

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

2 November 2018

To: MEMBERS OF THE COMMUNITIES AND HOUSING ADVISORY BOARD
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Communities and Housing Advisory Board to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Monday, 12th November, 2018 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

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To confirm as a correct record the Notes of the meeting of the Communities and Housing Advisory Board held on 16 July 2018

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Annual update on performance.

Matters for recommendation to the Cabinet

5. Review of Cemetery Charges 2019/20 15 - 24

The report outlines charging proposals for 2019/20 regarding Tonbridge Cemetery.

6. Extension of Grounds Maintenance Contract 25 - 26

The report brings forward a proposal to extend the Council's current Grounds Maintenance Contract for a further five year period.

7. Review of Houses in Multiple Occupation and Caravan Site Licensing Fees for 2019/20 27 - 30

The report provides an update on the existing fees to license a House in Multiple Occupation (HMO) or caravan site and the recommended charge following a review of the costs of processing the respective applications.

8. Private Sector Housing Stock Condition Modelling Exercise 31 - 34

The report outlines the Council's approach to undertaking a private sector housing stock modelling exercise to update the current stock condition and inform future policies and targeting of housing resources and services. The cost of the modelling exercise is contained in Part 2 of the agenda.

9. Capital Plan Projects 35 - 54

The report advises Members of progress with key projects included in the Council's Capital Plan and brings forward four Post Implementation Reviews for consideration and approval.

10. Community Fair Update 55 - 60

To provide an update on the recent Community Fair held in Tonbridge and to seek approval to hold a similar event in 2019.

Matters submitted for Information

11. Leisure Trust Update 61 - 78

The report reviews the recent performance of the Tonbridge and Malling Leisure Trust and provides an update on the capital plan schemes for Larkfield Leisure Centre.

12. Community Safety Partnership Update 79 - 82

The report provides an update on the work of the Community Safety Partnership.

13. Urgent Items 83 - 84

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

Matters for consideration in Private

14. Exclusion of Press and Public 85 - 86

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

Matters for recommendation to the Cabinet

15. Private Sector Housing Stock Condition Survey - Costing 87 - 88

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

The report provides the costing for undertaking a private sector housing stock modelling exercise to update on the current stock condition and inform future policies and targeting of housing resources and services. The detail of the modelling exercise is contained in the report at agenda item 8.

16. Urgent Items 89 - 90

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

Cllr M R Rhodes (Chairman)
Cllr Miss G E Thomas (Vice-Chairman)

Cllr Mrs J A Anderson
Cllr Mrs S M Barker
Cllr Mrs S Bell
Cllr V M C Branson
Cllr Mrs B A Brown
Cllr D J Cure
Cllr R W Dalton

Cllr S M Hammond
Cllr D Keeley
Cllr Mrs S L Luck
Cllr Mrs A S Oakley
Cllr L J O'Toole
Cllr M Parry-Waller
Cllr T B Shaw

Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITIES AND HOUSING ADVISORY BOARD

Monday, 16th July, 2018

Present: Cllr M R Rhodes (Chairman), Cllr Miss G E Thomas (Vice-Chairman), Cllr Mrs J A Anderson, Cllr Mrs S M Barker, Cllr Mrs B A Brown, Cllr D J Cure, Cllr R W Dalton, Cllr S M Hammond, Cllr D Keeley, Cllr Mrs A S Oakley, Cllr L J O'Toole, Cllr M Parry-Waller and Cllr T B Shaw

Councillors O C Baldock, Mrs P A Bates, Mrs M F Heslop, N J Heslop, D Lettington, B J Luker, P J Montague and R V Roud were also present pursuant to Council Procedure Rule No 15.21.

Mr A Nicholl (Tonbridge Sports Association) was also present

Apologies for absence were received from Councillors Mrs S Bell, V M C Branson and Mrs S L Luck

PART 1 - PUBLIC

CH 18/15 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct. However, in the interest of transparency, Councillor N Heslop advised that he was a member of the Board of The Bridge Trust.

CH 18/16 MINUTES

RESOLVED: That the notes of the meeting of the Communities and Housing Advisory Board held on 29 May 2018 be approved as a correct record and signed by the Chairman.

CH 18/17 PRESENTATION ON THE ONE YOU SERVICE

Claire McAfee, Health Improvement Manager, gave a detailed presentation of the work undertaken by the new One You Service and answered questions on the range of services available to improve the health and wellbeing of the local community.

MATTERS FOR RECOMMENDATION TO THE CABINET**CH 18/18 LEYBOURNE LAKES COUNTRY PARK - DEVELOPMENT OPPORTUNITIES**

Decision Notice D180047MEM

The report of the Director of Street Scene, Leisure and Technical Services provided an update on the investigation of development opportunities at Leybourne Lakes Country Park (LLCP) linked to capital investment. Attention was drawn to the proposed Tender Evaluation Criteria with particular reference to the time frame for procurement and the proposal that the evaluation would be based on the most economically advantageous tender (MEAT) with a Price/Quality split of 40% and 60% respectively. It was noted that the Tender process did not commit the Borough Council to outsourcing the management of the country park.

RECOMMENDED: That

- (1) the Evaluation Criteria, as detailed in the report be approved;
- (2) the timeframe, as outlined in the report, be approved; and
- (3) Dartford Borough Council be commissioned to administer and support the procurement of the contract.

CH 18/19 HOUSING NEEDS SURVEY

Decision Notice D180048MEM

The report of the Director of Planning, Housing and Environmental Health outlined a proposal to commission detailed housing needs research to inform the Council's strategic approach to housing provision and development management and to assist the consideration of planning applications and liaison with developers and Housing Associations. It was anticipated that the research would provide an insight into the housing needs and aspirations of the Borough's population and show the Council where pressures and local variations of need arose.

RECOMMENDED: That a Housing Needs Research and Survey, as detailed in the report, be commissioned from Arc4.

MATTERS SUBMITTED FOR INFORMATION**CH 18/20 LEISURE TRUST UPDATE**

The Director of Street Scene, Leisure and Technical Services presented the latest Annual Service Delivery Plan – Cumulative Quarterly

Monitoring Report for the period 1 January to 31 March 2018 (Quarter 4) in respect of the performance of the Tonbridge and Malling Leisure Trust.

CH 18/21 UPDATE FROM THE COMMUNITY SAFETY PARTNERSHIP

The report of the Director of Central Services provided an update on the recent work of the Community Safety Partnership.

MATTERS FOR CONSIDERATION IN PRIVATE

CH 18/22 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 8.29 pm

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Agenda Item 4

- Presentation by Martin Guyton, Chief Executive of Tonbridge and Malling Leisure Trust.

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

12 November 2018

**Report of the Director of Street Scene, Leisure & Technical Services &
Director of Finance & Transformation**

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 REVIEW OF CEMETERY CHARGES 2019/20

Summary

This report outlines charging proposals for 2019/20 in regard to Tonbridge Cemetery.

1.1 Introduction

1.1.1 In bringing forward the charging proposals for Tonbridge Cemetery consideration has been given to the set of guiding principles for the setting of fees and charges approved by Members of the Finance, Innovation and Property Advisory Board and reproduced below for the benefit of the Board:

- 1) Fees and charges should reflect the Council's key priorities and other corporate aims and priorities recognising there may be trade-offs as these are not mutually exclusive.
- 2) Fees and charges should have due regard to the Council's Medium Term Financial Strategy.
- 3) If there is to be a subsidy from the council tax payer to the service user this should be a conscious choice.
- 4) The Council should look to maximise income subject to market conditions, opportunities and comparable charges elsewhere, in the context of its key priorities and other corporate aims and priorities.
- 5) Fees and charges should normally be reviewed at least annually (unless fixed by statute or some other body).
- 6) Fees and charges should not be used to provide a subsidy from the Council tax payer to commercial operators.
- 7) There should be consistency between charges for similar services.

- 8) Concessions for services should follow a logical pattern so as not to preclude, where appropriate, access to Council services on the grounds of ability to pay.

1.2 Tonbridge Cemetery – Proposed Charges 2019/20

1.2.1 In bringing forward the proposed charges for Tonbridge Cemetery a number of specific key principles have been taken into consideration:

- The Council's overall financial position. A number of themes have been identified to achieve the Council's savings target. One of these themes is to generate additional income from services the Council provides and levies a charge.
- The need to move towards a position of covering more of the costs associated with the management of the Cemetery.
- The need to compare costs with other local authority cemeteries in Kent **[Annex 1]**. It should, however, be noted that direct comparison with other cemeteries is difficult as pricing brackets, services and available grave space differ.
- The need for the charging strategy to support the management of the remaining capacity in the Cemetery.

1.2.2 The principles referred to above have been applied to the existing charges and are reflected in the proposed charges shown at **[Annex 2]**. It is proposed that all charges be increased, with the exception of the burial of stillborn to one year olds.

1.2.3 A general 2.5%(CPI) increase is proposed in-line with predicted increases in Grounds Maintenance contract costs. It is anticipated that these proposals will generate additional net income, against revised budgets for 2018/19 of approximately £1,700, which will be reflected in the draft 2019/20 revenue estimates.

1.3 Legal Implications

1.3.1 The Council's Financial Rules require that all fees and charges must be reviewed at least once a year, and be reported to the appropriate Advisory Board.

1.4 Financial and Value for Money Considerations

1.4.1 The 2017/18 revenue budget (Provisional Outturn) for the management and maintenance of Tonbridge Cemetery was £139,157, with income from the same year totalling £60,488.

1.4.2 Charges for the Cemetery are exempt of VAT.

1.5 Risk Assessment

1.5.1 As highlighted in paragraph 1.1 to this report, the proposed charges take into account a range of factors.

1.6 Equality Impact Assessment

1.6.1 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

1.7 Policy Considerations

1.7.1 Asset Management and Business Continuity/Resilience.

1.8 Recommendation

1.8.1 It is, therefore, **RECOMMENDED TO CABINET** that the proposed charges for Tonbridge Cemetery as detailed at **[Annex 2]** be agreed and implemented with effect from 1 April 2019.

