

# TONBRIDGE & MALLING BOROUGH COUNCIL



## EXECUTIVE SERVICES

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### 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](mailto:committee.services@tmbc.gov.uk)

8 October 2019

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

Dear Sir/Madam

Your attendance is requested at a meeting of the Cabinet to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Wednesday, 16th October, 2019 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

## A G E N D A

### PART 1 - PUBLIC

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| 1. | Apologies for absence    | 7 - 8  |
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3. Minutes 11 - 12
- To confirm as a correct record the Minutes of the meeting of the Cabinet held on 25 June 2019

4. Matters Referred from Advisory Boards 13 - 42
- The notes of meetings of Advisory Boards are attached, any recommendations identified by an arrow being for determination by the Cabinet. Notices relating to any decisions already taken by Cabinet Members under the arrangements for delegated decision making have previously been circulated.*

5. Matters Referred from Advisory Panels and Other Groups 43 - 66
- The minutes of meetings of Advisory Panels and Other Groups are attached, any recommendations being identified by an arrow.*

### **Matters for Recommendation to the Council**

6. Treasury Management Update and Mid-Year Review 2019/20 67 - 86
- Cabinet is invited to recommend endorsement of the action taken by officers in respect of treasury management activity to date and retain the current risk parameters*

7. Larkfield Leisure Centre Mechanical, Electrical and Roofing Works Capital Scheme - Virement 87 - 88
- The report sets out a virement between revenue and capital budgets in relation to the mechanical, electrical and roof work capital scheme at Larkfield Leisure Centre.*

8. Review of Community Safety 89 - 90
- A report relating to Community Safety including CCTV provision was considered by the Overview and Scrutiny Committee on 10 October 2019. Due to the timescale and print deadline for Cabinet, recommendations arising from the Overview and Scrutiny meeting will be circulated to Members prior to Cabinet on 16 October.*

9. IT Strategy and Digital Strategy Update 91 - 124
- Item FIP 19/22 referred from Finance, Innovation and Property Advisory Board minutes of 17 July 2019*

10. Disabled Facilities Grant Budget 2019-20 125 - 130
- Item CH 19/29 referred from Communities and Housing Advisory Board minutes of 23 July 2019*

11. Review and Replacement of Council Website 131 - 154  
*Item FIP 19/34 referred from Finance, Innovation and Property Advisory Board minutes of 18 September 2019*

12. Purchase of Temporary Accommodation 155 - 168  
*Item FIP 19/35 referred from Finance, Innovation and Property Advisory Board minutes of 18 September 2019*

### **Executive Key Decisions**

13. Amendments to Building Control Fees 169 - 184  
*Item FIP 19/36 referred from Finance, Innovation and Property Advisory Board minutes of 18 September 2019*

### **Executive Non-Key Decisions**

14. Medium Term Financial Strategy Update 185 - 192  
*The report provides an update on the Medium Term Financial Strategy and projected funding gap ahead of the forthcoming budget cycle.*

15. Review of Tonbridge Castle - Concessionary Users 193 - 194  
*The report relating to the Concessionary Users of Tonbridge Castle, was considered by the Overview and Scrutiny Committee on 20 June 2019. The report set out the review of the concessionary charging regime applicable to Tonbridge Castle and presented options for further consideration.*

16. Review of Customer Service Surgeries 195 - 200  
*The report relating to Customer Service Surgeries, was considered by the Overview and Scrutiny Committee on 20 June 2019. The report set out the review of surgeries at Snodland, Larkfield and Borough Green, presenting options for further consideration.*

17. Gibson Building Review 201 - 202  
*The report relating to the Review of the Gibson Building, was considered by the Overview and Scrutiny Committee on 29 August 2019. The report provided an update on discussions held with Kent County Council following the review of the Council's offices at Gibson Drive, Kings Hill undertaken in 2018.*

18. Tunbridge Wells Local Plan Regulation 18 Consultation 203 - 204  
*Item PE 19/20 referred from Planning and Transportation Advisory Board minutes of 2 October 2019*

*Detailed response to consultation – to follow.*

### **Matters submitted for Information**

19. Urgent Items 205 - 206

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**

20. Exclusion of Press and Public 207 - 208

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**

21. Urgent Items 209 - 210

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

## MEMBERSHIP

Councillor N J Heslop, (Leader) and (Economic Regeneration)  
Councillor R P Betts, (Street Scene and Environment Services)  
Councillor M A Coffin, (Finance, Innovation and Property)  
Councillor D Lettington, (Strategic Planning and Infrastructure)  
Councillor P J Montague, (Housing)  
Councillor M R Rhodes, (Community Services)

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

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Apologies for absence

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Declarations of interest

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## TONBRIDGE AND MALLING BOROUGH COUNCIL

### CABINET

Tuesday, 25th June, 2019

**Present:** Cllr N J Heslop (Chairman), Cllr R P Betts, Cllr M A Coffin, Cllr D Lettington, Cllr P J Montague and Cllr M R Rhodes

Councillors M A J Hood, D W King, Mrs C B Langridge and K B Tanner were also present pursuant to Access to Information Rule No 23.

### PART 1 - PUBLIC

#### **CB 19/46 DECLARATIONS OF INTEREST**

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

#### **CB 19/47 MINUTES**

**RESOLVED:** That the Minutes of the meeting of the Cabinet held on 5 June 2019 be approved as a correct record and signed by the Chairman.

### DECISIONS TAKEN IN ACCORDANCE WITH PART 3 OF THE CONSTITUTION (RESPONSIBILITY FOR EXECUTIVE FUNCTIONS)

#### **CB 19/48 CONSULTATION ON AMENDMENTS TO THE RIVER MEDWAY (FLOOD RELIEF) ACT 1976**

Decision Notice D190048CAB

#### **CB 19/49 UPDATE ON MEDIUM TERM FINANCIAL STRATEGY AND SAVINGS AND TRANSFORMATION STRATEGY**

Decision Notice D190049CAB

#### **CB 19/50 BOROUGH ECONOMIC REGENERATION STRATEGY 2019-2023**

Decision Notice D190050CAB

### MATTERS SUBMITTED FOR INFORMATION

#### **CB 19/51 MATTERS REFERRED FROM ADVISORY BOARDS**

The notes of the meetings of the following Advisory Boards were received, any recommendations contained therein being incorporated

within the decisions of the Cabinet reproduced at the annex to these Minutes.

Planning and Transportation Advisory Board of 4 June 2019  
Finance, Innovation and Property Advisory Board of 5 June 2019  
Street Scene and Environment Services Advisory Board of 11 June 2019  
Economic Regeneration Advisory Board of 17 June 2019

**RESOLVED:** That the report be received and noted.

**CB 19/52 MATTERS REFERRED FROM ADVISORY PANELS AND OTHER GROUPS**

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

Joint Transportation Board of 10 June 2019  
Parish Partnership Panel of 13 June 2019

**RESOLVED:** That the report be received and noted.

**CB 19/53 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.08 pm

# Agenda Item 4

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

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## **TONBRIDGE AND MALLING BOROUGH COUNCIL**

### **FINANCE, INNOVATION AND PROPERTY ADVISORY BOARD**

**Wednesday, 17th July, 2019**

**Present:** Cllr M C Base (Chairman), Cllr Miss G E Thomas (Vice-Chairman), Cllr T Bishop, Cllr G C Bridge, Cllr C Brown, Cllr R I B Cannon, Cllr A E Clark, Cllr M O Davis, Cllr K King, Cllr Mrs R F Lettington, Cllr H S Rogers, Cllr Mrs M Tatton and Cllr C J Williams

Councillors Mrs J A Anderson, R P Betts, V M C Branson, M A Coffin, M A J Hood, D Lettington, B J Luker, Mrs A S Oakley, M R Rhodes and J L Sergison were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors J L Botten, K B Tanner and F G Tombolis

#### **PART 1 - PUBLIC**

##### **FIP 19/20 DECLARATIONS OF INTEREST**

Councillors T Bishop and M Davis declared Other Significant Interests in the items on Capital Programme Post Implementation Reviews and Larkfield Leisure Centre Mechanical, Electrical and Roofing Works on the grounds that they were the Council's appointees to the Tonbridge and Malling Leisure Trust and they withdrew from the meeting during consideration of those items.

##### **FIP 19/21 MINUTES**

**RESOLVED:** That the notes of the meeting of the Finance, Innovation and Property Advisory Board held on 5 June 2019 be approved as a correct record and signed by the Chairman.

#### **MATTERS FOR RECOMMENDATION TO THE CABINET**

##### **FIP 19/22 IT STRATEGY AND DIGITAL STRATEGY UPDATE**

Further to Decision No D190001MEM, the Advisory Board received a presentation from the Head of IT on digital transformation together with some of the possible future aspirations to be established for the Borough. Consideration was given to a draft Digital Strategy for 2019 – 2013.

The report of the Director of Finance and Transformation gave details of the purchase of mobile working software following consultation with the Leader, Cabinet Member for Finance, Innovation and Property, Chairman of the Advisory Board and Chairman and Vice-Chairmen of

the Overview and Scrutiny Committee. It was noted that the cost of £23,000 could be funded from the Invest to Save Reserve and a capital plan evaluation was set out at Annex 1 to the report.

Finally, progress was reported on the website review including the establishment of the Member Working Group and details given of plans for all Members to undertake online cyber security training.

Considerable discussion ensued and officers responded to Members' comments and questions.

**RECOMMENDED:** That

- (1) the draft Digital Strategy 2019 – 2013 be adopted;
- (2) the decision taken in liaison with the Members indicated in the report to proceed with the purchase of mobile working software funded from the Invest to Save Reserve be noted;
- (3) the Council be recommended to update the Capital Plan to include the mobile working software;
- (4) the progress in respect of the website review be noted; and
- (5) the need for all Members to undertake cyber security training be noted.

**\*Referred to Cabinet**

## **FIP 19/23 APPLICATIONS FOR DISCRETIONARY RATE RELIEF**

Decision Notice D190051MEM

The report of the Director of Finance and Transformation gave details of new and renewal applications for discretionary rate relief which were considered in accordance with the previously agreed criteria for determining such applications.

Reference was made to the agreed practice of advising organisations that there could be a reduction in the level of relief awarded in the future and to the requirement for organisations to reapply every two years with the exception of scout/guides groups which were regarded as "de minimis" in terms of the level of relief awarded.

**RECOMMENDED:** That

- (1) in respect of the re-application from Carers First, 146A High Street, Tonbridge – 20% discretionary rate relief be awarded for the period when the office was in use (1 April to 18 June 2019);



- (2) the new applications for discretionary rate relief be determined as follows:

Empathy Action, Unit 5a and 5b Cannon Bridge Works, Cannon Lane, Tonbridge – no discretionary rate relief be awarded; and

Hospice of Hope Romania Ltd, Unit 6 The Granary, Goblands Farm, Court Lane, Hadlow – no discretionary rate relief be awarded.

#### **FIP 19/24 COUNCIL TAX REDUCTION SCHEME 2020-21**

Decision Notice D190052MEM

Further to Decision No D190040MEM, the report of the Director of Finance and Transformation provided an update on the review of the Council Tax Reduction Scheme and a broad framework for progression towards consultation and adoption of the scheme by the Council in February 2020. It was proposed to consult on moving from a means tested reduction towards an income-banded discount scheme together with a number of other options. Consideration was given to a mechanism for finalising the consultation material in the tight timescale involved.

**RECOMMENDED:** That authority be delegated to the Director of Finance and Transformation to finalise consultation material and undertake the consultation in liaison with the Chairman and Vice-Chairman of the Advisory Board and the Cabinet Member for Finance, Innovation and Property.

#### **FIP 19/25 FINANCIAL PLANNING AND CONTROL**

Decision Notice D190053MEM

The report of the Director of Finance and Transformation provided information on the Council's key budget areas of salaries, major income streams and investment income. It also gave details of the variations agreed in relation to the revenue budget and areas identified through budget monitoring, summarised to provide an indicative overall budget position for the year which showed a net adverse variance of £76,850.

Reference was made to the announcement that the Council had been awarded £150,000 as a result of the inclusion of Borough Green Gardens into the Government's Garden Communities Programme.

An update was given on capital expenditure and variations agreed in relation to the capital plan. The report also gave an update on the Savings and Transformation Strategy and funding gap.

**RECOMMENDED:** That

- (1) detailed decisions on expenditure in respect of the £150,000 funding awarded by the Ministry for Housing, Communities and Local Government for Borough Green Gardens be delegated to the Director of Planning, Housing and Environmental Health;
- (2) it be noted that as at the end of June 2019, the projected overall outturn position is a net adverse variance of circa £77,000 when compared to the budget set in February 2019; and
- (3) the position in respect of the funding gap be noted together with the need over the coming months to identify and implement opportunities to deliver at least this year's savings and transformation contribution of £100,000.

**FIP 19/26 CAPITAL PROGRAMME - POST IMPLEMENTATION REVIEWS MONITORING**

Decision Notice D190054MEM

The report of the Director of Finance and Transformation identified the post implementation reviews carried out since the meeting of the Advisory Board in September 2018 together with the capital plan schemes for which reviews were due. A post implementation review in respect of the Tonbridge and Malling Leisure Trust IT Infrastructure Capital Grant was also brought forward for consideration.

**RECOMMENDED:** That the post implementation review in respect of the Tonbridge and Malling Leisure Trust IT Infrastructure Capital Grant, as set out at Annex 2 to the report, be approved.

**MATTERS SUBMITTED FOR INFORMATION**

**FIP 19/27 REVENUE AND BENEFITS UPDATE**

The report gave details of recent developments in respect of council tax, business rates, council tax reduction and housing benefits. Members were pleased to note that the final collection rates for council tax and business rates in 2018/19 were again the highest in Kent.

An update was given on the performance and workload of the Benefits Service including the effects of the introduction of Universal Credit. Members were advised that the shared arrangement with Gravesham Borough Council for the management of the Revenues and Benefits function would be ending on 30 September 2019. Thanks were recorded to the Revenue and Benefits Manager for his contribution.

## **FIP 19/28 CIPFA FINANCIAL MANAGEMENT CODE CONSULTATION**

The report provided an overview of a CIPFA consultation paper on a Financial Management Code designed to support good practice in financial management and assist local authorities in demonstrating their financial sustainability. It was noted that the principles on which the draft Code was based were already embedded at Tonbridge and Malling and a copy of the response to the consultation was annexed to the report.

### **MATTERS FOR CONSIDERATION IN PRIVATE**

#### **FIP 19/29 EXCLUSION OF PRESS AND PUBLIC**

The Chairman moved, it was seconded and

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

### **PART 2 - PRIVATE**

### **MATTERS FOR RECOMMENDATION TO THE CABINET**

#### **FIP 19/30 LARKFIELD LEISURE CENTRE - MECHANICAL, ELECTRICAL AND ROOFING WORKS**

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

Decision Notice D190055MEM

Further to Minute C 19/63, the report of the Management Team provided details of the risk assessed approach to the appointment of the contractor for the mechanical, electrical and roofing works at Larkfield Leisure Centre. An update was also given on a review of the loss of income claim and potential environmental improvements.

**RECOMMENDED:** That

- (1) based on the risk assessment outlined in the report Kier Construction Ltd be appointed as the contractor for the planned major programme of works at Larkfield Leisure Centre;
- (2) authority be granted to the Directors of Central Services and Finance and Transformation to appoint Kier Construction Ltd in accordance with the works programme, following agreement with the Cabinet Members for Finance, Innovation and Property and Community Services;
- (3) further consideration be given to the inclusion of clauses in the contract relating to the Council's 'step in' rights;

- (4) the Leisure Trust's revised estimated loss of income claim reported verbally at the meeting be noted; and
- (5) further evaluation be undertaken regarding the cost benefits of the potential installation of solar panels on to the Larkfield Leisure Centre sports hall roof.

