of the answers where no response is proposed to "we have no comment";

(2) amendment of the response to question 5 to suggest that the Government may wish to consider the valuation of public houses in the light of the number of closures occurring; and

(3) strengthening of the response to question 12 to reflect the challenges faced by businesses in understanding the complexities of the business rates system and inclusion of a preamble to the effect that the consultation does not address business concerns about the lack of

correlation between business rates and the services received from the local authority.

FIP 14/23 APPLICATIONS FOR DISCRETIONARY RATE RELIEF

Decision Notice D140052MEM

Details were given of new applications for discretionary rate relief which were considered in accordance with the previously agreed criteria for determining such applications. The particular circumstances relating to the Charity Bank application were explained in as far as the loss of charitable status, as recognised by the Charity Commission, was caused by a technicality relating to the treatment of capital. However, the Bank's aims and objectives remained of a charitable nature.

RECOMMENDED: That the new applications for discretionary rate relief be determined as follows:

- (1) Roselands Pre-school, Higham School Road, Tonbridge – 20% discretionary relief be awarded time limited to 31 March 2015;
- (2) Healthy Planet Foundation, Unit 5, Burnt Ash Road, Quarry Wood Industrial Estate, Aylesford – no discretionary relief be awarded;
- (3) The Charity Bank Ltd, 194 High Street, Tonbridge – 80% discretionary relief be awarded time limited to 31 March 2015.

FIP 14/24 FINANCIAL PLANNING AND CONTROL

Decision Notice D140053MEM

The report of the Director of Finance and Transformation provided information on the Council's key budget areas of salaries, major income streams, investment income and the trading position of the Leisure Services Business Unit. It also gave an update on the variations agreed in relation to the revenue budget, summarised to provide an indicative overall outturn position for 2013/14 which showed an updated net favourable variance of £225,000.

In addition details were given of variations identified through revenue budget monitoring in respect of 2014/15 together with an update on capital expenditure and variations agreed in relation to the capital plan.

RECOMMENDED: That the contents of the report be noted and endorsed.

MATTERS SUBMITTED FOR INFORMATION

FIP 14/25 E-BILLING UPDATE

Members received a presentation updating progress with delivery of an option for council tax and business rates billing and account information to be available to customers via the Council's website. It was noted that the facilities would be available by signing up to 'My Account' and it was anticipated that the e-billing option would be available by the autumn.

FIP 14/26 FLOOD SUPPORT SCHEMES UPDATE

The report gave an update on the four flood support schemes administered by the Council. It was noted that the processing of applications had been made as simple as possible and officers were commended for their positive approach to making available information to residents and businesses.

FIP 14/27 PUBLICATION OF ALLOWANCES PAID TO MEMBERS DURING THE FINANCIAL YEAR 2013/14

The Advisory Board received a copy of the statement of the actual allowances paid to Members during the financial year 2013/14 which had been published in accordance with Regulation 15(3) of the Local Authorities (Members Allowance) (England) Regulations 2003.

FIP 14/28 BENEFITS UPDATE

Members were advised of current issues arising in the benefits field including performance and workload of the Benefits Service and progress with various aspects of welfare reform.

FIP 14/29 COUNCIL TAX AND BUSINESS RATES UPDATE

The report gave details of recent developments in respect of council tax and business rates including collection rates.

FIP 14/30 FRAUD UPDATE

The report gave details of work carried out by the Fraud Investigation Team during 2013/14, progress with the introduction of the Single Fraud Investigation Service and its potential impact on the Council. Members were advised that the Council would continue to require a level of investigation skills in the future and a further report would be presented on the level of provision, how it should be supplied and financed.

MATTERS FOR CONSIDERATION IN PRIVATE

FIP 14/31 EXCLUSION OF PRESS AND PUBLIC

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information, the following matters be considered in private.

PART 2 - PRIVATE

MATTERS FOR RECOMMENDATION TO THE CABINET

**FIP 14/32 DEBTS FOR WRITE OFF
(LGA 1972 Sch 12A Paragraph 2 – Information likely to reveal
information about an individual)**

Decision Notice D140054MEM

The report of the Director of Finance and Transformation recommended approval of the writing-off of debts considered to be irrecoverable. Details were also given of debts under £1,000 which had been written-off in accordance with Financial Procedure Rule 17.2 together with cumulative totals of debts in the current and previous financial years and information on budgeted bad debt provision.

RECOMMENDED: That the 26 items shown in the schedule of amounts over £1,000, totalling £200,654.32 be written-off for the reasons stated within the schedule.

**FIP 14/33 PROPOSED TERMS OF NEW LEASE FOR STORAGE CONTAINER
AT LEYBOURNE LAKES
(LGA 1972 Sch 12A Paragraph 3 – Financial or business affairs of
any particular person)**

Decision Notice D140055MEM

The report of the Director of Central Services gave details of proposed terms and conditions for a new lease of a container at Leybourne Lakes for use by a triathlon company.

RECOMMENDED: That a new lease be granted of the storage container under the terms and conditions detailed in the report.

**FIP 14/34 PROPOSED LEASE RENEWAL OF SHOP AT LODGE OAK LANE,
TONBRIDGE
(LGA 1972 Sch 12A Paragraph 3 – Financial or business affairs of
any particular person)**

Decision Notice D140056MEM

Consideration was given to proposed terms and conditions for a lease renewal of shop premises at Lodge Oak Lane, Tonbridge.

RECOMMENDED: That a new lease be approved on the terms and conditions outlined in the report.

**FIP 14/35 LICENCE AGREEMENT WITH KENT COUNTY COUNCIL FOR
PERMISSIVE FOOTPATH AT MEDWAY WHARF ROAD,
TONBRIDGE
(LGA 1972 Sch 12A Paragraph 3 – Financial or business affairs of
any particular person)**

Decision Notice D140057MEM

The report of the Director of Central Services gave details of a licence agreement with Kent County Council for use of land owned by the Borough Council as a permissive footpath.

RECOMMENDED: That approval be given for a licence to Kent County Council for a permissive footpath at Medway Wharf Road, Tonbridge as identified in the report.

**FIP 14/36 PROPOSED RENT REVIEW CHANGE TO LEASE OF RIVER WALK
OFFICES, TONBRIDGE
(LGA 1972 Sch 12A Paragraph 3 – Financial or business affairs of
any particular person)**

Decision Notice D140058MEM

Consideration was given to a proposed rent review for office premises at River Walk, Tonbridge.

RECOMMENDED: That the proposed new rental and delayed implementation date be approved as set out in the report.

**FIP 14/37 PROPOSED NEW TERMS FOR LEASE OF CAR PARK TO
TONBRIDGE FARMERS MARKET
(LGA 1972 Sch 12A Paragraph 3 – Financial or business affairs of
any particular person)**

Decision Notice D140059MEM

The report of the Director of Central Services gave details of proposed terms for a new lease of Sovereign Way Mid Car Park, Tonbridge, for use by the Tonbridge Farmers' Market.

RECOMMENDED: That a new lease be granted on the terms and conditions outlined in the report.

**FIP 14/38 TRANSFER OF LAND AT TONBRIDGE SPORTSGROUND
(LGA 1972 Sch 12A Paragraph 3 – Financial or business affairs of
any particular person)**

Decision Notice D140060MEM

Consideration was given to the proposed transfer of a small area of land at Tonbridge Sportsground to UK Power Networks to expand the existing substation and undertake flood alleviation works.

RECOMMENDED: That the small area of land required by UK Power Networks be transferred to them on the basis detailed in the report.

The meeting ended at 8.52 pm

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TONBRIDGE AND MALLING BOROUGH COUNCIL

STRATEGIC HOUSING ADVISORY BOARD

Monday, 19th May, 2014

Present: Cllr A G Sayer (Chairman), Cllr D J Trice (Vice-Chairman),
Cllr Ms J A Atkinson, Cllr D J Cure, Cllr M Parry-Waller,
Cllr Miss S O Shrubsole and Cllr Ms S V Spence

Councillors Mrs J A Anderson, O C Baldock, Mrs P Bates, P F Bolt,
M A Coffin, N J Heslop, Mrs E M Holland, B J Luker, Mrs S Murray,
Mrs A S Oakley, M R Rhodes and M Taylor were also present
pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors
Mrs J M Bellamy, Mrs B A Brown, D W Smith and Mrs C J Woodger

PART 1 - PUBLIC

SH 14/14 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the
Code of Conduct. However Councillor N Heslop referred to a potential
interest in any items that might have implications for the Bridge Trust on
the grounds that he was a member of its Board.

SH 14/15 MINUTES

RESOLVED: That the notes of the meeting of the Strategic Housing
Advisory Board held on 24 February 2014 be approved as a correct
record and signed by the Chairman.

SH 14/16 GLOSSARY

The Director of Planning, Housing and Environmental Health submitted
a glossary of terms used within the reports to the Advisory Board.

PRESENTATION BY CIRCLE HOUSING RUSSET

The Board received a presentation from Mr R Morgan, Managing
Director, Mr M Anderson, Regional Director Property Services and
Mr P Hicks, Regional Development Director of Circle Housing Russet on
the repairs and maintenance programme and services provided to their
tenants within the Borough.

MATTERS SUBMITTED FOR INFORMATION**SH 14/17 SUPPORTING PEOPLE PROGRAMME UPDATE**

The report provided an update on the Kent Supporting People Commissioning Plan for the period 2014 to 2017.

SH 14/18 HOMES AND COMMUNITIES AGENCY AFFORDABLE HOMES PROGRAMME 2015-2018

The report provided details of the process to be followed by Registered Providers seeking to obtain capital subsidy from the Government for new affordable housing schemes in the Borough in 2015 to 2018.

SH 14/19 PRIVATE SECTOR HOUSING UPDATE

The report provided updates on the West Kent Landlord Forum held on 26 March 2014, the responses provided to consultations on the Review of Property Conditions in the Private Rented Sector and on the Future of the Energy Company Obligation and the Primary Care Community Link Service run by the homelessness charity 'Porchlight'.

SH 14/20 STRATEGY AND ENABLING UPDATE

The report provided an update on progress made by the Council's Registered Provider (RP) Partners to provide new affordable homes within the Borough between 2012/13 to 2014/15 and described the progress on various housing strategy initiatives.

SH 14/21 HOUSING NEEDS UPDATE

The report provided an update on the activity of the Housing Options team to promote the prevention of homelessness and address the housing needs of local residents.

MATTERS FOR CONSIDERATION IN PRIVATE**SH 14/22 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 9.06 pm

TONBRIDGE AND MALLING BOROUGH COUNCIL

LOCAL ENVIRONMENTAL MANAGEMENT ADVISORY BOARD

Tuesday, 27th May, 2014

Present: Cllr M O Davis (Chairman), Cllr S M King (Vice-Chairman),
Cllr Ms J A Atkinson, Cllr Ms V M C Branson, Cllr C Brown,
Cllr F R D Chartres, Cllr R W Dalton, Cllr Mrs F A Kemp,
Cllr Miss A Moloney, Cllr Mrs A S Oakley and Cllr D J Trice

Councillors Mrs J A Anderson, O C Baldock, M A C Balfour,
Mrs P Bates, P F Bolt, D J Cure, N J Heslop, B J Luker,
Mrs S Murray, M R Rhodes, H S Rogers and A G Sayer were also
present pursuant to Council Procedure Rule No 15.21.

An apology for absence was received from Councillor Ms S V Spence

PART 1 - PUBLIC

LEM 14/14 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the
Code of Conduct.

LEM 14/15 MINUTES

RESOLVED: That the notes of the meeting of the Local Environmental
Management Advisory Board held on 3 March 2014 be approved as a
correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

**LEM 14/16 WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE)
RECYCLING**

Decision Notice D140061MEM

Further to Decision No D140024MEM, the joint report of the Director of
Street Scene and Leisure and Cabinet Member for Environmental
Services provided an update on the Council's WEEE recycling pilot and
recommended that the initiative be extended to the summer of 2015 to
allow further evaluation of partnership arrangements with Kent County
Council.

RECOMMENDED: That

(1) the changes to the funding arrangements of the WEEE pilot, as
detailed in the report, be noted;

(2) the appointment of Veolia as the provider of the WEEE recycling pilot to 30 June 2015 be endorsed; and

(3) the Director of Street Scene and Leisure be requested to report back to the Advisory Board on the findings of his ongoing review of the WEEE recycling service and, in particular, details of any proposed partnership funding with Kent County Council.

LEM 14/17 PAPER BANKS - OUTLETING OF MATERIAL

Decision Notice D140062MEM

Consideration was given to the report of the Director of Street Scene and Leisure regarding the extension of the existing contract with Aylesford Newsprint Limited for provision and emptying of paper banks, the current contract containing an option to extend for a further five years until May 2019.

RECOMMENDED: That the extension of the contract with Aylesford Newsprint Ltd for the provision of banks and collection of paper from the 'bring' sites until 16 May 2019 be approved.

LEM 14/18 TONBRIDGE ODOUR UPDATE

Decision Notice D140063MEM

Further to Decision No D140026MEM the report of the Director of Planning, Housing and Environmental Health provided an update on the issue of odour emissions in Tonbridge and specifically on the developments that had occurred since the previous meeting of the Advisory Board in March 2014.

It was confirmed that the Regenerative Thermal Oxidiser (RTO) was undergoing installation with a revised completion date of 9 June. Reference was made to a recent change in the ownership of the company and the Managing Director's expectation that this would enable many of the desired improvements to be made. A copy of his letter explaining the delay in the timetable for installation of the RTO was available at the meeting. Officers undertook to inform members of the Advisory Board when the installation was complete and indicated that monitoring would continue to assess the effectiveness of the equipment in addressing the odour problems.

RECOMMENDED: That

(1) the progress made to date with the installation of the Regenerative Thermal Oxidiser at Drytec be endorsed; and

(2) the approach of officers be endorsed in endeavouring to ensure the installation is completed within the agreed timetable and in monitoring the subsequent performance of the RTO by way of ongoing odour monitoring.

LEM 14/19 ENVIRONMENTAL PROTECTION TEAM PERFORMANCE 2013-14

Decision Notice D140064MEM

The report of the Director of Planning, Housing and Environmental Health described the operational day to day work of the Council in relation to its statutory function of environmental protection and pollution control for the year 1 April 2013 to 31 March 2014. Reference was made to the impact of the odour from Drytec on requests for service. A further area of growth related to response to consultations on temporary event notices.

RECOMMENDED: That the work carried out by the Environmental Protection Team in 2013/14 and the proposed service improvements for 2014/15 be endorsed.

LEM 14/20 FOOD AND SAFETY TEAM PERFORMANCE 2013-14

Decision Notice D140065MEM

The report of the Director of Planning, Housing and Environmental Health described the operational activities of the Council in relation to its statutory function of food safety and health and safety for the year 2013/14. Reference was made to positive feedback from promotional initiatives and plans to continue education and training for catering businesses in 2014/15.

RECOMMENDED: That the performance relating to activities associated with the food and safety function in 2013/14 be noted and the service improvements for 2014/15, as detailed in paragraph 1.9 of the report, be endorsed.

MATTERS SUBMITTED FOR INFORMATION

LEM 14/21 STREET SCENE ACTION PLAN 2013-14

The report gave details of street scene initiatives completed in 2013/14 in support of one of the Council's key improvement priorities aimed at providing 'a clean, smart, well maintained and sustainable Borough'. It was noted that street scene was a cross cutting theme with actions impacting on a range of services and involving a number of external partners such as Kent Highway Services, the Police, Housing Associations and the Environment Agency.

LEM 14/22 WASTE AND STREET SCENE SERVICES - CONTRACT PERFORMANCE 2013-14

The report considered performance over the range of Waste and Street Scene Services' functions and contracts during 2013/14. Members were pleased to note that the results across the high profile functions managed by the Service demonstrated that the performance of the team and contractors continued at its historically high level of quality.

Reference was also made to the results of a recent programmed Internal Audit review of the Waste and Street Scene team's work areas and the management of administration of contracts in which only one minor recommendation relating to an IT improvement to an administrative procedure had been made.

LEM 14/23 WASTE SERVICES UPDATE

The report provided an update on a number of Waste and Street Scene Service initiatives including plastic collections at bring sites, the outcome of the Scrutiny review of the Council's concessionary charges and fees and the development of on-line services.

LEM 14/24 KENT RESOURCE PARTNERSHIP

Members were updated on the key initiatives being undertaken by the Kent Resource Partnership (KRP). Particular reference was made to support for increasing recycling and the Advisory Board was informed of the proposals prepared to secure new third party funding for a communications plan. Details were also given of the KRP's approach to reducing litter and the designation of June 2014 as a 'Clean Kent Month'.

LEM 14/25 "LOVE WHERE YOU LIVE" CAMPAIGN

Details were given of the past successes and future initiatives involved in the 'Love Where You Live' campaign launched in September 2011 in partnership with Keep Britain Tidy. Members commended the officers involved in the wide range of achievements in 2013/14 and continued initiatives in 2014/15.

LEM 14/26 REVIEW OF NOISE ATTENUATION M20 JUNCTIONS 4 TO 5

Members were advised of the reply received from the Highways Agency to comments sent to them in May 2013 in response to their consultation on the identification of the M20 Junctions 4 to 5 as an 'Important Area' for the purposes of noise action planning. It was noted that wider investigations were being undertaken for the two 'important areas' being considered as potential locations for a smart motorway. A master plan was currently being compiled by the Highways Agency, further

clarification of which would be provided once the details were confirmed. Officers suggested that the appropriate Asset Manager of the Highways Agency be invited to meet Local Members to discuss future plans.

LEM 14/27 AIR QUALITY UPDATE

The report of the Director of Planning, Housing and Environmental Health provided a summary of the work on air quality being undertaken by the Environmental Protection Team and gave an update on the current situation regarding the local air quality management regime. It was noted that DEFRA had confirmed acceptance of the conclusions of the Council's Annual Progress Report 2013 and made a number of recommendations relating to future reports. A progress update on the existing Air Quality Action Plan would be included within the Annual Progress Report for 2014.

LEM 14/28 EXTERNAL CONSULTATIONS

Members noted the consultation documents responded to since the last meeting of the Advisory Board.

LEM 14/29 SERVICE OF STATUTORY NOTICES

The report outlined the Statutory Notices served since the last meeting of the Advisory Board.

LEM 14/30 PROSECUTIONS

The report of the Director of Central Services gave details of prosecutions undertaken since the last meeting of the Advisory Board.

MATTERS FOR CONSIDERATION IN PRIVATE

LEM 14/31 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 8.56 pm

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TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITIES AND HEALTH ADVISORY BOARD

Monday, 2nd June, 2014

Present: Cllr Ms S V Spence (Chairman), Cllr Mrs C M Gale (Vice-Chairman), Cllr A W Allison, Cllr T Bishop, Cllr D J Cure, Cllr Miss J L Sergison, Cllr Miss S O Shrubsole, Cllr A K Sullivan and Cllr R Taylor

Councillors Mrs J A Anderson, M A C Balfour, P F Bolt, Mrs M F Heslop, N J Heslop, B J Luker, Mrs S Murray and M R Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors M Taylor and D J Trice

PART 1 - PUBLIC

CH 14/9 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

CH 14/10 MINUTES

RESOLVED: That the notes of the meeting of the Communities and Health Advisory Board held on 4 March 2014 be approved as a correct record and signed by the Chairman subject to the amendment of the recommendation at Minute CH 14/5 to refer to the Health Action Team.

MATTERS FOR RECOMMENDATION TO THE CABINET

CH 14/11 LOCAL HEALTH IMPROVEMENT PROGRAMMES

Decision Notice D140066MEM

The report of the Director of Planning, Housing and Environmental Health described the range of health improvement projects which Kent County Council had awarded funding to in the current year and reviewed the performance of these initiatives in 2013/14.

RECOMMENDED: That

- (1) the performance information, set out at Annex 1 to the report, be endorsed; and
- (2) the range of programmes for 2014/15, as set out in the report and delivered by the Borough Council and its partners, be approved.