Background papers:

contact: Darren Lanes

Nil

Robert Styles
Director of Street Scene, Leisure
and Technical Services

Sharon Shelton
Director of Finance & Transformation

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**TONBRIDGE CEMETERY PROPOSED CHARGES 2019/2020
COMPARISON WITH OTHER KENT DISTRICTS**

		Maidstone¹ (£)	Medway¹ (£)	Dover¹ (£)	Gravesham¹ (£)	TMBC¹ Current (£)	TMBC² Proposed (£)
Purchase (£)	Baby	0.00	0.00	0.00	0.00	1.00	1.00
	Child	N/A	*555.00	0.00	0.00	151.00	155.00
	Adult	1,620.00	*1400.00	689.00	985.00	993.00	1018.00
Single grave	Adult	1,620.00	Not listed	N/A	490.00	512.00	525.00
Interment (£)	Baby	0.00	0.00	58.00	0.00	0.00	0.00
	Child	260.00	0.00	255.00	400.00	201.00	206.00
	Adult	680.00	742.00	980.00	960.00	653.00	669.00
Single grave	Adult	565.00	742.00	850.00	800.00	653.00	669.00
Combined Interment and Purchase (£)	Baby	0.00	0.00	58.00	0.00	1.00	1.00
	Child	260.00	555.00	255.00	400.00	352.00	361.00
	Adult	2,300.00	2,142.00	1,649.00	1,945.00	1,642.00	1687.00
Single grave	Adult	2,185.00	742.00	850.00	1,290.00	1,165.00	1194.00
Period of Lease (years)		60 years	50 years	50 years	60 years	60 years	60 years
Memorial Permit (£)	Small	146.00	200.00	180.00	240.00	144.00	148.00
	Large	293.00	460.00	392.00	380.00	288.00	295.00
Chapel (£)		255.00	85.00	158.00	160.00	146.00	150.00
Search Fees (£)		10.00-35.00	10.00 (per name)	58.50 (over 1hr)	20.00 (per name)	53.00 (per 5 names)	54.00 (per 5 names)
Interment of Ashes (£)		230.00	155.00	195.00	320.00	157.00	161.00
Memorial Wall Plaque (£)		N/A	N/A	93.00	N/A	157.00	161.00

¹ 2018/19 charges

² 2019/20 proposed charges

* Price includes memorial permit

NOTE: Costs are based on comparable services where available. **All charges shown are exempt of VAT**

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TONBRIDGE CEMETERY CHARGES
PROPOSED CHARGES 2019/20

- Please Note:**
1. For burials in graves at Tonbridge Cemetery the fee payable will normally be both Section 1 and Section 2 charges.
 2. All charges apply where the person to be buried or the person leasing the grave, etc., are residents of the Borough. Residents of the Borough who have moved into a home or hospital outside the Borough prior to death are charged as residents.
 3. All charges are doubled for non-residents.

Section 1:	Exclusive right of burial in a grave for 60 years	Current (£)	Proposed (£)
	(a) Stillborn – 1 year (inclusive) Children's Plot only	1.00	1.00
	(b) 2 – 12 years (inclusive) – Children's Plot only	151.00	155.00
	(c) Over 12 years	993.00	1018.00
	(d) Plot 23 – single graves	512.00	525.00
Section 2:	Interment (including digging of grave)		
	(a) Stillborn – 1 year (inclusive)	NIL	NIL
	(b) 2 – 12 years (inclusive)	201.00	206.00
	(c) Over 12 years	653.00	669.00
	(d) Ashes (Memorial Wall or Grave, where exclusive right has been granted)	157.00	161.00

Please note: These charges apply to interments taking place between 0900 hours – 1500 hours (Monday – Thursday) and 0900 hours – 1300 hours (Friday). In other cases, the Council's additional costs may be payable. A fee of £50 per hour may be charged for late arrivals.

Section 3:	Permits for Monuments, Memorials & Inscriptions	Current (£)	Proposed (£)
	(i) Memorial not exceeding 1 metre in height and occupying an area not exceeding 2' x 4'	144.00	148.00
	(ii) Memorial larger than specifications in (i)	288.00	295.00
	(iii) For each additional inscription after the first	94.00	96.00

Please note: Permits will only be approved in accordance with the Cemetery Regulations.

		Current (£)	Proposed (£)
Section 4:	Memorial Garden		
	(i) Memorial tablet and vase block (to include plaque, inscription, 20 year lease and scattering of ashes if required)	544.00	558.00
	(ii) Double Underground Vault, Memorial Tablet and Vase Block. (To include plaque, inscription, 20 year lease and interment of up to 2 urns)	1045.00	1071.00
	(iii) Double Overground Vault, Memorial Tablet and Vase Block (To include plaque, inscription up to 80 letters, 20 year lease and interment of up to 2 urns)	1025.00	1051.00
	(iv) Additional Inscriptions	194.00	199.00
	(v) Sanctum Panorama Vault and Memorial Tablet (To include plaque, inscription up to 80 letters, 20 year lease and interment of up to 3 urns) Optional bronze vase container	1025.00 35.00	1051.00 36.00
	(vi) Photo plaque or design on plaque for Sanctum 2000 Overground Vault or Sanctum Panorama	Individually priced	
	(vii) Additional cost for inscriptions for Sanctum 2000 and Panorama over 80 letters	£1.50 per gilded letter	£1.50 per* gilded letter
Section 5:	Chapel Area – Memorial Wall		
	(i) Memorial Plaque. (Includes supply and installation of plaque, 20 year lease and scattering of ashes if required)	157.00	161.00
	(ii) Additional Inscription. (Includes new plaque, installation and scattering of ashes, if required)	157.00	161.00
Section 6:	Miscellaneous		
	(i) Use of Chapel	146.00	150.00
	(ii) Transfer of Burial Rights/admin fee	83.00	85.00
	(iii) Entry in Book of Remembrance	At Cost + Admin Fee	
	(iv) For up to and including five searches for names by one applicant	53.00	54.00
Notes:	(i) Other services/options may be available and charged on an “at cost” basis plus an administration fee. Please discuss any items with the Cemetery Registrar		
	(ii) A copy of the Cemetery Regulations is available free of charge from the Cemetery Registrar		

* Price set by external contractor

- (iii) For the repurchase of burial rights for unused graves by T&MBC the Council will pay:
The current purchase price times the remaining duration of the exclusive right less the Council's administration fee ruling at the time

All charges shown are exempt of VAT

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

12 November 2018

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 EXTENSION TO GROUNDS MAINTENANCE CONTRACT

The report brings forward a proposal to extend the Council's current Grounds Maintenance Contract for a further five year period.

1.1 Introduction

1.1.1 The current Grounds Maintenance contract is delivered on the Council's behalf by Landscape Services Ltd and was awarded on the 1 January 2015. The contract was awarded for a five year period, with the option of a further five year extension. The initial five year contract period is due to expire on the 31 December 2019.

1.1.2 At a current annual cost of £552,447 (2018/19 nett cost) the contract covers grounds maintenance of the following areas:

- Tonbridge Castle Grounds and Cemetery
- Sports Grounds in Tonbridge
- Amenity Areas, Public Open Spaces and Play Areas across the Borough in the Council's ownership

1.2 Review of Extension

1.2.1 As highlighted above the Contract was initially awarded for a five year period that is due to expire on the 31 December 2019. The Conditions of Contract do, however, allow for the contract to be extended for up to a further five years '*subject to satisfactory performance*'. Any extension would be subject to the same terms and conditions and by agreement of both parties.

1.2.2 The current performance of the contractor has been reviewed and is considered to be satisfactory. It is also felt that the Council currently receives value for money. Taking this into consideration it is proposed that the Contract be extended for the full five year period.

1.2.3 In accordance with Contract Conditions liaison has taken place with the incumbent contractor, Landscape Services Ltd, and subject to Council approval it has agreed to the five year extension.

1.3 Legal Implications

1.3.1 The proposed extension is being progressed in liaison with the Council's Director of Central Services and in accordance with the Conditions of Contract.

1.4 Financial and Value for Money Considerations

1.4.1 The current annual cost of the Council's Grounds Maintenance Contract is £552,447 (2018/19 nett cost).

1.5 Risk Assessment

1.5.1 Whilst the outcome of any potential re-tender is unknown, given the previous relatively low tender from the existing contractor, there is a risk of increased costs to the Council should the extension not be approved and the contract be subject to an open market tender.

1.6 Equality Impact Assessment

1.6.1 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.

1.7 Policy Considerations

1.7.1 Asset Management and Procurement

1.8 Recommendations

1.8.1 It is **RECOMMENDED TO CABINET** that the Council's current Grounds Maintenance Contract with Landscape Services Ltd be extended for a further five years from the 31 December 2019 in accordance with the Conditions of Contract.

Background papers:

contact: Darren Lanes

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

**TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD**

12 November 2018

Report of the Director of Central Services

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 REVIEW OF HOUSES IN MULTIPLE OCCUPATION (HMO) AND CARAVAN SITE LICENSING FEES FOR 2019/20

Summary

This report updates members of the existing fees charged to licence a HMO or caravan site and the recommended charge following a review of the costs to process the respective application Houses in Multiple Occupation (HMOs).

1.1 Review of HMO licensing fees

1.1.1 The Housing Act 2004 introduced a mandatory licensing regime for HMOs of three storeys or more; occupied by five or more persons living in two or more households. On the 1 October 2018 this changed to remove the three or more storeys criteria therefore widening the scope of HMO licensing to include all those HMOs occupied by five or more persons living in two or more households. HMOs in self-contained flats in purpose built blocks where the block comprises three or more self-contained flats are excluded from the licensing requirement.

1.1.2 There are currently 12 licensed HMOs in Tonbridge & Malling and it is estimated this may increase by another 10 HMOs following the change in licensing criteria.

1.1.3 The aim of licensing is to improve the controls on HMOs and to raise the standard of some of the highest risk properties that are often occupied by some of the most vulnerable people, whilst maintaining an adequate supply of rented accommodation.

1.1.4 The licence is for a maximum of five years and cannot be transferred. The licence can end as a result of the passage of time, the death of the licence holder, the sale of the property or the revocation of the licence by the Council. The licence is held on a public register maintained by the Council.