**FIP 19/31 DEBTS FOR WRITE OFF**

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

Decision Notice D190056MEM

The report of the Director of Finance and Transformation sought approval of the writing-off of debts considered to be irrecoverable. Details were also given of debts under £5,000 which had been written-off in accordance with Financial Procedure Rule 18.2 together with cumulative totals of debts in the current and previous financial years and information on budgeted bad debt provision.

**RECOMMENDED:** That the three items shown in the schedule of amounts over £5,000, totalling £25,226.04 be written-off for the reasons stated within the schedule.

The meeting ended at 10.02 pm

**TONBRIDGE AND MALLING BOROUGH COUNCIL**

**COMMUNITIES AND HOUSING ADVISORY BOARD**

**Tuesday, 23rd July, 2019**

**Present:** Cllr J L Botten (Chairman), Cllr S M Hammond (Vice-Chairman), Cllr Mrs J A Anderson, Cllr Mrs S Bell, Cllr N Foyle, Cllr P M Hickmott, Cllr F A Hoskins, Cllr S A Hudson, Cllr K King, Cllr Mrs R F Lettington, Cllr W E Palmer and Cllr Mrs M Tatton.

Councillors V M C Branson, N J Heslop, M A J Hood, D Lettington, P J Montague, Mrs A S Oakley, M R Rhodes, J L Sergison and M D Boughton were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors R W Dalton, L J O'Toole and Miss G E Thomas.

**PART 1 - PUBLIC**

**CH 19/27 DECLARATIONS OF INTEREST**

There were no declarations of interest made in accordance with the Code of Conduct. However, in the interests of transparency Councillor Heslop advised that he was a member of the Board of the Bridge Trust and Councillor Hood advised that he was a member of Tonbridge Calling with reference to the item on Youth Engagement, Sports and Events Development.

**CH 19/28 MINUTES**

**RESOLVED:** That the notes of the meeting of the Communities and Housing Advisory Board held on 28 May 2019 be approved as a correct record and signed by the Chairman.

**MATTERS FOR RECOMMENDATION TO THE CABINET**

**CH 19/29 DISABLED FACILITIES GRANT BUDGET 2019-20**

The report of the Director of Planning, Housing and Environmental Health detailed the proposed allocation of Disabled Facilities Grant funding available in 2019/20. Overall funding for Tonbridge and Malling Borough Council for the period was circa £1,170,000.

In addition, Disabled Facilities Grants (DFGs) would be the subject of a forthcoming Overview and Scrutiny Review.

It was noted that in all cases where a discretionary DFG was awarded for an owner-occupier, the amount would be placed as a local land charge against the property and recovered at sale or transfer. This process enabled the funding to be recycled for future use. Members were advised that the Borough Council had successfully recalled monies in all such cases.

**RECOMMENDED:** That the proposed allocation of the funding available in 2019/20, as set out in the table at paragraph 1.2.1 of the report, be approved and the appropriate capital and revenue budgets adjusted accordingly. ◀

**\*Referred to Cabinet**

### **CH 19/30 CAPITAL PLAN PROJECTS**

Decision Notice D190057MEM

The report set out the progress on key projects included in the Borough Council's Capital Plan. A full update reflecting all current List A schemes relevant to the Communities and Housing Advisory Board was attached at Annex 1 for information.

In addition, the latest position regarding the development opportunity at Leybourne Lakes Country Park was outlined. The outcome of the tender evaluation process would be reported to a future meeting of the Communities and Housing Advisory Board. However, it was agreed that local and key Members receive updates at regular intervals.

Members welcomed the positive progress being made on a number of significant projects, such as the Tonbridge Racecourse Swimming Pool Bridge, but expressed frustration at the delay related to the Leybourne Lakes Country Park development opportunity.

**RECOMMENDED:** That:

- (1) the updates on the current List A schemes within the Capital Plan, as shown at Annex 1 of the report, be noted; and
- (2) the outcome of the tendering exercise for the management of Leybourne Lakes Country Park be reported to a future meeting of the Communities and Housing Advisory Board.

### **CH 19/31 COUNTRY PARKS - CUSTOMER PANEL MEETINGS**

Decision Notice D190058MEM

The report sought nominations for the appointment of Member representatives to attend Customer Panel meetings for Haysden and Leybourne Lakes Country Parks. It was also proposed that the Cabinet

Member for Community Services be approved as an ex-officio member of each Panel.

**RECOMMENDED:** That:

- (1) the following Members be appointed to serve on the Customer Panels for the Borough Council's Country Parks as set out below:

Haysden

Leybourne Lakes

Councillor M Hood

Councillor T Bishop

Councillor D King

Councillor B Luker

- (2) the Cabinet Member for Community Safety be approved as an ex-officio member of each Customer Panel.

### **CH 19/32 PUBLIC SPACE PROTECTION ORDER**

Decision Notice D190059MEM

The report provided details of the proposed Public Space Protection Order (PSPO) for the Borough, including details of Borough-wide restrictions and restrictions for particular geographical areas. Annex 2 of the report set out the proposed PSPO, including two new proposed restrictions related to no unauthorised drones (unmanned aerial surveillance platforms) on Borough Council land and keeping dogs on a lead in closed churchyards.

In order to extend or add additional requirements to a PSPO there was a requirement to consult with the public and other bodies. The responses to the consultation would be reported to the next meeting of the Communities and Housing Advisory Board.

Members welcomed the continuation of the Borough Council's PSPO and supported the new restrictions proposed. The challenges around monitoring and enforcement were also recognised and a 'common sense' approach would be adopted.

Finally, reference was made to e-scooters and whether there was a case for a further restriction in the PSPO. Members were advised that at the current time e-scooters had not been identified as a significant issue. However, if this was raised as part of the public consultation the Borough Council's position would be reconsidered.

**RECOMMENDED:** That the proposed Public Spaces Protection Order, as set out in Annex 2 of the report and summarised above, be circulated for public consultation.

**CH 19/33 YOUTH ENGAGEMENT, SPORTS AND EVENTS DEVELOPMENT**

Decision Notice D190060MEM

The report provided an update on the recommendations from the Overview and Scrutiny Committee review of Youth, Sports and Events Development undertaken in June 2018.

Members welcomed the good progress made to date on the implementation of the review's recommendations, particularly the enhanced events programme which benefited residents, attracted visitors to Tonbridge and Malling and secured additional income by supporting commercial events.

Reference was made to the Youth Forum and whether there was an opportunity to engage more effectively with disaffected young people by improving facilities. Members were advised of the good working relationship with Kent County Council Youth Workers and opportunities to further promote the Youth Forum and engage with young people would be explored with them.

**RECOMMENDED:** That the positive progress achieved on the implementation of the approved change to delivery of Youth Engagement, Sports and Events Development, as set out in the report, be welcomed and noted.

**MATTERS SUBMITTED FOR INFORMATION****CH 19/34 TONBRIDGE AND MALLING LEISURE TRUST UPDATE**

The report reviewed the recent performance of the Tonbridge and Malling Leisure Trust, updated on service provision and set out the progress on the major capital plan scheme for Larkfield Leisure Centre.

Particular reference was made to the ventilation refurbishment, boiler and roof replacement project at the Leisure Centre. It was noted that works were scheduled to start early in October 2019 for a period of approximately 36 weeks. Given the scale of the project and the impact on visitors, regular progress reports would be provided at future meetings of the Communities and Housing Advisory Board.

**CH 19/35 COMMUNITY SAFETY PARTNERSHIP UPDATE**

The recent work and activity undertaken by the Community Safety Partnership was set out in the report of the Director of Central Services.

There had been a slight increase of 2.5% in the amount of crime reported, although reports of Anti-Social Behaviour to the police had decreased. However, Tonbridge and Malling remained a safe place to



live, work and visit as the Borough remained the third lowest for crime in the country.

The Cabinet Member for Community Services referred to the increasing issue of financial abuse and asked Members to promote the video available on the Kent County Council website, which offered advice and guidance. In addition, the Cabinet Member offered to raise any issues and concerns with the Kent Police and Crime Commissioner if Members provided details of these.

### **MATTERS FOR CONSIDERATION IN PRIVATE**

#### **CH 19/36 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.45 pm

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**TONBRIDGE AND MALLING BOROUGH COUNCIL**

**STREET SCENE AND ENVIRONMENT SERVICES ADVISORY BOARD**

**Tuesday, 3rd September, 2019**

**Present:** Cllr M O Davis (Chairman), Cllr Mrs S Bell (Vice-Chairman), Cllr G C Bridge, Cllr D J Cooper, Cllr M A J Hood, Cllr F A Hoskins, Cllr A P J Keeley, Cllr Mrs C B Langridge, Cllr J L Sergison, Cllr T B Shaw and Cllr Miss G E Thomas

Mrs P A Bates, R P Betts, V M C Branson, A E Clark, N J Heslop, P M Hickmott, B J Luker and H S Rogers were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors D A S Davis, D Keers and R V Roud

**PART 1 - PUBLIC**

**SSE 19/16 DECLARATIONS OF INTEREST**

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

**SSE 19/17 MINUTES**

**RESOLVED:** That the notes of the meeting of the Street Scene and Environment Services Advisory Board held on 11 June 2019 be approved as a correct record and signed by the Chairman.

**MATTERS FOR RECOMMENDATION TO THE CABINET**

**SSE 19/18 CLIMATE CHANGE STRATEGY**

Decision Notice D190061MEM

The report of the Management Team gave details of the motion on climate change approved by the Council on 9 July 2019 and set out an approach to addressing the issues involved and bringing forward a Draft Climate Change Strategy by May 2020.

Members were invited to contribute to the shaping of the strategy by sending initial thoughts and comments to the Scrutiny and Partnerships Manager. It was noted that, following approval of the draft by the Council, there would be a period of public consultation to inform the final strategy. In the meantime it was agreed that all reports should include a section on assessment of climate change impact.

**RECOMMENDED:** That the timescale for delivery of the Draft Climate Change Strategy, as set out in the report, be endorsed.

## **SSE 19/19 WASTE SERVICES CONTRACT**

Decision Notice D190062MEM

The report of the Director of Street Scene, Leisure and Technical Services provided an update on the new Waste Services Contract which started on 1 March, including the improved recycling services due to commence on 30 September 2019. Details were given of key contractor performance indicators, the uptake of the opt-in garden waste service and arrangements for marketing and communication with residents on the new service. Reference was also made to the proposed timeframe for the implementation of the revised bring bank sites and arrangements for communal bins. Members' assistance was sought in disseminating information to their residents.

**RECOMMENDED:** That

- (1) progress made in the implementation of the new waste contract be noted;
- (2) a further update on the mobilisation of the new service arrangements be presented at the next meeting of the Advisory Board on 30 October 2019;
- (3) the proposed approach to the roll-out of communal bins be approved; and
- (4) the proposed timeframe for the implementation of the revised bring bank site arrangements be approved.

## **MATTERS SUBMITTED FOR INFORMATION**

### **SSE 19/20 FORMER JOCO PIT - LANDFILL GAS INVESTIGATION**

The report of the Director of Planning, Housing and Environmental Health provided an update on the outcomes of the detailed landfill gas investigation at the former Joco Pits site in Borough Green. Since the gas risk for the majority of the site had been confirmed as "very low" to "low", it was concluded that it did not need to be classed as a "special site" under Part 2A of the Environmental Protection Act 1990 although monitoring would be maintained on a quarterly basis. The report highlighted lessons that would be applied to future investigations on other sites. It was confirmed that the relevant pages on the Council's website would be updated accordingly.

**SSE 19/21 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.35 pm

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## **TONBRIDGE AND MALLING BOROUGH COUNCIL**

### **ECONOMIC REGENERATION ADVISORY BOARD**

**Wednesday, 4th September, 2019**

**Present:** Cllr B J Luker (Chairman), Cllr F G Tombolis (Vice-Chairman), Cllr G C Bridge, Cllr R I B Cannon, Cllr M A J Hood, Cllr F A Hoskins, Cllr A P J Keeley, Cllr D W King, Cllr J R S Lark, Cllr L J O'Toole, Cllr W E Palmer, Cllr J L Sergison and Cllr K B Tanner

Councillors Mrs J A Anderson, V M C Branson, A E Clark, M A Coffin, N J Heslop, D Lettington and H S Rogers were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Mrs T Dean and N Foyle

#### **ERG 19/17 DECLARATIONS OF INTEREST**

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

#### **ERG 19/18 MINUTES**

**RESOLVED:** That the notes of the meeting of the Economic Regeneration Advisory Board held on 17 June 2019 be approved as a correct record and signed by the Chairman.

#### **ERG 19/19 PRESENTATION: LOWER CARBON ACROSS SOUTH EAST 2**

Members received a presentation from Rob Robinson of Kent County Council on the impact of Lower Carbon Across the South East (LoCASE) grants in supporting businesses within the Borough. Members asked a number of questions on the criteria for grant aid and the guidance provided to applicants, the availability of future funding, particularly post-Brexit, and how the scheme assisted with the Council's Economic Regeneration Strategy. The Chairman thanked Mr Robinson for his contribution to the meeting.

### **MATTERS FOR RECOMMENDATION TO THE CABINET**

#### **ERG 19/20 BUSINESS RATES RETENTION PILOT SCHEMES**

Decision Notice D190063MEM

The report of the Chief Executive provided an update on economic regeneration initiatives within the Borough funded by income received from the Business Rates Retention Pilot. Particular reference was made

to the Town and District Commercial Frontages Grant Scheme and the proposed Local Centres and Parades Improvements Scheme.

**RECOMMENDED:** That

- (1) the content of the report be noted;
- (2) the proposal to close the Town and District Centres Commercial Frontages Scheme to new applications by the end of December 2019 be approved; and
- (3) delivery of a Local Centres and Parades Improvement Scheme be approved and this initiative be launched before the end of December 2019.

### **ERG 19/21 FAIRTRADE TONBRIDGE - RENEWAL SUBMISSION**

Decision Notice D190064MEM

The report of the Chief Executive sought endorsement of the submission of an application to the Fairtrade Foundation for the renewal of Tonbridge's Fairtrade Town Status.

**RECOMMENDED:** That

- (1) the content of the report be noted; and
- (2) subject to the inclusion of the University of Kent and Tonbridge Castle as local organisations engaged in Fairtrade activities, the renewal submission, as outlined at paragraph 1.2.3 of the report, be endorsed.

### **ERG 19/22 SKILLS AND WORK READINESS**

Decision Notice D190065MEM

The report of the Chief Executive provided an update on added-value activities delivered by the Borough Council under the 'skills and work readiness' agenda and set out details of future activities which would meet the aims of the Economic Regeneration Strategy Action Plan for 2020/21.

**RECOMMENDED:** That the proposed activities for 2020/21, as set out at paragraph 1.5.2 to the report, be endorsed.



**MATTERS SUBMITTED FOR INFORMATION****ERG 19/23 WEST KENT PARTNERSHIP**

The report of the Chief Executive provided details of key matters discussed at the meeting of the West Kent Partnership held on 5 July 2019 and made particular reference to the West Kent Scale Up programme which provided intense support to local businesses to encourage growth.