MATTERS SUBMITTED FOR INFORMATION**CH 14/12 PRESENTATION ON THE WORK OF SEVENOAKS AND TONBRIDGE AREA MIND**

Ms J Roberts, Chief Executive of Sevenoaks and Tonbridge Area Mind, gave a detailed presentation on the aims, activities and achievements of the charity and outlined the range of services provided within the Borough. Particular reference was made to the link between physical and mental health issues and to the range of courses provided to develop greater understanding within the community, in schools and in the business sector.

CH 14/13 TONBRIDGE AND MALLING HEALTH ACTION TEAM

The report of the Director of Planning, Housing and Environmental Health provided a summary of the work of the Council's Health Action Team. The minutes of the meeting of the group, held on 26 February 2014, were attached at Annex 1 to the report.

CH 14/14 WEST KENT HEALTH AND WELLBEING BOARD

The minutes of the meeting of the West Kent Health and Well Being Board held on 18 March 2014 were presented for Members' information.

CH 14/15 MINUTES OF THE LOCAL STRATEGIC PARTNERSHIP

The minutes of the meeting of the Local Strategic Partnership held on 14 March 2014 were presented for Members' information. The Advisory Board noted that the next meeting of the Partnership would be held on 13 June 2014.

MATTERS FOR CONSIDERATION IN PRIVATE**CH 14/16 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.52 pm

TONBRIDGE AND MALLING BOROUGH COUNCIL

ECONOMIC REGENERATION ADVISORY BOARD

Tuesday, 3rd June, 2014

Present: Cllr Miss S O Shrubsole (Vice-Chairman, in the Chair), Cllr R W Dalton, Cllr S M King, Cllr R D Lancaster, Cllr M Parry-Waller, Cllr A G Sayer, Cllr Miss J L Sergison, Cllr Mrs E A Simpson and Cllr R Taylor

Councillors Mrs J A Anderson, J A L Balcombe, O C Baldock, M A C Balfour, P F Bolt, M A Coffin, D J Cure, Mrs S Murray and M R Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors C P Smith (Chairman), M O Davis and Mrs S Luck and from the Leader, Councillor N J Heslop.

ERG 14/10 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

ERG 14/11 MINUTES

RESOLVED: That the notes of the meeting of the Economic Regeneration Advisory Board held on 26 February 2014 be approved as a correct and signed by the Chairman.

ERG 14/12 FEDERATION OF SMALL BUSINESSES - PRESENTATION

A presentation was given by Mr Graham Taylor, Chairman and Mr Simon Robinson, Secretary of the West Kent Branch of the Federation of Small Businesses (FSB) on the role and current issues being addressed by the organisation. It was noted that the FSB had a Kentwide membership of over 6,500 and the organisation's key roles were to lobby on issues of concern to smaller businesses and provide opportunities for its members to meet and receive support and advice. Particular attention was drawn to a number of local issues including the A21 dualling, Young Enterprise, the impact of car parking charges, the 'Better Business For All' charter and the withdrawal of Sainsbury's from the Tonbridge town centre development.

Questions were invited from Members and the FSB representatives indicated that they would be welcome to attend West Kent Branch meetings. The Chairman then thanked the representatives for their contribution to the meeting.

MATTERS FOR RECOMMENDATION TO THE CABINET**ERG 14/13 WEST KENT LEADER PROGRAMME 2015-2020**

The report of the Chief Executive referred to the success of the first West Kent LEADER programme between 2007 and 2013 and gave details of a new programme designed to support the rural and land based economy. It was noted that the focus of the new programme's funding would be on direct support for the local economy rather than community projects. An indication was given of the changes to the area of coverage of the new programme and, whilst all rural areas within the Borough would be included, further work was being undertaken on options for extending the West Kent LEADER programme area to accord with the EU population limit of 150,000.

Members were advised that an additional contribution of £5,000 per annum would be required from participating local authorities and it was considered that this would be justified by the considerable economic value likely to be generated by the new LEADER programme.

RECOMMENDED: That

(1) development of a new West Kent LEADER programme for 2015/20 be supported; and

(2) appropriate budgetary provision be made to enable the Borough Council to contribute to the administration costs of the new programme as set out in the report.

*** Referred to Cabinet**

ERG 14/14 ESCALATE BUSINESS LOAN FUND - UPDATE

Decision Notice D140067MEM

The report of the Chief Executive provided an update on the Escalate Loan Fund scheme, formally launched in December 2013, and the current level of take up by local businesses. It was noted that the adoption of a combined funding pot with the TIGER scheme for north Kent would result in greater flexibility over the loan funding available and accommodate the higher levels of demand from West Kent businesses.

RECOMMENDED: That

(1) the strong initial demand for business loan funding via the Escalate programme be noted; and

(2) work be undertaken with local partners to make a case for additional loan funding to be made available to the Escalate programme at the autumn review.

ERG 14/15 ECONOMIC REGENERATION INITIATIVES - UPDATE

Decision Notice D140068MEM

The report of the Chief Executive gave an update on various economic regeneration initiatives being delivered locally in the Borough and across West Kent. Details were given of the level of take up of the range of business support initiatives (in addition to the Escalate programme) including one to one business advice, business seminars, the Be Your Own Boss programme, supporting home-based businesses and support for local traders groups.

RECOMMENDED: That

- (1) the update on business support initiatives be noted; and
- (2) parish and town councils be invited to help further promote the supporting home-based business initiative.

MATTERS SUBMITTED FOR INFORMATION**ERG 14/16 WEST KENT PARTNERSHIP MINUTES**

A copy of the minutes of the West Kent Partnership meeting held on 25 April 2014 were presented for Members' information. The meeting had focussed on the importance of West Kent to the economy of the South East Local Enterprise Partnership and Peter Jones, Chairman of the South East LEP, had attended the meeting. In addition the Kent and Medway Growth Strategy had been discussed and Members were pleased to note the high priority awarded to a number of key schemes in West Kent and Tonbridge and Malling in particular.

ERG 14/17 SUPPORT FOR BUSINESSES AFFECTED BY FLOODING

The report of the Chief Executive provided an update on the financial support offered to local businesses to aid recovery from recent flooding. Details were given of the take up of rate relief support and grants under the Business Support Scheme and Repair and Renewal Scheme.

MATTERS FOR CONSIDERATION IN PRIVATE**ERG 14/18 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.39 pm

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TONBRIDGE AND MALLING BOROUGH COUNCIL

PLANNING AND TRANSPORTATION ADVISORY BOARD

Wednesday, 4th June, 2014

Present: Cllr D A S Davis (Chairman), Cllr Mrs J M Bellamy,
Cllr Ms V M C Branson, Cllr F R D Chartres, Cllr D J Cure,
Cllr M O Davis, Cllr Mrs F A Kemp, Cllr R D Lancaster,
Cllr A K Sullivan and Cllr M Taylor

Mrs J A Anderson, J A L Balcombe, O C Baldock, M A C Balfour,
P F Bolt, M A Coffin, N J Heslop, Mrs S Murray, M R Rhodes and
R Taylor were also present pursuant to Council Procedure Rule No
15.21.

An apology for absence was received from Councillor D W Smith

PE 14/16 DECLARATIONS OF INTEREST

Councillor Mrs Bellamy declared a Disclosable Pecuniary Interest in the
Local Plan Progress report on the grounds that land owned by her
and/or her company formed part of the Call for Sites. She withdrew from
the meeting during discussion of this item.

PE 14/17 MINUTES

RESOLVED: That the notes of the meeting of the Planning and
Transportation Advisory Board held on 11 March 2014 be approved as a
correct record and signed by the Chairman, subject to noting that
Councillor N Heslop was in attendance at that meeting.

MATTERS FOR RECOMMENDATION TO THE CABINET

PE 14/18 BUILDING CONTROL - PROPOSED SERVICE ARRANGEMENTS

Decision Notice D140069MEM

The report described progress towards a proposed shared Building
Control function between Sevenoaks District Council and Tonbridge and
Malling Borough Council and recommended that detailed joint working
arrangements be developed.

Consideration of such a model reflected the Borough Council's
transformation agenda and would potentially deliver a number of service
and efficiency benefits. It was reported that implementing joint working
would minimise risks associated with current arrangements such as
service resilience and the threat of losing market share and income. A
secure environment controlled through the governance arrangements
and agreements between the two authorities could be provided.

Members were advised that the flexibility of cross boundary working could deliver improved service and provided an opportunity to offer greater expertise in a wider range of areas.

RECOMMENDED: That the establishment of a Shared Building Control Service between Tonbridge and Malling Borough Council and Sevenoaks District Council be approved in principle, subject to a further report on costs being considered by the Finance, Innovation and Property Advisory Board.

PE 14/19 CONSULTATION ON THE FURTHER ALTERATIONS TO THE LONDON PLAN

Decision Notice D140070MEM

The report advised of the recent consultations on the Further Alterations to the London Plan, summarised some of the key issues arising and sought endorsement of the officer level comments which had been submitted to meet the April deadline.

Members noted that as the recently completed Strategic Housing Market Assessment for Tonbridge and Malling took account of inward migration from London and that, as these figures were derived from the revised Census data the London Plan was now addressing, the Borough Council had already taken into account any uplift in the figures.

An additional comment encouraging a further review of the Plan to reflect new evidence provided by the subnational population projection figures, published since the consultation finished, would be submitted.

RECOMMENDED: That the officer level responses, set out in Annex 1 to the report, submitted to meet the April deadline be endorsed.

PE 14/20 MAIDSTONE BOROUGH COUNCIL LOCAL PLAN CONSULTATIONS

Decision Notice D140071MEM

The report advised of the recent consultations by Maidstone Borough Council on its draft Local Plan and the Community Infrastructure Levy Charging Schedule and sought endorsement of the officer level responses submitted to meet the May deadline.

Members expressed concern regarding the potential impacts arising from any development in the vicinity of Hermitage Lane, particularly affecting the A26 junction and the air quality in Wateringbury and were pleased these concerns had been reiterated in the Borough Council's response.

In addition, the potential difficulties and financial implications surrounding co-operation with any neighbouring authority and protecting the interests of residents were noted.

RECOMMENDED: That the officer led responses, set out in Annex 2 to the report, be endorsed.

PE 14/21 CCTV ANNUAL REPORT

Decision Notice D140072MEM

The report presented for endorsement the draft CCTV Annual Report for 2013/14 which contained details of CCTV operation and statistics relating to the number and type of incidents monitored by CCTV operators. A number of recommendations by the independent auditor and set out on page 53 of the Annual Report would be given further consideration.

Members were pleased to note that the overall operation of the service was good, with highly professional operators complying with the Code of Practice and procedural manual. CCTV continued to be an effective tool in reducing crime, anti-social behaviour and the fear of crime and played a key role in managing urban areas.

RECOMMENDED: That the CCTV Annual Report for 2013/14, as set out at Annex 1 to the report, be endorsed for publication.

MATTERS SUBMITTED FOR INFORMATION

PE 14/22 LOCAL PLAN PROGRESS

Members were updated on progress made in preparing the Local Plan.

It was reported that meetings with all the Parish and Town Councils had been concluded and officers had monitored strategic planning matters in neighbouring authorities and the Government's ongoing planning reforms.

Members were advised that the Local Plan was proceeding in accordance with the revised timetable presented at the March meeting of the Advisory Board. There would be a further update meeting in July, together with a revised Statement of Community Involvement and Local Development Scheme for consideration. There would also be an additional meeting of the Advisory Board on 25 September 2014 to consider the documentation forming part of the first major public consultation stage for the Local Plan, known as the Issues and Options stage.

Good progress was being maintained on other aspects of the evidence base, as outlined in the report, and area based briefings would be arranged to assist Members' understanding.

PE 14/23 PLANNING REFORMS - FINAL PLANNING PRACTICE GUIDANCE (PPG) MARCH 2014

Members received the report of the Director of Planning, Housing and Environmental Health which summarised the main changes and key issues arising from the final version of the National Planning Guidance published in March. In addition, Members were updated on other relevant planning reform proposals since the last meeting of the Advisory Board.

Particular reference was made to the proposed introduction of a threshold for seeking Section 106 agreements for affordable housing to aid the delivery of small scale housing sites. The rural threshold would be affected by this proposal but the number of schemes affected and the affordable housing contribution was likely to be small in the Borough.

Members also expressed concern regarding the introduction of the 'right to build your own home' initiative. Under this scheme a local authority would be required to assess the level of demand and facilitate suitable building plots to meet local demand. There was no further detail at the current time but the proposals raised a number of questions regarding the eligibility criteria, how to manage expectations in areas where interest was likely to be high and whether local authorities had the in-house resources to procure suitable sites.

PE 14/24 TRANSPORTATION UPDATE

The report of the Director of Planning, Housing and Environmental Health provided an update on two current and significant transportation issues affecting the Borough. These were the A21 Public Inquiry and the Kent County Council Rail Summit.

Members were pleased to note that the A21 upgrade to a dual carriageway had been announced and it was anticipated that construction work would commence in spring 2015.

Reference was made to the 'direct-award' contract with Southeastern which would run from October 2014 until September 2018. Concern was expressed by Members regarding the award of this contract, especially as the details of the proposal would remain confidential until the contract was signed.

Members were also reminded that the Davis Commission was currently assessing the short listed options for addressing airport capacity in the south east. It was noted that the Leaders of neighbouring authorities

had written to the Davis Commission expressing their serious concerns to the airport proposals and that Kent County Council was committed to ensuring minimal disruption for West Kent.

PE 14/25 FLOOD RECOVERY

The Director of Planning, Housing and Environmental Health set out progress on and the process for flood recovery within Tonbridge and Malling following the events over the Christmas and New Year period. The report focused primarily on the technical matters that had been put in place and continued to emerge.

Members were pleased to note the good response to an appeal for Flood Wardens and there was now sufficient volunteers for separate Flood Warden Schemes in East Peckham and Hildenborough.

Serious debate followed on a range of issues related to flooding and Members were reassured that the Borough Council would continue to work closely with the Environment Agency, and other key partners, in addressing flood issues and ensuring best solutions were provided. In addition, the Environment Agency would be encouraged to work on improving the relationship with residents by ensuring effective communication continued. Members and officers also recognised the level of impact and suffering to residents as a result of the flooding and every measure would be taken to improve defences where possible.

Finally, in response to a question regarding the secondment of the Kent Resilience/Emergency Planning Team to Kent Fire and Rescue Service, Members were assured that the Borough Council was confident that the emergency response and working relationship remained strong and effective.

MATTERS FOR CONSIDERATION IN PRIVATE

There were no items considered in private.

The meeting ended at 9.26 pm

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TONBRIDGE AND MALLING BOROUGH COUNCIL

LEISURE AND ARTS ADVISORY BOARD

Tuesday, 10th June, 2014

Present: Cllr Mrs J M Bellamy (Chairman), Cllr T Bishop, Cllr P F Bolt, Cllr Mrs B A Brown, Cllr D Keeley and Cllr R Taylor

Councillors Mrs M F Heslop, N J Heslop, B J Luker, Mrs S Murray and M R Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Representative: Mr A Nicholl (Tonbridge Sports Association)

Apologies for absence were received from Councillors Mrs E M Holland (Vice-Chairman), T Edmondston-Low, R D Lancaster and D J Trice

PART 1 - PUBLIC

LAA 14/16 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

LAA 14/17 MINUTES

RESOLVED: That the notes of the meeting of the Leisure and Arts Advisory Board held on 12 March 2014 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

LAA 14/18 LEISURE FACILITIES - LEISURE TRUST UPDATE

Decision Notice D140074MEM

The joint report of the Director of Street Scene and Leisure and Cabinet Member for Leisure, Youth and Arts provided an update on the management and operation of the Council's leisure facilities through the agreement with the Tonbridge and Malling Leisure Trust. Details of the Trust's Annual Service Delivery Plan and quarterly monitoring report were presented together with the results from recent mystery shopper visits and updates on customer panels and the refurbishment of Tonbridge Swimming Pool. The Trust's Chief Executive attended the meeting to make a short presentation and answer questions from Members.

RECOMMENDED: That

- (1) the Tonbridge and Malling Leisure Trust Annual Service Delivery Plan – Cumulative Quarterly Monitoring Report for 1 November 2013 to 31 March 2014 be noted;
- (2) the results of the mystery shopper reports for all sites be noted; and
- (3) consideration be given to possible additional modifications in case of future flood at Tonbridge Swimming Pool in liaison with the Council's insurers and the Leisure Trust.

LAA 14/19 HAYSDEN COUNTRY PARK - DRAFT MANAGEMENT PLAN

Decision Notice D140075MEM

The joint report of the Director of Street Scene and Leisure and Cabinet Member for Leisure, Youth and Arts presented a draft Management Plan for Haysden Country Park for the next five year period and gave details of a proposed public consultation process. A number of suggestions regarding drafting and presentation of a pie graph were noted by officers for incorporation in the consultation document.

RECOMMENDED: That:

- (1) the draft Haysden Country Park Management Plan set out at Annex 1 to the report be circulated for public consultation as outlined in the report; and
- (2) following public consultation, the final Plan be brought forward to a future meeting of the Advisory Board for consideration.

LAA 14/20 LARKFIELD LEISURE CENTRE - CAPITAL PROJECTS

Decision Notice D140076MEM

The joint report of the Director of Street Scene and Leisure and Cabinet Member for Leisure, Youth and Arts outlined progress in relation to the refurbishment of the Health Suite and the provision of LED lighting in the sports hall at Larkfield Leisure Centre. Details were given of the procurement process in respect of the former together with a proposed procedure for award of the contract in view of the timescale for the project.

RECOMMENDED: That due to the construction timescale, authority for the award of the Health Suite Refurbishment Contract at Larkfield Leisure Centre be delegated to the Directors of Street Scene and Leisure and Central Services in consultation with the Cabinet Member for Leisure, Youth and Arts and the Chairman and Vice Chairman of the Leisure and Arts Advisory Board.

LAA 14/21 COUNTRY PARK CUSTOMER PANEL MEETINGS

Decision Notice D140077MEM

Consideration was given to the joint report of the Director of Street Scene and Leisure and Cabinet Member for Leisure, Youth and Arts regarding appointment of Member representatives to attend Customer Panel meetings at the Council's two Country Parks until May 2015.

RECOMMENDED: That the current representatives be re-appointed to serve on the Customer Panels until May 2015.

LAA 14/22 CAPITAL PROJECTS POST IMPLEMENTATION REVIEWS

Decision Notice D140078MEM

A Capital Plan Post Implementation Review was brought forward for consideration in respect of Larkfield Leisure Centre New Dance/Exercise Studio.

RECOMMENDED: That the Post Implementation Review for the New Dance/Exercise Studio for Larkfield Leisure Centre be endorsed.

MATTERS SUBMITTED FOR INFORMATION**LAA 14/23 LEYBOURNE LAKES COUNTRY PARK - CONCESSIONS**

Further to Decision No D130146MEM the report provided an update on the fishing and catering concessions recently awarded at Leybourne Lakes Country Park.

LAA 14/24 TONBRIDGE SPORTS ASSOCIATION - ANNUAL REPORT

The Advisory Board received the annual report of the Tonbridge Sports Association for 2013/14 which was presented by Mr Alan Nicholl, the Association's Chairman. Members expressed their appreciation of the work of Mr Nicholl and the positive working partnership between the Sports Association and the Council. Discussion took place regarding ways in which the growth in athletics participation might be replicated for cricket.

LAA 14/25 CHILDREN AND YOUNG PEOPLE UPDATE

Members were updated on key areas of the Children and Young People work programme including Activate, the Summer Playscheme, the Y2 Crew programme, the Children's Operational Group, and the Youth Forum. Particular attention was drawn to the increase in take up of places on the Activate programme, representing 84% of total capacity.

LAA 14/26 EVENTS UPDATE

The report gave details of the forthcoming programme of events across the Borough, some delivered directly and others by community groups with the assistance of the Council. All parish and town councils had been contacted regarding events in their area and a summary of the responses was attached at the Annex to the report. It was intended to provide a quarterly report on such events and update the Council's website accordingly.

LAA 14/27 CAPITAL PLAN UPDATE REPORT

The report advised Members of progress with schemes contained in the Leisure Services section of the Capital Plan, particular reference being made to the work to Tonbridge Memorial Gardens and its formal opening on 22 September 2014. In response to a question, the Advisory Board was informed that the works to Avebury Avenue bridge were anticipated in August and details of the timeframe would be provided to Local Members when confirmed.