1.1.5 Following a review of administrative costs and using the same HMO licence fee cost calculator developed by the Kent and Medway local authorities that has

previously been used, the proposed revised charges are detailed in the table below:

Service	Current Charge	Recommended Charge	Predicted Income Full Year 2019/20
New HMO licence application fee	£480	£524	£1572 for three new licence applications
Renewal of an HMO Licence application	£360	£483	£966 for two licence renewals due in this period

- 1.1.6 The charge for a new HMO licence application fee is comparable to our neighbouring Kent authorities of Maidstone at £525, Tunbridge Wells at £575 and Sevenoaks at £650. Over the five year period the fee of £524 equates to approximately a cost of £105 per annum and £9 per month.
- 1.1.7 The review of the costs to process the renewal of a HMO licence has found the costs are not that dissimilar to processing a new application, hence the greater increase compared to the current charge. The charge for the renewal of a HMO licence application is comparable to our neighbouring authorities of Maidstone at £485, Tunbridge Wells of £460 and £412 for Sevenoaks. This lower cost is attributed to the reduced inspection time as it is just the case of checking the layout and amenities of the property have not changed since the last application.

1.2 Caravan Site Licensing

- 1.2.1 The Mobile Homes Act 2013 amended the Caravan Sites and Control of Development Act 1960 to allow local authorities from the 1 April 2014 to charge a fee for the licensing of residential mobile (park) home sites (“relevant protected sites”) and recover their costs in undertaking this function.
- 1.2.2 A caravan site must have planning consent for use as a caravan site before it can be licensed and once licensed it remains in perpetuity until a change of use or planning consent has expired.
- 1.2.3 Following a review of administrative costs associated with charging for caravan site licences based on our experience over the last twelve months the proposed revised charges are shown in the table below:

Service	Current Charge	Recommended Charge	Predicted Income Full Year 2019/20
New caravan site licence application fee	£350	£380	£380 for one new licence application
Transfer of a caravan site licence	£125	£180	£360 based on the transfer of two caravan site licences

1.2.4 The charge for a new caravan site licence and the transfer of a caravan site licence is comparable to Tunbridge Wells where the cost is £300 and £175 respectively. Sevenoaks do not currently charge a fee for licensing of residential mobile home sites.

1.3 Legal Implications

1.3.1 The Council is legally required to licence certain HMOs and caravan sites under the Housing Act 2004 Part 2 and the Caravan Sites and Control of Development Act 1960 (as amended by the Mobile Homes Act 2013) respectively. For this licensing function they may charge a fee to fund the costs to process an application.

1.4 Financial and Value for Money Considerations

1.4.1 The cost to process the HMO and caravan site licence application is reflected in the fee charged to the applicant. Therefore, there should be no additional financial and value for money considerations.

1.5 Risk Assessment

1.5.1 There are no risks associated with this report.

1.6 Recommendations

1.6.1 Members are RECOMMENDED to AGREE charges from the 1 April 2019 for the following:

- £524 for a new mandatory HMO licence application;
- £483 for the renewal of a mandatory HMO licence application;
- £380 for a new caravan site licence where the use of the site is for permanent residential use; and
- £180 for the transfer of a caravan site licence for a permanent residential use site,

Background papers:

Nil

contact: Hazel Skinner
Linda Hibbs

Adrian Stanfield
Director of Central Services

TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

12 November 2018

Report of the Director of Central Services

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 PRIVATE SECTOR HOUSING STOCK CONDITION MODELLING EXERCISE

Summary

This report outlines the Council's approach to undertaking a private sector housing stock modelling exercise to update on the current stock condition and inform future policies and targeting of housing resources and services. The cost of the modelling exercise is contained in Part 2 of the Board papers.

1.1 Background

- 1.1.1 The Council has a legal duty under the Housing Act 2004 to keep the housing conditions in their area under regular review. This duty is usually met by undertaking a house condition survey on a regular basis, approximately every five years.
- 1.1.2 In 2013 the Building Research Establishment (BRE) undertook a private sector stock modelling exercise for the Council. A further stock modelling exercise is now proposed and this latest modelling will include some additional features.

1.2 Stock Modelling Approach

- 1.2.1 A housing stock modelling approach produces a series of models describing the housing conditions in an area. It is a desk top model approach utilising data from national datasets, such as the English House Condition Survey, and basic dwelling information. The model data is provided as a database and presented in spreadsheet form and as a series of maps illustrating the following housing indicators across the Borough:

- Category 1 Housing Health and Safety Rating System (HHSRS) hazard;
- Category 1 hazard for excess cold;
- Category 1 hazard for falls;

- estimated Standard Assessment Procedure (SAP) rating, energy efficiency rating of a building - referred to as 'Simple SAP' to emphasise its origin from a reduced set of variables;
- presence of a household in fuel poverty;
- indication of disrepair in relation to the Decent Homes standard; and
- presence of a vulnerable household where a member of the household is in receipt of an income related benefit.

1.2.2 The presence of category 1 HHSRS hazards indicates the residential accommodation does not meet the minimum standard for housing. The category 1 hazards for excess cold and falls gives a link with the key health related determinants for excess winter deaths and hip fracture in 65 year olds and over. The SAP rating gives an indication of the energy efficiency rating of the property.

1.2.3 These indicators provide useful information that we can use as the evidence base for any housing and health related strategies and targeting of financial assistance under our Housing Assistance policy. There is no doubt that extensive use has been made of the previous modelling exercise in shaping our Housing Assistance policy and enabling us to focus our scarce resources.

1.2.4 The BRE will also develop an authority wide integrated house condition and energy database. They identify likely sources of data and how these can be combined into the BRE modelled data and they present a series of options from which the Council can choose.

1.2.5 The BRE says '*The models can, in our view, be successfully enhanced by using the council's own data where these are available. The major advantage of using the authority's own data is that it reduces the reliance on modelled data by replacing either input or output variables with real values*'.

1.2.6 Officers have considered a range of additional local data options and have decided on the following:

- Basic integration of Energy Performance Certificate data (EPC)
- Integration of Energy Efficiency and Energy Planning Variables (BRE modelled data not sourced from EPCs)
- Local Land and Property Gazetteer integration to enable local benefit data integration, local Building Control/Planning variables integration and additional analysis and report writing to produce an Integrated Database Report.

1.2.7 This additional authority wide integrated house condition and energy database is also available via BRE's on line platform, the BRE Housing Stock Condition Database (HSCD). This provides dwelling level data from the modelled data and enables local authorities to update, view and query their own local data. The dwelling level data can be downloaded from the HSCD.

- 1.2.8 The findings from the stock modelling data and maps will be reported to Members at a future meeting of this Board.

1.3 Legal Implications

- 1.3.1 The Council has a legal duty under the Housing Act 2004 to keep the housing conditions in their area under regular review. This modelling exercise plays a key role in fulfilling this duty.

1.4 Financial and Value for Money Considerations

- 1.4.1 The BRE has provided a quote for the housing stock modelling exercise and housing stock model report and database. This quote (which is commercially sensitive) is detailed in Part 2 of the Board papers.
- 1.4.2 In accordance with Rule 13 of the Contract Procedure Rules, a waiver will be sought from the Chief Executive and the Director of Finance & Transformation in order to authorise the award of a contract to BRE without obtaining at least three written quotes in advance. The waiver will be sought on the basis that the BRE are the only contractor who can provide this detailed and specialist work as a complete package.
- 1.4.3 The cost of the survey will be covered using the Housing Survey Reserve.

1.5 Risk Assessment

- 1.5.1 Failing to review housing conditions in our area will result in a failing to meet our statutory requirements. It is also important to have up to date information so that any financial assistance offered to improve housing conditions is spent wisely and targeted to best effect to achieve the desired outcomes.

1.6 Recommendations

- 1.6.1 Subject to agreement to the cost detailed in Part 2 of the Board papers, Members are **RECOMMENDED** to **AGREE** the instruction of BRE to undertake a housing stock modelling exercise and to develop an authority wide integrated house condition and energy database.

The Director of Central Services confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:
Nil

contact: Linda Hibbs

Adrian Stanfield
Director of Central Service

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

12 November 2018

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 CAPITAL PLAN PROJECTS

Summary

This report advises Members of progress with key projects included in the Council's Capital Plan and brings forward four Post Implementation Reviews for consideration and approval.

1.1 Introduction

- 1.1.1 It is important that progress on the Council's Capital Plan programme is kept under regular review and a number of key projects have been updated below. In addition, a full update reflecting all current List A schemes relevant to this Board is attached at **[Annex 1]** for information.
- 1.1.2 Capital Plan schemes are also subject to Post Implementation Reviews (PIR) after completion to assess their success against identified targets. In accordance with the Capital Strategy relevant PIR's will be submitted to this Board for approval and presented in accordance with the approved template. Four PIRs have been brought forward for Member consideration and are detailed at **[Annexes 2-5]**.

1.2 PIR - Haysden Country Park – Extension of Play Area

- 1.2.1 The scheme looked to extend the existing play area at the Country Park providing an enhanced range of facilities for visitors. The scheme was delivered in-line with budget and achieved the identified targets. The scheme was fully funded through external funding including a successful application of £50,000 from SITA. A full copy of the PIR can be found at **[Annex 2]**

1.3 PIR - Haysden Country Park – Site Improvements

- 1.3.1 The scheme delivered a number of improvements to the western end of Barden Lake. Works included revetment, marginal planting and the provision of new paths and picnic benches. The works have transformed the visual quality of this area of the Park and were delivered in partnership with local volunteers. The total project cost was £54,576 with an external funding contribution of £43,563 from the Cory

Trust and developer contributions. A full copy of the PIR can be found at **[Annex 3]**

1.4 PIR – Larkfield Leisure Centre Pool Disinfection

1.4.1 The scheme was designed to enhance the existing plant that provides disinfection of the pools with Ultra Violet dosing and auto backwashing. The project aimed to improve reliability and efficiency and these objectives have been met. A full copy of the PIR can be found at **[Annex 4]**

1.5 PIR – Public Open Space – Site Improvements

1.5.1 The scheme has seen improvements made to a number of Public Open Spaces across the borough including Scotchers Field, Tonbridge and Leybourne Lakes Country Park. The scheme was delivered within budget and met the targets set. The total project cost was £97,474 and was fully funded through developer contributions. A full copy of the PIR can be found at **[Annex 5]**

1.6 Leybourne Lakes Country Park – Development Opportunities

1.6.1 Members will be aware that the Council is investigating the potential outsourcing of the management of Leybourne Lakes Country Park. As previously reported to Members of this Board in July it is the intention to go out to tender prior to Christmas and Officers have been in the process of developing the tender documents. It is then the intention to report the outcome of the procurement exercise back to this Board in either February or May 2019 for Member consideration.