**MATTERS FOR CONSIDERATION IN PRIVATE****ERG 19/24 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.20 pm

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## TONBRIDGE AND MALLING BOROUGH COUNCIL

### FINANCE, INNOVATION AND PROPERTY ADVISORY BOARD

Wednesday, 18th September, 2019

**Present:** Cllr M C Base (Chairman), Cllr Miss G E Thomas (Vice-Chairman), Cllr G C Bridge, Cllr C Brown, Cllr R I B Cannon, Cllr M O Davis, Cllr K King, Cllr Mrs R F Lettington, Cllr K B Tanner, Cllr Mrs M Tatton, Cllr F G Tombolis and Cllr C J Williams

Councillors Mrs J A Anderson, Mrs P A Bates, V M C Branson, M A Coffin, N J Heslop, F A Hoskins, D Lettington, B J Luker, Mrs A S Oakley, W E Palmer, M R Rhodes and J L Sergison were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors T Bishop, J L Botten, A E Clark and H S Rogers

#### PART 1 - PUBLIC

##### **FIP 19/32 DECLARATIONS OF INTEREST**

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

##### **FIP 19/33 MINUTES**

**RESOLVED:** That the notes of the meeting of the Finance, Innovation and Property Advisory Board held on 17 July 2019 be approved as a correct record and signed by the Chairman.

#### MATTERS FOR RECOMMENDATION TO THE CABINET

##### **FIP 19/34 REVIEW AND REPLACEMENT OF COUNCIL WEBSITE**

The report of the Director of Finance and Transformation provided an update on progress in developing a website specification in liaison with the Member working group agreed at the last meeting. Details were given of the initial findings of a number of customer engagement surveys together with a capital plan evaluation for the replacement of the website Content Management System.

**RECOMMENDED:** That

- (1) progress with the review and replacement of the website be noted;
- (2) the scheme be added to List A funded in full from the Transformation Reserve; and

- (3) the net increase in revenue costs be incorporated into the forthcoming Estimates process.

**\*Referred to Cabinet**

#### **FIP 19/35 PURCHASE OF TEMPORARY ACCOMMODATION**

Further to Minutes CB 18/25 and C 18/23, the joint report of the Director of Central Services and Director of Planning, Housing and Environmental Health updated the position on the purchase of premises for use as temporary accommodation and gave details of the current increasing requirement for such accommodation. A capital plan post implementation review was presented in relation to the earlier decision together with a capital plan evaluation for the purchase of further properties for temporary accommodation.

It was noted that the purchase of temporary accommodation provided a more cost-effective alternative than nightly paid accommodation and the aspiration remained to acquire property across the Borough where possible. Members requested that details of the management of the Council's existing property in Tonbridge and its impact on the well-being of the community be included in the update report to the next meeting of Communities and Housing Advisory Board.

**RECOMMENDED:** That

- (1) a sum of £1.5m be added to the Capital Plan for the purchase of property for temporary accommodation purposes funded in large part, if not in full, from the two reserves detailed at paragraph 1.3.3 of the report;
- (2) delegated authority be granted to the Director of Planning, Housing and Environmental Health and Director of Central Services, in consultation with the Cabinet Member for Housing and Cabinet Member for Finance, Innovation and Property, to progress the purchase of property for temporary accommodation purposes as outlined in the report; and
- (3) the post implementation review report set out at Annex 2 to the report be approved.

**\*Referred to Cabinet**

#### **FIP 19/36 AMENDMENTS TO BUILDING CONTROL FEES**

The report of the Director of Planning, Housing and Environmental Health identified errors in the calculation of the Building Control fees for 2019/20 which had been approved by the Cabinet (Decision No D190012CAB refers). An updated and corrected fees table was presented for use during the remainder of the financial year.

**RECOMMENDED:** That the correct Building Control fees schedule for 2019/20, as set out at Annex 1 of the report, be adopted with effect from 1 November 2019.

**\*Referred to Cabinet**

## **FIP 19/37 FINANCIAL PLANNING AND CONTROL**

Decision Notice D190066MEM

The report of the Director of Finance and Transformation provided information on the Council's key budget areas of salaries, major income streams and investment income. It also gave details of the variations agreed in relation to the revenue budget and areas identified through budget monitoring, summarised to provide an indicative overall budget position for the year which showed a net adverse variance of £375,250. An update was given on capital expenditure and variations agreed in relation to the capital plan. The report also gave an update on the Savings and Transformation Strategy and funding gap.

It was noted that whilst the budget performance for the year was no cause for concern, over the medium term the position was worsening in respect of the projected funding gap. It was therefore considered that each advisory board and committee should be requested to identify opportunities for savings and transformation contributions over the budget cycle. To assist this process it was suggested that reports should identify whether services were mandatory or discretionary and the section on Financial and Value for Money Considerations be reinforced.

**RECOMMENDED:** That

- (1) it be noted that as at the end of August 2019, the projected overall outturn position is a net adverse variance of circa £375,250 after making an additional contribution to the revenue reserve for capital schemes of £466,000, when compared to the budget set in February 2019;
- (2) the worsening position in respect of the projected funding gap be noted together with the need over the coming months to identify and implement opportunities to deliver at least this year's savings and transformation contribution of £100,000 which, as things stand, would give a funding gap higher than at the start of the year; and
- (3) it be recommended to Cabinet that each Advisory Board and Committee should be requested to identify and bring forward opportunities for savings and transformation contributions during this financial year for inclusion in the Medium Term Financial Strategy and Savings and Transformation Strategy.

**FIP 19/38 DISCRETIONARY RATE RELIEF**

Decision Notice D190067MEM

The report of the Director of Finance and Transformation gave details of an application for hardship relief from Attachments Fostering Ltd in respect of their previous premises at The Cedars, Holborough Road, Snodland. Consideration was given to the circumstances leading to the application, including a timeline of events and financial information which was exempt under Paragraph 3 of Schedule 12A of the Local Government Act 1972 and set out in the private part of the agenda.

It was considered appropriate to award hardship relief for the period between January 2015 and March 2017 following which the Valuation Office Agency had reviewed and reduced the property's rateable value by a third.

**RECOMMENDED:** That an award of hardship relief be approved on the basis of a rebate of one third of the charge for the period January 2015 to March 2017 with a flexible arrangement for repaying the balance of the outstanding debt.

**FIP 19/39 RURAL RATE RELIEF - RURAL SETTLEMENT LIST**

Decision Notice D190068MEM

The report of the Director of Finance and Transformation advised of the annual requirement to review the Council's rural settlement list and recommended that the current list be retained unaltered for the forthcoming financial year.

**RECOMMENDED:** That the current rural settlement list remain in force for the year 2020/21.

**MATTERS SUBMITTED FOR INFORMATION**

**FIP 19/40 COUNCIL TAX REDUCTION SCHEME 2010/21**

Further to Decision No D190052MEM, the report provided an update on the review of the Council Tax Reduction Scheme including consultation arrangements, the three main proposed changes to the scheme and a first stage Equality Impact Assessment. It was noted that the consultation period would end on 4 November 2019 and efforts were being made to ensure a sufficiently representative response to be considered when finalising decisions in the next cycle of meetings.

**FIP 19/41 REVENUE AND BENEFITS UPDATE**

The report gave details of recent developments in respect of council tax, business rates, council tax reduction and housing benefits.

The Chairman reported that this was the last meeting of Mike Bytheway, Revenue and Benefits Manager, and thanks were recorded for his contribution to the Council.

### **MATTERS FOR CONSIDERATION IN PRIVATE**

#### **FIP 19/42 EXCLUSION OF PRESS AND PUBLIC**

The Chairman moved, it was seconded and

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

### **PART 2 - PRIVATE**

### **MATTERS FOR RECOMMENDATION TO THE CABINET**

#### **FIP 19/43 DEBTS FOR WRITE OFF**

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

Decision Notice D190069MEM

The report of the Director of Finance and Transformation sought approval of the writing-off of debts considered to be irrecoverable. Details were also given of debts under £5,000 which had been written-off in accordance with Financial Procedure Rule 18.2 together with cumulative totals of debts in the current and previous financial years and information on budgeted bad debt provision.

**RECOMMENDED:** That the 3 items shown in the schedule of amounts over £5,000, totalling £22,859.76 be written-off for the reasons stated within the schedule.

#### **FIP 19/44 DISCRETIONARY RATE RELIEF - ANNEXES**

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

Annexes 1 and 3 containing exempt information (Minute FIP 19/38 refers).

The meeting ended at 8.57 pm

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**TONBRIDGE AND MALLING BOROUGH COUNCIL**

**PLANNING AND TRANSPORTATION ADVISORY BOARD**

**Wednesday, 2nd October, 2019**

**Present:** Cllr R W Dalton (Chairman), Cllr J L Botten (Vice-Chairman), Cllr T Bishop, Cllr M D Boughton, Cllr V M C Branson, Cllr D J Cooper, Cllr D A S Davis, Cllr M O Davis, Cllr S A Hudson, Cllr D W King, Cllr H S Rogers, Cllr N G Stapleton and Cllr M Taylor

Councillors Mrs J A Anderson, G C Bridge, A E Clark, N J Heslop, M A J Hood, F A Hoskins, K King, J R S Lark, D Lettington, B J Luker, Mrs A S Oakley, W E Palmer, M R Rhodes and J L Sergison were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors D Keers and D Thornewell

**PE 19/18 DECLARATIONS OF INTEREST**

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

**PE 19/19 MINUTES**

**RESOLVED:** That the notes of the meeting of the Planning and Transportation Advisory Board held on 4 June 2019 be approved as a correct record and signed by the Chairman.

**MATTERS FOR RECOMMENDATION TO THE CABINET**

**PE 19/20 TUNBRIDGE WELLS LOCAL PLAN REGULATION 18 CONSULTATION**

The report of the Director of Planning, Housing and Environmental Health summarised the main cross boundary issues arising from the proposals in the Tunbridge Wells draft Local Plan and suggested the key matters for inclusion in the response to the Regulation 18 consultation which would close on 1 November 2019.

Considerable discussion ensued in which Members raised substantial concerns about the impact of the proposed development at Capel, Tudeley, Paddock Wood and land adjacent to Longfield Road on Tonbridge and its environs in terms of trip generation, traffic congestion, pressure on Tonbridge station and parking and other facilities. The need for appropriate infrastructure to be in place prior to development was emphasised together with proper regard to flood risk plans, location and site constraints of the proposed secondary school, additional health care facilities and the Green Belt. Members expressed significant concern

about the soundness of the Plan as currently proposed, particularly in relation to the tests of soundness required in paragraph 35 of the National Planning Policy Framework regarding agreements with other authorities. Officers clarified that these tests were considerations for the Inspector when the Plan was examined and not for consulted authorities to decide. It was requested that a strengthened response be prepared for consideration by the Cabinet.

**RECOMMENDED:** That

- (1) the contents of the report be noted; and
- (2) a full and robust response to the Tunbridge Wells Local Plan Regulation 18 consultation be prepared based on the strong concerns and specific additional items to those set out in sections 1.4 and 1.5 of the report, as expressed by Members at the meeting, including a query regarding how the test of soundness at NPPF paragraph 35 would be met and the draft response be presented to the Cabinet for decision.

**\*Referred to Cabinet**

**MATTERS FOR CONSIDERATION IN PRIVATE**

**PE 19/21 EXCLUSION OF PRESS AND PUBLIC**

There were no matters considered in private.

The meeting ended at 10.00 pm

# Agenda Item 5

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

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## **TONBRIDGE AND MALLING BOROUGH COUNCIL**

### **TONBRIDGE FORUM**

**Tuesday, 2nd July, 2019**

**Present:** Cllr N J Heslop (Chairman), Cllr J R S Lark (Vice-Chairman), Cllr Mrs J A Anderson, Cllr Mrs P A Bates, Cllr M D Boughton, Cllr V M C Branson, Cllr G C Bridge, Cllr A E Clark, Cllr D W King, Cllr K King, Cllr M R Rhodes and Cllr Miss G E Thomas.

Together with:

- County Councillor M Payne,
- The Bridge Trust,
- Kent Police (Tonbridge),
- Tonbridge Civic Society,
- Tonbridge District Scout Council,
- Tonbridge Historical Society,
- Tonbridge Lions Club,
- Tonbridge Music Club,
- Tonbridge Sports Association,
- Tonbridge Town Team,
- University of the Third Age; and
- Women's Institute

Councillors N Foyle, J L Sergison, M A J Hood and F A Hoskins were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from:

- Borough Councillor F G Tombolis,
- County Councillor R Long,
- Society of Friends,
- Tonbridge and Malling Seniors,  
Tonbridge Area Churches Together

### **TF 19/9 WELCOME AND INTRODUCTION**

The Chairman welcomed everyone to the Tonbridge Forum, which was the first of the new municipal year.

Reference was made to the public question time traditionally held immediately before the start of the formal meeting and the Chairman indicated that a new approach would be piloted from September.

It was proposed that question time be included as a formal agenda item with questions submitted in advance so that responses could be given at the meeting. However, this would not prevent questions being raised on the evening although these might receive a written response out of meeting.

Further details on the new arrangements would be circulated in due course.

**TF 19/10 MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 25 February 2019 be approved as a correct record and signed by the Chairman.

**TF 19/11 UPDATE ON ANY ACTION IDENTIFIED IN THE LAST MINUTES**

There were no updates or actions identified that were not covered elsewhere on the agenda.

**TF 19/12 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman referred to the local election held on Thursday 2 May and expressed appreciation at being re-elected as a Member and Leader of the Council. The Conservative Group had retained their majority in Tonbridge and Malling and recognised the importance of serving their residents. The political composition of the Borough Council was now 39 Conservative, 9 Liberal Democrat, 3 Independent Alliance (Kent), 2 Green and 1 Labour.

The recent appointments of Ward Members in Tonbridge set out below were noted:

- Mayor – Councillor Mrs Jill Anderson
- Chair of Area 1 Planning Committee (Councillor Vivian Branson)
- Vice-Chair of Area 1 Planning Committee (Councillor Matt Boughton)
- Chairman of Communities and Housing Advisory Board (Councillor Jon Botten)
- Vice-Chairman of Planning and Transportation Advisory Board (Councillor Jon Botten)
- Chairman of Street Scene and Environment Services Advisory Board (Councillor Mark Davis)
- Vice-Chairman of Finance, Innovation and Property Advisory Board (Councillor Georgina Thomas)
- Vice-Chairman of Economic Regeneration Advisory Board (Councillor Frixos Tombolis)
- Chairman of Overview and Scrutiny Committee (Councillor Janet Sergison)

- Vice-Chairman of Overview and Scrutiny Committee (Councillor Frixos Tombolis)
- Chairman of Tonbridge Forum (Councillor Nicolas Heslop)
- Vice-Chairman of Tonbridge Forum (Councillor James Lark)
  
- Cabinet Member for Community Services (Councillor Mark Rhodes)

The Mayor was invited to address the Forum and expressed pleasure at her appointment and for the opportunity to meet volunteer and community groups who worked tirelessly to help others. She had recently attended a school cricket festival in Kings Hill which had been well attended and greatly enjoyed by everyone.

Finally, the Mayor would be pleased to attend any community or local events and this could be arranged via the Mayor's Office (email: [mayors.office@tmbc.gov.uk](mailto:mayors.office@tmbc.gov.uk))

#### **TF 19/13 TONBRIDGE AND MALLING BOROUGH COUNCIL SERVICES UPDATE**

The Chairman (in his role as Leader of the Borough Council) provided context for the setting of council tax and comparative costs related to parish council precepts. His presentation illustrated the services in Tonbridge supported/funded by the special expenses element. These included responsibility for the closed churchyards at St Peter and St Paul and at St Stephen; maintaining open spaces, parks and play areas; sport grounds and running and supporting local events.

The Chairman then went on to highlight recent activity in Tonbridge included numerous events in Haysden Country Park, a new path in Friendship Wood, new surfacing for a children's play area, a tree planting project at Tonbridge Cemetery and Tonbridge Castle, habitat improvements with Medway Valley Countryside Project and reinstatement works to Tonbridge Castle Motte.

Gratitude was also expressed to the volunteers involved in the litter picks in the Spring.