LAA 14/28 LEISURE FACILITIES - FINANCIAL PERFORMANCE

The report summarised financial information in relation to Tonbridge Cemetery and the Council's Country Parks.

MATTERS FOR CONSIDERATION IN PRIVATE**LAA 14/29 EXCLUSION OF PRESS AND PUBLIC**

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information, the following matters be considered in private.

LAA 14/30 GROUNDS MAINTENANCE CONTRACT - RETENDER

(LGA 1972 Sch 12A Paragraph 3 – Financial or business affairs of any particular person)

Decision Notice D140079MEM

Further to Decision No D13002MEM the joint report of the Director of Street Scene and Leisure and Cabinet Member for Leisure Youth and Arts provided an update on the retendering of the Council's Grounds Maintenance Contract and sought approval of a select list of contractors.

RECOMMENDED: That

- (1) subject to a satisfactory health and safety appraisal, the Select List of Contractors set out in the report be approved and invited to tender for the Council's Grounds Maintenance Contract; and
- (2) the approach to social value outlined in paragraph 1.7 of the report be endorsed.

The meeting ended at 8.40 pm

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Agenda Item 5

The minutes of meetings of Advisory Panels and Other Groups are attached, any recommendations being identified by an arrow.

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TONBRIDGE AND MALLING BOROUGH COUNCIL

JOINT TRANSPORTATION BOARD

Monday, 9th June, 2014

Present: Mr C Smith (Chairman), Cllr Mrs S Murray (Vice-Chairman), Cllr N J Heslop, Cllr Mrs A S Oakley, Mr M Balfour, Mrs T Dean, Mr P Homewood and Mr R Long.

Borough Councillors Mrs J A Anderson, J A L Balcombe, P F Bolt, Ms V M C Branson, D J Cure, B J Luker, Miss A Moloney, M R Rhodes, A G Sayer, Miss S O Shrubsole and M Taylor were also present pursuant to Council Procedure Rule No 15.21.

Mr H Rayner was present on behalf of the Kent Association of Local Councils.

Apologies for absence were received from Borough Councillors D A S Davis, Mrs F A Kemp, R D Lancaster, A K Sullivan, Mrs V Dagger and Mrs S Hohler.

PART 1 - PUBLIC

JTB 14/11 DECLARATIONS OF INTEREST

There were no declarations of interest made.

JTB 14/12 MINUTES

RESOLVED: That the Minutes of the meeting of the Joint Transportation Board held on 17 March 2014 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE BOROUGH CABINET

JTB 14/13 PARKING ACTION PLAN

Decision Notice D140073MEM

The report of the Director of Planning, Housing and Environmental Health gave an update on the phased approach undertaken to on-street parking management with a focus on Phase 7 and the Snodland Parking Review. Details of responses received to the formal consultations were set out in Annex 2 to the report and reflected in the recommendations made for each location. In response to a comment from the local Member regarding on-going differences of opinion between local residents the Director of Planning, Housing and Environmental Health advised that the scheme for Cage Green Road, Tonbridge (Plan DD/564/22) could be withdrawn and revisited in Phase 8.

RESOLVED: That the following be commended to the Borough Council Cabinet

- (1) subject to the withdrawal and commitment to revisit the proposal for Cage Green Road, Tonbridge (Plan DD/564/22) in Phase 8, the 'Recommendation' stated for each location within Annex 2 be endorsed; and
- (2) the proposed changes to the procedure for the implementation of changes to traffic regulation orders be endorsed.

MATTERS FOR DECISION

JTB 14/14 TONBRIDGE TOWN CENTRE TRANSPORT STRATEGY - UPDATE

The joint report of the KCC Head of Transportation and the Director of Planning, Housing and Environmental Health provided an update on progress with the revised Town Centre Transport Strategy for Tonbridge, including the agreed streetscape and traffic management improvements.

RESOLVED: That the work to date on the High Street Improvements and the next steps, as set out in the report, be noted.

MATTERS SUBMITTED FOR INFORMATION

JTB 14/15 YOUNG PERSONS TRAVEL PASS AND 16+ KENT FREEDOM PASS

The report of the Interim Public Transport Head of Service, Kent County Council, provided an update on the introduction of the Young Persons Travel Pass from September 2014 and provided an assessment of the Kent 16+ Travel Card introduced in 2012.

JTB 14/16 BOROUGH TRANSPORTATION ISSUES

The report of the Director of Planning, Housing and Environmental Health provided an update on the A21 Public Inquiry and the Kent County Council Rail Summit held in April 2014.

JTB 14/17 DEVELOPER FUNDED SCHEMES SECTION 106 AND LOCAL TRANSPORT PLAN SCHEMES

The report of the Head of Transportation, Kent Highways, provided a summary of the current position of a number of Developer Funded Section 106 and Local Transport Plan (LTP) Schemes in the Borough.

**JTB 14/18 COMBINED MEMBER HIGHWAY FUND REPORT FOR
TONBRIDGE AND MALLING**

The report of the Head of Transportation, Kent Highways, provided details of current County Member Highway Fund Schemes within the Borough.

JTB 14/19 HIGHWAY WORKS PROGRAMME 2014/15

The report of KCC Highways and Transportation provided an update on schemes approved for construction by the County Council in 2014.

MATTERS FOR CONSIDERATION IN PRIVATE**JTB 14/20 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.07 pm

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Leader and Chief Executive

Part 1- Public

Matters for Recommendation to Council

1 CORPORATE PERFORMANCE PLAN (2012/15) - REVIEW AND UPDATE

A report on the above matter was considered by the Overview and Scrutiny Committee on 11 June 2014 as part of the Council's policy framework. Members are referred to that report and the recommendations contained therein. The Plan itself has since had only very minor updates to two indicator results, included in the version on this agenda.

1.1 Legal Implications

1.1.1 There is no longer a legal requirement to produce a corporate performance plan. However as the Plan forms part of the Council's Policy Framework, it must be approved at a full Council meeting.

1.2 Financial and Value for Money Considerations

1.2.1 Our corporate performance plan is a principal means of driving performance improvement and delivering value for money. It communicates clearly to everyone within the Council, and to our stakeholders, our key priorities, how we are working to achieve these priorities, where we are looking to improve and our performance targets.

1.3 Risk Assessment

1.3.1 Our corporate performance plan has a wide circulation within and outside the Council. A well presented plan and achievement of our priorities and targets are important to the credibility of the Council.

1.4 Equality Impact Assessment

1.4.1 See 'Screening for equality impacts' table at end of report.

1.5 Recommendation

We **recommend** that Cabinet supports the Plan's adoption by the Council.

Background papers:

contact: Adrian Stanfield

Overview & Scrutiny Committee agenda of
11 June 2014

Nicolas Heslop
Leader of the Council

Julie Beilby
Chief Executive

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	Equalities issues may need to be addressed in undertaking regular activities and implementing improvement actions, not at this stage of approving the updated Corporate Performance Plan.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	As above
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A	

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Chief Executive and Director of Finance & Transformation

Part 1- Public

Matters for Recommendation to Council

1 **RISK MANAGEMENT STRATEGY**

This report asks Members to review the current Risk Management Strategy and to endorse it for adoption by the Council.

1.1 Introduction

1.1.1 The Council has had a Risk Management Strategy in place for a number of years. The Council's Risk Management arrangements are designed to ensure a prudent approach is taken, with risks reduced to an acceptable level, thereby safeguarding the Council's assets, employees and customers.

1.2 2014 Review of the Risk Management Strategy

1.2.1 The Risk Management Strategy has been reviewed and presented to the Audit Committee and subject to the Committee's consideration of the Strategy no amendment is considered to be required. The Strategy is presented at **[Annex 1]** of this report.

1.3 Legal Implications

1.3.1 There is a Health & Safety requirement for effective risk management to be in place and the strategy supports this requirement. There is also a requirement in the Accounts & Audit Regulations that accounting control systems must include measures to ensure that risk is appropriately managed.

1.4 Financial and Value for Money Considerations

1.4.1 Effective risk management arrangements make a positive contribution to ensuring value for money is provided in the delivery of services.

1.5 Risk Assessment

1.5.1 Sound risk management arrangements aid the Council in effective strategic decision-making. The Council's approach to risk should be reviewed on a regular basis to ensure it is up to date and operating effectively.

1.6 Equality Impact Assessment

1.6.1 See 'Screening for equality impacts' table at end of report

1.7 Recommendations

1.7.1 Members are requested to review the Risk Management Strategy, and subject to any amendment required, recommend to Council it be adopted.

Background papers:

contact: David Buckley

Nil

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance & Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	The report sets out the Council's Risk Management Strategy which applies to all aspects of the Council's business.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

TONBRIDGE AND MALLING BOROUGH COUNCIL
RISK MANAGEMENT STRATEGY STATEMENT

1. Introduction

The risk management strategy of Tonbridge and Malling Borough Council is to adopt best practices in the identification, evaluation, and cost-effective control of risks. This is intended to ensure that risks are reduced to an acceptable level or, where reasonable eliminated, thereby safeguarding the Council's assets, employees and customers and the delivery of services to the local community.

One of the Council's aims is to:

"Maintain the Council's high standards of financial management and probity".

The Council endeavours to pursue a forward-looking and dynamic approach to delivering services to the local community and will not be averse to taking a degree of commercial risk. However, it will always exercise a prudent approach to risk taking and decisions will be made within the parameters of the Council's internal control arrangements i.e. Constitution, Procedural Rules etc. These arrangements will serve to ensure that the Council does not expose itself to risks above an acceptable level.

Risks relating specifically to Health & Safety matters will be covered within the Council Health & Safety Policy and supporting guidance notes issued by the Director of Health and Housing.

2. Objectives

The risk management objectives of the Council are to:

- embed risk management into the culture of the Council;
- monitor, manage and report on risk in accordance with best practice;
- be responsive to changing social, environmental and legislative requirements whilst effectively managing the related risks and opportunities;
- prevent injury, damage and loss and reduce the cost of risk;
- raise awareness of the need for risk management;
- actively promote 'sensible and responsible risk management' using practical steps to protect workers and the public from real risks that cause injury and death

These objectives will be achieved by:

- defining the roles and responsibilities, in relation to risk management, of Officers and Members within the organisation;
- maintaining a risk management framework that will ensure the review on a rolling basis of strategic, operational and project risks faced by the Council – this approach will:

- identify corporate, operational and project risks;
 - assess the identified risks for likelihood and impact;
 - record the corporate risk register, linking these risks to strategic business objectives and assigning ownership for each risk;
 - detail the management action/controls required to mitigate identified risks;
 - require the corporate risk register to be discussed with the Audit Committee prior to approval by Council;
 - require regular reporting to the Audit Committee on all areas of “red zone” risks and action taken to manage them;
 - require the reporting of risks to full Council where appropriate
 - require all Cabinet/Committee reports to include a section covering the key risk issues to be considered, together with any action required to mitigate identified risks
 - require a risk assessment to be completed for all significant new projects and initiatives
 - require the Treasury Management Policy to outline the arrangements for properly managing treasury management risks;
 - require risks in relation to significant partnerships to be identified and assurances to be obtained regarding the management of those risks;
 - require appropriate incident recording to facilitate the analysis of risk data and steps taken to prevent or mitigate similar incidents occurring;
 - require an annual review of risk management framework by the review of this strategy.
- providing relevant training on risk management to employees and Members of the authority;
 - actively participating in inter-authority internal audit and insurance groups thereby developing and sharing best practice in risk management;
 - encouraging officers participating in other professional discipline groups to secure the inclusion of risk management as an agenda topic;
 - disseminating to officers as appropriate published risk management information received from insurers and other related sources;

3. Roles and Responsibilities

a) Members

The Risk Management Strategy will be reviewed at least annually. Council approval of the updated strategy will be witnessed by the signature of the Leader of the Council and countersigned by the Chief Executive. The Chairman of the Audit Committee will take a lead role in promoting the application of sound risk management practices across the Council.

All Members of the Council will receive a Risk Management Training session during a four-year term in office.

The Audit Committee will consider the Risk Management process as part of the assurance evidence in support of any Corporate Governance Statement.

The Audit Committee will provide independent assurance of the adequacy of the risk management framework and will monitor the effective development and operation of risk management in the Council.

b) Management Team

Management are responsible for the identification and management of risks.

Management Team will consider strategic risk and if necessary will formulate an action plan to address the risk. Strategic risk reviews will be undertaken where new situations arise or as considered necessary by the Management Team.

The business continuity plan will include strategic risks that will cascade down to operational risk registers.

Chief Officers will ensure that their managers carry out an annual review of operational risk for all their areas of responsibility. This review process will include the views of relevant staff within the activity. This will be supported by a half yearly review carried out by the manager with any risks entering the red zone being reported to the Chief Officer. The Chief Officer shall alert Management Team of any significant emerging risks as he deems necessary.

Chief Officers will take steps to ensure that their staff are fully aware of the Council's Risk Management Strategy and how to raise concerns relating to risk.

c) Section Managers

Section Managers in conjunction with members of their teams (as appropriate) and other parties / partners (where applicable) will lead reviews of the operational risks relating to their sections, and will reflect the outcomes of these reviews in their own Operational Risk Registers. These operational risk reviews will be undertaken annually. In addition a half-yearly review will take place to identify any significant change in scored risk and any new risks that have arisen.

Where risks are identified as being in the red zone of the risk matrix they will be reported to Management Team.

Where a manager identifies that a risk is moving significantly towards the red zone he should monitor the situation and alert his Chief Officer to the fact.

d) Partners

Where the Council enters into a partnership arrangement, the officer responsible for monitoring the partnership must ensure that the partner has an adequate risk management strategy and sufficient insurance cover to protect the interests of the Council.

e) Employees Generally

The concept of risk management will be conveyed to all employees.

“Netconsent” will be used to raise staff awareness of the Strategy annually.

A copy of this document will be held on the Council’s Intranet site. Employees will be expected in the first instance, to refer risk management concerns to their line managers. Should such concerns remain un-addressed, employees can refer their concerns elsewhere as prescribed in the Council’s Confidential Reporting Code.

Staff identified as being appropriate by their Manager will be asked to review the content and scoring of the Operational Risk registers for their section. This review should assist the Manager in completing the Risk Register.

All staff also have a duty to consider safe working practices and owe a duty of care to the safety of others. Any concerns relating to Health & Safety matters should be raised with line management, who, as part of their response, should seek guidance as necessary from the Director of Health and Housing.

f) Director of Planning, Housing and Environmental Health

The Director of Planning, Housing and Environmental Health shall be responsible for:

- monitoring and reviewing arrangements for the proper management of work place health and safety;
- preparing and updating the Council’s Health & Safety Policy;
- overseeing the issue of Health & Safety Guidance to assist service managers and staff comply with the Council’s Health and Safety Policy; and
- assessing compliance with Health & Safety legislation.

In the execution of these responsibilities the Director of Planning, Housing and Environmental Health will:

- consult with service managers in preparing an annual health and safety work programme which will include undertaking audits of work place activities and related risk assessments;
- assist service managers identify emerging health and safety risks and measures to address them including appropriate training;
- assist services managers prepare and review health and safety risk assessments; and
- submit an annual report on health and safety management in the work place.

g) Financial Services

The Director of Finance & Transformation in consultation with the Exchequer Services Manager will:

- regularly review and advise upon the Council’s insurance requirements and arrangements
- advise Officers and Members on insurance covers available and / or in place

- regularly advise Members of the Audit Committee on claims history and preventative action arising
- arrange insurance cover as necessary
- advise Officers on claims procedures, and process claims arising
- assist in the development and provision of claims data to aid future risk control
- disseminate published risk management information received

The Director of Finance & Transformation will report to Management Team on any areas of significant financial risk identified by the budget monitoring process

Internal Audit Section will take account of Risk Management provision when formulating the annual audit plan. Although the provision of adequate and effective risk management is Management responsibility each Internal Audit review will include a provision to ascertain if an up to date and adequate risk register is in place.

Signed

Leader of the Council

Signed

Chief Executive

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Chief Executive and Director of Finance & Transformation

Part 1- Public

Matters for Recommendation to Council

1 LOCAL CODE OF CORPORATE GOVERNANCE

The Audit Committee is due to review the Local Code of Corporate Governance at its meeting on 16 June and it is intended that an updated Code is recommended to Cabinet for final adoption by Council.

1.1 Introduction

1.1.1 Tonbridge & Malling Borough Council is committed to adopting the principles of good governance and demonstrates this publicly through the adoption and continued maintenance of a local Code of Corporate Governance, as recommended within the CIPFA/SOLACE (Chartered Institute of Public Finance & Accounting and the Society of Local Authority Chief Executives) Framework for Good Governance in Local Government, 2007.

1.1.2 In 2012, CIPFA/SOLACE published an addendum to the 2007 framework along with a Guidance Note for English Local Authorities. In order to meet the latest guidance, the Council's Code of Corporate Governance was reviewed and updated in 2013.

1.1.3 The CIPFA/SOLACE Framework for Good Governance in Local Government defines governance as 'the systems and processes, cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities'.

1.1.4 Each year, the Annual Governance Review process, culminating in the Annual Governance Statement, is used to confirm that the Council's arrangements to comply with the Local Code of Corporate Governance are in place and effective.

1.2 2014 Review of the Local Code of Corporate Governance

1.2.1 A review has been carried out and the Local Code of Corporate Governance adopted in 2013 is considered to remain appropriate, and requires only one change; the addition of a reference to the Council's Strategic Risk Register at 4.3. A copy of the Code is attached at **[Annex 1]**.

1.3 Legal Implications

- 1.3.1 Whilst there is no legal requirement for Council's to develop a Local Code of Corporate Governance, such a Code provides a public document that demonstrates how the Council ensures it operates in a proper way and in accordance with the law.

1.4 Financial and Value for Money Considerations

- 1.4.1 There are no financial and value for money considerations arising from the Code.

1.5 Risk Assessment

- 1.5.1 The Code of Corporate Governance meets the principles of the CIPFA/SOLACE Framework for Good Governance in Local Government and has been prepared with due consideration to good governance practice, as set out in the Framework.

1.6 Equality Impact Assessment

See 'Screening for equality impacts' table at end of report

1.7 Recommendations

- 1.7.1 Subject to any comments from the Audit Committee, Cabinet is **REQUESTED** to consider the revised Local Code of Corporate Governance and **RECOMMEND** to Council that it be adopted.

Background papers:

contact: David Buckley

Nil

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance & Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	The Local Code of Corporate Governance is intended to provide a summary of the Council's arrangements for ensuring good governance.