1.6.2 Prior to any potential transfer, the Council is intending to undertake necessary path refurbishment works to priority areas within the Park. These works are estimated at £6,000, are fully funded through developer contributions and are due to take place before the end of the calendar year.

1.7 Wouldham River Wall

1.7.1 Extensive monitoring of movement in the river wall has recently been undertaken by a specialist consultant over a period of six months. The consultant's report highlighted little movement in the wall, with no recordings showing any need for concern.

1.7.2 The readings were shared with local Members and Wouldham Parish Council and it was agreed that strengthening/rebuilding of the wall was not currently required and further monitoring would take place over the next 5 years to determine the way forward in the longer term. Results will be shared annually with the Parish Council and local Members.

1.7.3 Funding for the project will be retained in the Capital Plan and reprogrammed to 2023/24, when a further review will be undertaken.

1.7.4 In the meantime works have been programmed to replace the public path through the public open space adjacent to the wall and a number of small improvements to the area have also been progressed in liaison with the Parish Council.

1.8 Haysden Country Park – Additional Car Parking

1.8.1 Members will be aware that at peak times the current main Country Park car park was struggling to accommodate visitor demand, with cars parking along the main driveway or not being able to park at all. In response to this, temporary measures were put in place last summer and included the removal of the raised beds in the car park and clearance to the end of the existing overflow car park to create approximately 10 additional spaces. Additional temporary parking was also created within Tile Barn Field that lies beyond the end of the existing overflow car park. This created approximately 70 additional temporary parking spaces.

1.8.2 I am pleased to advise Members that the works to formalise the temporary parking arrangements in Tile Barn Field have now been completed. A budget allocation of £30,000 was approved within the Capital Plan and the full cost of the scheme was met through developer contributions. The project was delivered under budget at £23,164.

1.9 Haysden Country Park – Sewage Treatment Facility

1.9.1 The current sewage treatment plant that serves the toilets at the Country Park was installed in 2008 and, at the time, adequately served the needs of the Park. Recent investments in the site, including improved catering, an extended play area and other landscape works has resulted in a notable increase in the Park's popularity and it is apparent that the current sewage system is struggling to cope.

1.9.2 As a result of increased use, public complaints have been raised regarding undesirable smells, periodic closures of the toilets have been required and there are concerns over the future ability to comply with legal discharge requirements.

1.9.3 A Capital Plan Evaluation for the replacement of the sewage system was taken to and approved by Members of the Finance, Innovation and Property Advisory Board on the 3 January 2018. Budget allocation within the Capital Plan is £75,000 and the scheme is to be fully funded through external funding. Detailed options for replacement are currently being developed and it is envisaged that the works will take place within the next 12 months.

1.10 Tonbridge Cemetery – Path Works

1.10.1 As part of a programmed inspection, the Council's Health and Safety Officer undertook a review of the site in 2017. Recommendations included upgrading a specific section of path within the site with works to take place in 2018.

1.10.2 A Capital Plan Evaluation for path improvements was taken to, and approved by, Members of the Finance, Innovation and Property Advisory Board on the 3

January 2018. Budget allocation within the Capital Plan is £15,000. The scheme is being fully funded through external funding sources.

1.10.3 I can advise that the path works have been ordered (at a cost of £17,472.00) and work will commence on 15 October 2018 and be finished within 2 weeks.

1.11 Tonbridge to Penshurst Cycle Route Refurbishment

1.11.1 The cycle route has now been in place for over 10 years and has proved to be extremely popular. Whilst the surface has weathered well, refurbishment is required and will be undertaken on a phased and priority basis.

1.11.2 The priority section for refurbishment runs to the rear of Tonbridge Racecourse Sportsground and has shown significant signs of wear with potholing and cracking. This section caters for cyclists, walkers and forms part of the route of the highly successful Parkrun event that sees over 500 runners using this route on a weekly basis.

1.11.3 A Capital Plan Evaluation for refurbishment was taken to, and approved by, Members of the Finance, Innovation and Property Advisory Board on the 3 January 2018. Budget allocation within the Capital Plan is £60,000.

1.11.4 The scheme has been fully funded through external sources, with a successful grant application to the Istock Enover Trust (£15,200) financial support from Kent County Council, Public Rights of Way (£10,000), and the remaining balance met from developer contributions.

1.11.5 I am pleased to advise Members that all works were completed in time for the school summer holidays and the project was delivered under budget at a cost of £36,847.

1.12 Tonbridge Racecourse Sportsground Rugby Pitch Drainage

1.12.1 Whilst recognising that the existing rugby pitches are located on a floodplain, recent years have seen an increase in the number of occasions and duration of flooding. In particular it has been taking a longer time for the pitches to drain, resulting in the pitches being unavailable for use.

1.12.2 The Council has been working in close liaison with the Tonbridge Juddians Rugby Football Club and the Chairman of Tonbridge Sports Association over previous years to address this issue and a number of options have been investigated and actioned. Following a review by an external consultant, it is now proposed that an active drainage system be installed at the site.

1.12.3 A Capital Plan Evaluation for the installation of an active drainage system was taken to, and approved by, Members of the Finance, Innovation and Property Advisory Board on the 3 January 2018 with a budget allocation within the Capital Plan of £25,000. This has now been reduced to £16,000 following a more detailed

evaluation of the works. The scheme is to be fully funded through external funding.

- 1.12.4 Following liaison with the Rugby Club it has been agreed to monitor water levels in the area over autumn/winter of this year, with works being undertaken in spring 2019.

1.13 Legal Implications

- 1.13.1 All projects will be/are being delivered in accordance with the Council's adopted Procurement Rules and Procedures.

1.14 Financial and Value for Money Considerations

- 1.14.1 As identified within the report and shown at **[Annexes 2-5]** in relation to specific Post Implementation Reviews. Members will note that the majority of projects within List A of the Capital Plan have been delivered, with a significant proportion of costs being met through external funding.

1.15 Risk Assessment

- 1.15.1 A number of existing controls are in place to help deliver projects in accordance with the design brief, on timescale and within budget. These controls include the preparation of design briefs, use of consultant teams where applicable, compliance with Contract and Financial Procedure Rules, an Officer Study Team approach and regular reports to Management Team and Members.

1.16 Equality Impact Assessment

- 1.16.1 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.

1.17 Policy Considerations

- 1.17.1 Asset Management, Biodiversity & Sustainability, Community, Health and Safety and Young People.

1.18 Recommendations

- 1.18.1 It is **RECOMMENDED TO CABINET** that:

- 1) The updates on the current schemes within the Capital Plan, as shown at **[Annex 1]**, be noted;
- 2) the Post Implementation Review for Haysden Country Park Extension Play Area as shown at **[Annex 2]** be approved;
- 3) the Post Implementation Review for Haysden Country Park Site Improvements as shown at **[Annex 3]** be approved;

- 4) the Post Implementation Review for Larkfield Leisure Centre Pool Disinfection as shown at **[Annex 4]** be approved; and
- 5) the Post Implementation Review for Public Open Space Site Improvements as shown at **[Annex 5]** be approved.

The Director of Street Scene, Leisure & Technical Services confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Mike Harris

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

CAPITAL PLAN PROGRESS
COMMUNITIES & HOUSING ADVISORY BOARD – MONDAY 12TH NOVEMBER 2018

	Corporate aims & priorities	Expenditure to 31.03.18 £'000	2018/19 Estimate £'000	2019/2024 Estimate £'000	Estimated Scheme Total	Notes
Larkfield Leisure Centre						
a) Refurbishment of Lifestyles Health Suite (Less TMLT Contribution)	1(key), 1g, 3(key), 3a	429 (62)	3		432 (62)	Scheme included the provision of a new spa bath, sauna, steam room and ventilation system. The new facility was formally opened on 15 th March 2016. Scheme completed.
b) Ventilation and Boiler Replacement	1, 3		505		505	Please see separate Report on these papers.
Land Drainage/Flood Defence						
(a) Wouldham River Wall	2(key), 2g, 2h, 2i	2	998		1,000	Strengthening/rebuilding to address movement detected in the retaining wall between the public open space and the River Medway. Wall recently monitored by external consultant to determine timescale of works. Monitoring revealed only minimal movement. Following liaison with local Members and Wouldham Parish Council, it was agreed to continue to monitor the wall over the next 5 years to determine the way forward in the longer term. In the meantime works to the public pathway adjacent to the wall progressed and minor improvements to the public open space implemented.
Sportsgrounds						
a) Tonbridge School Athletics Track Improvements Less developer contribution	3(key), 3a, 4(key), 4e		161 (161)		161 (161)	Refurbishment of the existing track and replacement of floodlights which provides community use via formal agreement between the Council and the School. Works proposed

	Corporate aims & priorities	Expenditure to 31.03.18 £'000	2018/19 Estimate £'000	2019/2024 Estimate £'000	Estimated Scheme Total	Notes
b) Racecourse Sports Ground Riverside Revetment Less Grants	7d, 8b, 8a	4	116 (28)		120 (28)	to take place in 2018/19 in partnership with school. Replace sections of the existing wooden revetment which is now failing and causing erosion of the riverbank at Tonbridge Racecourse Sports Ground. Scheme is part funded by grant from the Environment Agency. Works currently being priced.
c) Racecourse Sports Ground Rugby Pitch Drainage Less developer contributions	2		16 (8)		16 (8)	To improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are subject to regular flooding. To maintain and enhance use. Monitoring to take place over forthcoming months prior to works being undertaken in spring 2019.
Open Space						
a) Public Open Spaces Site Improvements Phase 2 Less developer contribution	3e, 7a, 7b, 7c, 7d, 7g(key), 8a(key), 8b, 11a(key), 18a	57 (57)	12 (12)		69 (69)	Improvements to a number of open spaces in Tonbridge including St Philips Church, Frogsbridge, Woodlands Walk and Brungers Pond. Installation of new play equipment at Frogsbridge and new play area at St Philips complete.