In response to a question from the floor regarding developer contributions (known as s106 monies), the Chief Executive clarified that one off capital works could benefit from these. However, revenue and running costs were still the responsibility of the Borough Council and these were covered by special expenses where appropriate. It was also indicated that the principle of applying a local charge had been tested as part of a public consultation undertaken by the Borough Council when special expenses were first considered. If any alternative proposals regarding local charging were proposed the Borough Council would give them proper consideration.

A further question was asked regarding charging rates for charity and commercial events. Members were reminded of a recent Overview and Scrutiny Committee review which had looked at concessionary rates. The recommendations arising from this review had yet to be determined.

The following updates were also provided:

**Waste Services Contract:**

The new contractor (Urbaser) had started in March and was currently working to previous service arrangements. New operational arrangements would start on 30 September and would include separate weekly food collections, fortnightly dry mixed recycling collections (including plastics, glass and cartons) and recycling collections of textiles, household batteries and small electrical appliances.

All households would receive an information pack through the post in advance of the new service arrangements.

Currently, 8,000 households had subscribed to the garden waste collection scheme and the early bird discount offered ended on 2 August 2019. It was noted that delivery of new garden waste bins would start on 15 July and new food bins and caddies would be delivered to all households in August.

Further advice and information was available on [www.tmbc.gov.uk/recycleforall](http://www.tmbc.gov.uk/recycleforall)

**Shopfront Improvement Scheme:**

There had been a good level of interest in the Scheme which had launched in March 2019 and provided grant assistance to independent retailers in Tonbridge and other retail centres in the Borough. Four grants had already been awarded with others currently being processed. The initiative would close once all funding had been allocated.

**Rochester Bridge Trust Exhibition:**

A 'Crossing the River Medway' event telling the story of the bridges over the river was being held at Tonbridge Castle until 31 January 2020.

**Swimming Pool Bridge:**

It was hoped that this would be open later in the year as the issue with the utility providers had been resolved. However, Members were cautioned that, as with any significant building project, the timetable was always subject to change.



**TF 19/14 KENT POLICE UPDATE**

Sergeant Turtle provided a verbal update on the achievements made in performance and the neighbourhood policing agenda.

There had been a small reduction in PCSO numbers which created significant challenges across the Borough, due to the need to share resources. However, an additional PCSO was anticipated in the Autumn.

It was also reported that a new beat officer in Tonbridge had already made a positive contribution to the town by working with partner agencies to deal with untaxed vehicles and rough sleepers. From September this work would be supported by an additional beat officer who would be deployed to the town centre and other areas of the Borough as required.

Kent Police were also hoping to engage a Safer Towns Co-Ordinator to work with local businesses and shops.

Recent operations and trends included:

- Anti-social behaviour, with a particular focus on Town Lock, would be targeted by working with partner agencies and the use of dispersal notices;
- Rough sleepers had moved to the Botany area. Kent Police continued to work closely with Porchlight and the Borough Council to engage with individuals;
- The Kent Police website would be updated later in the year to enable residents to submit comments and suggestions regarding priorities;
- Kent Police were active on social media and all were encouraged to follow the twitter account @kent\_police for regular updates on crime trends, activity and results;

Particular reference was made to the recent spate of youths on bicycles causing a nuisance. This was a significant problem for residents in the north of the Borough and Maidstone and Tonbridge and Malling Community Safety Units were raising awareness for the benefit of parents. Dispersal powers could be used to address specific problem areas.

Members of the Forum expressed frustration and disappointment at the difficulty in addressing anti-social behaviour and the perceived lack of police attendance when issues were reported. In response, Sergeant Turtle reiterated that Kent Police were aware of the issues and encouraged the continuation of reporting. Unfortunately, due to issues with staffing and availability of officers, attendance could not be guaranteed and was dependent on priority activity on any day. Particular

issues at Town Lock and Long Mead Road would be discussed with the Community Safety Partnership to see if action could be progressed.

#### **TF 19/15 POP UP BUSINESS SCHOOL**

The representative of the Pop-Up Business School (Rhys Williams – Project Officer) provided details of a live event taking place in Tonbridge aimed to help with self-employment and small business set up.

This event would take place between 1000 – 1500 hours from 30 September until 4 October in the Angel Centre, Tonbridge and offered practical ways to get a business idea off the ground regardless of experience. The event was open to everyone free of charge.

Further information was available from:

<https://www.popupbusinessschool.co.uk/tonbridge.html>

#### **TF 19/16 TONBRIDGE STATION AND HIGH STREET UPDATE**

The report of the Kent County Council Transport Innovations Programme Manager provided an update on the progress being made on the Tonbridge Station improvements. Although the main works had been completed the scheme would continue to be monitored and adjustments made as required.

The Deputy Cabinet Member for Planning, Highways, Transport and Waste at Kent County Council (Michael Payne) reminded Members that pedestrian safety was a key objective of the project and that access and egress to the station had been greatly improved as a result. County Councillor Payne was pleased to report that buses and taxis appeared to have integrated into the scheme successfully and the 'kiss and drop' layby was a welcome inclusion.

A need for audible indicators on the lights had been identified and it was proposed that these were operational during the day time only to avoid disturbing local residents at night. Yellow box markings at the traffic signals had been completed and high level green men installed at all crossings. It was hoped that these measures would improve pedestrian safety.

In addition a stage 3 road safety audit would be undertaken to highlight any outstanding areas of concern that needed to be addressed. Once complete, a final walk through would be carried out with the contractor to record any construction defects that might have arisen. It was noted that the contractor was obliged to rectify any issues for up to a year after completion.

Particular reference was made to Bus Stop G in the High Street and that this would be moved two-thirds off the carriageway to improve the road

width and traffic flow. This work would be progressed during the summer months.

The following concerns, comments and points were raised, discussed and noted:

- Taxi drivers allowing engines to idle at certain points in the town. This was a particular concern due to the effects of pollution on children. The Chairman committed to passing this concern to the Head of Licensing, Community Safety and Customer Services for addressing.
- A request for pollution levels to be monitoring during the works to Bus Stop G when a one way traffic flow would be in place.
- Air Quality Monitoring was raised as a general concern and the request for monitoring in the High Street was repeated. The Chairman indicated that these issues were discussed regularly at the Street Scene and Environment Services Advisory Board.
- Monitoring of traffic congestion at Vale Road and the High Street were also suggested.
- The necessity for the second set of lights by the Waterloo Road crossing had been tested.
- The appearance of Station Approach continued to be a cause of concern. However, the Chairman advised that he had recently met with the Senior Director for Regeneration at Network Rail to discuss their investment in stations. It was hoped that improvements at Tonbridge, Hildenborough and Borough Green stations would be considered as a result of these discussions.

All of these points were noted by the County Councillor for Tonbridge (Michael Payne); the Chairman (in his role as Leader of the Borough Council) and the Chief Executive and these would be raised with relevant officers at Kent County Council and Tonbridge and Malling Borough Council.

## **TF 19/17 KENT COUNTY COUNCIL SERVICES UPDATE**

The County Councillor for Tonbridge (Michael Payne) provided details of a number of County initiatives and consultations. The headline messages of relevance to Tonbridge included:

- In partnership with Compaid, Kent County Council had introduced an electric minibus to help disabled and vulnerable people. The vehicle had been adapted to be fully accessible for everyone and would help test the viability of electric vehicles. This was not only a first for the county but a first for Europe.

- The County Council were committed to their Highways Maintenance Programme of resurfacing roads and repairing potholes. There had been a significant increase in funding and Tonbridge and Malling had been allocated approximately £600k for repairs.
- The deadline for comments to the Special Education Needs and Disability (SEND) consultation was 14 July 2019.
- The Kent Nature Partnership Biodiversity Strategy consultation was open from 1 July until 1 September 2019.
- The Kent and Medway Energy and Low Emissions Strategy consultation was open from 2 July until 23 September 2019.
- There would be a focus on the Kent Year of Green Action at the County Show over the coming weekend.

Further information on current [consultations](#) was available on the Kent County Council website.

The meeting ended at 9.20 pm

## **TONBRIDGE AND MALLING BOROUGH COUNCIL**

### **PARISH PARTNERSHIP PANEL**

**Thursday, 5th September, 2019**

**Present:** Cllr N J Heslop (Chairman), Cllr M A Coffin (Vice-Chairman), Cllr Mrs J A Anderson, Cllr R P Betts, Cllr R W Dalton, Cllr F A Hoskins, Cllr S A Hudson, Cllr Mrs C B Langridge, Cllr D Lettington, Cllr B J Luker and Cllr M Taylor.

Together with Addington, Aylesford, Borough Green, Burham, Ditton, East Malling and Larkfield, Hadlow, Ightham, Kings Hill, Offham, Platt, Snodland, Trottiscliffe, Wateringbury, Wouldham, Wrotham and County Councillor H Rayner.

Councillors H S Rogers, R V Roud and J L Sergison were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors P M Hickmott, M R Rhodes, Birling, Hildenborough, Leybourne, Mereworth, Plaxtol, West Malling, West Peckham, Mrs T Dean, Mr M Balfour and Mrs S Hohler.

### **PART 1 - PUBLIC**

#### **PPP 19/18 MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 13 June 2019 be approved as a correct record and signed by the Chairman.

#### **PPP 19/19 UPDATE ON ACTION IDENTIFIED IN THE LAST MINUTES**

The Chairman of the Kent Association of Local Councils (Tonbridge and Malling) referred to Minute Number PPP 19/12 (Southern Water – responsibility for fire hydrants) and advised that a Fire Hydrant initiative, established by Kent Fire and Rescue Services in 2017, provided location maps of all fire hydrants in parishes. Further information would be circulated to all parish clerks in due course.

#### **PPP 19/20 SPEEDWATCH**

The Chairman advised that apologies had been received from the Speedwatch Co-ordinator (Alan Watson) due to a prior commitment. However, Parish Councils were invited to share their experiences of the initiative and the following points were made:

- There were significant challenges around the setting up of a community scheme, particularly as these were reliant on the support of volunteers;

- Equipment, such as speed indicator devices, were not always financially viable and the purchase of kit was expensive; and
- Active enforcement by Kent Police was decreasing.

The Kent Association of Local Councils referred to the recent cancellation of the annual Speedwatch Conference due to the insufficient numbers of attendees. This illustrated the lack of support for local community schemes.

Kent Police remained committed to Speedwatch but recognised the challenges around staffing which impacted on their availability to offer support. However, it was hoped that this would improve once new police officers were in place. (Minute Number PPP 19/21 refers)

The issues raised would be passed to the Speedwatch Co-Ordinator for addressing at the next meeting of the Panel.

Hadlow and Watlingbury Parish Councils, which had shared their experiences of an active Community Speedwatch, felt that overall the initiative was effective despite the many challenges. Parishes which had operated a Community Speedwatch offered to share any information with other interested communities.

#### **PPP 19/21 KENT POLICE SERVICES UPDATE**

Acting Inspector Turtle provided a verbal update on the achievements made in performance and the neighbourhood policing agenda. The headline messages were that a new police constable would be based in the Malling area from November, active recruitment for Police Community Support Officers (PCSOs) continued and a new two year programme for graduates (Police Now) had been introduced to encourage recruitment into community policing. Acting Inspector Turtle was pleased to announce that a new recruit would join the Community Safety Unit in November for 18 months as part of this scheme.

During the summer there had been several traveller incursions, including unlawful encampments in Ightham and Platt. The use of Section 61 notices had proved extremely effective and Kent Police would continue to take action immediately. This approach was welcomed by the Panel.

Recent crime trends and activity identified during the 3 month spring period included:

- Increased theft of car keys from homes. It was hoped that this could be improved by educating residents to think differently and putting keys out of sight.
- A Serious and Organised Crime Board met monthly to focus on and identify trends.

- Tom Tugendhat MP for Tonbridge and Malling had recently joined a foot patrol.
- There was an aspiration to extend the Shop Safe initiative to West Malling.

The following trends and initiatives were identified for monitoring during the autumn period:

- There would be a focus on tackling nuisance cycling which continued to be a significant issue throughout the Borough;
- Continued engagement with young people;
- Licensing enforcement in the lead up to Christmas
- Safeguarding of vulnerable people and victims; and
- Seasonal activity during Halloween and Bonfire Night

Several parishes reported evidence of the increased use of nitrous oxide (laughing gas). Kent Police were unaware that this was a significant issue but now that it had been drawn to their attention this would be actively followed up. Acting Inspector Turtle assured Members that tackling drug abuse remained a high priority for Kent Police.

Other parish specific concerns raised were noted for addressing by Kent Police where possible.

Finally, it was indicated that calling 101 or online was the best way of reporting problems. Alternatively, the Community Safety Unit could be contacted on [csu.tonbridge.and.malling@kent.police.uk](mailto:csu.tonbridge.and.malling@kent.police.uk)

### **PPP 19/22 PARISH/TOWN COUNCIL ELECTION RECHARGE COSTS**

In response to a request from the Kent Association of Local Councils (Tonbridge and Malling), the report of the Chief Executive set out details of the costs of parish/town council elections.

There were a number of costs involved in the running of an election and these included clerical and administrative support, notices and stationery, delivery of poll cards, postal vote postage costs, hire of venues and supply of voting equipment, polling and counting staff and the Returning Officer Fee.

The cost of a contested Parish/Town election was based on several factors and these were detailed in paragraph 1.3.3 of the report. However, it was noted that the costs applied to Parish Councils were in accordance with the agreed Kent scale of fees, attached as Annex 1.

### **PPP 19/23 LOCAL PLAN UPDATE**

The Cabinet Member for Strategic Planning and Infrastructure (Councillor David Lettington) advised that the Borough Council's

responses to the points raised by the Planning Inspector, in a letter dated 23 May 2019, had been submitted in June and July. Both of these could be found on the Local Examination page of the Borough Council's website.

At the current time there was no date for the Local Plan Hearing confirmed.

The Panel noted the progress being made.

The Chairman referred to an issue raised by Aylesford Parish Council, outside the meeting, related to planning decisions and parish councils' submitted comments on applications. The Chief Executive clarified that the request was to seek advice as to how parish council representations could be of as high a quality as possible when commenting on planning applications. Particular reference was made to the training opportunities provided by the Kent Association of Local Councils and the Chairman (Mrs Sarah Barker) offered to attend Aylesford Parish Council to give further information on the courses available.

#### **PPP 19/24 KENT COUNTY COUNCIL SERVICES UPDATE**

The County Councillor for Malling West (Councillor Harry Rayner) provided an update on key points of relevance to the Malling Division. The headline messages included the ongoing planning for Brexit, new proposals for a Kent County Council Strategic Plan were under consideration and there were upcoming reviews of the Social Care Charging Policy and the Medium Term Financial Plan.

Reference was also made to the introduction of charges at County recycling sites and these were supporting a targeted approach on fly tipping initiatives. In response to a question from the Panel, it was indicated that there had been no cost analysis undertaken regarding charging for certain items. However, it was hoped that sufficient funds could be used to progress fly tipping enforcement. It was reiterated that there was no evidenced correlation between increased fly tipping and the introduction of charges.

Finally, it was reported that the Leader of the County Council (Paul Carter) had announced that he would stand down from this position in October.

Members asked for an update on the proposed household waste recycling site for Tonbridge and Malling. The Chairman indicated that the County Council had gone out to tender to identify a provider/site and there was no further information. However, it was noted that Medway Council might be amenable to a further extension for the use of the Cuxton site if there was a reasonable financial contribution from Kent County Council.



## **PPP 19/25 TONBRIDGE AND MALLING BOROUGH COUNCIL SERVICES UPDATE**

The Chairman, in his role as Leader of the Council, provided an update on key points of relevance to Tonbridge and Malling. The headline messages included:

### **Waste Services Contract**

The new collection arrangements would start on 30 September 2019. A leaflet would be posted to all residents outlining new service provision and new collection days. Take up of the new garden waste service was 42% and was the highest in Kent for a similar service.