Screening for equality impacts:		
Question	Answer	Explanation of impacts
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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**Tonbridge & Malling Borough Council
CODE OF CORPORATE GOVERNANCE**

INTRODUCTION

- 1.1 In 2001 the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) published *Corporate Governance in Local Government – A Keystone for Community Governance: Framework*. The Framework outlined the need for local authorities to review their governance arrangements against a number of key principles and report on their effectiveness in practice.
- 1.2 Six core principles of good governance were advocated by the Independent Commission on Good Governance in Public Services in *The Good Governance Standard for Public Services (2004)* with support from the Office for Public Management and CIPFA. In response to subsequent changes in local government, CIPFA and SOLACE published an updated framework for good governance in local government in 2007. The framework defines governance as, 'the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities'.
- 1.3 The Independent Commission's six core principles of good governance outlined in the CIPFA-SOLACE Framework show that good governance means:
- (i) Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area
 - (ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles
 - (iii) Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
 - (iv) Taking informed, transparent decisions which are subject to effective scrutiny and managing risk
 - (v) Developing the capacity and capability of Members and officers to be effective
 - (vi) Engaging with local people and other stakeholders to ensure robust public accountability

CODE OF CORPORATE GOVERNANCE	SUPPORTING EVIDENCE
1. Good governance means focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.	
1.1. <i>Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users.</i>	<p>There is a clear statement of the organisation's purpose in:</p> <ul style="list-style-type: none"> • Tonbridge & Malling Borough Council – Corporate Performance Plan 2012/15 <p>This document sets out the key priorities for the authority and how the Council will work with a range of partners and the local communities towards achieving the objectives.</p>
1.2. <i>Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning.</i>	<p>The Corporate Performance Plan also sets out how the Key Priorities will be delivered and identifies improvement plans on how these can be delivered efficiently and effectively. This will involve working with partners and contractors to achieve this. Regular update reports are given to Management and Members outlining progress towards achieving these priorities.</p>
1.3. <i>Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money.</i>	<p>The council works towards improving value for money through:</p> <ul style="list-style-type: none"> • Exploration of innovative ways of working including potential for joint-working and shared services. • Robust budgeting and Financial monitoring arrangements including detailed reviews of budgets and potential savings opportunities. • The work of Internal Audit • The work of External Audit • Publication of annual budget and accounts information
CODE OF CORPORATE GOVERNANCE	SUPPORTING EVIDENCE
2. Good governance means Members and officers working together to achieve a common purpose with clearly defined functions and roles	
2.1. <i>Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard.</i>	<p>The council has a protocol for relations between Members and Officers. The council's Constitution sets out clearly any delegation of responsibility from Council and the decision making powers of:</p> <ul style="list-style-type: none"> • The Council, • The Cabinet (including the Executive Leader and delegated decision-making to the Cabinet Portfolio Holders), • Regulatory Board, the Licensing Committee and other council committees.
2.2. <i>Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles</i>	<p>The council's Constitution clearly sets out the process for holding the executive to account through the debate of items at committees and, specifically, the role of the Overview Scrutiny Committee.</p>

<i>and responsibilities of the scrutiny function.</i>	
<i>2.3. Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</i>	<p>The council is accountable to the citizens of Tonbridge & Malling in delivering its duties and responsibilities.</p> <p>The council manages relationships with partners and consults with the public through a number of mechanisms:</p> <ul style="list-style-type: none"> • Transparency agenda • Regular reporting to Members • Partnership arrangements supported by protocol agreements • Council Constitution
3. Good governance means promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.	
<i>3.1. Ensuring authority Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</i>	<p>The council has a code of conduct for Members. In addition the council has:</p> <ul style="list-style-type: none"> • An Equalities Policy • A Code of Conduct for staff • A Declaration of Interest Register for Members and for staff • A Register of Gifts and Hospitality offered to Members and staff • Financial Procedure Rules • Contract Procedure Rules • A publicised complaints procedure • A fraud-aware culture
CODE OF CORPORATE GOVERNANCE	SUPPORTING EVIDENCE
<i>3.2. Ensuring that organisational values are put into practice and are effective.</i>	<p>The council has robust arrangements in place to ensure that it does the right things, for the right people in a timely, inclusive, open, honest and accountable manner. These are monitored and publicised through:</p> <ul style="list-style-type: none"> • The council's Performance Management Framework and performance reporting arrangements, • Procedures for recruitment and training, • Decision making practices, • Data transparency arrangements, such as publication of decisions and committee meeting minutes, • Partnership governance arrangements
4. Good governance means taking informed and transparent decisions which are subject to effective scrutiny and managing risk	
<i>4.1. Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny</i>	<p>The council's Constitution sets out the clearly the decision-making powers of:</p> <ul style="list-style-type: none"> • The Council • The Cabinet (including the Executive Leader and delegated decision-making to the Cabinet Portfolio Holders), • Other council committees. <p>Feedback from the Overview Scrutiny Committee and</p>

	the council's Cabinet Committees is taken into account in decision-making.
4.2. <i>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.</i>	The council has a Data Quality Policy which sets the rules and standards for ensuring that high quality information is consistently achieved. The Performance Management Framework underpins this policy. The council's Financial Procedure Rules support the provision of high quality financial advice. The Council also acts in consultation with stakeholders.
4.3. <i>Ensuring that an effective risk management system is in place.</i>	The council has arrangements in place to effectively monitor and manage risks to its business through the: <ul style="list-style-type: none"> • Risk Management Strategy • Strategic Risk Register • Corporate Risk Register • Service Risk Registers • Audit Committee role in scrutinising corporate risk • Consideration of risk in all Committee reports • Annual Governance Statement
4.4. <i>Using their legal powers to the full benefit of the citizens and communities in their area</i>	The council actively recognises the requirements and responsibilities placed on it by public law and will act to observe all specific legal requirements placed upon it when taking decisions. The council also strives to utilise its statutory powers to work in the public interest and to the full benefit of its citizens, particularly in relation to regulatory activity. All committee reports now include a section to ensure any legal implications are fully analysed when making decisions.
CODE OF CORPORATE GOVERNANCE	SUPPORTING EVIDENCE
5. Good governance means developing the capacity and capability of Members and officers to be effective	
5.1. <i>Making sure that Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles</i>	The council has a training programme for Members and holds regular training sessions for Members on a variety of topics: <ul style="list-style-type: none"> • Induction training for all new members • Service-specific training e.g. Community Safety • Committee-specific Training e.g. Audit Committee The council has an extensive training programme for council officers including mandatory and voluntary training.
5.2. <i>Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group</i>	The council examines the capability of its people with governance responsibilities through appraisals and the Performance Management Framework and identifies any training gaps – the relevant training programmes are updated accordingly. The appraisal system for Managers is specifically competency focused.
5.3. <i>Encouraging new talent for membership of the authority so that best use can be made in individuals' skills and resources in</i>	The political group leaders take a lead in this area and use the Member training programme to support this ambition as required.

<i>balancing continuity and renewal.</i>	
6. Good governance means engaging with local people and other stakeholders to ensure robust public accountability	
6.1. <i>Exercising leadership through a robust scrutiny function which effectively engages local people & all local institutional stakeholders including partnerships, & develops constructive & accountability relationships.</i>	<p>The council is clear that it is ultimately accountable to the citizens of Tonbridge & Malling. The council's Corporate Performance Plan 2012/15 outlines the means by which local stakeholders will be engaged and how constructive, challenging relationships will be built.</p> <p>The council has put in place Committees with cross-party representation to ensure effective and robust discussion of issues.</p> <p>The council also has an Overview and Scrutiny Committee to scrutinise decisions made by Cabinet.</p>
6.2. <i>Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.</i>	<p>The council has taken action to develop and support effective engagement opportunities with all groups of the local community:-</p> <ul style="list-style-type: none"> • The council promotes the TM Youth Forum that represents the views of young people living in Tonbridge and Malling • The council supports the Tonbridge & Malling Seniors' Forum (TAMS) which promotes and the needs of the older resident.
CODE OF CORPORATE GOVERNANCE	SUPPORTING EVIDENCE
6.2 <i>Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.</i>	<p>The council being in a position to say we have a good understanding of who lives, works and plays in the borough and have mechanisms to listen to and respond to their needs, aspirations and concerns:-</p> <ul style="list-style-type: none"> • The council engages with other key stakeholders through a number of partnerships that the council has embarked upon, which are detailed in the council's Partnership Register. • The council actively uses complaints received to learn and improve services, whether through the internal complaints system or via the Ombudsman.
6.3. <i>Making best use of human resources by taking an active and planned approach to meet responsibility to staff.</i>	<p>The council has Investors' in People accreditation for the whole council and actively engages with its staff through:</p> <ul style="list-style-type: none"> • Staff talks • Team meetings • Regular performance management meetings • The Joint Staff Consultative Committee

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Director of Finance and Transformation

Part 1- Public

Matters for Recommendation to Council

1 TREASURY MANAGEMENT UPDATE AND ANNUAL REPORT FOR 2013/14

A report detailing treasury management activity undertaken in April of the current financial year is to be considered by Audit Committee on 16 June. That report also includes details of the treasury management outturn for the 2013/14 financial year. Cabinet are invited to recommend Council endorse the action taken by Officers thus far in the current financial year and note the outturn position for 2013/14.

1.1 Introduction

1.1.1 Council adopted the 2009 CIPFA Code of Practice for Treasury Management on 18 February 2010. That Code, and subsequent updates, requires as a minimum that full Council receives an annual strategy published prior to the start of the financial year, a mid-year review of that strategy and an outturn report (this report).

1.1.2 Additional reports updating Members on current activity are presented to Audit Committee and performance is also reported on a regular basis to the Finance, Innovation and Property Advisory Board. The combination of Member reporting and detailed scrutiny of activity ensures this Council complies with best practice.

1.2 2014/15 Treasury Management Performance

1.2.1 As at the end of April 2014 funds invested and interest earned is set out in the table below. The authority bettered the benchmark return and interest earned of £13,150 was broadly in-line with budget expectations (£300 higher than expected for cash flow and £850 lower for core funds).

	Funds invested at 30 April 2014 £m	Average duration to maturity Yrs	Weighted average rate of return %	Interest earned to 30 April 2014 £	Gross annualised return to 30 April 2014	7 day LIBID benchmark %
In-house cash flow	6.6	0.29	0.81	6,050	0.73	0.41
Externally managed core funds	13.4	0.80	0.59	7,100	0.64	0.41
Total	20.0	0.63	0.66	13,150	0.68	0.41

- 1.2.2 In accordance with previous Investment strategies all of the Council's core funds are currently managed by an external fund manager. Members are reminded that under the 2014/15 Strategy (considered by Audit Committee in January 2014) these funds are to be transferred to in-house management by the end of the financial year.
- 1.2.3 The core fund is being used to support both revenue and capital expenditure over the next few years of our medium term financial strategy as the authority grapples with savings targets to achieve a balanced budget. The core fund balance is currently £13.4m (expected to reduce to circa £11m by the end of the financial year) and is now at a level where in-house management is practical without the need for additional staff resources.
- 1.2.4 The transfer will contribute to savings targets through reduced fund management fees. Diversification of investment across a broad range of high quality counterparties will continue to be a key feature of our portfolio going forward and an element of liquidity within the core fund will be supported via the continued use of certificates of deposit.
- 1.2.5 Steps are currently being progressed to enable the transfer to take place over the summer.

1.3 2013/14 Treasury Management Outturn

- 1.3.1 The outturn report referred to Audit Committee is included in **[Annex 3]** of the Revenue and Capital Outturn report elsewhere on this agenda. Prudential and treasury indicators for 2013/14 are included at **[Annex 3 - Appendix 1]**.
- 1.3.2 Investment income of £159,650 earned during the year is marginally below the 2013/14 revised estimate by £4,750. The gross return for the year of 0.61% exceeds the 7-day LIBID benchmark by 20 basis points. For year-end reporting purposes, notional interest on our "defaulted" Landsbanki investment is added to the figure quoted above making total investment income for the year £179,800, £15,400 higher than our revised estimate.

1.4 Legal Implications

- 1.4.1 Members will be aware that our “defaulted” £1m investment with the Icelandic Bank, Landsbanki was sold at a competitive auction held in January 2014. The combination of partial payments and auction proceeds brought the total amount recovered to just over 95% of the original £1m investment. Participation in the auction has ensured the risks associated with pursuing full recovery (which would take many more years) have been avoided. Officers are satisfied that the price achieved at auction represents a good outcome for the Council.

1.5 Financial and Value for Money Considerations

- 1.5.1 At year end investment income for 2013/14, including notional interest on our “defaulted” Landsbanki investment was £15,400 higher than our revised estimate at £179,800. Investment income earned to the end of April 2014 of £13,150 is broadly in-line with budget expectations for 2014/15.
- 1.5.2 All investments undertaken in 2013/14 and thus far in 2014/15 have complied with the requirements of the relevant Treasury Management Strategy Statement and Annual Investment Strategy.

1.6 Risk Assessment

- 1.6.1 The application of best practice as identified by the CIPFA Code, including the regular reporting and scrutiny of treasury management activity, is considered to be the most effective way of mitigating the risks associated with treasury management.

1.7 Equality Impact Assessment

- 1.7.1 See 'Screening for equality impacts' table at end of report

1.8 Recommendations

- 1.8.1 Subject to any comments from the Audit Committee, Cabinet is invited to **RECOMMEND** that Council:

- 1) Endorse the action taken by officers in respect of treasury management activity for April; and
- 2) Note the 2013/14 outturn position.

Background papers:

contact: Michael Withey

Nil

Sharon Shelton
Director of Finance and Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	N / A	The report gives details of the treasury management activity undertaken in the early part of the current financial year and the outturn position in respect of 2013/14.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	N / A	
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N / A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Chief Executive, Director of Finance and Transformation, Leader of the Council and Cabinet Member for Finance, Innovation and Property

Part 1- Public

Executive Non Key Decisions

1 REVENUE AND CAPITAL OUTTURN 2013/14

In accordance with the Council's Financial Procedure Rules we present a report and accompanying information detailing actual Revenue and Capital Outturn for the year ended 31 March 2014. We also present for consideration our recommendations, formulated in conjunction with Management Team, regarding proposed adjustments to the Accounts in light of the Outturn position.

1.1 Introduction

- 1.1.1 A detailed statement of the revenue and capital outturn position for the year 2013/14 is provided in the attached booklet which has been compiled in liaison with Chief Officers, including, where appropriate, explanatory notes of variations between revised estimates and outturn. Variations between the original and revised estimates for 2013/14 were highlighted in the notes to the Annual Estimate papers presented to Members during the 2014/15 budget cycle.
- 1.1.2 In accordance with the Council's constitutional arrangements the Statement of Accounts, which shows the outturn in the format specified by the Code of Practice on Local Authority Accounting in the United Kingdom 2013/14 will be presented to the **Audit Committee** for **perusal** and to the **General Purposes Committee** for **approval**. The Director of Finance and Transformation will be presenting the Statement of Accounts to the Audit Committee on 16 June and to the General Purposes Committee on 23 June.

1.2 Overall Revenue Position

- 1.2.1 Members are advised that overall the revenue outturn is within budget with a contribution to the General Revenue Reserve of £296,820 compared with the Revised Estimate figure of £71,150. The principal reasons for the favourable outturn position of £225,670 are given in the table below.

1.2.2 We have as part of the closedown process undertaken a review of the specific earmarked reserves held by the Council. As a result of this review and in liaison with Management Team the Cabinet are asked to endorse that:

- A Business Rates Retention Scheme reserve is established in the sum of £1,500,000, in the main, to take account of the accounting arrangements, e.g. safety net payment accounted for in year and the deficit that triggered the safety net payment in the following year. The balance of around £126,000 is to meet in full or in part our share of any shortfall between our business rates income and the baseline for 2014/15. The maximum amount the authority has to meet of any shortfall in 2014/15 is circa £154,000.
- A sum of £50,000 is to be added to the Invest to Save Reserve to fund initiatives to reduce costs and or generate additional income.

1.2.3 The above proposals have been reflected within the outturn position given above. As already mentioned, measured against the Revised Estimate the overall revenue position is within budget to the sum of £225,670. The principal reasons for the better than expected net position is given in the table below.

Description	Revised Estimate 2013/14 £	Provisional Outturn 2013/14 £	Variation £
Business Rates Retention Scheme	(2,494,774)	(2,266,594)	228,180
Invest to Save Reserve	50,000	100,000	50,000
Leisure Services Business Unit	367,000	414,875	47,875
Industrial Estate Rents	(94,200)	(61,820)	32,380
Benefits Changes Grant Funding	(57,150)	(84,154)	(27,004)
Software Support, Hire & Maintenance	425,600	391,905	(33,695)
Refuse, Recycling & Street Cleansing Contract	3,346,000	3,311,999	(34,001)
Summons Costs Recovered	(230,000)	(316,955)	(86,955)
Salaries, NI & Superannuation Contributions	9,736,550	9,615,855	(120,695)
Major Income Streams	(5,137,350)	(5,297,878)	(160,528)
Other Net Changes	2,115,168	1,993,941	(121,227)
Total	8,026,844	7,801,174	(225,670)

1.2.4 **[Annex 1]** provides details of Service specific issues in respect of the revenue outturn for 2013/14.

1.3 Leisure Services Business Unit

1.3.1 The trading statement for the Leisure Services Business Unit (LSBU) for the seven month period ended 31 October 2013 shows a deficit of £414,875 compared with the 2013/14 revised estimate of £367,000 producing an adverse variance of £47,875. An analysis of the position in respect of the four sites is given in the table below.

Leisure Services Business Unit	Revised Estimate	Actual	Variance
	£	£	£
Angel Centre	134,600	149,060	14,460
Larkfield Leisure Centre	15,650	31,859	16,209
Tonbridge Swimming Pool	73,650	89,081	15,431
Poult Wood Golf Centre	143,100	144,875	1,775
Total	367,000	414,875	47,875

1.3.2 The adverse variance is largely due to the receipt of information in respect of receipts in advance post preparation of the revised estimates.

1.4 Capital Plan

1.4.1 A detailed draft outturn position was presented to the Finance, Innovation and Property Advisory Board on 14 May 2014 which showed actual net expenditure of £1,115,000 against a budget provision of £1,941,000.

1.4.2 The majority of the £826,000 underspend will need to be rolled forward for use in 2014/15. General issues that contributed to the under spend are given below.

- Capital renewals budgets totalling £864,000 with actual capital renewals expenditure totalling £430,000. Capital renewals provisions reflect predictions as to when assets will need to be replaced. These predictions reflect, where possible, the experience gained with similar assets, and aim to result in sufficient budget to maintain the asset base without over-inflating the Capital Plan. These predictions cannot always be accurate; and, if anything, there is a tendency towards caution. Although this provides headroom to allow the replacement of assets that did not last as long as expected, the general trend is for actual renewals expenditure to be below budget.
- The very nature of capital expenditure can see the rescheduling, reprofiling and review of future budgetary provision for a variety of reasons. Examples of this include the capital grants to organisations where the one remaining outstanding grant award of £25,000 is expected to be claimed in 2014/15; scheme to increase the provision of parking in the area of the Racecourse Sportsground with a budgeted cost of £92,000 delayed due to ongoing negotiations over lease of land; and housing assistance where grant repayments exceeded expenditure by £63,000 compared to a budget provision of £87,000 producing a net under spend of £150,000.

1.4.3 **[Annex 2]** provides details of Service specific issues in respect of the capital outturn for 2013/14.

1.5 Treasury Management and Investment Strategy Review

- 1.5.1 The Council adopted the December 2009 edition of the Chartered Institute of Public Finance and Accountancy Treasury Management Code of Practice and Cross-Sectoral Guidance Notes on 18 February 2010 and due regard has also given to subsequent revisions to the Code. The Code requires an annual review report of the previous year to be presented and endorsed by Members. To comply with the Code an annual review report for the year 2013/14, attached at **[Annex 3]**, was considered at the June meeting of Audit Committee. **As this is a technical document, if Members have any questions, could we please ask that you contact Michael Withey on extension 6103 in advance of the meeting.**
- 1.5.2 Members will be aware that in January 2014 the Council sold its claim against the insolvent estate of LBI. The claim was sold through a competitive auction process, with a reserve price set. The proceeds of sale were paid in cash in Pounds Sterling. The sale means that Tonbridge and Malling Borough Council has recovered just over 95% of the £1 million that was deposited with LBI in 2008.

1.6 Balances and Reserves

- 1.6.1 **[Annex 4]** Table 1 shows the movement on the Special Projects Reserve.
- 1.6.2 **[Annex 4]** Table 2 details the movement on Other Earmarked Reserves. Members will note that there are two contributions to Other Earmarked Reserves that require approval.
- 1.6.3 **[Annex 4]** Table 3 gives details of some minor revenue adjustments agreed by the Director of Finance and Transformation during the closedown process.

The Council is required to have regard to the level of its balances and reserves before making decisions concerning its finances. The Council's General Fund working balance is set at £1,250,000 and this sum is considered appropriate for an authority of our size and scale. The position in respect of the Council's General Revenue Reserve is given below.

General Revenue Reserve		
	£	£
Balance at 1 April 2013		5,616,792
Contribution to / (from) Reserve		296,820
Balance at 31 March 2014		5,913,612

- 1.6.4 The Medium Term Financial Strategy anticipated a General Revenue Reserve balance at 31 March 2014 of £5,688,000.

1.7 Audit Committee and General Purposes Committee

1.7.1 As mentioned earlier, a copy of the Statement of Accounts for 2013/14 (unaudited) will be presented to the Audit Committee for perusal on 16 June and to the General Purposes Committee for approval on 23 June. The Accounts reflect the revenue and capital outturn position as detailed in this report and accompanying information, together with the subsequent recommendations.

1.8 Legal Implications

1.8.1 There are a number of legislative requirements to consider as we move through the closedown process, and prepare and publish the Statement of Accounts.