Corporate aims & priorities

1 = to meet legislative requirements including health and safety obligations

2 = funded from external resources

3 = reduce revenue expenditure and/or generate income

	Corporate aims & priorities	Expenditure to 31.03.18 £'000	2018/19 Estimate £'000	2019/2024 Estimate £'000	Estimated Scheme Total	Notes
b) Haysden Country Park Car Park Extension Less developer contributions	2, 3		30 (30)		30 (30)	To increase car parking capacity in response to visitor demand. Scheme completed.
c) Haysden Country Park Sewage Treatment Less developer contributions	1, 2		75 (75)		75 (75)	To replace the existing Haysden Country Park sewage facility to meet current customer demand and legal environmental requirements. Options currently being appraised with works planned for next financial year.
Other Schemes						
a) Tonbridge Cemetery i) Memorial Safety Less developer contribution	7d	92 (3)	19		111 (3)	Provisions based on Local Government Ombudsman's recommendation to inspect/repair memorials every five years. Inspections currently being undertaken.
b) Tonbridge Cemetery Path Works Less developer contributions	1, 2		15 (15)		15 (15)	To undertake path improvements following a previous inspection undertaken by the Council's Health & Safety Officer.

Corporate aims & priorities

1 = to meet legislative requirements including health and safety obligations

2 = funded from external resources

3 = reduce revenue expenditure and/or generate income

	Corporate aims & priorities	Expenditure to 31.03.18 £'000	2018/19 Estimate £'000	2019/2024 Estimate £'000	Estimated Scheme Total	Notes
c) Tonbridge to Penshurst Cycle Route Refurbishment Less developer contributions	1, 2		60 (60)		60 (60)	To repair/refurbish identified sections of the Tonbridge to Penshurst cycle route. Scheme completed.
d) Community Group Funding	7b, 7c, 7d, 8a (key)	n/a	8	40	48	Funding for community groups to undertake small capital projects at a number of outdoor leisure facilities/areas where user groups are actively involved in the management of the Council's facilities. Including Tonbridge Allotments and Gardens Association, Platt Wood and Basted Mill.
Capital Renewals						
a) Angel Centre		n/a	250	395	645	Provision for renewal of life-expired or obsolete assets. Renewals schedule subject to annual review
b) Larkfield Leisure Centre		n/a	525	645	1,170	
c) Tonbridge Swimming Pool		n/a	171	270	441	
d) Sportsgrounds and Open Spaces		n/a	177	537	714	
e) Poult Wood Golf Centre						Provisions reviewed by Overview and Scrutiny Committee January 2015. Savings target for 2016/17 onwards relates to Trust renewals only. Savings in respect of non-Trust items embedded within detailed renewals schedules by extending asset life.
i) Grounds Maintenance		n/a	86	207	293	
ii) Clubhouse		n/a	101	78	179	
iii) Course		n/a	72	23	95	
f) Provision for inflation Savings target (assumes 25%)		n/a n/a	36 (310)	164 (446)	200 (756)	

Corporate aims & priorities

1 = to meet legislative requirements including health and safety obligations

2 = funded from external resources

3 = reduce revenue expenditure and/or generate income

	Corporate aims & priorities	Expenditure to 31.03.18 £'000	2018/19 Estimate £'000	2019/2024 Estimate £'000	Estimated Scheme Total	Notes
Total		462	2737	1913	5112	

Corporate aims & priorities

1 = to meet legislative requirements including health and safety obligations

2 = funded from external resources

3 = reduce revenue expenditure and/or generate income

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Capital Plan Post Implementation Review	
Service:	Street Scene, Leisure and Technical Services
Scheme Title:	Haysden Country Park – Extension of Play Area
Scheme Description:	The scheme is to supply and install a range of additional play equipment to enhance facilities already provided in the Haysden Country Park play area.
Evaluation:	Finance and Property Advisory Board January 2016
Capital Plan Year(s)	2016/17
Approved budget	£61,000 including a £6,000 third party contribution. Gross cost offset by grants and contributions of £50,000. Additional funding opportunities being sought which may reduce the current project shortfall of £11,000.
National Priorities	Reducing childhood obesity, increasing child participation/activity and promoting healthier lifestyles.
Local Priorities	1g Increasing usage levels at, and revenue from, our leisure facilities; 1j Identifying new sources of external funding to support capital schemes; 3 (Key) Healthy living opportunities and community well-being; 3a Encouraging physical activity and exercise, and reducing obesity.
Targets for judging success:	(a) Increased range of free play facilities accessible to the public. (b) Improvement in satisfaction surveys.
Completion date (work completed):	June 2016
Completion date (final payment):	August 2016
Projected date for post implementation review:	Twelve months after completion
Final cost:	£61,494 met in full from external funding.
Performance against National and Local Priorities and Targets:	The project has been successful in providing additional opportunities for play at the Country Park and has supported increased site usage of the site and increased income through the car park. The scheme was supported by an external grant of £50,000 from SITA.
Budget performance / Value for money:	Scheme delivered in-line with budget.
Other performance / procurement issues:	None
Ongoing / Outstanding issues:	None

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Capital Plan Post Implementation Review	
Service:	Street Scene, Leisure and Technical Services
Scheme Title:	Haysden Country Park: Site Improvements
Scheme Description:	General site improvements to include proposals brought forward by Haysden Country Park volunteers. Works to include improvements to the western end of Barden Lake.
Evaluation:	Cabinet March 2016
Capital Plan Year(s)	2016/17
Approved budget	£49,500 including a £3,500 third party payment. Net cost to Council estimated at £11,867 after deducting partnership contributions.
National Priorities	Reducing childhood obesity, increasing child participation/activity and promoting healthier lifestyles.
Local Priorities	1i) Identifying new sources of external funding to support capital schemes. 2d) Further working with our communities. 2g) Improving public open spaces and enabling everyone to enjoy them in safety. 2h) Improving the appearance and quality of the Council's leisure facilities. 4e) Further improving local play and leisure facilities
Targets for judging success:	(a) Increased range of facilities available to the public. (b) Reduced bank erosion. (c) Sustaining/Improving visitor satisfaction surveys. (d) Reduce flooding.
Completion date (work completed):	October 2016
Completion date (final payment):	November 2016
Projected date for post implementation review:	Twelve months after completion
Final cost:	£54,576 gross expenditure less contributions of £43,563.
Performance against National and Local Priorities and Targets:	The project has made significant improvements to the visual quality of the site and enhanced both biodiversity and bank protection. The scheme was delivered in partnership with the community, with the planting being undertaken by local volunteers.
Budget performance / Value for money:	Additional £5,076 expenditure supported by additional partnership contributions. Net cost to Council £11,013 in-line with budget. Partnership contributions included £35,000 from the Cory Trust.
Other performance / procurement issues:	None
Ongoing / Outstanding issues:	None

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Capital Plan Post Implementation Review	
Service:	Street Scene, Leisure and Technical Services
Scheme Title:	Larkfield Leisure Centre Pool Disinfection
Scheme Description:	The scheme is designed to enhance the existing plant that provides disinfection of the pools with Ultra Violet dosing and auto backwashing plant to all pools. Ultra Violet dosing has previously been installed at Tonbridge Swimming Pool and takes advantage of newer, cleaner technology. The new plant will improve reliability and efficiency of the pool disinfection system and produce energy savings from increased plant efficiency. This installation will enable the operator to meet guidance on water quality and has been recommended by the Health & Safety Executive.
Evaluation:	Finance and Property Advisory Board January 2015
Capital Plan Year(s)	2015/16
Approved budget	£150,000
National Priorities	Climate Change.
Local Priorities	7c Improve the quality and sustainability of the Council's leisure facilities and services; 12a (key) Work with partners to make a positive local contribution to tackling the causes and effect of climate change; 13b (key) Work with partners to promote, encourage and provide opportunities for healthy living; 18a – Improve the fabric of our leisure facilities and access for all.
Targets for judging success:	(a) Reduced maintenance, utility and chemical costs. (b) Improved pool water quality in line with industry guidance.
Completion date (work completed):	September 2015
Completion date (final payment):	October 2016
Projected date for post implementation review:	Twelve months after completion
Final cost:	£148,428
Performance against National and Local Priorities and Targets:	Maintenance requirements have reduced, the system is more efficient, water quality has improved and there have been notable improvements in customer satisfaction.
Budget performance / Value for money:	Scheme completed within budget.
Other performance / procurement issues:	None
Ongoing / Outstanding issues:	None

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Capital Plan Post Implementation Review	
Service:	Street Scene, Leisure and Technical Services
Scheme Title:	Public Open Spaces: Site Improvements
Scheme Description:	The scheme proposes improvements to Scotchers Field, Tonbridge and Leybourne Lakes to address anti-social behaviour, health and safety, access and issues raised by local residents.
Evaluation:	Finance and Property Advisory Board January 2011
Capital Plan Year(s)	2011/12
Approved budget	£99,000
National Priorities	Healthy Living.
Local Priorities	7g (key) Involve, safeguard and meet the needs of children and young people; 8a (key) Achieve a cleaner smarter and better maintained street scene and open space environment; 13b (key) Work with partners to promote, encourage and provide opportunities for healthy living.
Targets for judging success:	(a) Enhancement play facilities. (b) Meeting the needs of local residents.
Completion date (work completed):	June 2016
Completion date (final payment):	June 2016
Projected date for post implementation review:	Twelve months after completion
Final cost:	£97,474 met in full from developer contributions.
Performance against National and Local Priorities and Targets:	The scheme delivered a range of additional play facilities in the area which were well received and remain well used by the local community.
Budget performance / Value for money:	Scheme completed within budget.
Other performance / procurement issues:	None
Ongoing / Outstanding issues:	None

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

12 November 2018

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 COMMUNITY FAIR UPDATE

To provide an update on the recent Community Fair held in Tonbridge and to seek approval to hold a similar event in 2019.

1.1 Background

- 1.1.1 During a meeting of the Tonbridge and Malling Local Strategic Partnership (LSP) earlier in the year, partners agreed that there was a need to promote local charities and organisations in order to raise awareness of the benefits of volunteering. A task and finish group was established to progress this initiative and the decision to hold a “Community Fair” in September 2018, at the Angel Centre in Tonbridge was agreed.
- 1.1.2 Partners from the LSP, agreed that Stronger Kent Communities (SKC) would be best placed to help with the delivery of this event. SKC provides support to voluntary sector organisations in Kent. They are a consortium of 11 different organisations working across Kent to support and empower the voluntary sector to make communities in Kent fairer and stronger.
- 1.1.3 In addition to SKC, the Tonbridge and Malling Seniors Forum (TAMS) were also involved in the event, as the timing fitted with their annual Seniors Information and Advice Day, which would feature many of the same organisations and charities.