New brown bins were being delivered and there was an online form for residents to report missing bins.

A number of recycling/bring bank sites were being retained although this would be reduced following the full introduction of new services. Details were set out in the report of the Director of Street Scene, Leisure and Technical Services considered by the Street Scene and Environment Services Advisory Board on [3 September](#).

### **Shop Front Improvement Scheme**

Fifteen grants had been awarded in the Borough, including premises in West Malling, Larkfield, Hadlow, Borough Green and Kings Hill. Further applications were under consideration. The Scheme would close by the end of 2019 and anyone interested should contact the Economic Regeneration Officer ([jeremy.whittaker@tmbc.gov.uk](mailto:jeremy.whittaker@tmbc.gov.uk)) for further information.

A Scheme focusing on local centres and parades would open in the New Year.

### **Jobs and Training Fair**

This would be held from 1000 – 1400 hours on Tuesday 15 October at the Capel Morris Centre, Royal British Legion Village, Aylesford. Thirty local businesses were participating and it was free to attend. All Members were asked to promote this event.

### **Climate Change Strategy**

The Borough Council had declared recognition of global climate change and biodiversity emergencies in July. Services and operations would be reviewed to ensure policies supported climate change mitigation. A draft Strategy would be out for consultation in May 2020 and parishes were encouraged to contribute. Suggestions should be passed to the Scrutiny

and Partnerships Manager ([gill.fox@tmbc.gov.uk](mailto:gill.fox@tmbc.gov.uk)) who was co-ordinating responses.

The meeting ended at 9.10 pm

## TONBRIDGE AND MALLING BOROUGH COUNCIL

### TONBRIDGE FORUM

Monday, 9th September, 2019

**Present:** Cllr N J Heslop (Chairman), Cllr J R S Lark (Vice-Chairman), Cllr Mrs J A Anderson, Cllr Mrs P A Bates, Cllr M D Boughton, Cllr V M C Branson, Cllr G C Bridge, Cllr A E Clark, Cllr D W King, Cllr K King, Cllr M R Rhodes and Cllr Miss G E Thomas.

Together with:

- County Councillor M Payne
- Society of Friends
- Tonbridge Art Group
- Tonbridge Civic Society
- Tonbridge District Scout Council
- Tonbridge Historical Society
- Tonbridge Line Commuters
- Tonbridge Lions Club
- Tonbridge Rotary Club
- Tonbridge Sports Association
- Tonbridge Theatre and Arts Club
- Tonbridge Town Team
- University of the Third Age
- Women's Institute

N Foyle, M A J Hood and D Lettington were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors F G Tombolis, Mr R Long, The Bridge Trust, Kent Police (Tonbridge), Tonbridge Area Churches Together and Tonbridge Music Club

#### **TF 19/18 MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 2 July 2019 be approved as a correct record and signed by the Chairman.

#### **TF 19/19 UPDATE ON ANY ACTION IDENTIFIED IN THE LAST MINUTES**

There were no updates or actions identified that were not covered elsewhere on the agenda.

#### **TF 19/20 GAS REPLACEMENT WORKS IN TONBRIDGE**

Representatives from Scotia Gas Networks (SGN) explained that it was necessary to replace the main gas pipe at one end of the High Street (opposite Tonbridge School) to avoid the risk of failure and leakage. There was concern that increased demand for gas during the winter

months would increase this risk and it was indicated that a planned work programme would be better than an emergency response, which would cause significant disruption.

The Forum expressed disappointment at the poor communication, lack of consultation and the insufficient notice of these proposed works. It was noted that work was originally scheduled for today (Monday 9 September) and this had been delayed in response to the significant concerns raised by the Borough and County Councils.

There were also significant concerns raised related to the proposed diversion route which would have implications for traffic flow and be difficult for buses to navigate.

Following in-depth discussion the Borough and County Councils' preference was for the replacement works to be programmed for early 2020, subject to improved consultation with key stakeholders (Borough and County Councils, all bus operators and local schools), the preparation of a risk assessment and the submission of a detailed traffic management plan setting out diversion routes.

#### **TF 19/21 TONBRIDGE AND MALLING SERVICES UPDATE**

The Chairman (in his role as Leader of the Borough Council) presented an update on the new waste services provision, due to start on 30 September, the installation of a replacement bridge at the Swimming Pool (planned for September), events and activities in and around Tonbridge, preparations for Fairtrade Tonbridge renewal and discussions with the Regional Asset Portfolio Manager of the Arch Company related to Railway Approach.

Particular reference was made to the Borough Council's declaration and recognition of global climate change and biodiversity emergencies and the aspiration for Tonbridge and Malling to be carbon neutral by 2030. Services and operations would be reviewed to ensure that policies supported climate change mitigation. A draft Climate Change Strategy would be out for consultation in May 2020 and everyone was encouraged to contribute suggestions.

It was reported that leaflets outlining the waste service arrangements and collection days would be posted to all residents shortly. Take up of the garden waste collection service was over 42% and was the highest in Kent for a similar service. In addition, a number of recycling/bring bank sites were being retained although these would be reduced following the full introduction of the new services. Details were set out in the report of the Director of Street Scene, Leisure and Technical Services considered by the Street Scene and Environment Services Advisory Board on [3 September](#).

In response to a question from the Society of Friends, it was confirmed that tea bags broke down sufficiently to be put into food waste bins.

#### **TF 19/22 KENT POLICE UPDATE**

Kent Police were unable to attend the meeting due to operational pressures and their apologies were recorded. In the absence of a representative from Kent Police the report of Inspector Kerry Rothwell, circulated at the meeting, was noted. A copy of the report would be attached to the Minutes.

#### **TF 19/23 KENT COUNTY COUNCIL SERVICES UPDATE**

The County Councillor for Tonbridge (Michael Payne) provided details of a number of County initiatives and consultations. The headline messages of relevance to Tonbridge included the County Council's commitment of £250,000 to focus on initiatives to tackle fly tipping and the continuing investment into libraries, especially the refurbishment of Tonbridge library.

A number of issues were raised related to the High Street including the impact of the pedestrian crossing and roundabouts on the flow of traffic, the extension of the 20 mph speed limit, replacement of the trees and the appearance of the footpath near the Castle bus stop. In response, County Councillor Payne advised that the County Council were aware of these issues and mitigation measures would be progressed as soon as possible.

Other issues raised included landscaping at the Botany, in front of St Stephens Church, potential signage advising No HGVs to be erected in areas around the town and Arriva not using the new bus stops. All of these points were noted and would be passed to the relevant organisation for awareness.

#### **TF 19/24 FORTHCOMING EVENTS**

Tonbridge Rotary provided details of events that would be held between October – December 2019:

- Half Marathon

This would take place on 6 October starting at 1000 hours in Brook Street. There would be a road closure in place until about 1400 hours. Volunteers to act as race marshals were invited.

The Chairman indicated that he would be running in support of the Mayors Charity (CRY).

- Christmas Festival – Sunday 24 November

Tonbridge High Street would be closed between 1030 – 2030 hours from Vale Road to Bordyke. There would be a variety of stalls and entertainment would be provided on a stage near the river. The fireworks display would start later than previous years at 1900 hours due to an extended programme of entertainment.

- Social Activities in Tonbridge for Older People

The Chairman referred to the social activities financed by Tonbridge and Malling Seniors (TAMS) for 2019. Members were invited to recommend events and/or activities for older people for inclusion in a promotional leaflet for 2020. Tonbridge Town Team offered to promote events sponsored by TAMS in their regular What's On magazine.

The meeting ended at 9.30 pm

## **TONBRIDGE AND MALLING BOROUGH COUNCIL**

### **JOINT TRANSPORTATION BOARD**

**Monday, 23rd September, 2019**

**Present:** Cllr D Lettington (Chairman), Cllr V M C Branson, Cllr D A S Davis, Cllr N G Stapleton, Cllr M Taylor, Mr M Balfour, Mrs T Dean, Mr R Long and Mr H Rayner

Councillors M D Boughton, D J Cooper, N Foyle, M A J Hood, B J Luker, Mrs A S Oakley, M R Rhodes, H S Rogers, R V Roud, J L Sergison, Mrs M Tatton and D Thornewell were also present pursuant to Council Procedure Rule No 15.21. Mrs S Barker and Mrs W Palmer were also present on behalf of the Kent Association of Local Councils (KALC)

Apologies for absence were received from County Councillor Mr M Payne (Vice-Chairman), Borough Councillors R P Betts and A Kennedy and County Councillors Mrs S Hohler and Mr P Homewood

### **PART 1 - PUBLIC**

#### **JTB 19/12 DECLARATIONS OF INTEREST**

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

#### **JTB 19/13 MINUTES**

**RESOLVED:** That the Minutes of the meeting of the Joint Transportation Board held on 10 June 2019 be approved as a correct record and signed by the Chairman.

#### **JTB 19/14 PARKING ACTION PLAN - PHASE 11 AND ACCESS SCHEME 2**

Decision Number D190070MEM

The report of the Director of Street Scene, Leisure and Technical Services presented the outcome of the investigation and informal consultation stages of the 40 parking restriction proposals contained in Phase 11 of the Parking Action Plan and sought approval to proceed to formal consultation in respect of 32 locations. It was noted that 5 of the original locations had been considered under the Access Scheme, a streamlined process applied to the consideration and promotion of minor changes to the public highway, details of which were set out at Annex 6 to the report.

**RECOMMENDED:** That,

- (1) subject to the abandonment of the scheme at Shakespeare Road, Tonbridge (Location reference 11.27) to allow it to be redrafted; and the proposal to proceed with the scheme at Fairfield Crescent, Tonbridge (Location reference 11.33), the recommendation for each location in Phase 11 shown in Annex 1 to the report be adopted and, where appropriate, be taken forward to formal consultation; and
- (2) subject to the amendment of the afternoon parking restriction times for the single yellow lines in Kings Road, Tonbridge (Location reference 11-31) to reduce the times from Noon-3.30pm to 2pm-3.30pm, the recommendation for each location in Access Scheme 2 shown in Annex 6 to the report be adopted and, where appropriate, the proposals be implemented.

**JTB 19/15 JOINT TRANSPORTATION BOARD - AGREEMENT**

The Joint Report of the Director of Growth, Environment and Transport (KCC) and the Director of Street Scene, Leisure and Technical Services set out details of proposed revisions to the legal agreement between the County and Borough Councils regarding the Joint Transportation Board established in 2005 to facilitate discussion and co-operation on local highway and transportation issues. It was noted that the revised Agreement would be submitted to the Borough Council's Planning and Transportation Advisory Board and Cabinet for approval. In response to comments on the role of the parish/town council representative(s) nominated by the area committee of the Kent Association of Local Councils (KALC) it was confirmed that such representatives would be able to speak on any item on the agenda and that paragraph 2.2 of the First Schedule to the proposed agreement would be amended to reflect this.

**RECOMMENDED:** That, subject to the amendment of paragraph 2.2 of the First Schedule to the proposed agreement to refer to the Kent Association of Local Councils and to the addition of 'Such representative will be able to speak on any item on the agenda.' to the end of that paragraph, the revised Joint Transportation Board Agreement be submitted to the Borough Council's Planning and Transportation Advisory Board and Cabinet for approval.

**MATTERS SUBMITTED FOR INFORMATION****JTB 19/16 TONBRIDGE AND MALLING HIGHWAY WORKS PROGRAMME**

The report of KCC Highways, Transportation and Waste summarised schemes programmed for delivery in 2019/20 and provided an update on the Road, Footway and Cycleway Renewal and Preservation Schemes (Appendix A), Drainage Repairs and Improvements



(Appendix B), Street Lighting (Appendix C), Transportation and Safety Schemes (Appendix D), Developer Funded Works (Appendix E), Bridge Works (Appendix F), Traffic Systems (Appendix G) and the Combined Member Grant programme (Appendix H).

**RESOLVED:** That the report be received and noted.

#### **JTB 19/17 A20 HIGHWAY IMPROVEMENTS**

The report of the Director of Highways, Transportation and Waste summarised the actions and results of a consultation undertaken between July and September 2019 regarding proposed highway improvements scheme along the A20 London Road at East Malling, Larkfield and Ditton. Members were advised a detailed design would be submitted to the meeting of the Board on 18 November in expectation that construction would commence in February 2020.

**RESOLVED:** That the report be received and noted.

#### **JTB 19/18 A20 COLDHARBOUR ROUNDABOUT AND MILLS ROAD/HALL ROAD**

The report of KCC Highways, Transportation and Waste provided an update on proposed junction improvements on London Road, Aylesford at the A20 Coldharbour Roundabout and at the A20 London Road junction with Hall Road and Mills Road which formed part of the Maidstone Integrated Transport Package (MITP) funded through the Local Growth Fund secured by KCC from the South East Local Enterprise partnership (SELEP) and developer contributions. It was anticipated that construction would commence in April 2020.

**RESOLVED:** That the report be received and noted.

#### **MATTERS FOR CONSIDERATION IN PRIVATE**

#### **JTB 19/19 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 9.10 pm

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## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

16 October 2019

#### Report of the Director of Finance and Transformation

#### Part 1- Public

#### Matters for Recommendation to Council

#### **1 TREASURY MANAGEMENT UPDATE AND MID-YEAR REVIEW**

**A report detailing treasury management activity undertaken during the period April to August of the current financial year was considered by Audit Committee on 1 October. Following review by the Audit Committee, Cabinet are invited to recommend that Council endorse the action taken by officers in respect of treasury management activity to date and retain the current risk parameters.**

#### **1.1 Introduction**

1.1.1 At its meeting on 1 October 2019, the Audit Committee considered a report on treasury management activity from April to August 2019 and a review of the risk parameters.

1.1.2 The report to the Audit Committee can be found at **[Appendix 1]**.

1.1.3 After full consideration of the report, Audit Committee endorsed the action taken by officers in respect of treasury management activity for April to August 2019 and recommended that the existing parameters intended to limit the Council's exposure to investment risks should be retained.

#### **1.2 Legal Implications**

1.2.1 Under Section 151 of the Local Government Act 1972, the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority including securing effective arrangements for treasury management. In addition, Link are employed to provide independent advice on legislative and professional changes that impact on the treasury management function.

#### **1.3 Financial and Value for Money Considerations**

1.3.1 As set out in the report to Audit Committee. Investment income from cash flow and core cash at the end of August 2019 (month five of the financial year) is £44,800 better than budget for the same period. Subject to Bank Rate not falling below its current level this figure is expected to increase as the year progresses.

## 1.4 Risk Assessment

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

## 1.5 Equality Impact Assessment

- 1.5.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act

## 1.6 Recommendations

- 1.6.1 Cabinet is invited to **RECOMMEND** that Council:

- 1) Endorse the action taken by officers in respect of treasury management activity for the period April to August 2019.
- 2) Retain the existing parameters intended to limit the Council's exposure to investment risks.

Background papers:

contact: Michael Withey

[Link interest rate forecast \(August 2019\)](#)

[Link Benchmarking data \(June 2019\)](#)

Sharon Shelton

Director of Finance & Transformation

**TONBRIDGE & MALLING BOROUGH COUNCIL**

**AUDIT COMMITTEE**

**01 October 2019**

**Report of the Director of Finance and Transformation**

**Part 1- Public**

**Matters for Recommendation to Cabinet – Council Decision**

**1 TREASURY MANAGEMENT UPDATE AND MID-YEAR REVIEW**

**The report provides an update on treasury management activity undertaken during April to August of the current financial year. A mid-year review of the Treasury Management and Annual Investment Strategy for 2019/20 is also included in this report.**

**1.1 Introduction**

1.1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management was revised December 2017 and adopted by this Council on 30 October 2018.