1.9 Financial and Value for Money Considerations

1.9.1 As set out above.

1.10 Risk Assessment

1.10.1 The compilation and presentation of the revenue and capital outturn forms part of the closedown process, leading to the preparation and publication of the Statement of Accounts which is a statutory document. Therefore, failure to prepare and publish the Accounts within the statutory timescale and in accordance with the Regulations could adversely affect the Council.

1.11 Equality Impact Assessment

1.11.1 See 'Screening for equality impacts' table at end of report

1.12 Recommendations

1.12.1 Cabinet is **RECOMMENDED** to:

- 1) Receive and approve the Revenue and Capital Outturn for the year 2013/14.
- 2) Endorse the recommendations following a review of specific earmarked reserves set out at paragraph 1.2.2.
- 3) Receive and approve the Treasury Management and Investment Strategy Review 2013/14 **[Annex 3]**.

Background papers:

contact: Sharon Shelton
Neil Lawley

Valuations and reports provided by Investec Asset Management. Information provided by the Council's Treasury Adviser, Sector Treasury Services Ltd. Valuation/Impairment report provided by BPS Chartered Surveyors.

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance and Transformation

Nicolas Heslop
Leader of the Council

Martin Coffin
Cabinet Member for Finance, Innovation and Property

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	N / A	This report is factual in nature setting out the Council's revenue and capital expenditure and income for the financial year ended 31 March 2014.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	N / A	See above.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N / A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

Revenue Outturn 2013/14 - Service Specific Issues

Corporate Services

The outturn is £45,127 (£2,693,000 - £2,647,873) less than the 2013/14 Revised Estimate and this is spread throughout the Corporate Services budgets.

Chief Executive

The outturn is £78,952 (£1,084,800 - £1,005,848) less than the 2013/14 Revised Estimate and this is spread throughout the Chief Executive budgets.

Director of Central Services

The outturn is £84,616 (£47,700) – (£132,316) more than the 2013/14 Revised Estimate. The principal reasons for this are as follows:-

- a) Local Land Charges (CEN 3) – Income from search fees was £30,360 more than estimated.
- b) Industrial Estate (CEN 4) – Rental income was £32,380 less than the revised estimate due to delay in completing new lease.
- c) Land Review (CEN 7) – Tonbridge Town Centre redevelopment costs were partly met by Sainsbury's PLC in accordance with the agreement and the balance from an earmarked reserve. The sum met from the reserve was £45,407 less than the revised estimate.
- d) Licences: Fee Paying (CEN 9) – Income from licence fees was £32,763 more than estimated.
- e) The balance of £8,466 is spread throughout the remaining Director of Central Services budgets.

Director of Finance and Transformation

The outturn is £157,422 (£1,936,100 - £1,778,678) less than the 2013/14 Revised Estimate. The principal reasons for this are as follows:-

- a) Local Revenue & NNDR Collection (FT 5) – Summons costs issued were £86,955 more than the revised estimate.
- b) The balance of £70,467 is spread throughout the remaining Director of Finance and Transformation budgets.

Director of Planning, Housing and Environmental Health

The outturn is £498,746 (£4,220,550 – £3,721,804) less than the 2013/14 Revised Estimate. The principal reasons for this are as follows:-

- a) Development Control (PHEH 2) – Planning Applications income is £52,212 more than estimated due to higher than anticipated demand for development control services.
- b) Parking (PHEH 7) – Income from short/long stay parking is £40,446 more than estimated.
- c) Salaries and overheads are £90,047 less than the revised estimate primarily due to management savings.
- d) Depreciation and impairment is £99,602 less than the revised estimate primarily as a result of the reversal of impairment charged in prior years.
- e) Revenue Expenditure funded from Capital under Statute is £231,548 less than the revised estimate primarily due to the underspend on 2013/14 Capital Plan provision for Housing Assistance Grants and delay in progressing the Renewable Energy Capital Plan scheme.
- f) The balance of £15,109 is spread throughout the remaining Director of Planning, Housing and Environmental Health budgets.

Director of Street Scene and Leisure

The outturn is £61,109 (£8,705,050 – £8,643,941) less than the 2013/14 Revised Estimate. The principal reasons for this are as follows:–

- a) Refuse, recycling and street cleansing contract payments are £34,001 less than the revised estimate primarily due to the redeployment of street cleansing crews to assist with flood recovery.
- b) Leisure Services Business Unit operating costs are £47,875 more than the revised estimate primarily due to receipt of information in respect of receipts in advance post preparation of the revised estimates.
- c) Revenue Expenditure funded from Capital under Statute is £52,802 less than the revised estimate primarily due to grant allocations not being claimed in 2013/14.
- d) Building repairs expenditure is £43,275 more than estimated primarily due to the flood at Tonbridge Swimming Pool.
- e) The balance of £65,456 is spread throughout the remaining Director of Street Scene and Leisure budgets.

Capital Outturn 2013/14 - Service Specific Issues

Planning, Housing and Environmental Health Services

- a) East Peckham Flood Alleviation (CP4). Contractual claim now resolved.
- b) Housing Assistance (CP5). Grant repayments of £117,000 have contributed towards the establishment of the Housing Assistance Reserve to support the new Housing Assistance funding arrangements. In the future (2014/15 onwards) the net annual spend on Housing Assistance is expected to be £60,000 (gross spend of £90,000 per annum less £30,000 grant repayments / reserve contributions).
- c) Air Quality Impact Study (CP5). Implementation delayed due to the need to establish a legal agreement between all the Partners in the project (TMBC, KCC, MBC and Arriva) to clearly establish roles and responsibilities. The 'Partnership Agreement' was signed in December 2013 and the project is shortly to enter the tendering phase for initiation of monitoring in 2014 to 2015.
- d) CCTV Capital Renewals (CP6). Digitisation of the monitoring station shared with Tunbridge Wells is now complete. Project delivered at a lower cost than expected. Profiling of renewals budgets to be reviewed to take account of warranties and improved reliability of new equipment.

Street Scene and Leisure Services

- a) Bradford Street Leisure and Community Centre (CP8). Regrettable this scheme is no longer progressing following a decision by the partner's Board of Directors.
- b) Tonbridge Swimming Pool Car Park Improvement / Extension (CP8). Scheme start delayed due to negotiations on the transfer of land which is required to implement the scheme. Negotiations are progressing. Improvement and extension of Lower Castle Field car park to provide additional spaces to meet demand at peak times.
- c) Open Spaces Site Improvements (CP9). Phase 1, which is now complete, included improvements to Scotchers Field, Tonbridge and Leybourne Lakes Country Park to address anti-social behaviour, health and safety, access and issues raised by local residents. Phase 2 includes improvements to a number of open spaces in Tonbridge including St Philips Church, Frogsbridge Sportsground, Woodlands Walk and Brungers Pond. Installation of new play equipment at Frogsbridge and St Philips Church is now complete and works at other sites is progressing.

- d) Tonbridge Cemetery Schemes (CP10). Completed schemes include the improvements of paths and the provision of additional Memorial Garden Vaults.
- e) Remembrance Garden (CP10). The scheme includes the full redesign and refurbishment of Tonbridge Memorial Gardens and is progressing in liaison with the Tonbridge Memorial Garden Trust. The works are due for practical completion in mid-July 2014 and a formal opening is being planned for September.

Corporate Services

- a) General IT developments (CP13). Overspend as a result of replacing the Committee Management system ahead of schedule to enable the use of tablets for Members, and for the purchase of an additional Microsoft database software licence which was identified during a software compliance review.
- b) Tablet Computers for Members and Senior Officers (CP13). Scheme went live in February 2014.

Treasury Management Annual Report 2013/14

1.1 Introduction

1.1.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2013/14 [**Appendix 1**]. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

1.1.2 During 2013/14 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year;
- a mid-year treasury update report; and
- an annual review following the end of the year describing the activity compared to the strategy (this report).

In addition, treasury management update reports have been presented to each meeting of the Audit Committee throughout the 2013/14 financial year. Treasury performance is also considered at the Finance, Innovation and Property Advisory Board through the regular Financial Planning and Control reports.

1.1.3 Recent changes in the regulatory environment place a much greater onus on Members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.

1.1.4 This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Audit Committee before they were reported to full Council. Training on treasury management issues was undertaken in January 2014 to support Members' scrutiny role.

1.2 The Economy and Interest Rates

1.2.1 The original expectation for 2013/14 was that the Bank Rate would not rise during the year and for it to start rising, albeit slowly, from quarter 1 of 2015. This forecast rise has now been pushed back to start in quarter 3 of 2015. Economic growth (GDP) in the UK was virtually flat during 2012/13 but surged strongly during the 2013/14 financial year. As a consequence, no additional quantitative easing was introduced during 2013/14 and the Bank Rate ended the year unchanged at 0.5% for the fifth successive year. While CPI inflation had remained stubbornly high and substantially above the 2% target during 2012, by January 2014 it had, at last, fallen below the target rate to 1.9% and then fell further to 1.7% in February. It is also expected to remain at or slightly below target over the next two years.

- 1.2.2 Gilt yields were on a sharply rising trend during 2013 but volatility returned in the first quarter of 2014 as various fears sparked a flight to quality. The Funding for Lending Scheme, announced by the Bank of England in July 2012, resulted in a flood of cheap credit being made available to banks which then resulted in money market investment rates falling drastically in the second half of that year. Returns being offered by Banks and other financial institutions continued at abnormally low rates throughout 2013/14 (see chart at paragraph 1.5.1).
- 1.2.3 The UK coalition Government maintained its tight fiscal policy stance but recent strong economic growth has led to a reduction in the forecast for total borrowing (the most recent Autumn Statement and March Budget) of £97bn over the next five years, culminating in a £5bn surplus in 2018/19.
- 1.2.4 The EU sovereign debt crisis subsided during the year and confidence in the ability of the Eurozone to remain intact increased substantially. Perceptions of counterparty risk improved after the ECB statement in July 2012 that it would do “whatever it takes” to support struggling Eurozone countries. This led to a return of confidence in its banking system which has continued into 2013/14 and prompted a move away from only very short term investment. However, this is not to say that the problems of the Eurozone, or its banks, have ended as the zone faces the likelihood of weak growth over the next few years at a time when the total size of government debt for some nations is likely to continue rising. Upcoming stress tests of Eurozone banks could also reveal some areas of concern.

1.3 Treasury Position at 31 March 2014

- 1.3.1 At the beginning and the end of 2013/14 the Council's debt and investment position was as follows:

	31 March 2013 £m	Rate / Return %	Average duration Years	31 March 2014 £m	Rate / Return %	Average duration Years
Variable rate debt:						
Overdraft	0.00	-	-	0.00	-	-
Total debt	0.00	-	-	0.00	-	-
Fixed rate investments:						
In-house cash flow	2.00	3.00	0.03	2.00	1.10	0.03
In-house cash flow Landsbanki	0.51	-	-	-	-	-
Externally managed core fund	2.06	0.32	0.01	0.64	0.35	0.17
Variable rate investments:						
In-house cash flow	3.44	0.54	0.01	3.55	0.74	0.01
Externally managed core fund	13.33	0.53	0.18	12.76	0.62	0.81
Total Investments	21.34	0.75	0.12	18.95	0.68	0.56

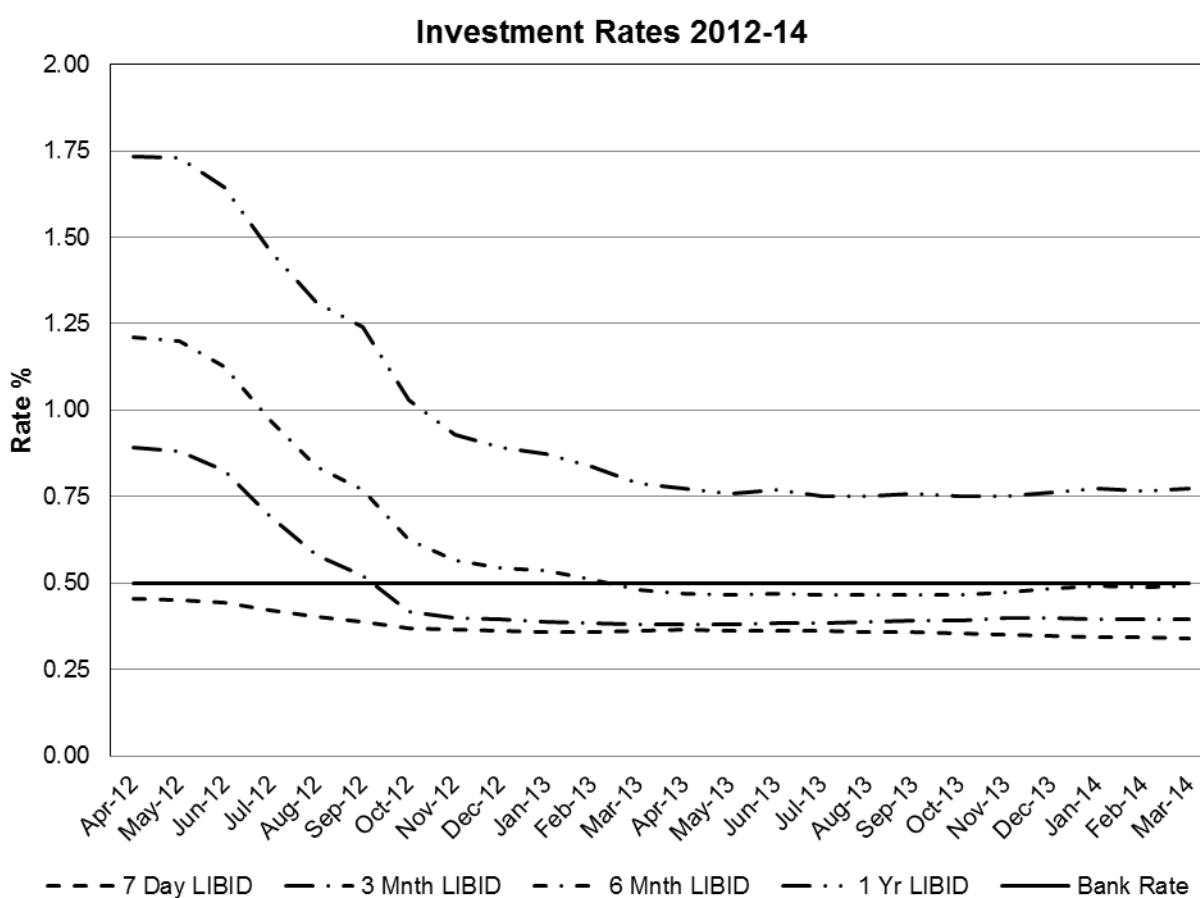
1.4 The Strategy for 2013/14

- 1.4.1 The expectation for interest rates within the strategy for 2013/14 anticipated a low but rising Bank Rate (starting in quarter 1 of 2015). Continued uncertainty in

the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

1.5 Investment Rates in 2013/14

- 1.5.1 The Bank Rate remained at its historic low of 0.5% throughout the year and has now remained at that level for five years. Market expectations as to the start of monetary tightening showed little change over the course of the year with an expectation that the first Bank Rate rise would take place around the end of 2014 / start of 2015. The Funding for Lending Scheme resulted in deposit rates remaining depressed during the whole of the year. Although that part of the scheme supporting provision of credit for mortgages came to an end in the first quarter of 2014 support for lending to businesses continues.



1.6 Investment Outturn for 2013/14

- 1.6.1 The Council's investment policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies. This is supplemented by additional market information including rating outlooks and credit default swap data. The 2013/14 Annual Investment Strategy was approved by the Council in February 2013 and subjected to a mid-year review in October 2013. In undertaking the review, no changes were made to the Council's minimum counterparty credit requirement

or counterparty exposure limits. However, because of the continuing impact of Funding for Lending the review did warn that investment returns for 2013/14 would be lower than originally anticipated. Investment return expectations were formally reduced as part of the budget setting process in January and February 2014. Total investment income was reduced from £236,050 by £71,650 to £164,400.

- 1.6.2 All investment activity during the financial year complied with the requirements of the approved strategy. No liquidity issues were experienced resulting in nil borrowing throughout 2013/14.
- 1.6.3 **Cash Flow Investments held by the Council.** The Council maintained an average balance of £10.9m of internally managed cash flow funds. These funds earned an average rate of return of 0.69%. The comparable performance indicator is the average 7-day LIBID rate which was 0.41%. The return achieved also compares with a revised budget assumption of £10.3m investment balances earning an average rate of 0.70%.
- 1.6.4 The majority of cash flow funds are required to meet our regular payment obligations and as a consequence are invested overnight in bank deposit accounts and money market funds which allow next day access. However, the opportunity to invest for longer durations and generate additional yield is taken when cash flow surpluses permit.
- 1.6.5 **Core Fund Investments held by the Fund Manager.** The Council uses Investec Asset Management to invest its core fund cash balances. Including unrealised losses (mainly related to gilt purchases) the manager earned an average rate of return of 0.56% on an average balance of £15.1m against a benchmark return of 0.41%. This compares with a revised budget assumption of an average investment balance of £15.4m at a return of 0.60%.
- 1.6.6 Unlike cash flow, core fund balances are not required to meet our regular payment obligations and are available to invest for longer durations including durations exceeding one year. This added flexibility should allow core funds to generate a better return relative to cash flow investments, however, this norm was not realised in 2013/14.
- 1.6.7 Performance for the financial year as a whole, excluding the Landsbanki investment, is summarised in the table below:

	2013/14 Average Balance £m	Return %	2013/14 Interest Earned £	2013/14 Revised Estimate £	Variance Better (worse) £
In-house Cash Flow	10.9	0.69	75,150	72,000	3,150
Externally Managed Core Fund	15.1	0.56	84,500	92,400	(7,900)
Total	26.0	0.61	159,650	164,400	(4,750)

- 1.6.8 The performance of both internally and externally managed funds fell short of our revised estimate predictions by £4,750 (£76,400 worse than expected when measured against the original 2013/14 estimates).
- 1.6.9 The figures in the table at paragraph 1.6.7 are then adjusted at year end to incorporate notional interest on the defaulted Landsbanki investment. Taking this adjustment into account, investment income for year-end reporting purposes is calculated at £179,800 against a revised estimate of £164,400 which is £15,400 better than expected.

1.7 Icelandic Bank Defaults

- 1.7.1 The Council invested £1m in a three month fixed term deposit with the Icelandic bank, Landsbanki. The bank went into administration a few days prior to the investments intended maturity in October 2008. Members will be aware from reports to the Finance, Innovation and Property Advisory Board and Audit Committee of the Council's intention to sell its claim via a competitive process. The Council's claim was sold at an auction of claims held in late January and proceeds from the sale were received in early February 2014. The combination of partial payments and auction proceeds brought the total amount recovered to just over 95% of the original £1m investment.
- 1.7.2 The Council's participation in a joint action, co-ordinated by the Local Government Association (LGA), has ensured our legal costs have been minimised whilst allowing the Council to advance the strongest possible arguments to secure recovery. Participation in the auction has ensured the risks associated with pursuing full recovery (which would take many more years) have been avoided. Officers are satisfied that the price achieved at auction represents a good outcome for the Council.