1.2 Community Fair

- 1.2.1 The event took place on the 22 September in the Medway Hall of the Angel Centre. Nicolas Heslop provided the opening speech as Chairman of Tonbridge & Malling LSP as well as representing TMBC (as the Mayor was unfortunately unable to attend).
- 1.2.2 Whilst our main aim was to promote volunteering opportunities, the focus of the advertising and engagement was on a general “Community Fair” as it was felt that this would appeal to a broader audience. The event successfully promoted and celebrated local charities, community groups and hobby/interest groups. It

provided an excellent networking opportunity for all involved as well as encouraging members of the public to find out more about opportunities available to them locally.

- 1.2.3 A TMBC stand provided information on all of our available volunteering opportunities such as the country park volunteer schemes, walk leader volunteers and litter picking activities. In addition to this, information and advice leaflets were available to promote and raise awareness of all TMBC services. We also had a “One You” Health Advisor available to promote health campaigns and offer health tips and advice.
- 1.2.4 It is estimated that over the 2 hour session, just under 200 people attended the event, to see the 46 different local groups and organisations who attended. A summary of the feedback received from the organisations who took part is included at Annex 1. The feedback received is extremely positive with support for a similar event next year.

1.3 Future Events

- 1.3.1 To build on the success of this year, it is suggested that another event is planned for autumn 2019. Ideally this would be a larger event, either using the bigger sports hall and/or including the Riverside Suite. Additional space would allow more organisations to get involved and could provide opportunities for organisations to run brief workshops, taster sessions or deliver short talks about the opportunities and events that are available.
- 1.3.2 Any future event would be a partnership project with SKC and again would involve members of the LSP and the TAMS Forum.

1.4 Legal Implications

- 1.4.1 N/A

1.5 Financial and Value for Money Considerations

- 1.5.1 Hall hire and refreshment costs for the event were met by SKC who have a budget to deliver community fairs across Kent. It is anticipated that the same arrangements would be in place for any future events, with costs therefore being limited to staff time to assist with the organisation and set up.

1.6 Risk Assessment

- 1.6.1 N/A

1.7 Recommendation

- 1.7.1 Following the success of the recent Community Fair an additional event **BE AGREED** for autumn 2019.

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Gill Fox

Nil

Julie Beilby
Chief Executive

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Feedback from organisations who attended the Community Fair on Saturday 22 September, 2018:

- Very good atmosphere
- Good mixture of stalls. Nice to have singing and dancing on the stage
- Many thanks for organising this important event. It should be held again. Opportunities to network are very important. Suggest an earlier start say 10am as many people shop early to get parking. The event was very useful for volunteering and sharing community information, linking in to enhance each other's' services.
- Tea and coffee well organised. Good table and seating provided. Timing - Sat daytime good. 2 hours adequate.
- I just wanted to thank you for a great event on Saturday, it had a great vibe and lots of networking and details shared. I intended to introduce myself a bit better and have a chat but it got so busy and went so quickly. I thought it was particularly lovely to have dancing and choir too, made for a fab event. We would definitely be interested in future events. The only negative is I didn't get a chance to visit all the fab stalls myself, I will have to come earlier next time!
- Thank you very much for your hard work in setting up this event. It was most interesting to see all the stalls there - such a mixture! Thank you for giving our stall extra space. Obviously someone has to be at the end - so we did not get all the visitors that we would have liked - but we appreciated being with you. There was a very positive buzz. I do wonder how many of those going around were nothing to do with any of the stalls - publicity for events like this is so hard - there are so many people in Tonbridge now with the ever expanding housing in this area. The Medway Hall seemed too small because there is so much going on in our town!! I do hope you were pleased and I would be interested to know if this event can be developed / repeated / same venue / different venue / same day and time etc
- (What could be improved) Nothing except please make dedicated parking available for stallholders
- Everything in place and marketing great. Can't make people come along.
- The music contribution appreciated. Great opportunity to network. Hall/ location is great.
- Well organised event!
- More space for the public to walk
- Pre-event publicity
- Better Publicity especially focused on younger people please!
- Would a greater presence in town improve footfall? Empty shops etc.....?
- More sports featured
- Better advertising would ensure more people could participate in the event.

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

18 October 2018

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Information

1 LEISURE TRUST UPDATE

Summary

This report reviews the recent performance of the Tonbridge and Malling Leisure Trust and updates on the capital plan schemes for Larkfield Leisure Centre.

1.1 Background

1.1.1 Members will be aware that the Tonbridge and Malling Leisure Trust (Trust) has been responsible for the management of the Council's leisure facilities since 1 November 2013. The Trust manages the Council's main leisure facilities that include the Angel Centre, Tonbridge, Larkfield Leisure Centre, Tonbridge Swimming Pool and Poulton Wood Golf Centre.

1.1.2 Regular communication between the Council and the Trust has continued to take place since the transfer, supported by quarterly liaison meetings. The Trust supplies the Council with a set of monitoring reports and Key Performance Indicators, as detailed in the Management Agreement, with a key document being the Annual Service Delivery Plan. The Annual Service Delivery Plan incorporates the relevant Key Priorities of the Council, including the Local Environment, Health and Wellbeing, Children and Young People and Community Safety.

1.2 Review of Performance

1.2.1 The latest Annual Service Delivery Plan covers the first quarter 1 April to 30 June 2018 [**Annex 1**]. This is the first Delivery Plan presented in the new format with an accompanied balanced scorecard of key performance indicators [**Annex 2**] as agreed at a previous meeting on this Board.

1.2.2 Total income across all sites managed by the Leisure Trust is 1.2% ahead of targeted position, whilst expenditure is 0.3% above profile. This gives a bottom line position of £15,600 above profile or 11% ahead of target.

1.2.3 It is noted that fitness income is below target by 6.8%, although this is mainly a result of the later than anticipated opening of the new facilities at Larkfield Leisure

Centre and therefore a delay in the expected profiled income. The entry of new competition in Tonbridge has also contributed to a dip in income against target.

- 1.2.4 Courses income is buoyant at 16.7% ahead of target, with the swim school in particular performing well with in excess of 2,200 children attending each week.
- 1.2.5 The exceptional early season weather increased swimming usage and income at Tonbridge Swimming Pool and although this also had the opposite affect at Larkfield Leisure Centre it resulted in swimming income being marginally ahead of target overall.
- 1.2.6 Despite the warmer weather, gas consumption is above previous years and this is currently being investigated to understand the position. This has not impacted heavily on the expenditure of the Trust, however, due to a reduced tariff.
- 1.2.7 Customer feedback remains positive with the Net promoter score and Viewpoint scores high across all sites.

1.3 Larkfield Leisure Centre – Ventilation Refurbishment, Boiler and Roof Replacement

- 1.3.1 The existing ventilation system and boilers serving the leisure pool hall were installed in 1991 and 1981 respectively. A number of operational issues have been brought to the Council's attention relating to their poor performance including poor environmental conditions, excess heat, undesirable smells and condensation leading to slips, trips and falls.
- 1.3.2 An external specialist has undertaken a review, concluding that both items of plant have come to the end of their effective life, and do not operate at current energy efficiency standards. Replacement will ensure that the Leisure Centre operates reliably and efficiently in the future and protects the Council against unforeseen Loss of Income claims from the Leisure Trust due to failure of this plant and centre closure.
- 1.3.3 A Capital Plan Evaluation was taken to and approved by Members of the Finance, Innovation and Property Advisory Board on the 3 January 2018. Budget allocation within the Capital Plan is £505,000 alongside a revenue budget of £250,000 for a Loss of Income claim.
- 1.3.4 The existing barrel vault roof in the leisure pool hall has also reached the end of its useful life and the Council intends to replace it at the same time as carrying out the ventilation and boiler work. Linked to this, following a survey of the internal roof elements it has been recommended that the treatment of the internal roof metal supporting structure (space frame) has started to deteriorate and requires re-painting.

- 1.3.5 The Council will be working in close liaison with the Leisure Trust to establish the most appropriate time to undertake the works, which will involve a centre closure, to minimise both disruption to centre users and the loss of income.

1.4 Legal Implications

- 1.4.1 The management and development of facilities run by the Trust on the Council's behalf is in accordance with an approved Management Agreement.

1.5 Financial and Value for Money Considerations

- 1.5.1 The transfer to the Leisure Trust has made a significant contribution to the Council's savings, and further savings were made following the review of the Service Fee from the 1 April 2018. The financial performance of the Trust continues to be positive.

1.6 Risk Assessment

- 1.6.1 Health and safety arrangements are outlined in the Management Agreement with the Trust and are monitored through Key Performance Indicators. Regular site inspections are undertaken with spot checks and independent audits.

1.7 Policy Considerations

- 1.7.1 Asset Management, Community, Healthy Lifestyles, Young People.

Background papers:

Nil

contact: Stephen Gregg

Robert Styles

Director of Street Scene, Leisure & Technical Services

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ANNUAL SERVICE DELIVERY PLAN

1 April 2018 to 30 June 2018



INTRODUCTION

Tonbridge & Malling Leisure Trust entered a 20 year Management Agreement with Tonbridge & Malling Borough Council to operate the Council's major leisure facilities in the Borough in 2013. Delivery of the service is defined in 5-year tranches with a new Five Year Business Plan and Service Fee approved and agreed to commence on 1 April 2018.

The Annual Service Delivery Plan (ASDP) has been re-designed concurrent with the second 5-year period of the contractual arrangement and is focused on key issues facing the Trust over the next 12-month period. In order to meet the monitoring requirements of the contract and ensure the Council's desired outcomes are achieved the ASDP also outlines a broad range of Key Performance Indicators. These will be managed as a Balanced Scorecard with four interdependent perspectives providing a single score of the overarching performance against the Trust's vision and mission statement outlined in the Five Year Business Plan.

The ASDP will continue to be supported by specific action plans related to Health & Wellbeing, Environmental Management, Marketing and Health & Safety.