1.1.2 The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the full Council of an Annual Treasury Management Strategy Statement, including the Annual Investment Strategy, for the year ahead; a mid-year Review Report (this report) and an Annual Report (stewardship report) covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Audit Committee.

1.1.3 This mid-year report has been prepared in compliance with Code and covers the following:

- An economic update and interest rate forecast.
- Investment performance for April to August of the 2019/20 financial year including recent benchmarking data.
- Compliance with Treasury and Prudential Limits for 2019/20.
- A review of the risk parameters contained in the 2019/20 Treasury Management and Annual Investment Strategy.

## **1.2 Economic Background**

- 1.2.1 The first half of 2019/20 saw UK economic growth fall amidst continuing Brexit uncertainty and global growth concerns. In its August Inflation Report the Bank of England was notably downbeat about the outlook for both the UK and major world economies. This mirrored investor confidence around the world which is now expecting a significant downturn or possibly even a recession in some developed economies. Against this back drop it is no surprise that thus far in 2019 the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75%.
- 1.2.2 CPI inflation has been hovering around the Bank of England's target of 2% during 2019 (July 2.1%). The expectation is for CPI to move upwards a little over the rest of 2019/20 but not to a degree though likely to pose a concern for the MPC.
- 1.2.3 Despite the contraction in UK quarterly GDP growth of -0.2% q/q in quarter 2 (+1.2% y/y), employment rose by 115,000 in the same quarter. This suggests firms are preparing to expand output which could see a return to positive growth in quarter 3. Unemployment has continued close to a 44 year low of 3.9% in June. At the same time wage inflation picked up to a high of 3.9%. In real terms (after adjusting for the effects of inflation) earnings grew by 1.9%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The MPC views wage inflation in excess of 3% as an inflationary pressure which may warrant a rise in Bank Rate if Brexit is accompanied by a deal. A Bank Rate cut is thought likely in the event of a no deal Brexit.
- 1.2.4 Elsewhere, in response to slowing economic growth, the US Federal Reserve cut its equivalent of the Bank Rate by 0.25% in July 2019. The European Central Bank followed suit with a 0.1% cut in September 2019 and signalled a resumption of quantitative easing.

## **1.3 Interest Rate Forecast**

- 1.3.1 The Bank Rate, having remained at an emergency level of 0.5% for over seven years, was cut to 0.25% in August 2016 following the referendum on the UK's membership of the EU. In November 2017, the Bank of England returned the Bank Rate to 0.5%. Bank Rate was increased to 0.75% in August 2018. Link's

current forecast (August 2019) anticipates Bank Rate rising to 1.0% by December 2020 and to 1.25% by March 2022.

Rate	Now	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
	%	%	%	%	%	%	%	%	%	%	%	%
Bank Rate	0.75	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 mth LIBID	0.64	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 mth LIBID	0.67	0.80	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 mth LIBID	0.72	1.00	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
25yr PWLB	1.95	2.10	2.30	2.40	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00

## 1.4 Investment Performance

- 1.4.1 In accordance with the CIPFA Code the Council's priorities, in order of importance, are: to ensure security of capital; liquidity; and having satisfied both, to obtain an appropriate level of return which is consistent with the Council's risk appetite.
- 1.4.2 The Council's investments are derived from cash flow surpluses, core cash balances and other long term cash balances.
- 1.4.3 Cash flow surpluses are available on a temporary basis and the amount mainly dependent on the timing of council tax and business rates collected and their payment to precept authorities and government. Less significant cash flows relate to receipt of grants, payments to housing benefit recipients, suppliers and staff. Cash flow surpluses build up during the course of a financial year and are spent by financial year end. Thus far in 2019/20 cash flow surpluses have averaged £13m.
- 1.4.4 The Authority also has £26m of core cash balances. These funds are for the most part available to invest for more than one year, albeit a proportion is usually transferred to cash flow towards the end of the financial year to top-up daily cash balances. Core cash includes the Council's capital and revenue reserves which are being consumed over time to meet capital expenditure and 'buy time' to enable the authority to deliver its revenue savings targets. The core cash balance also includes some £8m to meet business rate appeals of which £3m are expected to be resolved in 2019/20 and the balance in future years.
- 1.4.5 Long term investment at the end of August 2019 comprised £5m in property fund investments.
- 1.4.6 A full list of investments held on 31 August 2019 is provided at **[Annex 1]** and a copy of our lending list of 2 September 2019 at **[Annex 2]**. The table below provides a summary of funds invested and interest / dividends earned at the end of August.

	Funds invested on 31 August 2019	Average duration to maturity	Weighted average rate of return	Interest / dividends earned 1 April to 31 August 2019	Gross annualised return	LIBID benchmark (average from 1 April 2019)
	£m	Days	%	£	%	%
Cash flow	14.3	42	0.81	42,200	0.78	0.57(7 Day)
Core cash	26.0	149	1.13	121,300	1.11	0.67 (3 Mth)
Sub-total	<b>40.3</b>	<b>111</b>	<b>1.01</b>	<b>163,500</b>	<b>1.00</b>	<b>0.64 (Ave)</b>
Long term	5.0			43,000	3.44	
Total	45.3			206,500	1.27	

*Property funds pay dividends quarterly. The return quoted above is based on dividends received for the quarter April to June 2019.*

1.4.7 **Cash flow and Core cash Investments.** Interest earned of £163,500 to the end of August is £44,800 better than the original estimate for the same period. The authority also outperformed the LIBID benchmark by 36 basis points. The additional income is due to the higher core fund balances relating to unspent provisions for business rate appeals.

1.4.8 The Council takes advantage of Link's benchmarking service which enables performance to be gauged against Link's other local authority clients. An extract from the latest benchmarking data is provided in the form of a scatter graph at **[Annex 3]**. The graph shows the return (vertical scale) vs. the credit / duration risk (horizontal scale) associated with an authority's investments. At 30 June 2019 the Council's return at 1.05% (purple diamond) was above the local authority average of 0.90%. Based on the Council's exposure to credit / duration risk that return also exceeded Link's predicted return (above the upper boundary indicated by the green diagonal line). The Council's risk exposure was also above the local authority average but not excessive by comparison.

1.4.9 **Long term Investment.** The availability of cash balances over the longer term (10 years) and the suitability of different types of long term investment (equities, bonds and commercial property) was explored in the report to Audit Committee, January 2017. Of the alternatives, investment in property funds was considered best suited to meet the Council's more immediate funding need: a sustainable, stable income stream.

1.4.10 £3m was invested in property investment funds during 2017/18 and a further £2m invested during 2018/19. Investment was spread across three funds to ensure, as far as is possible, stability of annual income and capital growth over time.



Additional property fund investments are expected in the future as resources become available from asset disposals and other windfalls.

- 1.4.11 During the period 1 April 2019 to 30 June 2019 the £5m investment in property funds generated dividends (income) of £43,000 which represents an annualised return of 3.44%.
- 1.4.12 Property funds issue and redeem primary units at a buy and sell price with the difference between the two prices reflecting the costs associated with buying and selling property (legal and other fees, stamp duty etc.). The price spread varies from fund to fund but is typically in the region of 8% (6% on entry to a fund and 2% on exit). Where units are traded on a secondary market the impact of the spread can be reduced and delays in the purchase or redemption of units avoided. The table below compares the sale value of each investment if sold to the fund manager with the initial purchase price. Economic growth in the UK slowed in 2018/19 as did the rate at which fund sale values appreciated. A fall in sale values was recorded at some month ends especially during the second half of 2018/19 and thus far in 2019/20. Nevertheless, since inception, the overall progress towards breakeven is still encouraging.

<b>Property fund</b> <small>(Primary = units in the fund purchased from the fund manager. Secondary = units purchased from another investor at a discount. Date = first month the investment attracted dividends)</small>	Purchase price  (a) £	Sale value at date of purchase  (b) £	Sale value 31 August 2019  (c) £	31 August sale value above (below) purchase price (c-a) £
LAPF (Primary, July 2017)	1,000,000	922,200	965,900	(34,100)
Lothbury (Primary, July 2017)	1,000,000	927,700	984,000	(16,000)
Hermes (Secondary, Oct 2017)	1,000,000	939,000	1,009,300	9,300
LAPF (Primary, June 2018)	1,000,000	922,200	926,100	(73,900)
Lothbury (Secondary, July 2018)	1,000,000	973,000	965,000	(35,000)
<b>Total change in principal</b>	<b>5,000,000</b>	<b>4,684,100</b>	<b>4,850,300</b>	<b>(149,700)</b>
			<b>Total dividends received</b>	<b>280,400</b>
			<b>Net benefit</b>	<b>130,700</b>

- 1.4.13 Since their inception, the Council has received dividends from its property fund investments totalling £280,400. Taking the current £149,700 deficit on sale values into account the net benefit to the Council thus far is £130,700.

## 1.5 Compliance with the Treasury Management and Annual Investment Strategy

1.5.1 Throughout the period April to August 2019 all of the requirements contained in the 2019/20 Annual Investment Strategy intended to limit the Council's exposure to investment risks (minimum sovereign and counterparty credit ratings; duration limits; exposure limits in respect of counterparties, groups of related counterparty and sovereigns; and specified and non-specified investment limits) have been complied with. No borrowing was undertaken during April to August 2019.

1.5.2 The Council has also operated within the treasury limits and prudential indicators set out in the Annual Investment Strategy and in compliance with the Council's Treasury Management Practices. The Prudential and Treasury Indicators can be found in **[Annex 4]** to this report.

## 1.6 Review of Risk Parameters

1.6.1 Members will recall the detailed consideration that was given to the 2019/20 Treasury Management and Annual Investment Strategy at the January 2019 meeting of Audit Committee. The strategy includes the parameters that aim to limit the Council's exposure to investment risks by requiring investments to be placed with high credit rated institutions and that those investments are diversified across a range of counterparties. More specifically the 2019/20 Strategy requires:

- Counterparties must be regulated by a Sovereign rated AA- (UK minimum of A-) or better as recognised by each of the three main rating agencies (Fitch, Moody's and Standard & Poor's).
- Whilst 100% of funds can be invested in the UK, exposure to non-UK banks is restricted to no more than 20% of funds per Sovereign.
- Exposure to individual counterparties and groups of related counterparty must not exceed 20% of funds.
- In selecting suitable counterparties the Council has adopted Link's credit worthiness methodology. The methodology combines the output from all three credit rating agencies including credit watches / outlooks and credit default swap data to assign a durational band to a financial institution (100 days, 6 months, 1 year, 5 years, etc.). At the time of placing an investment the financial institution must be assigned a durational band of at least 100 days. This broadly equates to a minimum long term credit rating of Fitch A- (high) and a short term credit rating of Fitch F1 (strong). A minimum of Fitch BBB (good), F2 (good) applies to UK nationalised / part nationalised banks.
- The duration of an investment in a foreign bank must not exceed Link's recommendation. For UK financial institutions Link's duration recommendation can be enhanced by up to six months subject to the combined duration (Link recommendation plus the enhancement) not exceeding 12 months. Where duration exceeds Link's recommendation by more than three months, the institution's CDS must be below average at the

time the investment is placed and exposure in the extended duration (3 to 6 months) limited to 10% of funds.

- Money Market funds should be rated AAA and exposure limited to no more than 20% per fund. LNAV and VNAV funds may be used as a substitute for CNAV funds.
- Enhanced Money Funds should be rated AAA and exposure limited to no more than 10% per fund and 20% to all such funds.
- Exposure to each non-rated property fund used for long term investment is subject to a maximum £3m (20% of expected long term balances) per fund and across all such funds. No limit applies to new resources made available from, or in anticipation of, the sale of existing property assets or other windfalls.
- Each non-rated diversified income (multi-asset) fund used for medium term investment is subject to a maximum £3m (20% of expected long term balances) per fund and across all such funds.
- Non-specified investments over 1 year duration (includes both property funds and diversified income funds) must not exceed 60% of investment balances.

1.6.2 The returns being offered by financial institutions vary significantly one to another and across all durations. Whilst scope is limited from an income generation perspective there are a sufficient number of creditworthy institutions available to the Council to ensure an appropriate level of diversification. In undertaking this review **no changes to the current approved risk parameters are proposed.**

## 1.7 Legal Implications

1.7.1 Under Section 151 of the Local Government Act 1972, the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority including securing effective arrangements for treasury management. In addition, Link are employed to provide independent advice on legislative and professional changes that impact on the treasury management function.

## 1.8 Financial and Value for Money Considerations

1.8.1 Investment income from cash flow and core cash at the end of August 2019 (month five of the financial year) is £44,800 better than budget for the same period. Subject to Bank Rate not falling below its current level this figure is expected to increase as the year progresses.

1.8.2 Property funds are presently performing in-line with budget albeit just below the 4% target return.

1.8.3 The Bank Rate having remained at a historic low of 0.5% for over seven years was cut to 0.25% in August 2016. In November 2017, the Bank of England

returned the Bank Rate to 0.5%. Bank rate was increased to 0.75% in August 2018. Link's current forecast (August 2019) anticipates Bank Rate rising to 1.0% by December 2020 and to 1.25% by March 2022.

- 1.8.4 Performance is monitored against a benchmark return and against other local authorities in Kent and the broader local authority pool via Link's benchmarking service.
- 1.8.5 Whilst the annual income stream from a property fund exhibits stability (circa 4% per annum net of management fees) capital values rise and fall with the cyclical nature of economic activity. During a downturn in the economy capital values may fall significantly. The duration of a property fund investment may need to be extended to avoid crystalizing a loss and as a consequence, the investment's duration cannot be determined with certainty.
- 1.8.6 Buying and selling property involves significant costs making property unsuitable for short term investment. Buying and selling costs are reflected in the entry fees (circa 6%) and exit fees (circa 2%) a property fund will charge unit holders. These fees are expected to be recouped overtime through capital appreciation.
- 1.8.7 The money being applied to property fund investment from existing resources is expected to be available in perpetuity. Nevertheless, the Council's cash balances will continue to be monitored and due regard had to the potential for a fund to delay payment of redemption requests by up to 12 months. Funds will seek to minimise their own cash balances in favour of holding property and therefore manage redemption requests for the benefit of all fund participants. The Council is only likely to seek redemption to pursue a higher yielding income opportunity should one be identified.

## 1.9 Risk Assessment

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

## 1.10 Equality Impact Assessment

- 1.10.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act.

## 1.11 Recommendations

- 1.11.1 Members are invited to **RECOMMEND** that Cabinet:

- 1) Endorse the action taken by officers in respect of treasury management activity for April to August 2019.
- 2) Retain the existing parameters intended to limit the Council's exposure to investment risks.