Financial Services
May 2014

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Prudential and Treasury Indicators

1 Prudential Indicators	2012/13 Actual £'000	2013/14 Original £'000	2013/14 Actual £'000
Capital expenditure	2,759	2,965	1,744
Ratio of financing costs to net revenue stream	-2.83%	-2.06%	-1.41%
Net borrowing requirement:			
Brought forward 1 April	nil	nil	nil
Carried forward 31 March	nil	nil	nil
In year borrowing requirement	nil	nil	nil
Capital financing requirement as at 31 March	nil	nil	nil
Annual change in capital financing requirement	nil	nil	nil
Incremental impact of capital investment decisions:			
Increase in Council Tax (Band D) per annum	£0.33	£(0.23)	£(0.23)

2 Treasury Management Indicators	2012/13 Actual £'000	2013/14 Original £'000	2013/14 Actual £'000
Authorised limit for external debt:			
Borrowing	nil	5,000	nil
Other long term liabilities	nil	nil	nil
Total	nil	5,000	nil
Operational boundary for external debt:			
Borrowing	nil	2,000	nil
Other long term liabilities	nil	nil	nil
Total	nil	2,000	nil
Actual external debt	nil	nil	nil
Upper limit for fixed rate exposure over one year at year end	nil	0 – 60%	nil
Upper limit for variable rate exposure under one year at the year end	16,767 (80.5%)	40 – 100%	16,309 (86.1%)
Upper limit for total principal sums invested for over 364 days	nil	60%	2,234 (11.8%)

3 Maturity structure of new fixed rate borrowing during 2013/14	Upper limit %	Lower limit %
Under 12 months	100	nil
Over 12 months	nil	nil

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TABLE 1

Special Projects Reserve	2013/14		
	Revised £	Outturn £	Variance £
Contribution to/(from) in Year			
Borough Signage	(3,200)	(3,169)	31
Crime & Disorder Initiatives	(20,000)	(5,368)	14,632
Development Control Scanning	-	(7,000)	(7,000)
Environmental Health Initiatives	-	(6,300)	(6,300)
Housing Survey	(7,900)	(13,385)	(5,485)
Repossessions Prevention Fund	(5,500)	(6,319)	(819)
River Wall at Wouldham	(20,000)	(20,000)	0
Waste and Street Scene Initiatives	-	(6,000)	(6,000)
Movement in Year	(56,600)	(67,541)	(10,941)

TABLE 2

Other Earmarked Reserves	2013/14		
	Revised £	Outturn £	Variance £
Contribution to/(from) in Year			
Election Expenses	12,800	18,924	6,124
Housing Assistance	150,000	150,000	0
Housing and Welfare Reform	-	4,255	4,255
Local Development Framework	10,000	93	(9,907)
Tonbridge and Malling Leisure Trust	200,000	200,000	0
Community Enhancement Fund	(2,850)	(2,851)	(1)
Homelessness	(4,900)	(4,889)	11
Housing and Planning Delivery Grant	(16,400)	(16,337)	63
Invest to Save	(55,250)	(58,022)	(2,772)
Leisure Services Business Unit	(100,000)	(100,000)	0
Medium Term Financial Strategy	(250,000)	(250,000)	0
Planning Inquiries	(35,000)	(39,145)	(4,145)
Risk Management Support	(2,250)	(2,258)	(8)
Supporting People	-	(700)	(700)
Tonbridge Town Centre	(80,000)	(34,593)	45,407
Town Team Partners	(10,000)	(10,000)	0
Approved by Director of Finance & Transformation			
Business Support Scheme	-	250,000	250,000
Flood Recovery and Defence	-	176,000	176,000
Public Health	-	17,093	17,093
For Approval			
Business Rates Retention Scheme	-	1,500,000	1,500,000
Invest to Save	-	50,000	50,000
Movement in Year	(183,850)	1,847,570	2,031,420

TABLE 3

Revenue Adjustments	2013/14		
	Revised £	Outturn £	Variance £
Expenditure / (Receipts) in Year			
Rechargeable Works Overheads	-	(294)	(294)
Miscellaneous Cash	-	(1,004)	(1,004)
Movement in Year	-	(1,298)	(1,298)

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Management Team

Part 1- Public

Executive Non Key Decisions

1 COMMUNITY ENHANCEMENT FUND

To set out suggested arrangements for a further funding round.

1.1 Background

1.1.1 Members will recall that the Community Enhancement Fund was established in 2011 to provide funding support for local community groups including the Borough's parish and town councils. Three funding rounds have been completed to date: an initial general funding round followed by two further 'targeted' rounds which were aimed at supporting parish and town councils, and to support community events celebrating the Queen's Jubilee and the 2012 Olympics.

1.1.2 From the initial £500,000 set aside for the fund, a total of £239,024 has been spent to date leaving an available balance of £260,976 for further round(s).

1.1.3 The purpose of this report is to set out suggested proposals for a further funding round to be launched over the next few months.

1.2 Proposed Funding Round 2014

1.2.1 The options for a further funding round for 2014 are to either:

- launch a general funding round open to a wide range of local community groups; or;
- launch a more targeted round aimed at specific groups or for specific purposes/events.

1.2.2 A single general funding round has the benefit of widening the range of beneficiaries that could be supported and so generate greater positive impacts for our local communities. A larger single funding round would also be more simple to administer than several smaller, targeted rounds. The last general funding round was undertaken in 2011 so it is considered timely to repeat this in 2014 given that

the wider community has not had the opportunity to bid for funding for some three years.

1.2.3 We suggest, therefore, that a general funding round be undertaken open to the following types of groups:

- Voluntary sector bodies and charities (either located in the Borough or otherwise providing services to Borough residents)
- Local community groups in the Borough
- The Borough's Parish and Town Councils.

1.2.4 As previously, the fund should be limited to supporting proposals for one-off purchases or expenditure only, with a normal maximum grant per organisation of £2500. This will aim to ensure all applicants have a good chance of receiving some funding and that there is no ongoing (revenue) funding commitment involved.

1.2.5 Clear guidance for applicants and criteria on which to help the Council make decisions on the bids received will be needed. A suggested draft of these is attached as Annex 1 to this report.

1.3 Proposed Timetable

1.3.1 We suggest that the next funding round could now be launched in mid-July. A period of six weeks is appropriate to enable bids to be drawn up and submitted and for these to be processed. It is suggested that all decisions on the bids should be reported to, and considered by, the Communities and Health Advisory Board preferably in September. Currently there is a meeting of the Board programmed for 28th July and it is suggested that this could be re-scheduled to the 23rd September to enable the submitted bids to be considered. The next programmed meeting of the Board on 17th November could then be used to 'mop up' any outstanding issues.

1.3.2 Our aim will be to keep administration and decision making for the next funding round both simple and straight forward subject to appropriate financial safeguards being adopted.

1.4 Legal Implications

1.4.1 None

1.5 Financial and Value for Money Considerations

1.5.1 To be assessed when bids are evaluated.

1.6 Risk Assessment

1.6.1 n/a

1.7 Equality Impact Assessment

1.7.1 See 'Screening for equality impacts' table at end of report

1.8 Recommendations

1.8.1 That a further round of the Community Enhancement Fund **BE LAUNCHED** on the terms as set out in this report.

Background papers:

contact: Mark Raymond

Nil

Julie Beilby
Chief Executive

On Behalf of the Management Team

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	All funding bids will be assessed on their individual merits
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	There is scope for this funding round to provide support for a wide range of groups who promote equality of opportunity.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		NA

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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Suggested Guidance/Criteria

1. Applications can only be made by bone fide groups and organisations located in the borough or, in the case of voluntary sector bodies and charities, those that provide services to all or part of the Borough. Groups and bodies must have a written constitution (or equivalent) and a bank account.
2. Applicants must demonstrate that their bid of funding will result in tangible community benefits and should ideally be related to one of the Council's key priorities.
3. Applicants must demonstrate that additional funding has been obtained from other sources to assist with the proposed purchase/project. Bids for 100% of project costs are unlikely to be accepted.
4. Bids will only be supported if they are made for one-off purchases or expenditure. Bids which may have on-going revenue funding implications will not be considered. Hospitality expenses, including refreshments, will not be eligible for funding.
5. The maximum grant available is normally £2500. Applicants are limited to one grant only.
6. Funding will not be provided for projects and proposals on a retrospective basis.
7. Payments to applicants will be made on the receipt of appropriate invoices and proof of purchase. Advance funding will not normally be available.
8. The costs of routine repairs and maintenance of buildings or other facilities are excluded.
9. Appropriate recognition of the contribution made by the Borough Council should be made in any publicity material.
10. The project or proposal should be completed within 6 months of the grant being offered. No grant will be paid after that date.

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Chief Executive

Part 1- Public

Executive Non Key Decisions

1 USE OF THE URGENCY PROCEDURE TO APPROVE A NEW CAPITAL PLAN SCHEME TO SUPPORT THE INTRODUCTION OF INDIVIDUAL ELECTORAL REGISTRATION

In accordance with the Council's constitution this report seeks retrospective approval to the addition of a new Capital Plan scheme to purchase hardware necessary for the implementation of Individual Electoral Registration. Scheme costs are met in full by government grant.

1.1 Background

1.1.1 Members will be aware that Individual Electoral Registration (IER) launched on 10 June 2014, introducing considerable change in the way in which residents will register to vote. This represents a new way of working at every level and in every part of the process.

1.1.2 Under the new statutory arrangements we are required to send a significantly increased number of forms to residents. In line with a Ministerial decision these forms will, on the most part, be printed on A3 paper rather than the current A4.

1.1.3 To support the implementation of IER it has been necessary to purchase a number of pieces of equipment to assist with the mailings out, and the processing of forms when they return. The Council's Management Team considered the hardware requirements on 18 March 2014, and agreed that these purchases are necessary and that they constitute a new capital scheme.

1.1.4 The report attached at **Annex 1** was presented to Overview and Scrutiny Committee on 11 June 2014, and that Committee recommended that the:

the purchases required for the implementation of Individual Electoral Registration documented [within the paper at Annex 1] are endorsed and Cabinet is invited to add the grant funded scheme to the Capital Plan.

1.2 Legal Implications

1.2.1 Tonbridge & Malling Borough Council is legally required to provide the Electoral Registration Officer (ERO) with any resources required to enable her to complete the job of registering electors in accordance with the legislation. The implementation of Individual Electoral Registration represents a significant change in electoral registration processes, and the introduction of a large increase in the number, type and size of mailings the ERO must send out. As such, the hardware identified in this report is necessary for the delivery of IER.

1.3 Financial and Value for Money Considerations

1.3.1 The purchase of new hardware at an effective annual cost of £5,700 per annum including maintenance represents good value for money compared to out-sourcing the mailing work, which would cost around £20,000 per year. In addition, the initial purchase of hardware has been funded by the Cabinet Office.

1.3.2 Consideration was given to sharing equipment with neighbouring authorities. However, the business processes and software in place in those organisations is significantly different to those in place at TMBC, and the timings of major mailings will coincide in all authorities, making the sharing of equipment and resources in this area unviable.

1.4 Risk Assessment

1.4.1 There is a risk that, without the identified hardware, we would not be able to deliver IER.

1.5 Equality Impact Assessment

1.5.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.6 Recommendations

1.6.1 That the purchases required for the implementation of Individual Electoral Registration documented as set out in Annex 1 are endorsed and the grant funded scheme be added to the Capital Plan.

Background papers:

contact: Richard Beesley

Nil

Julie Beilby
Chief Executive

CAPITAL PLAN LIST C – EVALUATIONS

	Project	Electoral Services – Individual Electoral Registration hardware	
	1	Specification:	
	(i)	Purpose of the scheme	To provide the hardware necessary to support the mailing out and receipt back of new paper forms required under Individual Electoral Registration from when it launches nationally on 10 June 2014.
	(ii)	Relevance to National / Council's Strategic Objectives	(a) National: Individual Electoral Registration is a national scheme, launching on 10 June 2014. The processes, type of forms, mailing instructions and guidance are all set out in legislation and statutory guidance. (b) Council: The delivery of a successful electoral registration service is fundamental to the smooth running of local and national democracy.
	(iii)	Targets for judging success	(a) Ability to continue to manage all mailings and receipt of documents in-house. (b) Continued ability to manage costs and minimize expense of such mailings.
	2	<p>Description of Project / Design Issues: Individual Electoral Registration (IER) is being introduced in June 2014. This will see considerable change in the way in which residents will register to vote, and represents a new way of working at every level and in every part of the process. The Government, through the Cabinet Office, have committed to fully fund the transition to IER. This includes funding for 2014/15 to cover the additional costs associated with the new processes, which are considerable.</p> <p>In December 2013, the Minister announced that the new statutory forms for registering to vote must be printed on A3 rather than the current A4. As a result, they are releasing funds to cover the additional costs associated with the change in paper size. This was expected initially to cover printing and scanning. However, within this authority we undertake all printing and mailing for all electoral processes in-house. This gives a greater level of security, control and accountability than outsourcing major statutory mailings to third parties.</p> <p>As a result, we advised the Cabinet Office that our hardware requirements will include a folding and an enveloping machine. Having discussed with the supplier of the machines currently in use within TMBC, the existing units do not meet the required hardware specification. There was an expectation that the Cabinet Office would release confirmation of funding, along with procurement rules, some weeks ago. Whilst the Cabinet Office have confirmed our business case is robust they cannot yet state that the purchases will be fully funded by them until the Minister has agreed it. However, without the equipment listed it will not be possible to deliver IER. Having considered the alternatives, such as outsourcing the work, purchasing new hardware and continuing to deliver in-house gives the most cost effective option. They have also now advised that no procurement rules will be distributed. The hardware is required before the introduction of IER, sooner for the scanners, and so urgent approval is required.</p>	

CAPITAL PLAN LIST C – EVALUATIONS

	3	<p>Consultation: The paper forms we must send out are prescribed in legislation, and confirmed by the Cabinet Office and Electoral Commission. We have reviewed a range of hardware suppliers, as well as considering outsourcing the process to either local or national mailing companies. We have chosen the most cost-effective solution. If we were to outsource the process, the costs would be around £20,000 per year compared to an effective cost of £5,700 per year in purchasing this equipment.</p>
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CAPITAL PLAN LIST C – EVALUATIONS

4

Capital Cost:

The capital costs associated with the procurement of necessary hardware are as follows. The maintenance costs of £4,150 for the first three years, are being funded from revenue budgets.

a. 2 x A3 scanners

These will be used for scanning all forms. The make and model have been recommended by our software supplier. These will be needed in place before the elections start this year, to enable postal vote scanning to take place on a stable platform. Two scanners are required to ensure resilience should one fail. The existing MFDs are not able to scan to our software and, given the volumes of scanning involved, would be ineffective for the work.

Model selected: Fujitsu fi6670

b. 1 x Folding machine

This machine will take the A3 forms and fold down to A4. This is required as no single machine can fold direct from A3 down to A5 and then insert into an envelope. For major mailings, such as the one due in July 2014, the printroom will be involved in the printing and folding. However, on a daily basis where smaller volumes will be printed locally, folding will take place locally within electoral services.

Model selected: TFf-245

c. 1 x Inserter

This machine will take the pre-folded sheet and fold again to A5, insert into an outbound envelope along with a business reply envelope and information sheet or second form where required. This will be required both for the major mailouts and for daily use. The existing machines within TMBC cannot undertake these tasks.

Model selected: TFi-85Custom

d. 1 x Opener

Until this year, the traditional canvass has allowed us to send A4 forms to each household. Where returned on paper, we used a 'fold-and-tuck' option, so the returned forms only needed to be unfolded to be opened. However, under IER the forms are larger (A3) must follow the statutory design, and must be supplied with a business reply envelope. Therefore, returned forms will be returned in envelopes. The existing envelope opener cannot handle the volumes expected during busy periods, and a new machine will dramatically reduce the time taken to manually open envelopes. As an indication, the most recent canvass (completed in February 2014) saw 22,000 folded paper forms returned, and there is no indication this will reduce under IER.

Model selected: TF0-3050

CAPITAL PLAN LIST C – EVALUATIONS

	<p>The total hardware cost is £25,850. As an indication, the list price for these items is over £34,800. A three-year maintenance agreement has also been negotiated at a cost of £4,150.</p> <p>I am pleased to advise that after presenting our business case to them, the Cabinet Office have approved our bid and have met the costs in full. It is expected that the hardware will require replacement every after six years at a cost of £25,850 (£4,300 per annum to be provided for within capital renewals provisions), and a new maintenance agreement will be required from year four at an estimated cost of £1,400 per annum (to be provided for within future revenue budgets).</p>					
5	Profiling of Expenditure					
	2014/15 (£'000)	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)
	30 (grant funded)					
6	<p>Capital Renewals Impact: It is anticipated all items will need replacing every 6 years at a cost of £25,850 (£4,300 per annum).</p>					
7	<p>Revenue Impact: From year 4, maintenance agreements will be funded from revenue budgets. This is expected to be around £1,400 per year.</p>					
8	<p>Partnership Funding: The Cabinet Office funded the initial purchase. Contributions in future years are not expected.</p>					
9	<p>Post Implementation Review: Twelve months after completion.</p>					
10	Screening for equality impacts:					
	Question			Answer	Explanation of impacts	
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?			No	No impacts. These purchases support the ability to deliver individual electoral registration to all members of the community.	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?			No		
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?					
11	<p>Recommendation: Transfer from List C to List B.</p>					

TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Management Team

Part 1- Public

Executive Non Key Decisions

1 RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY COMMITTEE – REVIEW OF POSTAGE AND COURIER COSTS

To consider and endorse the recommendations arising from the review.

1.1 Background

1.1.1 The Overview and Scrutiny Committee has undertaken a review of postage and courier costs. Potential annual savings in excess of £26,000 have been identified and potential options for change were outlined in the report. The recommendations of the review are set out below.

1.2 Review Recommendations

1.2.1 The review group has recommended the following:

- (a) That the Council now uses Royal Mail accredited accounts for the majority of its postal needs, pursues all possible options for savings within Royal Mail and that the use of the franking machine is discontinued.
- (b) The guaranteed early delivery postal service is discontinued.
- (c) Any cheaper and appropriate alternatives to the use of Royal Mail are investigated in the longer term.
- (d) That the current courier service is discontinued.
- (e) That, in the interim, a reduced courier service is introduced using existing caretaker staff until all such information is able to be delivered via electronic means, in line with the business transformation agenda.

1.3 Financial and Value for Money Considerations

1.3.1 As dealt with by the review.

1.4 Risk Assessment

1.4.1 N/A

1.5 Equality Impact Assessment

1.5.1 See 'Screening for equality impacts' table at end of report

1.6 Recommendations

1.6.1 That the recommendations of Overview and Scrutiny Committee regarding the review of postage and courier costs **BE ENDORSED**.

Background papers:

contact: Gill Fox

Nil

Julie Beilby

Chief Executive

On behalf of the Management Team

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	To be addresses as and when changes are implemented
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	N/A	As above.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

TONBRIDGE & MALLING BOROUGH COUNCIL
ECONOMIC REGENERATION ADVISORY BOARD

3 June 2014

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision

1 WEST KENT LEADER PROGRAMME 2015 - 2020

To set out proposals for the development of a new LEADER programme to support the rural and land-based economy.

1.1 Background

1.1.1 The first West Kent LEADER programme ran from 2007 to 2013. A total of £1.25M of grant funding was drawn down from the Rural Development Programme for England (RDPE) to support local projects under the following two axis:

- To make agriculture and forestry more competitive and sustainable (Axis 1)
- To improve the rural quality of life and diversification of the rural economy (Axis 3).

1.1.2 The programme resulted in 62 local projects being supported with 35 new jobs created and a further 110 existing jobs safeguarded. The total investment into the West Kent economy was in excess of £3.4M.

1.1.3 A Local Action Group (LAG) was established, with the support of the West Kent Partnership, to prepare a delivery strategy for the programme and to assess individual bids for grant support. Sevenoaks District Council was the accountable body for the programme and administration costs were shared between the local authorities involved. The programme was led by Caroline Lingham, employed by the accountable body, whose post was funded by the local authority contributions. The programme was a major success for West Kent; all available funding was fully committed to local projects by February 2012 and £100K of additional funding was awarded to the programme from underspends in other programmes. The West Kent LEADER programme was recognised by DEFRA as one of the best performing programmes nationally.

1.2 New LEADER programme for 2014 - 2020

1.2.1 A new RDPE programme for 2014-2020 has now been agreed between the EU and DEFRA. The LEADER element of the programme is to be retained and local areas have been invited to submit proposals for new LEADER programmes to be led by Local Action Groups as previously. A Local Development Strategy is again required setting out the scope of, and funding requirements for, each programme. The aim will be to establish these programmes by 1st Jan 2015. Local development strategies must also now be approved by the area's Local Enterprise Partnership, although the exact process for this remains unclear.

1.2.2 New programmes must each address the following priorities:

- Support for increasing farm productivity
- Support for micro and small enterprises and farm diversification
- Support for rural tourism
- Provision of rural services
- Support for cultural and heritage activities
- Support for increasing forestry productivity.