KEY OBJECTIVES

The Annual Service Delivery Plan Key Objectives are contained in the table below

2018/19 Annual Service Delivery Key Objectives	
1.	<p>Aim: Implement a Corporate Risk Register</p> <p>Action: Develop a risk-assessed approach to identified external risk factors. Introduce a register that identifies, examines and rates risk based on severity and likelihood of individual factors that could threaten the viability and stability of the Trust. Categorise risks and identify an 'owner' at EMT level of each risk factor responsible for ensuring existing controls are effectively managed and additional controls are implemented where possible.</p> <p>EMT Lead: Chief Executive</p> <p>Timescale: 31 October 2018</p> <p>Desired Outcomes: An approved Corporate Risk Register that is reviewed annually. Increased awareness and protection against identified corporate risks.</p> <p>Progress: Initial meeting held with SMT. Outline template considered.</p>
2.	<p>Aim: Re-development of the Angel Centre</p> <p>Action: Work with architects and development partner to produce options for the phased re-development of the Angel Centre in line with TMLT Five Year Business Plan. Produce a finalised report for the Trust Board and Council outlining development options, business case and identifying funding options.</p> <p>EMT Lead: Chief Executive</p> <p>Timescale: 31 March 2019</p> <p>Desired Outcomes: Phased re-development plan for the Angel Centre agreed and approved by TMBC. Cost certainty design and build contract offer. Funding identified. Full business plan identifying future revenue growth projections. Contract start date identified.</p> <p>Progress: Draft proposal identified and submitted to ALS for initial costings.</p>
3.	<p>Aim: Tender for contract to manage Leybourne Lakes Country Park.</p> <p>Action: Form working group to respond to tender invitation including legal advice as required. Assess management resources required and potential delivery partners to complete Master Plan proposal. Assess financial and commercial benefits. Identify investment opportunities and funding potential.</p> <p>EMT Lead: Chief Executive</p> <p>Timescale: Programme determined by TMBC</p> <p>Desired Outcomes: Tender win. Integration of LLCP into existing management structure and operational delivery. Delivery of Master Plan. Engage with TMBC in capital investment programme for LLCP.</p> <p>Progress: Awaiting report to CHAB in July 2018 and invitation to tender from TMBC.</p>

4.	<p>Aim: Launch of Larkfield Leisure Centre gym and studio re-development.</p> <p>Action: Maintain engagement with delivery partner and capital development project team. Engage with equipment suppliers for transition arrangements. Lead internal project team in respect of design and delivery of operational services. Implement sales and marketing strategy. Arrange formal opening.</p> <p>EMT Lead: Chief Executive</p> <p>Timescale: 1 July 2018</p> <p>Desired Outcomes: Project completion on time and on budget. Growth of group exercise programme including Les Mills Immersive programme. Successful gym equipment temporary arrangements and installation. Meet pre-sales target. Successful launch/opening event. Meet overall Year One financial target.</p> <p>Progress: Project completed 4 May (Phase 1) and 18 June (Phase 2). Temporary arrangements in place during equipment installation. Official opening 29 June 2018. Launch sales strategy implemented. Q1 financial target at 92.1%.</p>
5.	<p>Aim: Develop tactive150 programme</p> <p>Action: Review existing Health & Wellbeing Strategy and three-year action plan. Consider growth of health and wellbeing resources related to existing staff maternity leave and revised management arrangements. Develop links to range of external partners. Improve links to TMBC healthy living team and One You programme.</p> <p>EMT Lead: Chief Executive</p> <p>Timescale: 31 March 2019</p> <p>Desired Outcomes: Approved three-year action plan 2019 – 2022. Regular liaison with TMBC healthy living team. Review of GP Referral and weight management services. Development of strategic Partnership Plan. Increased tactive150 programme and attendances</p> <p>Progress: Draft action plan in progress. Review of Referral programme complete. tactive attendance figures being monitored.</p>
6.	<p>Aim: Compliance with General Data Protection Regulations.</p> <p>Action: In order to comply with the introduction of the new regulations which come into force on 25 May 2018 it is proposed to utilise external consultants to undertake an audit and provide a report against which an action plan can be produced. It will be incumbent upon the Trust to work with third party suppliers of IT, digital and other services to ensure a robust policy and operational approach.</p> <p>EMT Lead: Head of Business Development</p> <p>Timescale: 25 May 2018</p> <p>Desired Outcomes: An approved Data Protection Policy. Transparent and auditable management of data in accordance with the regulations. Staff trained to ensure compliance with the Policy.</p>

	<p>Confidence in third party supplier compliance.</p> <p>Progress: Audit action plan in place. Monthly team meetings to progress. Position at 25 May 2018 compliant. External DPO appointed. Training under consideration.</p>
7.	<p>Aim: Revise pay and contract strategy</p> <p>Action: Re-assess ongoing impact of NMW and NLW. Review existing contract arrangements and assess operational and financial impact of removal of variable hours contracts in favour of permanent contracts wherever possible in liaison with specialist legal advice. Review existing casual and permanent pay scales.</p> <p>EMT Lead: Head of Business Development</p> <p>Timescale: 31 December 2018</p> <p>Desired Outcomes: Approved approach to pay and contract strategy for 2018- 2023. Financial assessment of revised strategic approach. Best practice approach to contract arrangements. Improved recruitment and retention rates. Improved staff satisfaction results.</p> <p>Progress: Not progressed in Q1.</p>
8.	<p>Aim: Review HR function.</p> <p>Action: Review and determine current requirements including administrative, strategic and advisory needs. Review market opportunities for outsourced advisory services. Review current resources, qualification and expertise and consider structural review to incorporate permanent role. Investigate HR software options.</p> <p>EMT Lead: Head of Business Development</p> <p>Timescale: 30 June 2018</p> <p>Desired Outcomes: Approved HR strategy for 2018-2023. Access to expert HR advice and legislative change. Improved management of HR administration.</p> <p>Progress: On hold pending restructure to appoint new HR Manager in Q2.</p>
9.	<p>Aim: Implement new telephony arrangements across all sites.</p> <p>Action: Review existing arrangements at all sites. Investigate market and identify potential suppliers. Liaise with IT providers as required. Assess capital cost in liaison with TMBC and capital renewals provision. Identify potential for centralised call centre and/or use of non-geographic numbers.</p> <p>EMT Lead: Head of Business Development</p> <p>Timescale: 31 December 2018</p> <p>Desired Outcomes: Installation of Trust-wide integrated telephony service Improved telephone service for customers. Reduced bills. Consolidated maintenance agreement.</p> <p>Progress:</p>

	Not progressed in Q1.
10.	<p>Aim: Tender insurance contract</p> <p>Action: Review current cover arrangements and benchmark with Sporta/KALT colleagues. Investigate market. Prepare and issue invitation to tender. Evaluate and report to Board.</p> <p>EMT Lead: Head of Business Development</p> <p>Timescale: 1 November 2018</p> <p>Desired Outcomes: Best value three-year insurance arrangements in place. Relevant cover in place with well managed claims process.</p> <p>Progress: Initial meetings held to identify potential tenderers</p>
11.	<p>Aim: Investigate 50-week wet and dry side course programming.</p> <p>Action: Form working group to evaluate a move from current 45-week to 50-week programme from September 2018 using consultancy support as required. Consider customer survey and pool programming implications. Benchmark with other facilities. Consider and consult on teacher contract, recruitment and retention issues.</p> <p>EMT Lead: Head of Business Development</p> <p>Timescale: 1 September 2018</p> <p>Desired Outcomes: Additional income from coaching activities. Increased customer satisfaction. Improved recruitment and retention of teaching staff.</p> <p>Progress: Initial meeting held to discuss. Currently on hold pending major maintenance project.</p>
12.	<p>Aim: Implement Safeguarding Action Plan</p> <p>Action: Roll out Policy across all sites. Identify training plan to incorporate all staff. Maintain updated Action Plan and ensure reporting processes are embedded in operational practice.</p> <p>EMT Lead: Head of Operations</p> <p>Timescale: Ongoing</p> <p>Desired Outcomes: Increased staff awareness and competence around safeguarding. Implementation of Action Plan. Safer customers. Clear reporting procedures Annual report on safeguarding issues to the Board.</p> <p>Progress: Policy approved and action plan in place. Training plan agreed and progressing. Annual report to Board scheduled for Q2.</p>

13.	<p>Aim: Further increase apprentice opportunities throughout the Trust</p> <p>Action: Review current contract with training provider. Establish revised strategy around apprentice opportunities. Consider marketing of apprenticeship programme. Consider succession routes for apprentices.</p> <p>EMT Lead: Head of Operations</p> <p>Timescale: Ongoing</p> <p>Desired Outcomes: Increased number of apprentices in all areas of operations. Succession plan for apprentices. Improved recruitment to permanent roles.</p> <p>Progress: X3 apprentices in place. No further progression in Q1.</p>
14.	<p>Aim: Course improvements at Poult Wood.</p> <p>Action: Review previous customer research and develop five-year improvement plan in liaison with Golf Professional and Head Greenkeeper. Seek competitive quotations for 2018/19 improvement priorities.</p> <p>EMT Lead: Head of Operations</p> <p>Timescale: 31 October 2018</p> <p>Desired Outcomes: Approved Improvement Plan 2018- 2023. Increased customer satisfaction. Increased golf revenues.</p> <p>Progress: Not progressed in Q1.</p>
15.	<p>Aim: Manage major maintenance programmes in liaison with TMBC including TSP Roof and LLC Boilers/Air Handling projects.</p> <p>Action: Attend TMBC major maintenance meetings to assess impact of projects including customer disruption, programming issues and loss of income. Consider marketing of closure events and customer/staff liaison.</p> <p>EMT Lead: Head of Operations</p> <p>Timescale: Programme determined by TMBC</p> <p>Desired Outcomes: Minimise customer disruption. Minimise closure periods. Minimise business interruption and loss of income claim.</p> <p>Progress: Deferred to 2019/20 by TMBC</p>
16.	<p>Aim: Improve environmental performance.</p> <p>Action: Review Environmental Strategy and Action Plan. Identify range of potential capital investments and consider investment grade audit. Work with LASER to produce accurate consumption reporting. Consider procurement of water services.</p> <p>EMT Lead: Head of Operations</p> <p>Timescale:</p>

	<p>31 March 2019</p> <p>Desired Outcomes: Approved Environmental Strategy 2018- 2023. Identify capital investment opportunities. Improved DEC rating. Improved consumption monitoring. Reduced consumption. Reduced revenue expenditure.</p> <p>Progress: Not progressed in Q1.</p>
17.	<p>Aim: Operate payroll service in-house</p> <p>Action: Investigate cost effectiveness. Investigate purchase of software. Review in-house resources. Implement training for relevant staff. Review existing procedures. Implement in-house payroll service.</p> <p>EMT Lead: Head of Finance</p> <p>Timescale: 31 March 2019</p> <p>Desired Outcomes: Smooth transition from outsourced service to in-house provision. Improved payroll service to Trust staff. Cost savings.</p> <p>Progress: Not progressed in Q1.</p>

KPIs

The table on the following page identifies four inter-dependent measures of business success to create a balanced scorecard designed to give an overall measure of business health.