Background papers:

contact: Mike Withey

Link interest rate forecast (August 2019)

Link benchmarking data (June 2019)

Sharon Shelton

Director of Finance and Transformation

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## Tonbridge and Malling Borough Council - Investment summary 31 August 2019

Counterparty	Sovereign	Fitch long term	Fitch short term	Link suggested post CDS duration limit	Investment					Cash Flow surpluses £	Core Cash balances £	Long term investment balances £	
					Start date	End date	Duration at start	Amount invested £	Return %				Proportion of total %
<b>Banks &amp; Building Societies</b>													
<b>Bank of Scotland :</b>	UK	A+	F1	1 year				<b>4,000,000</b>		8.83%			
Fixed term deposit					03/09/2018	03/09/2019	1 year	1,000,000	1.05%			1,000,000	
Fixed term deposit					04/03/2019	21/02/2020	1 year	1,000,000	1.25%			1,000,000	
Fixed term deposit					27/03/2019	27/03/2020	1 year	1,000,000	1.25%			1,000,000	
Fixed term deposit					15/04/2019	15/04/2020	1 year	1,000,000	1.25%			1,000,000	
<b>Barclays Bank :</b>	UK	A+	F1	6 months				<b>4,000,000</b>		8.83%			
95 day notice account					30/08/2019	03/12/2019	95 Days	4,000,000	0.95%		4,000,000		
<b>Coventry Building Society :</b>	UK	A-	F1	6 months				<b>1,000,000</b>		2.21%			
Fixed term deposit					20/06/2019	20/03/2020	9 months	1,000,000	0.96%		1,000,000		
<b>Goldman Sachs International Bank :</b>	UK	A	F1	6 months				<b>2,000,000</b>		4.41%			
Fixed term deposit					15/03/2019	16/12/2019	9 months	2,000,000	1.07%			2,000,000	
<b>Lloyds Bank :</b>	UK	A+	F1	1 year				<b>3,000,000</b>		6.62%			
Fixed term deposit					15/05/2019	15/05/2020	1 year	2,000,000	1.25%			2,000,000	
Fixed term deposit					28/05/2019	28/05/2020	1 year	1,000,000	1.25%			1,000,000	
<b>National Westminster Bank :</b>	UK	A+	F1	1 year				<b>4,010,000</b>		8.85%			
Deposit account					30/08/2019	02/09/2019	Overnight	10,000	0.20%		10,000		
Certificate of deposit					25/03/2019	25/03/2020	1 year	2,000,000	1.08%			2,000,000	
Certificate of deposit					07/05/2019	07/05/2020	1 year	2,000,000	1.08%			2,000,000	
<b>Rabobank :</b>	Netherlands	AA-	F1+	1 year				<b>2,000,000</b>		4.41%			
Certificate of deposit					15/01/2019	14/01/2020	1 year	2,000,000	1.16%			2,000,000	
<b>Santander UK Bank :</b>	UK	A+	F1	6 months				<b>7,000,000</b>		15.45%			
Fixed term deposit					05/12/2018	05/09/2019	9 Months	2,000,000	1.13%			2,000,000	
Fixed term deposit					05/03/2019	05/12/2019	9 Months	1,000,000	1.13%			1,000,000	
Fixed term deposit					02/04/2019	02/01/2020	9 Months	1,000,000	1.13%			1,000,000	
Fixed term deposit					17/05/2019	17/02/2020	9 Months	1,000,000	1.13%			1,000,000	
Fixed term deposit					23/08/2019	22/05/2020	9 Months	2,000,000	1.13%			2,000,000	
<b>Standard Chartered Bank :</b>	UK	A+	F1	6 months				<b>2,000,000</b>		4.41%			
Certificate of deposit					05/04/2019	04/10/2019	6 Months	2,000,000	1.00%			2,000,000	
<b>Toronto Dominion Bank :</b>	Canada	AA-	F1+	1 year				<b>2,000,000</b>		4.41%			
Certificate of deposit					11/10/2018	11/10/2019	1 year	2,000,000	1.03%			2,000,000	
<b>Money Market Funds share holding</b>													
<b>Blackrock MMF</b>	n/a	AAA	mmf (Eq)	5 years	30/08/2019	02/09/2019	Overnight	250,000	0.70%	0.55%	250,000		
<b>BNP Paribas MMF</b>	n/a	AAA	mmf (Eq)	5 years	30/08/2019	02/09/2019	Overnight	1,000,000	0.70%	2.21%	1,000,000		
<b>DWS Deutsche MMF</b>	n/a	AAA	mmf	5 years	30/08/2019	02/09/2019	Overnight	3,004,000	0.73%	6.63%	3,004,000		
<b>Federated MMF</b>	n/a	AAA	mmf	5 years	30/08/2019	02/09/2019	Overnight	3,497,000	0.74%	7.72%	3,497,000		
<b>Morgan Stanley MMF</b>	n/a	AAA	mmf	5 years	30/08/2019	02/09/2019	Overnight	1,558,000	0.72%	3.44%	1,558,000		
<b>Property Funds</b>													
<b>Hermes Property Unit Trust :</b>	n/a	n/a	n/a	n/a				<b>1,000,000</b>		2.21%			
Property fund units					29/09/2017	n/a	n/a	1,000,000	3.41%			1,000,000	
<b>Local Authorities' Property Fund :</b>	n/a	n/a	n/a	n/a				<b>2,000,000</b>		4.41%			
Property fund units					29/06/2017	n/a	n/a	1,000,000	4.28%			1,000,000	
Property fund units					30/05/2018	n/a	n/a	1,000,000	3.98%			1,000,000	
<b>Lothbury Property Trust :</b>	n/a	n/a	n/a	n/a				<b>2,000,000</b>		4.41%			
Property fund units					06/07/2017	n/a	n/a	1,000,000	3.09%			1,000,000	
Property fund units					02/07/2018	n/a	n/a	1,000,000	3.01%			1,000,000	
<b>Total invested</b>								<b>45,319,000</b>		<b>100.00%</b>	<b>14,319,000</b>	<b>26,000,000</b>	<b>5,000,000</b>

<b>Number of investments</b>	30	<b>Average investment value £</b>		1,511,000	
<b>Number of counter parties</b>	18	<b>Average counter party investment £</b>		2,518,000	
<b>Group exposures:</b>		<b>Core £</b>	<b>Cash £</b>	<b>Combined £</b>	<b>%</b>
<b>Royal Bank of Scotland + National Westminster (UK Nationalised MAX 20%)</b>		4,000,000	10,000	4,010,000	8.85
<b>Bank of Scotland + Lloyds (MAX 20%)</b>		7,000,000	-	7,000,000	15.45
<b>Property Funds Total</b>			<b>£</b>	<b>%</b>	
			5,000,000	11.03	

**Total non-specified investments should be less than 60% of Investment balances** 11.03

**Notes:**  
Property fund returns are based on dividends distributed from the start of each investment. Capital appreciation / depreciation is recorded elsewhere. Last update August 2019.

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## Tonbridge and Malling Borough Council Lending List

Checked against Link's "Suggested Credit List" dated 30/08/19 Minimum investment criteria is Link's green duration band (100 days). Entry point broadly equates to Fitch A-, F1 unless UK nationalised.								
Counterparty	Sovereign	Sovereign rating [1]	Fitch long term	Fitch short term	UK classification	Exposure limit	Link duration based on [2]	
							Credit ratings	Post CDS
<b>UK Banks, Building Societies and other Financial Institutions :</b>								
Bank of Scotland (Group limit BOS & Lloyds £7m)	UK	AA	A+	F1	Ring-fenced	£7m	1 year	1 year
Barclays Bank (Group Limit Barclays and Barclays UK £7m)	UK	AA	A+	F1	Non-RF	£7m	6 months	6 months
Barclays Bank UK (Group Limit Barclays and Barclays UK £7m)	UK	AA	A+	F1	Ring-fenced	£7m	6 months	6 months
Goldman Sachs International Bank	UK	AA	A	F1	Exempt	£7m	6 months	6 months
Handelsbanken Plc (Group Limit with Svenska Handelsbanken AB £7m)	UK	AA	AA	F1+	Exempt	£7m	1 year	1 year
HSBC UK Bank	UK	AA	AA-	F1+	Ring-fenced	£7m	1 year	1 year
Lloyds Bank (Group limit BOS & Lloyds £7m)	UK	AA	A+	F1	Ring-fenced	£7m	1 year	1 year
Santander UK	UK	AA	A+	F1	Ring-fenced	£7m	6 months	6 months
Standard Chartered Bank	UK	AA	A+	F1	Exempt	£7m	6 months	6 months
Coventry Building Society	UK	AA	A-	F1	Exempt	£7m	6 months	6 months
Nationwide Building Society	UK	AA	A	F1	Exempt	£7m	6 months	6 months
National Westminster Bank (Group limit Nat West and RBS £7m). UK Nationalised.	UK	AA	A+	F1	Ring-fenced	£7m	1 year	1 year
The Royal Bank of Scotland (Group limit Nat West and RBS £7m). UK Nationalised.	UK	AA	A+	F1	Ring-fenced	£7m	1 year	1 year
UK Debt Management Office including Treasury Bills	UK	AA	n/a	n/a	n/a	No limit	5 years	5 years
UK Treasury Sovereign Bonds (Gilts)	UK	AA	n/a	n/a	n/a	£16m/£8m	5 years	5 years
UK Local Authority (per authority)	UK	AA	n/a	n/a	n/a	£7m	5 years	5 years
<b>Non-UK Banks :</b>								
Bank of Montreal	Canada	AAA	AA-	F1+	n/a	£7m	1 year	1 year
Toronto Dominion Bank	Canada	AAA	AA-	F1+	n/a	£7m	1 year	1 year
Nordea Bank Abp	Finland	AA+	AA-	F1+	n/a	£7m	1 year	1 year
Rabobank (Cooperatieve Rabobank U.A.)	Netherlands	AAA	AA-	F1+	n/a	£7m	1 year	1 year
ING Bank	Netherlands	AAA	AA-	F1+	n/a	£7m	1 year	1 year
Svenska Handelsbanken AB (Group Limit with Handelsbanken Plc £7m)	Sweden	AAA	AA	F1+	n/a	£7m	1 year	1 year
[1] Reflects the lowest of the three rating agencies views (Fitch, Moody's and Standard and Poor's). Strategy requires sovereigns to be rated at least AA-. Non-UK sovereign limit of 20% or £7m per sovereign.								
[2] All deposits overnight unless otherwise approved in advance by the Director of Finance and Transformation AND Chief Financial Services Officer. If other than overnight duration for non-UK entities must not exceed Link's post CDS duration suggestion. For UK entities duration may be extended by up to three months based on credit ratings alone or six months if CDS is below average, subject to a maximum combined duration of 12 months.								

<b>Money Market Funds (Minimum investment criteria AAA) :</b>					
Fund Name	Moody	Fitch	S&P	Exposure Limit	Link credit worthiness
Blackrock Institutional Cash Series - Sterling Liquidity	AAA	-	AAA	£7m	5 years
BNP Paribas InstiCash - GBP	-	-	AAA	£7m	5 years
DWS Deutsche Global Liquidity - Deutsche Managed Sterling	AAA	AAA	AAA	£7m	5 years
Federated Cash Management - Short Term Sterling Prime	-	AAA	AAA	£7m	5 years
Insight - Sterling Liquidity (Group limit IL & ILP of £7m)	-	AAA	AAA	£7m	5 years
Morgan Stanley Liquidity - Sterling	AAA	AAA	AAA	£7m	5 years

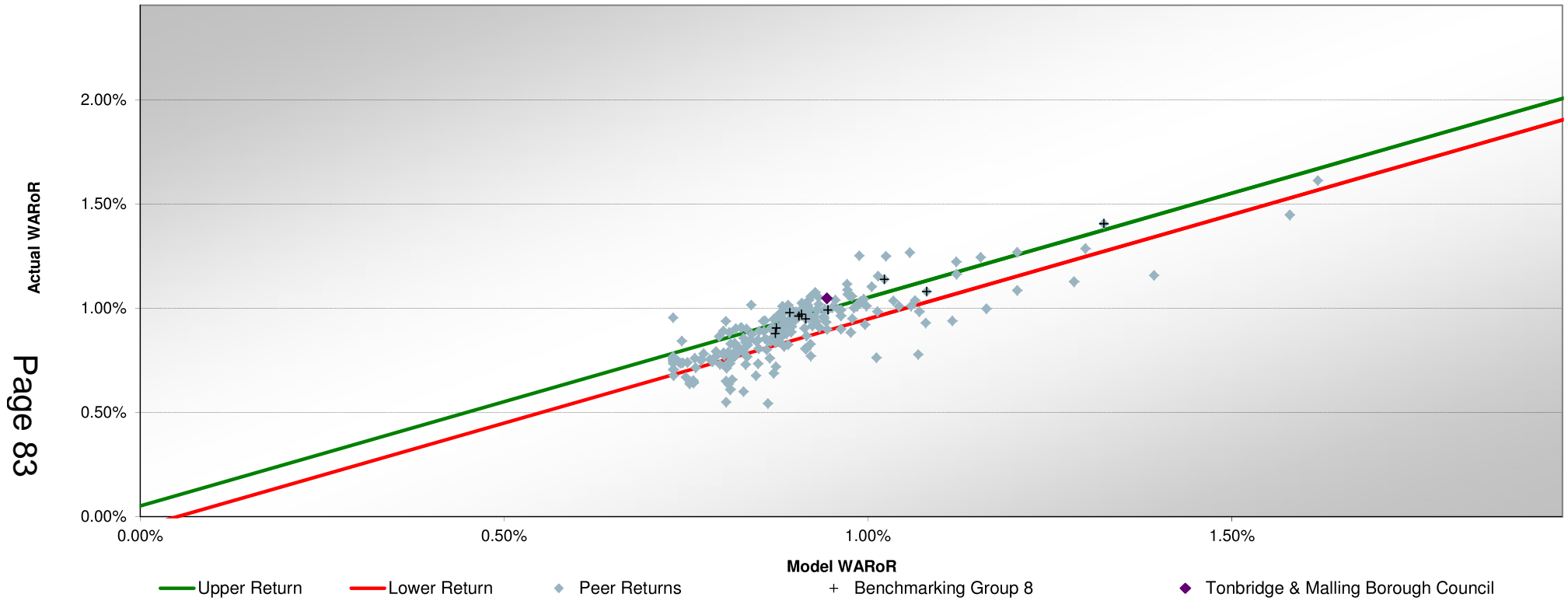
<b>Enhanced Cash Funds (Minimum investment criteria AAA) :</b>					
Fund Name	Moody	Fitch	S&P	Exposure Limit	Link credit worthiness
Insight - Sterling Liquidity Plus (Group limit IL & ILP £7m)	-	AAA	AA+	£3.5m	5 years

Approved by Director of Finance and Transformation 2nd September 2019	No Change
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Tonbridge & Malling Borough Council

Population Returns against Model Returns June 2019



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	Actual WARoR	Model WARoR	Difference	Lower Bound	Upper Bound	Performance
<b>Tonbridge &amp; Malling Borough Council</b>	1.05%	0.94%	0.10%	0.89%	0.99%	Above

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**Prudential and Treasury Indicators**

<b>1 Prudential Indicators</b>	2018/19 Actual £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
Capital expenditure	3,587	5,366	1,573
Ratio of financing costs to net revenue stream	-3.51%	-3.41%	-5.02%
Net borrowing requirement:			
Brought forward 1 April	nil	nil	nil
Carried forward 31 March	nil	nil	nil
In year borrowing requirement	nil	nil	nil
Capital financing requirement as at 31 March	nil	nil	Nil
Annual change in capital financing requirement	nil	nil	Nil
Incremental impact of capital investment decisions:			
Increase in Council Tax (Band D) per annum	£0.20	£0.25	£0.24

<b>2 Treasury Management Indicators</b>	2018/19 Actual £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
Authorised limit for external debt:			
Borrowing	nil	5,000	5,000
Other long term liabilities	nil	nil	nil
Total	nil	5,000	5,000
Operational boundary for external debt:			
Borrowing	nil	2,000	2,000
Other long term liabilities	nil	nil	nil
Total	nil	2,000	2,000
Actual external debt	nil	nil	nil
Upper limit for fixed rate exposure over one year at year end	nil	0 – 60%	0 – 60%
Upper limit for variable rate exposure under one year at the year end	15,411 (42.3%)	40 – 100%	40 – 100%
Upper limit for total principal sums invested for over 365 days	5,000 (13.7%)	60%	60%

<b>3 Maturity structure of new fixed rate borrowing during 2018/19</b>	Upper limit %	Lower limit %
Under 12 months	100	nil
Over 12 months	nil	nil

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## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

16 October 2019

#### Joint Report of the Director of Finance and Transformation and

#### Director of Central Services and Deputy Chief Executive

#### Part 1- Public

#### Matters for Recommendation to Council

### 1 LARKFIELD LEISURE CENTRE MECHANICAL, ELECTRICAL AND ROOFING WORK CAPITAL SCHEME - VIREMENT

#### Summary

**This report sets out a virement between revenue and capital budgets in relation to the mechanical, electrical and roof work capital scheme at Larkfield Leisure Centre.**

#### 1.1 Background

1.1.1 Members will be aware that in this year's capital plan there is a scheme being undertaken at Larkfield Leisure Centre which involves replacement of the barrel vault roof and ventilation ductwork in the leisure pool hall, replacement of two gas fired boilers, refurbishment of the air handling unit serving the leisure pool hall, replacement of the air handling unit serving the kitchen and café and painting of the leisure pool hall steel roof trusses.