1.2.3 70% of funding must be directed to projects which directly support the local economy whilst the remaining 30% of funding needs to contribute at least partially to this objective. This is to address some criticism of the previous programmes which saw considerable funding support given to community projects, events etc. The original West Kent Leader project, whilst supporting some of this type of project, mainly focused its funding on supporting land-based activities and rural businesses.

1.3 A New LEADER Programme for West Kent

1.3.1 During 2014, work to develop a new LEADER programme for the West Kent area is now underway, led by the existing team at Sevenoaks District Council. Transitional funding from DEFRA has been awarded to undertake this work.

1.3.2 Given the overall success of the original LEADER programme and the considerable economic benefits it has generated to the local rural economy, I recommend that the Borough Council formally supports proposals for a further LEADER programme covering all rural areas in the Borough.

1.4 Area of Coverage of the New Programme

1.4.1 DEFRA has indicated that it wishes additional areas of the country, not previously covered by LEADER programmes, to now be included either via extensions to existing LEADER areas or by the development of new LEADER programmes.

- 1.4.2 Within Kent, there were previously two LEADER programmes in operation: West Kent and Kent Downs and Marshes. A bid for a programme for East Kent did not gain approval. Discussions across Kent are now underway to establish how additional areas of the County may now be covered by LEADER programmes. A revised bid for the East Kent area is now likely to be developed. There are, however, some parts of the west of the County which have not been covered previously including the rural area to the south of Maidstone and rural areas south of the M2 in Dartford and Gravesham boroughs.
- 1.4.3 A major issue with any proposed extension, however, is that the EU has limited the population to be covered by each LEADER area to a maximum of 150,000 population. Initial assessments suggest that the original West Kent leader area (which did include some small rural parts of Medway and Gravesham areas) now has a population (following updates via the 2011 Census) of a total population very near to that maximum.
- 1.4.4 DEFRA has acknowledged that, particularly in more densely populated areas like the South East, this population limit will cause difficulties for many existing LEADER areas, They are therefore seeking a 'derogation' from the EU to enable the limit to be increased to 200,000 population. This would be the only way in which the West Kent LEADER programme could be extended to cover additional areas although a minor extension, for example, to include the rural area to the north of Swanley in Dartford borough could be included and accommodated within the 150,00 population limit. Further work on these options is now being undertaken.

1.5 Legal Implications

- 1.5.1 Sevenoaks District Council will continue to acts as the accountable body for the new programme and will therefore be responsible for the related legal aspects.

1.6 Financial and Value for Money Considerations

- 1.6.1 There is a need for the participating local authorities to provide support funding to assist with the administration costs of the new programme. Such contributions are routed via the financial support the West Kent authorities already provide to the West Kent Partnership, currently £10K per year. To support the LEADER programme in addition to the WKP, an additional £5K contribution would be required.
- 1.6.2 In terms of value for money, the considerable overall economic value likely to be generated by the new LEADER programme would justify a contribution from the Council of £5K per annum. The LEADER programme will make a significant contribution to the delivery of the Council's key priority to promote economic regeneration in communities across the Borough with a focus on those in rural areas.

1.7 Risk Assessment

1.7.1 n/a

1.8 Equalities Impact Assessment

1.8.1 See 'Screening for equality impacts' table at end of report

1.9 Recommendations

1.9.1 That the development of a new West Kent LEADER programme for 2015/20 **BE SUPPORTED.**

1.9.2 That appropriate budgetary provision **BE MADE** to enable the Borough Council to contribute to the administration costs of the new programme as set out above.

Background papers:

contact: Mark Raymond

Nil

Julie Beilby
Chief Executive

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	There will be a focus on supporting rural communities but applications for grant support will not discriminate between different groups in the community.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	n/a	As above
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of the Director of Finance & Transformation

Part 1- Public

Matters for Information

1 WELFARE REFORM

A report advising Members of the progress of the Government Welfare Reform Agenda, its impact on our Services and residents of the Borough.

1.1 Introduction

1.1.1 In October last year, I presented a report to Members outlining a variety of different components of the welfare reform agenda which may be affecting out residents.

1.1.2 This report gives Members an update on some of these issues.

1.2 Universal Credit

1.2.1 As Members have been previously advised, Universal Credit – the ‘flagship’ of the welfare reform agenda - will simplify the benefits system by bringing together a range of working-age benefits into a single streamlined payment. Members are reminded that it aims to:

- simplify the system, making it easier for people to understand, and easier and cheaper for staff to administer
- improve work incentives
- smooth the transitions into and out of work
- reduce in-work poverty
- cut back on fraud and error.

1.2.2 Those benefits (known as legacy benefits) that will be brought together are:

- Housing Benefit
- Jobseekers Allowance
- Employment Support Allowance
- Income Support
- Working Tax Credit
- Child Tax Credit

1.2.3 Universal Credit will be administered by the Department for Work and Pensions creating a shift of housing benefit from local to national administration.

1.2.4 The new benefit was due to be tested in 'Pathfinder' sites from April 2013 and then rolled-out to all areas from October 2013. This was to be followed by a controlled conversion of existing housing benefit claims to take place over the following two years.

1.2.5 Housing Benefit for pension age claimants was due to follow suit and become wrapped up into Pension Credit payments a year behind Universal Credit. This meant that local authorities would have entirely lost the duty to administer housing benefit by 2016. Although we have had to plan for this scenario, by making plans to downsize our resources, it has not happened.

1.2.6 Initially heralded as the easy to claim, simple on-line benefit with a single monthly payment, news of Universal Credit so far in Pathfinder sites has been mixed. A review by the National Audit Office in September 2013 criticised the project for having weak management, ineffective controls and not providing value for money. A summary of the NAO report 'Universal Credit: early progress' can be found at:

<http://www.nao.org.uk/wp-content/uploads/2014/09/Executive-Summary.pdf>

1.2.7 Following the learning from this report and the experience to date, plans for the national roll-out of Universal Credit have been 'reset'. We formally learnt of this by letter from Lord Freud, Minister for Welfare Reform, in early December 2013. The announcement included an expansion of Pathfinder sites from 4 to 10 and then to cover a greater area of the Northwest, testing of claims for couples in Summer 2014 (so far only claims for single persons have been trialled), families from Autumn and national roll-out during 2016 with conversion of the majority of existing Housing Benefit cases by the end of 2017.

1.2.8 Plans to include housing costs in Pension Credits have been paused.

1.2.9 We have also learnt that in the 'medium term', local councils will continue to administer housing benefit for working and pension age tenants living in supported accommodation. Supported accommodation is defined as:

- accommodation provided by a social, voluntary or charitable landlord, and
- the tenant or claimant/partner is provided with care, support or supervision by or on behalf of that landlord

1.2.10 Claims of this nature are amongst the most complex, resource intensive and expensive to administer. The associated payments of housing benefit carry with them unavoidable losses in Government subsidy compared to the norm. For example, in 2013/14 the direct cost to the Council due to subsidy loss alone was £90,000.

1.2.11 Although the changes to plan have made for tricky resource planning, in some ways they come as welcomed decisions. Pathfinders have unsurprisingly identified difficulties and barriers, such as personal budgeting, IT access and literacy issues which call for remedies.

1.2.12 However, on the flip side, it is in incorporating solutions, such as the proposed Local Support Services Framework, that introduces complexities into a new benefit system born from the need for simplicity. Nonetheless, the roll-out does progress, albeit at a much slower and considered pace. There is plenty of scope and likelihood to see still more significant changes to the current Universal Credit timetable.

1.3 What Universal Credit means for Tonbridge & Malling

1.3.1 As it stands, we administer 6578 claims for Housing Benefit. 4156 of these (63%) are from working age households. Of these, around 200 households are 'supported' and would not transfer to Universal Credit. If the plans for the transfer go ahead as currently set out, the Council will be left with about 2,600 housing benefit claims after 2016.

1.3.2 In terms of workload for the Council's Benefit Service, such a reduction at first sight would seem like considerably less work. New claims account for nearly half of the workload and most new claims come from working age households. Likewise, changes in circumstances for ongoing benefit claims also come mainly from working age households.

1.3.3 However, there is a further complication. As members will know, most Housing Benefit claims have a corresponding claim for Council Tax Support. In the Borough there are 8158 households receiving Housing Benefit and / or Council Tax Support. Of these, 5721 receive both, 1580 receive just Council Tax Support and 857 receive just Housing Benefit.

- 1.3.4 The process to claim Council Tax Support is much the same as that of Housing Benefit. The same set of data is required for both benefits, although for Housing Benefit some additional details are required about rent. A combined application form is used. The data is input once and processed to generate outcomes to both 'benefits'. Therefore, the effect of shedding over half of the Housing Benefit workload will have little effect on the resource required in the administration of the remaining cases. In real terms it will seem like little more than the loss of the 500 or so 'working age, housing benefit only' claims.
- 1.3.5 The Government has pledged to maintain the level of grant for Housing Benefit administration for the next year, however, once Housing Benefit starts to transfer from local to national administration, it is certain that the grant will quickly diminish. This highlights the importance of streamlining the Service and taking every opportunity available to create more efficiency.
- 1.3.6 To mirror the proposed Universal Credit claim process, meet a rising demand for on-line services and prepare ourselves and our customers for future needs we are currently developing an on-line intelligent benefit claim form. The form will be used, where appropriate, for Housing Benefit and Council Tax Support claims. I expect to see the electronic form on the Council's website later this year.
- 1.3.7 Approximately 15,000 households in the Borough claim one or more of the legacy benefits. They will face a significant impact in the introduction of Universal Credit. It is anticipated that most payments will be made monthly in the form of single (combined) credits to bank accounts, to mimic salary payments and encourage budgeting. New claims and reporting of changes in circumstances will be handled on-line by the DWP only. Providing the software and payments processes work as planned then this will drastically simplify the current benefits system and no doubt be welcomed by the majority households effected.
- 1.3.8 However, for those households needing support with all or part of the Universal Credit process, the Government has proposed that Local Support Services Frameworks will be established.

1.4 Local Support Services Framework

- 1.4.1 The proposed framework introduces still further complication for us in the introduction of Universal Credit. The frameworks will take the form of local partnership agreements creating support networks to meet the needs of Universal Credit claimants.
- 1.4.2 Through Pathfinder testing it is now recognized that there is a host of essential services required that need to become formalised to make Universal Credit work, meeting the needs of the most vulnerable households. They need to address issues such as: provision of benefit information, welfare rights advice, triage & orientation, on-line access, assisted digital claiming, provision of accessibility and communication aids, complex needs support where learning / numeracy or literary

difficulties may be involved, money advice, budgeting advice, debt advice, access to banking, identification and handling of exception cases, and more.

- 1.4.3 The expectation is that Councils will design and commission local service frameworks to meet local needs. Tailored partnerships will be formed with housing, community and voluntary sector organisations as well as Government agencies and Council services.
- 1.4.4 Funding for these partnerships is not currently clear. It is proposed to be 'based on outcomes' with more detail following some trialling.
- 1.4.5 The latest publication relating to the Local Support Services Framework can be found at:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/263490/universal-credit-local-support-services-update-trialling-plan.pdf
- 1.4.6 The document sets out 'Learning and Trialling Opportunities'. Councils have recently been invited to express interest in becoming trialling sites for the development of Local Support Services Frameworks.
- 1.4.7 It is likely that the provision of such a framework may call for re-allocation or additional resources from us.
- 1.4.8 Tactically, the framework places an onus on the Council to provide nothing less than a quality service to meet the needs of and protect those residents in the Borough who are most vulnerable, ensuring Universal Credit does not fail them.

1.5 Reforms to Housing Benefit

- 1.5.1 Housing Benefit consists of 5 main schemes, dependant on whether a tenant lives in social sector housing, has been placed in temporary accommodation under a homelessness duty, has lived in privately rented accommodation and claiming since prior to April 2009, moved into privately rented accommodation since April 2009 (Local Housing Allowance (LHA) cases) or has support provided as a condition of the tenancy.
- 1.5.2 Most claims come from social sector housing, approximately 5,100. At any one time, between 5 and 15 are temporary 'homeless' claims, about 175 'old scheme' claims, 1160 LHA claims and 155 'supported' claims. There are other schemes making up around a further 60 claims.
- 1.5.3 In 2013/14, we paid out £34,500,000 in Housing Benefit in the Borough and a further £140,000 to claimants in 'homeless' accommodation.
- 1.5.4 The subsidy return on these sums from the DWP were £33,699,791 and £56,306 respectively.

1.5.5 Housing benefit will transfer to Universal Credit in its current form. Many changes have taken place since the introduction of LHA, reducing and restricting payments. Local Councils have managed the changes and handled the flak.

1.5.6 These changes have included:

- Breaking the local connection of LHA rates by restricting increases to nationally set percentages
- Increasing the age restriction from 25 to 35 for the LHA shared room rate
- Restricting the LHA rate to a maximum of 4 bedroom accommodation
- Restricting housing benefit for working age claimants in under occupied social sector housing by 14% of rent if 1 spare bedroom, by 25% of rent if 2 or more spare bedrooms. Known as social sector size criteria restriction (SSSC), spare room subsidy or bedroom tax.
- Introducing a benefit cap, restricting total weekly benefit income for non-working, working age households to £500. (£350 for single person households). The restriction is applied to the housing benefit element of the total income.

1.5.7 In 2013/14, these changes reduced housing benefit payments by approximately £750,000 in total.

1.5.8 To help soften the blow, the Government has increased the Discretionary Housing Payment (DHP) contribution to the Council. The allocation has risen from £41,969 in 2012/13 to £129,610 in 2013/14 and £165,494 for 2014/15. It is worth noting that all of the 2013/14 allocation was spent. In the year 2014/15, the Council has so far received 578 claims for DHP, 400 of which have been successful.

1.5.9 DHP can be paid to recipients of housing benefit to assist with housing related costs (except Council Tax Support), in addition to housing benefit. Payments are at the discretion of the Council, in line with our DHP policy and DWP guidance, usually based solely on a financial assessment of the claimant's income vs expenditure. Awards are generally made for relatively short periods to enable longer term solutions to be found, such as moving to cheaper accommodation or downsizing.

1.6 Social Sector Size Criteria (SSSC) Restrictions

1.6.1 In 2013/14, the Council received 578 applications for DHP. Of these, 400 were awarded and 178 refused. Approximately £77,000 of the £129,610 budget (60%) was used to assist households affected by the SSSC restrictions.

1.6.2 On 1 April 2013 the social sector size criteria restrictions were applied to over 650 housing benefit claims. This figure has reduced over the course of the year and

currently stands at a total of 575 claims. Of these, 484 have a restriction of 14% of rent. The average weekly loss of benefit for these households is £17.51. While 91 households face an average weekly loss of £33.31 due to 25% restriction.

- 1.6.3 Approximately 495 of the 575 restricted households are living in Russet Homes accommodation.
- 1.6.4 It is difficult to accurately report the reasons for the decrease in numbers of households affected by the SSSC restriction. However, I can say that in 2013/14, Circle Housing Russet assisted 53 tenants to move into accommodation with fewer bedrooms through their "Smooth Moves" initiative. 31 households downsized by 2 bedrooms and 22 by 1 bedroom. The majority of households downsizing by 2 bedrooms came from 3 bed houses and moved into bungalows and sheltered accommodation, whilst the households downsizing by 1 bedroom came from a mixture of houses, bungalows and flats and moved into flats, sheltered accommodation and bungalows.
- 1.6.5 Circle Housing Russet through their 'smooth move' initiative offer incentives to their tenants to encourage and assist them in downsizing to suitably sized accommodation that matches their needs. This is achieved through either Choice Based Lettings or Mutual Exchange. Assistance offered includes financial incentives under the Bedroom Release policy. £750 is offered for every bedroom that is released; a removal allowance of £300; practical assistance with placing bids; in some cases decorating the property that the household is moving into; organising removals; connection and disconnection of utilities and a comprehensive welfare and benefits assessment. In the event that there are existing rents arrears these will be deducted from the bedroom release monies. Although mutual exchange tenants do not qualify for bedroom release, assistance is provided in respect of the removals. An anonymised case study is attached at **[Annex 1]** showing how successful the scheme can be.
- 1.6.6 Circle Housing Russet are providing awareness sessions for relevant Council staff, including Housing, Benefits and Customer Services, to brief them on the schemes they operate and enable them to promote the service when an opportunity arises.

1.7 Benefit Cap

- 1.7.1 The benefit cap was phased in, starting in July 2013. By the end of September 2013 we were told by the DWP that all current cases at that time that should be capped, were capped.
- 1.7.2 The cap restricts the total benefit income for a non-working household to £500 per week (£350 per week for single people with no children). By moving into work and claiming Working Tax Credits, the household becomes exempt from the restriction. Neither is the cap applied where a member of the household is disabled or where the claim is from supported accommodation. Child maintenance payments (from absent parents) are not taken into account when calculating the

total income of the household. This is important as the restriction often applies to single parent households with several children.

- 1.7.3 Although the cap is a restriction to the total benefit paid to a household, the restriction is applied to the housing benefit on the instruction of the DWP. The DWP tell us when a cap should be applied, the reduction in housing benefit and when the cap stops.
- 1.7.4 Since its introduction, the cap has been applied to 31 households in the Borough. Approximately 75% of the households were single (female) parents with between 3 and 6 children. There are currently 19 households where the cap is applied. The restrictions range between £2.06 and £241.22 per week. 11 of these households are Circle Housing Russet tenants.
- 1.7.5 Of the 12 cases where the cap no longer applies, 2 have been made exempt due to claims for Disability Living Allowance, while 10 have moved into work (mostly part-time).

1.8 Council Tax Support

- 1.8.1 The national Council Tax Benefit scheme was abolished and Councils were charged with introducing replacement local schemes from 1 April 2013. Government funding to Councils for local schemes was reduced by 10% compared to that of the previous national scheme funding.
- 1.8.2 A duty to consult over new schemes was imposed on Councils. The Government ensured financial protection for pension age claimants by regulating that local schemes could not see them any worse off.
- 1.8.3 These constraints, together with a relatively short time frame for introduction and the heavy reliance on IT systems to efficiently administer benefits impeded the design and creativity of new schemes. Councils across the land have introduced local schemes based on 'old scheme' rules, with relatively minor alterations for working age claimants, reducing entitlement.
- 1.8.4 Early efforts for all Kent Councils to adopt a single scheme did not materialize. However, we do have similar schemes, with most Councils operating the same reductions. At late notice the Government announced some transitional funding for Councils to restrict the maximum loss of entitlement for working age claimants to 8.5%. This additional funding did not continue into the second year.
- 1.8.5 Tonbridge & Malling Borough Council, along with several other Kent Councils and the support of Kent County Council, adopted a scheme reducing maximum entitlement for working age claimants by 18.5%. This was held to 8.5% in the first year due to the transitional funding.

1.8.6 The following table compares working age Council Tax Support schemes:

Council	2013/14 Reduction %	2014/15 Reduction %
Tonbridge & Malling	8.5	18.5
Tonbridge Wells	8.5	18.5
Maidstone	8.5	13
Sevenoaks	8.5	18.5
Dartford	8.5	18.5
Gravesham	8.5	18.5
Swale	8.5	15
Ashford	8.5	10
Shepway	8.5	18.5
Canterbury	5	5
Dover	6	6
Thanet	5.5	5.5
Medway	25	25

1.8.7 The introduction of the local scheme meant approximately 2660 households in the Borough were faced with paying Council Tax when previously they had received 'full benefit'.

1.8.8 The average annual bill for those households was £77.02. For 2014/15, that average has risen to £206.34.

1.8.9 The impact has been considerable on the Revenues and Benefits Service. There has been a steep rise in customer contact and recovery activity. Overall, nearly 4000 households have faced increased bills due to reductions in 'benefit'. The collection rate of Council Tax from these households has been impressive so far, standing at around 78% for 2013/14, however, it is anticipated that the 2014/15 rate will be lower due to the higher bills and impact of other welfare reform measures taking hold.