KPIs are identified in the areas of Finance, Customers, Operations and Staff and represent the most impactful measures of business performance.

Each individual KPI is then weighted and scored against pre-determined targets or parameters on a quarterly and cumulative basis. On the balanced scorecard each measure relates to the Trust as a whole however the KPIs are measured at individual sites and this sub data will be appended to the quarterly report to allow drill down into the overall performance and help identify and target specific areas of under and over performance.

The overall balanced scorecard target is 75% or 43/57.

Finance			
KPI	Target	Weight	Score
Overall income in period	Profile	3	3 – target or above 2 – >95% 1 – >90% 0 – <90%
Overall expenditure in period	Profile	3	3 – target or below 2 – <102.5% 1 – <105% 0 – >105%
Overall bottom line in period	Profile	3	3 – target or above 2 – >95% 1 – >90% 0 – <90%
Overall Fitness Income	Profile	2	2 – target or above 1 – >92.5% 0 – < 92.5%
Overall Casual Swimming Income	Profile	2	
Overall Courses Income	Profile	2	
Overall Golf Income	Profile	2	
Overall Staffing Expenditure	Profile	2	2 – target or below 1 – <102% 0 – >102%
Overall Utilities Expenditure	Profile	2	2 – target or below 1 – <102.5% 0 – >102.5%
Sub Total		21	
Customers			
KPI	Target	Weight	Score
Overall Net Promoter Score	50	3	3 – target or above 2 – >45 1 – >40 0 – < 40
Mystery Visitor Score Average	85%	2	2 – target or above 1 – >80% 0 – < 80%
Overall Viewpoint Score	4.0/5.0	2	2 – target or above 1 – >3.75 0 – < 3.75
Viewpoint Cleanliness Score	4.0/5.0	2	
Overall Annual/DD health & fitness membership	+5% YOY	2	2 – target or above 1 – >2.5% 0 – < 2.5%
Overall Annual/DD swim & spa membership	+5% YOY	2	
Overall attendance	+5% YOY	2	
Overall Swim School membership	+5% YOY	2	
Sub Total		17	
Operations			
KPI	Target	Weight	Score
Electricity Consumption	Previous year	3	3 – target or below 2 – <102.5% 1 – <105% 0 – >105%
Gas Consumption	Previous year	3	
H&S Audit Score average	82	3	3 – target or above 2 – >78 1 – >75 0 – < 75
Accidents per 100,000 average	65	2	2 – target or below 1 – <75 0 – >75
DEC score average	110	1	1 – target or below 0 – above target
Sub Total		12	
Staff			
KPI	Target	Weight	Score
Staff sickness overall percentage	2%	2	2 – target or below 1 – <3.2% 0 – >3.2%
BEE Training Attendance	95%	2	2 – target or above 1 – >90% 0 – <90%
Core training attendance	95%	2	
Turnover	20%	1	1 – target or below 0 – above target
Sub Total		7	
Grand Total		57	

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TMLT	2018/19									
Balanced Scorecard KPIs	Q1	Score	Q2	Score	Q3	Score	Q4	Score	Cumulative	Score
Finance - Max Score 21										
Total Income	101.2%	3							101.2%	3
Total Expenditure	100.3%	2							100.3%	2
Bottom Line	111.1%	3							111.1%	3
Fitness Income	93.2%	1							93.2%	1
Swimming Income	102.2%	2							102.2%	2
Courses Income	116.7%	2							116.7%	2
Golf Income	98.7%	1							98.7%	1
Staffing Expenditure	98.5%	2							98.5%	2
Utilities Expenditure	101.5%	1							101.5%	1
Sub Total		17								17
Customers - Max Score 17										
Net Promoter Score	51%	3							51%	3
MV Score	86.4%	2							86.4%	2
Overall Viewpoint Score	4.2	2							4.2	2
Viewpoint Cleanliness Score	4.2	2							4.2	2
Annual/DD H&F Membership	90.2%	0							90.2%	0
Annual DD S&S Membership	104.6%	1							104.6%	1
Total Attendance	103.0%	2							103.0%	2
Swim School Membership	110.9%	2							110.5%	2
Sub Total		14								14
Operations - Max Score 12										
Electricity Consumption	99.2%	3							99.2%	3
Gas Consumption	113.9%	0							113.9%	0
H&S Audit Score	85%	3							85%	3
Accidents per 100,000 visitors	74	1							74	1
DEC Score	107	1							108	1
Sub Total		8								8
Staff - Max Score 7										
Staff Sickness Percentage	1.95%	2							1.95%	2
BEE Training Attendance										
Core Training Attendance	84.0%	0							84.0%	0
Turnover	3.3%	1							3.3%	1
Sub Total		3								3
Grand Total - Max Score 55		42								42
Balanced Score		76.4%								76.4%

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

12 November 2018

Report of the Director of Central Services

Part 1- Public

Matters for Information

1 COMMUNITY SAFETY PARTNERSHIP UPDATE

1.1 Crime statistics

1.1.1 The borough of Tonbridge & Malling is a safe place to live, work and visit and we continue to have the third lowest crime rate in the county (behind Tunbridge Wells and Sevenoaks). The latest crime statistics to the end of September 2018 show that there was a decrease in the number of reports of anti-social behaviour but an increase in the number of victim based crimes reported. To the end of September there were 8,335 victim based crimes reported to the police. This is an increase of 1,294 incidents since the same period last year (when 7,041 crimes were recorded). However, the number of reports of anti-social behaviour has reduced by 628 incidents (from 2,150 to 1,522). The Community Safety Partnership continues to work to help people to feel safe in the borough and we will be looking at these figures with the Police to establish whether there is anything additional that we should be focusing on with regards to reducing particular types of crime.

1.2 Changes in the Community Safety Unit

1.2.1 Sgt Jon Turtle has now started in the Community Safety Unit, replacing Sgt Chris Carter. Sgt Turtle will be covering the Malling area whilst Sgt Andy Gallon will be covering the Tonbridge area. Inspector Kerry Rothwell has now been in post for a few months and is settling in well.

1.3 Community Alcohol Partnerships

1.3.1 In Tonbridge the Partnership continues to strengthen and we now have a number of schools on board who are also committed to being part of the CAP. As well as promoting the CAP in their schools they will also be offering Young Health Champions Courses to pupils which help to educate them on alcohol and distributing messages to parents around proxy purchasing.

1.3.2 We are currently in the process of arranging a free training session for any business that wants to attend around age related sales and the Challenge 25 system. This will take place on Thursday 15 November at 10am at Sainsbury's in

Tonbridge and will talk to businesses about how they can ensure they're appropriately checking ID and what to do if they have concerns around this.

- 1.3.3 The CAP will also be having a stand at the Christmas Fair on Sunday 25 November where will be joined by representatives from Kent Police, KCC Community Wardens and Borough Council Officers to promote the work of the CAP, as well as asking residents to complete questionnaires about the work of the CAP.
- 1.3.4 In Snodland the Partnership is continuing to meet, although not as regularly as the Tonbridge CAP. We will be distributing posters around Halloween time to remind people not to buy alcohol for young people and are also having a stand at the Snodland Christmas event where we will also be joined by some Mixologists who will be demonstrating how to make mocktails (non-alcohol cocktails) to show residents that you don't need alcohol to have fun! We were grateful to receive funding from the Snodland Partnership towards this initiative.

1.4 Successes in tackling Anti-social behaviour

- 1.4.1 Danny Mooney, the TMBC ASB officer has been working hard to help residents who have been experiencing anti-social behaviour. Some of the issues that he has helped to resolve have included a number of neighbour disputes, the majority of which have been resolved with joint visits from Housing Associations or PCSOs or by involving Mediation. Danny was also able to help the East Malling Trust who were experiencing anti-social behaviour and criminal damage on their site. Danny did a joint visit with a PCSO and offered crime prevention advice. He also suggested that the Trust could make contact with the local schools (to show the impact the ASB was having) and this was something they were going to take forward.
- 1.4.2 The Community Safety Unit has recently received reports of anti-social behaviour in Tonbridge Park (such as alcohol consumption, drug misuse, large gathering of young people). The Police are aware of these issues and patrol the area when resources are available. We are also working with Kenward Trust to provide outreach work to the young people and engage with them about their behaviour. We will also be taking actions to identify the young people so that further action can be taken against them if required. The Police have run 'Op Skunk' in the town around the train station and this also included extra patrols at Tonbridge Park.
- 1.4.3 If you or residents in your area are experiencing ASB you can contact Danny for help or advice on 01732 876149 or by email csp@tmbc.gov.uk

1.5 Publicity

- 1.5.1 The latest version of the CSP newsletter (November/December) is now available – and can be downloaded from our website (www.tmcommunitysafety.org.uk). Copies have also been distributed via email. We are also on Twitter and Facebook – please follow us for information about the CSP.

1.6 Legal Implications

1.6.1 None

1.7 Financial and Value for Money Considerations

1.7.1 Any funding requirements are provided through the Community Safety Partnership.

1.8 Risk Assessment

1.8.1 All risk assessments are under taken as appropriate.

1.9 Policy Considerations

1.9.1 Community Safety

Background papers:

Nil

contact: Alison Finch
Safer & Stronger Communities
Manager

Adrian Stanfield
Central Services Director

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Agenda Item 13

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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Agenda Item 14

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.

**ANY REPORTS APPEARING AFTER THIS PAGE CONTAIN EXEMPT
INFORMATION**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 16

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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