1.9 Housing Issues

- 1.9.1 In Housing, the number of people contacting the housing options team for advice continues to be high. Not only are presentations high but the nature of the enquiries are becoming more complex with affordability issues coming to the fore as households struggle to meet the costs of daily living such as food and utility bills.
- 1.9.2 An emerging issue is the affordability of social housing specifically for single person households under 25 years of age. Anecdotal evidence received from Circle Housing Russet is that those single person households under 25 years of age, who have no other vulnerability other than age and who are in receipt of Job Seekers Allowance (JSA) or Employment & Support Allowance (ESA), although receiving assistance with covering rent payments through housing benefit, cannot afford to cover the cost of daily living such as food and utility bills and council tax payments within their JSA or ESA at £57.35 a week. Such affordability issues are also prevalent in the private rented sector. The implication is that self-contained bedsits and 1 bedroom flats are not going to be sustainable for single under 25s in receipt of JSA or ESA. There are currently 50 single person households under 25 registered on the Housing Register.
- 1.9.3 In order to address the issues the Council and Circle Housing Russet are discussing the possibility of piloting a shared accommodation scheme for those under 25. This would effectively be a house in multiple accommodation (HMO). The cost of living should be reduced by sharing the costs of utility bills for example and any such scheme would be linked to assisting those young people not already in work into training and employment. Some of the main challenges will be achieving the right mix of "sharers", conditions of license as well the wider management issues associated with HMOs.

1.10 Family Focus and Employment Issues

- 1.10.1 As Members are aware, the Borough's Family Focus initiative is part of a national troubled families programme. This targets families with issues of poor educational attendance, anti-social behaviour /youth crime and worklessness. Good progress is being made in the Borough overall. To date, 166 local families have been referred into the programme against a target of 175. Of those, 49 families have been supported and a successful outcome has been achieved. Further interventions with families most in need are being made, utilising a 'family intervention' team where intensive support can be provided on a one-to-one basis.
- 1.10.2 Our Family Focus programme has benefitted from good support from a number of local partners. Kent Police have provided a dedicated officer to work on the programme in Tonbridge and Malling focusing on addressing anti-social behaviour issues. A further resource, being commissioned in partnership with the RBLI, will seek to provide a mentoring service for boys aged 11-16 years who present

challenging behaviours and who lack a positive male role model within their families.

- 1.10.3 The lack of employment is a key aspect of on-going welfare dependence. Whilst the number of job vacancies is now rising in the Borough, there remains a need to do more to provide support for those who may not be fully ready to access those opportunities. Working with the RBLI, an employment mentor has been appointed to help family members on the family focus programme become 'work-ready' whilst Job Centre Plus also provide a dedicated adviser who offers support for those who are more able and ready to seek employment.
- 1.10.4 Further support for those not in employment is being made in partnership with Circle Housing Russet who are now running job clubs at East Malling, Tonbridge and Kings Hill. These are open to all people without a job including those on the family focus programme. Job Centre Plus are now referring clients to these job clubs on a regular basis. The employment targets attached to the family focus programme are challenging; in order to claim a successful outcome, at least one adult in the family must have moved off benefits and into continuous employment for 6 months.
- 1.10.5 Further update reports on the programme will be made to the Communities and Health Advisory Board.

1.11 Support Networks and Partnership Working

- 1.11.1 Kent Support and Assistance Service (KSAS) – which replaced the Social Fund in April 2013 - is operated by Kent County Council and is available to support residents who are having serious difficulties managing their income or facing exceptional pressures as a result of an emergency or crisis.
- 1.11.2 As I advised Cabinet in the last report, our staff do signpost many potential applications to the Fund on a regular basis, and across Kent, KSAS advise that the highest level of referrals are made via Gateways, followed by Social Services teams.
- 1.11.3 KCC's policy is that support is not offered in cash (other than exceptional cases) but can provide those in extreme need with essential groceries, items of clothing, goods for young children, energy payments, household appliances and re-used furniture and household items (such as bedding).
- 1.11.4 Across Kent, the awards have generally been broken down as follows:
- food 40%,
 - energy 13%,
 - equipment 45%

- With the remaining 2% spent on travel and emergency cash advance.

I have been unable to get definitive figures for T&M residents at the time of writing, but I believe that somewhere around 400 awards were made in 2013/14, and that around 177 of these were for food parcels.

1.11.5 Details of KSAS can be found at:

www.kent.gov.uk/social-care-and-health/support-in-your-own-home/home-essentials-in-a-crisis

1.11.6 Whilst there have been widespread reports in the national and regional press about the growth in food banks, there appears to be only two 'official' banks in the Borough at present, both operated by churches in Tonbridge, plus a further food bank operated via The Pilsden Community in West Malling. There are a number of food banks in surrounding Boroughs (e.g. Maidstone and Gravesham) to which some TMBC residents may be going. It is also likely that local church and community groups are responding to some local 'individual' needs.

1.11.7 Our understanding is that these facilities are meeting the local demand but the feeling is that future demand is likely to increase.

1.11.8 As I mentioned in my last update report, I chair a corporate officer group to oversee the welfare reform agenda and to co-ordinate services and assist residents within the Borough. As well as a breadth of TMBC officers, the group meetings are also regularly attended by:

- the Local Project Delivery Manager for Family Focus,
- the Head of Housing (Income & Empty Homes) from Circle Housing Russet,
- the Partnership Manager from Job Centre Plus; and
- the Projects Coordinator from Tonbridge & Malling CAB.

1.11.9 In addition, the Commissioning Officer from KSAS attended our most recent meeting and has agreed to join us again later in the year.

1.11.10 Partnership working with the organisations has proven to be extremely valuable and rewarding. As Members fully appreciate, the Borough Council is not resourced (or financed) to be able to lead on all initiatives, and these partnerships help to 'spread the load' and utilise expertise and local knowledge.

1.11.11 Members might recall from the data mapping demonstration, given at the October Cabinet meeting, that as a group we had identified a potential gap in 'support networks' as a result of welfare reform within the Eccles/Burham/Wouldham area. Russet have taken the lead in organising a 'community welfare event' (13 June) to

gauge whether more support is needed. Once I have received feedback I shall update Members.

1.11.12 Further partnership working with other public sector bodies and the voluntary sector will be vital in filling 'gaps'.

1.12 Channel Shift

1.12.1 Helping to make access to government and local authority services easier and simpler is one benefit that may arise from encouraging citizens to do more on-line. For example, on-line applications forms as mentioned at para 1.3.6.

1.12.2 Most DWP and HMRC services are available digitally and we are helping to promote these channels by assisting customers through public computer access and help from our staff.

1.12.3 Development of our own digital channels will continue but, in conjunction, we will also be undertaking initiatives to ensure that no citizens are excluded from being able to access these services.

1.13 Legal Implications

None.

1.14 Financial and Value for Money Considerations

1.14.1 None in respect of this report. The welfare reform agenda does have significant financial implications for the Council but those implications have been/will be the subject of separate reports.

1.15 Risk Assessment

1.15.1 Welfare reforms increase the risk of homelessness, leading to higher levels of customer contact for Customer Services, Housing and Benefits staff. The cost to the Council for the provision of temporary accommodation is increasing. The heavier workload has an adverse impact on performance across the Services.

1.16 Policy Considerations

1.16.1 Customer Contact

1.16.2 Community

Background papers:

contact: Sharon Shelton

Nil

Sharon Shelton
Director of Finance and Transformation

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Case Study – Under Occupation in Circle Housing Russet home

Ms X lived in Snodland, under occupying the property by 2 bedrooms.

Her account had accrued arrears over a long period of time and a Possession order was awarded against her, and had faced eviction on a number of occasions.

When the bedroom tax was introduced this resulted in an additional shortfall of £30.61, Ms X had no means to pay this and was once again facing eviction.

Ms X initially failed to engage with Russet staff but as arrears started to increase she agreed for Russet to assist with seeking alternative accommodation.

Appropriate forms were completed and she was able to bid for suitable properties.

With the aid of the Housing Options Officer and Income Officer from Circle Housing Russet, Ms X has now moved to a 1 bedroom flat in the same area.

Her arrears have been cleared in full from the bedroom release funds that were available and she is now in receipt of full housing benefit.

The Income Officer has recently visited Ms X in her new home and has reported a major improvement in her living conditions and her well-being.

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

25 June 2014

Report of Director of Central Services

Part 1- Public

Matters for Information

1 Local indicators - 2013/14

This report presents the results for the fourth quarter, and cumulatively for the whole of the previous financial year for those local indicators that are monitored regularly.

1.1 Indicators

1.1.1 Types of indicator:

- KPIs are key performance indicators - these are related to key priorities and have targets.
- KIs are key indicators - these are the same as KPIs but without targets.
- PIs - performance indicators - these are not related to key priorities but they do have targets.

1.2 Results

1.2.1 This report presents the indicator results for the fourth quarter, 1 January to 31 March 2014, and cumulatively for the whole of 2013/14, from 1 April 2013 to 31 March 2014. It reviews the long term trends in performance, compares results against targets for the previous financial year and identifies any unusually positive or negative results based on the latest figures.

1.2.2 The results are presented in Annex 1, an A3 colour document circulated along with the main papers as a separate document:

- Longer term performance based on colour coding is shown in the "Trend" column. Green shows improving performance and red shows deteriorating performance. The numbers in this column show the rate of change based on the trend.
- A numerical index and colour coding are used to compare the result and target in the "On target?" column. The higher the index number the better.

An index of 100 or more with a green background shows target achieved. An index of less than 100 with a red background shows target not achieved. Where performance is affected by a seasonal or other profile, no index value is calculated and the colour coding is determined by the service manager.

1.2.3 In overall terms, we:

- Achieved an improving/positive trend for 19 out of the 35 indicators for which trend information is available.
- Met our targets for 16 of the 29 indicators for which we were able to set targets.
- Identified five indicators showing an unusually positive result and one indicator showing an unusually negative result in the fourth quarter of 2013/14.

1.3 Legal Implications

1.3.1 None

1.4 Financial and Value for Money Considerations

1.4.1 Quarterly reporting and review of local indicators provides a significant opportunity to influence and improve performance thereby achieving our targets and a positive trend and, in the process, also improving value for money.

1.5 Risk Assessment

1.5.1 The targets for the local indicators are designed to 'stretch' the organisation and they are extremely challenging. Hence, although each individual target is realistic, collectively there is therefore a real risk that some targets will not be achieved. Quarterly reporting enables managers and Members to influence performance regularly during the year and reduce this risk.

Background papers:
Nil

contact: Bruce Hill

Adrian Stanfield
Director of Central Services

2013/14 Q4 quarterly indicator report (Jan-Mar 2014)

Cells shaded grey identify contextual data for information and any PIs not applicable/not required this quarter.

Cells shaded turquoise identify data required from lead officer.

Trend - straight-line fit of up to five most recent years' quarterly results:	On Target? - compares performance to date against target, using an index, or against a seasonal or other profile.	Latest performance - this quarter's result in the context of previous performance:
- Improving (and by how much)	- Target being achieved/on profile	- Unusually positive
- Flat	- Target not being achieved/not on profile	- In line
- Deteriorating (and by how much)		- Unusually negative

Number	Description	Lead officer	2013/14 target	2013/14 Q4 Jan-Mar	2013/14 full-year Apr 13-Mar 14	Trend	On target?	Latest performance in context	Comments about performance	Comments about profiles/ patterns of results and any further contextual data
Central/Corporate										
KI-103	Number of other online interactions via web forms.	Bruce Hill (co-ordinates)	Not set	2,658	8,223	62/Q	Not applicable		Between 18-31 March an estimated 100 web forms completed by the public have not been notified to services due to 'broken links' on our main website. This is being remedied by IT Services.	Additional to KI-514 and KI-515 (see under Finance). Trend data since Q1 2009/10.
PI-202	Percentage of telephone calls to our MacFarlane handling system negatively abandoned.	Charlie Steel	6.5	8.8	8.6	0.4/Q	76		As Channel Shift starts to take effect, this indicator will no longer be appropriate and it is expected that waiting times will increase.	Negatively abandoned calls are calls with a wait time longer than 10 seconds and the caller ends the call without hearing a message that provides the required information or being diverted to a payment line. Trend data since Q1 2012/13.
Executive										
KPI-219	Total number of crimes recorded by the police.	Alison Finch	5,453	1,134	4,944	14/Q			There have been some changes to police recording of crimes, however, it is hoped that partnership working has had some impact in reducing crime (e.g. crime prevention advice etc).	Trend data since Q1 2009/10.
KPI-220	Number of incidents of anti-social behaviour recorded by the police.		3,220	457	2,392	33/Q			It is hoped that partnership working has helped to reduce the amount of ASB being recorded.	Trend data since Q1 2011/12.
KPI-221	Number of repeat victims of domestic abuse within past year.		303	69	331	1.3/Q			Unfortunately despite the efforts of the Partnership, the number of repeat victims has increased. We are now looking at new ways of working together to share information about repeat victims to ensure that we can reduce these numbers in the future.	Trend data since Q3 2012/13.
KPI-222	Number of drug offences recorded by the police.		273	148	422	1.2/Q			The police have undertaken a number of drugs warrants, leading to an increase in the number of offences recorded.	Trend data since Q1 2009/10.
Finance										
KPI-502	Percentage of council tax collected by the authority in the year.	Glen Pritchard	98.50	14.09	98.29	0.15/Q			Collection has dropped slightly due to the introduction of the council tax reduction scheme	Seasonal pattern with collection concentrated in Q1-Q3. Trend data since Q1 2009/10.
KPI-503	Percentage of non-domestic rates collected by the authority in the year.		99.60	10.07	99.53	0.28/Q			Collection has remained consistently high over the last 5 years	Seasonal pattern with collection concentrated in Q1-Q3. Trend data since Q1 2009/10.
KI-516	Number of new homes (including affordable housing).	Andrew Rosevear	Not set	161	536	6/Q	Not applicable		Increase for year due to more new properties being built	Trend data since Q1 2012/13.
KPI-510	Average number of days to process all new housing and council tax benefit claims.		28.0	32.1	37.8	0.6/Q	74		Monthly results steadily improving in second half of year.	Deteriorating since Q1 2012/13. Trend data since Q1 2009/10.
KPI-511	Average number of days to process changes in claimants' circumstance.		7.0	4.8	8.7	0.2/Q	80		Monthly results steadily improving in second half of year.	Results volatile. Trend data since Q1 2009/10.
KPI-513	Reducing the funding gap (£000s)	Neil Lawley	£1,100	0	£1,200	Not applicable		Not applicable	The 2013/14 savings target was increased by £200,000 to £1.1m following the 2013 Spending Review.	Savings depend on circumstances and do not fit a trend.
KI-514	Number of one-off payments made via the Automated Telephone Payment (ATP) system.	Brian Courtney	Not set	2,886	15,456	98/Q	Not applicable			Trend data since Q4 2010/11.
KI-515	Number of one-off payments made online.		Not set	4,175	21,699	270/Q	Not applicable		Leisure Trust one-off WorldPay payments excluded from Q3 onwards. These account for 504 of the full-year total (Q 1+2).	Trend data since Q4 2010/11.

2013/14 Q4 quarterly indicator report (Jan-Mar 2014)

Cells shaded grey identify contextual data for information and any PIs not applicable/not required this quarter.

Cells shaded turquoise identify data required from lead officer.

Trend - straight-line fit of up to five most recent years' quarterly results:

- Improving (and by how much)

- Flat

- Deteriorating (and by how much)

On Target? - compares performance to date against target, using an index, or against a seasonal or other profile.

- Target being achieved/on profile

- Target not being achieved/not on profile

Latest performance - this quarter's result in the context of previous performance:

- Unusually positive

- In line

- Unusually negative

Number	Description	Lead officer	2013/14 target	2013/14 Q4 Jan-Mar	2013/14 full-year Apr 13-Mar 14	Trend	On target?	Latest performance in context	Comments about performance	Comments about profiles/ patterns of results and any further contextual data
Planning, Housing & Environmental Health										
KPI-313	Percentage of complaints about environmental pollution and other requests for service responded to within 5 working days.	Jane Heeley	100	98	97	0.1/Q	97			Trend data since Q1 2009/10.
KPI-326	Number of overweight adult referrals onto the weight management programme.		400	78	426	2/Q				Total enrolled to end of quarter. Trend data since Q1 2012/13.
KPI-327	Number of adults who receive information and brief advice about their alcohol intake.		300	79	350	1/Q				Trend data since Q1 2012/13.
KPI-328	Number of referrals to the NHS "Stop Smoking" service.		50	3	17	2.1/Q				Trend data since Q1 2012/13.
KPI-329	Total number of food businesses signed up to the Healthy Eating Award.		25	Not applicable	25	2.2/Q				Shows total number of premises currently holding the award. Upward trend based on businesses signing up to this new award in 2012/13. Trend data since Q1 2012/13.
KPI-330	Percentage of food establishments which are broadly compliant with food hygiene law.		90.0	99.0	92.0	1.7/Q	102			Trend data since Q1 2012/13.
KPI-402	Number of households becoming sole or part owners of existing properties through low cost home ownership initiatives.	Satnam Kaur	10	4	23	0.2/Q			From April 2014 this service has been awarded to the housing association BPHA (previously Moat). Q3 total = 5. Q2 total = 11. Q1 total = 3.	Trend data since Q1 2009/10.
KPI-409	Number of households living in temporary accommodation.		15	14	14	0.9/Q	107		Figure is a 'snapshot' at the end of the quarter and is variable on a daily basis. Trend data since Q1 2009/10.	
KPI-410	Number of new affordable housing completions to buy or rent.		150	72	221	0.6/Q			Q4 consists of: 12 units (TOGS), 20 units (The Pinnacles), 9 units (K College), 24 units (Leybourne Grange), and 7 units (Fenn Pond). Total=72. Q3 total was 28 units. Q2 total was 107 units. Q1 total was 14 units.	Trend data since Q1 2009/10.
PI-603	Percentage of appeals allowed against the authority's decision to refuse planning applications.	Neil Hewett	25.0	25.0	26.9	0.2/Q	93			Results volatile. Trend data since Q1 2009/10.
PI-611 -other	Percentage of other planning applications determined within 8 weeks.		86.00	80.31	79.38	1/Q	92			Trend data since Q1 2009/10.

2013/14 Q4 quarterly indicator report (Jan-Mar 2014)

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Number	Description	Lead officer	2013/14 target	2013/14 Q4 Jan-Mar	2013/14 full-year Apr 13-Mar 14	Trend	On target?	Latest performance in context	Comments about performance	Comments about profiles/ patterns of results and any further contextual data
Street Scene & Leisure										
KPI-309	Percentage of reported high priority fly-tips collected within 24 hours.	Phil Beddoes	100	100	100	0.2/Q	100			Trend data since Q1 2009/10.
PI-311	Number of household waste collections missed per week and not rectified within 24 hours, apart from collections missed for reasons outside our control, such as severe weather.		3.00	2.80	2.80	0.03/Q	107			Trend data since Q1 2009/10.
PI-319 (context)	Kilograms of residual household waste per household.		540 (contextual)	154	588	0.6/Q	Not applicable		Overall increase in waste arisings of 5%; 19% increase in street cleansing arisings; flood-damaged goods collections	Seasonal pattern sometimes with Q4 peaks. Trend data since Q1 2009/10.
KPI-320	Percentage of household waste sent for reuse, recycling and composting.		43.00	36.10	41.70	0.3/Q				Seasonal pattern generally with Q4 dips. Trend data since Q1 2009/10.
KPI-322	Cleanliness of roads and pavements.		7.0	7.1	7.0	0.01/Q	100			This LPI provides a measure of the average cleanliness of highways in the borough. A score of 6.7 is a "Good" result where roads are predominantly free of both litter & detritus in channels. Trend data since Q1 2011/12.
PI-832	Percentage of customers satisfied with our leisure centres.	Stephen Gregg	80.0	85.5	83.4	0.5/Q	104		Note TSP closed Q4 therefore only LLC and AC	
KPI-833	Percentage of Lifestyles (gym) customers at high risk of leaving who are encouraged to stay and do stay.		70.0	72.8	71.4	0.8/Q	102			
KPI-834	Number of leisure pass holders.		900	1,004	1,001	25/Q	111			
KPI-835	Average number of Excel members age 11-18.		300	620	No data	55/Q	No data			Pending provision of average full year result across all four quarters from Tonbridge and Malling Leisure Trust.
KPI-836	Average number of Kick Start members age 0-10.		400	340	No data	3/Q	No data			
KPI-840	Average number of customers enrolled in swim school.	1,850	1,839	1,821	3.4/Q	98				

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