1.1.2 The contractor commenced their site setup on 30<sup>th</sup> September and works will commence internally on 7<sup>th</sup> October.

#### 1.2 Budget Provision and Virement

1.2.1 Several reports on the scheme have been presented to the Finance, Innovation and Property Advisory Board. The report presented to the Board on 5<sup>th</sup> June 2019 detailed the financial provisions required to deliver the project.

1.2.2 The report stated that £1.0m had been set aside in a revenue budget to meet the anticipated loss of income claim that the Leisure Trust would be able to submit under the terms of their management agreement with the Council, following closure of the leisure pool hall, and that the latest indicative figure had increased to £1.368m. The latest estimated capital cost was £2,149,000 (including expenditure to date of £120,000) compared to the current budget provision of £1,650,000.

1.2.3 Full Council subsequently approved an additional £867,000 of funding to deliver the scheme, some of which would be added to the revenue budget to meet the loss of income claim, whilst the remaining amount would be added to the capital budget to meet the cost of the works.

1.2.4 The above figures have been revised in the lead up to the commencement of works where the estimated loss of income claim has reduced by £230,000 to £1,138,000 and the capital cost increased by an equivalent sum to £2,379,000.

1.2.5 As a result Members are asked to approve a virement of £230,000 between the appropriate revenue and capital budgets.

### **1.3 Legal Implications**

1.3.1 Under the Council's Financial Procedure Rules a virement(s) in excess of £50,000 are to be approved by full Council.

### **1.4 Financial and Value for Money Considerations**

1.4.1 As set out above.

### **1.5 Risk Assessment**

1.5.1 There are no identified risks associated with the virement of funds between the revenue and capital budgets.

### **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 None.

### **1.8 Recommendations**

1.8.1 It is **RECOMMENDED** that Council approve a virement of £230,000 between the appropriate revenue and capital budgets in respect of the major programme of works at Larkfield Leisure Centre detailed above.

Background papers:

Nil

contact: Neil Lawley

Stuart Edwards

Sharon Shelton

Director of Finance and Transformation

Adrian Stanfield

Director of Central Services and Deputy Chief Executive



## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

16 October 2019

#### Report of the Director of Central Services and Deputy Chief Executive

#### Part 1- Public

#### Matters for Recommendation to Council

#### **1 REVIEW OF COMMUNITY SAFETY**

#### **1.1 Background**

1.1.1 A report relating to Community Safety including CCTV provision was considered by the Overview and Scrutiny Committee on 10 October 2019. Due to the timescale and print deadline for Cabinet, recommendations arising from the Overview and Scrutiny meeting will be circulated to Members prior to Cabinet on 16 October.

#### **1.2 Legal Implications**

1.2.1 As set out in the report to Overview and Scrutiny Committee on 10 October 2019.

#### **1.3 Financial and Value for Money Considerations**

1.3.1 As set out in the report to Overview and Scrutiny Committee on 10 October 2019.

#### **1.4 Risk Assessment**

1.4.1 As set out in the report to Overview and Scrutiny Committee on 10 October 2019.

#### **1.5 Equality Impact Assessment**

1.5.1 As set out in the report to Overview and Scrutiny Committee on 10 October 2019.

#### **1.6 Recommendations**

1.6.1 Recommendations arising from the Overview and Scrutiny Committee Review of Community Safety on 10 October 2019, will be circulated to Members prior to the Cabinet Meeting.

Background papers:

contact: Anthony Garnett

Nil

Adrian Stanfield

Director of Central Services and Deputy Chief Executive

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## Item FIP 19/22 referred from Finance, Innovation and Property Advisory Board minutes of 17 July 2019

### FIP 19/22 IT STRATEGY AND DIGITAL STRATEGY UPDATE

Further to Decision No D190001MEM, the Advisory Board received a presentation from the Head of IT on digital transformation together with some of the possible future aspirations to be established for the Borough. Consideration was given to a draft Digital Strategy for 2019 – 2013.

The report of the Director of Finance and Transformation gave details of the purchase of mobile working software following consultation with the Leader, Cabinet Member for Finance, Innovation and Property, Chairman of the Advisory Board and Chairman and Vice-Chairmen of the Overview and Scrutiny Committee. It was noted that the cost of £23,000 could be funded from the Invest to Save Reserve and a capital plan evaluation was set out at Annex 1 to the report.

Finally, progress was reported on the website review including the establishment of the Member Working Group and details given of plans for all Members to undertake online cyber security training.

Considerable discussion ensued and officers responded to Members' comments and questions.

#### **RECOMMENDED:** That

- (1) the draft Digital Strategy 2019 – 2013 be adopted;
- (2) the decision taken in liaison with the Members indicated in the report to proceed with the purchase of mobile working software funded from the Invest to Save Reserve be noted;
- (3) the Council be recommended to update the Capital Plan to include the mobile working software;
- (4) the progress in respect of the website review be noted; and
- (5) the need for all Members to undertake cyber security training be noted.  
**\*Referred to Cabinet**

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**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**FINANCE, INNOVATION and PROPERTY ADVISORY BOARD**

**17 July 2019**

**Report of the Director of Finance and Transformation**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Council Decision**

**1 IT STRATEGY AND DIGITAL STRATEGY UPDATE**

**The Head of IT will give a presentation on digital transformation and some of the aspirations Members might wish to establish for our Borough, at the start of the meeting.**

**Subject to any amendments required, Members are asked to recommend the draft digital strategy to Cabinet which is still being finalised at the time of writing this report and will be *circulated in advance* of the meeting.**

**Members are asked to note the purchase of mobile working software from the Invest to Save Reserve, and recommend to Full Council that it be included in the Capital Plan.**

**Finally, the Advisory Board is asked to note the progress in respect of the website review and the need for all Members to undertake cyber security training.**

**1.1 Introduction**

**1.1.1 At its meeting on 23 May 2018, Members of the Advisory Board approved a new IT Strategy for the period 2018 – 2022. The strategic objective areas are;**

- Customers – improved use of the website by customers. Greater use of “end-to-end” digital services in order to deliver efficiencies in back office processes.**
- Staff – ensure officers are provided with up to date and efficient tools and systems for the tasks they are performing. Officers will also be involved in all areas of the projects delivered under the strategy and provided with any support and training that is necessary.**
- Members – provide regular technology training sessions for members so they are fully briefed on the latest developments.**
- Partners – continue to participate on shared projects with other organisations where there is mutual benefit.**

- IT Infrastructure – challenge our current use of legacy business systems and evaluate cloud hosted alternatives.
- Information Security – ensure that risks around information security are managed effectively and is understood at both Member and Management Team level.
- Business Continuity and Disaster Recovery – make sure that changes which arise from projects in the strategy are fully reflected in our Business Continuity and Disaster Recovery plans.

1.1.2 Members of this Advisory Board were updated in January this year on progress with the Strategy, and in particular the redevelopment of the website and the 'digital agenda'.

## 1.2 Digital Strategy

1.2.1 Members may be aware that the Council appointed a new Head of IT, Ganesh Thangarajah, who commenced in April and brings with him a wealth of experience, ideas and knowledge in developing digital strategies and digital transformation in local government. **The Head of IT will give a presentation on digital transformation and some of the future aspirations Members might wish to establish for our Borough, at the start of the meeting.**

1.2.2 Prior to the Head of IT commencing and as outlined in the previous report to the Board in January, Management Team also took the decision to engage a 'head of digital' officer from another district council in Kent on a 'consultancy' basis in order to help us gather momentum.

1.2.3 Members are reminded that in September 2018 the Council became a signatory to the MCHLG's Local Government Digital Declaration. In signing the declaration, the Council has committed itself, along with over 150 other local government bodies, to:

- utilise research and data in our transformation programmes
- work towards a shared national service design standard
- procure new software to shared national standards
- share our knowledge with others to help improve service delivery
- share data and information to better serve our customers
- create common solutions that can be used across local government
- keep up to date with the changing digital and technology landscapes

- 1.2.4 At a more local level, we have been working closely with other councils in Kent to share knowledge, experience and projects, including through the Kent Connects network. This gives the Council access to information, training and advice on digital and technology issues. The Council is also a subscriber to the Smarter Digital Services (SDS) network, which also provides training and planning for digital transformation programmes, projects and reviews.
- 1.2.5 Our 'digital by default' officer group consisting of officers from across the Council, as well as being bolstered by our new Head of IT and our 'consultant', have been working hard to prepare for digital transformation. Currently business process mapping is taking place across the Council with the assistance of SDS.
- 1.2.6 I am pleased to report that significant progress is being made in preparing our journey for digital transformation. I shall come onto the website later in the report (see paragraph 1.4) as this is an important lynchpin of our digital agenda and one which is of particular interest to Members.
- 1.2.7 In terms of our digital agenda there are a number of key drivers (in no particular order) that are integral to the strategy that the Council adopts:
- Increasing service demands;
  - Diminishing resources;
  - The green agenda;
  - Evolution of customer expectations;
  - Disconnected communities;
  - Work life balance for staff;
  - Loss of resilience in the local economy;
  - Changing technological landscape.
- 1.2.8 As supported by Management Team, we believe the five core digital principles are:
- 1) 'One Council'
  - 2) An Efficient Workforce
  - 3) Demand Management
  - 4) Economic Growth; and
  - 5) A 'Smart' Borough

All of these core principles will be explored further in the presentation.

- 1.2.9 The mission of our digital strategy will be to deliver the priorities of the Council, through challenge, innovation and transformation underpinned by technology. The vision will be to become an authority where the communities and businesses we serve are able to engage and transact with us seamlessly, irrespective of the services they access.
- 1.2.10 This is a challenge of course, but sets a direction of travel that I believe is the one we need to take.
- 1.2.11 **At the time of writing, the draft Digital Strategy is in the process of being finalised for Members' consideration and will be circulated separately before 17 July.**
- 1.2.12 Members are requested to **review** the draft strategy and, subject to any amendments Members might have, **recommend** its adoption by Cabinet.

### **1.3 Mobile Working**

- 1.3.1 One of the strands of digital transformation that has emerged from the one to one discussions with Directors and staff that the Head of IT has held is the pressing need for a robust and efficient digital solution for staff who work 'in-field' (examples include food safety, environmental health staff and planners).
- 1.3.2 The Head of IT has reviewed the business need and investigated potential solutions as set out in the attached capital plan evaluation [**Annex 1**] and this has the full support of Management Team. Members should note that the relatively modest capital cost of £23,000 can be funded from the Invest to Save Reserve and the annual revenue costs can be absorbed within the IT Software support budget.
- 1.3.3 In view of the pressing need to move forward, in liaison with the Leader, Cabinet Member for Finance, Innovation & Property, Chairman of this Advisory Board, Chairman of Overview and Scrutiny Committee and the two Vice-Chairs of Overview and Scrutiny in order to seek delegated authority to place an order. Approval was given and an order was therefore placed. It is hoped that the solution can be ready to roll out to staff within a few months.
- 1.3.4 In accordance with the Council's normal procedures, this project needs to be added to the Capital Plan. This can only be done by Full Council so a **recommendation** through this report is for the Capital Plan to be updated accordingly.



## 1.4 Website

- 1.4.1 As mentioned earlier in the report, the website is an important lynchpin of our digital agenda and one which is of particular interest to Members.
- 1.4.2 The redesign of our website has to be approached in two parts: firstly from the “business/service” angle, and secondly from the IT design end.
- 1.4.3 The “business/service” review is being led by the Head of Licensing, Community Safety and Customer Services with a group of officers representing the whole Council. In redesigning the look, feel and content of the website it is critical to put the customer at the core.
- 1.4.4 The work on website design and content falls into two distinct categories:
- Core transactional (mainly statutory services)
  - Commercial/Promotional/news website
- 1.4.5 Engagement with the users of TMBC’s website is critical to understand ‘*How they are using it now?*’, ‘*What are TMBC doing right?*’, and understanding ‘*What they want to see?*’
- 1.4.6 To enable TMBC to understand clearly the answers to these questions, a number of short online surveys have been written by the Head of Licensing, Community Safety and Customer Services, covering
- a) general website users
  - b) business community
  - c) visitors to the Borough
  - d) visitors to reception; and
  - e) TMBC staff and Members.
- 1.4.7 The Customer Service teams at Kings Hill, Tonbridge Castle and at the Customer Service Surgeries are engaging with customers in filling a very short survey for each visit. This is helping us very clearly to understand, if the query can be completed on-line and helping TMBC identify any awareness/training that is needed to support the development of the digital on-line agenda.
- 1.4.8 Over the last 3 years, users to the TMBC website have requested 278,759 unique searches, with searches on Council Tax, Parking, Planning, Waste Services, Housing and Jobs making up the top six.

1.4.9 The officers with the two groups have been developing the hierarchy of their respective service areas, identifying what the users will see first, then after the user has chosen that option, what the user will see next.

Example: (this is just a *small* extract from Housing)

1 <sup>st</sup> tier	Housing		
2 <sup>nd</sup> tier	Apply for social housing	Find a home	Get advice about homelessness
3 <sup>rd</sup> tier	Complete an assessment	Apply to join our Housing Register	Online form – find out what help you might get.

1.4.10 The completed hierarchy will then be shown to the user, to enable TMBC to understand if the user is comfortable with the words used within the proposed hierarchy. Customers do not necessary group services and needs by TMBC Service areas.

1.4.11 Engagement with the users to test proposed hierarchy will be via on-line and group sessions using word cards. The group would like to also involve Members in this process, and perhaps the first port of call for this could be liaison with the Member Working group for the website which was being coordinated by the Leader following discussion at this Advisory Board in January 2019.

1.4.12 For information, the Leader has agreed that the Member group is to consist of:

- Cllr Martin Coffin (Chair)
- Cllr Matt Boughton
- Cllr Robin Betts
- Cllr Georgina Thomas
- Cllr Mrs Anita Oakley

1.4.13 The general timetable for the business/service work is:

- Engagement with Customers – July/ August
- Engagement with Members - July/August
- Recommendations to Digital Group/ Management Team regarding website specification – September

- Development of content - October onwards

- 1.4.14 Once the business/service end has been specified, the IT team can then procure and deliver the web platform for population of content by the business/service group.
- 1.4.15 Whilst it is difficult to say exactly when this work will be complete, we plan to have this ready by April 2020.
- 1.4.16 Naturally, officers will work alongside the appointed Members of the website working group, with meetings called as and when appropriate.

## **1.5 Training and Awareness for Members**

- 1.5.1 Member will be aware of the heightened profile of cyber security. Some Members might recall that I reported to this Advisory Board in January following the LGA's cyber stocktake exercise, and since then we have prepared a separate risk register on cyber security as recommended through that exercise.
- 1.5.2 One of the other recommendations was that all staff and Members receive cyber security training. I am pleased to say that we have procured some on-line training which is already being rolled out on a phased basis. The training not only covers cyber security but also the use and retention of personal data, which has of course become extremely sensitive since the introduction of the General Data Protection Regulations in May last year.
- 1.5.3 This training will be rolled out to Members by email and each Member will be asked to log in and commence their training. The training consists of a set of modules so can be done in small "chunks". We have received good feedback on the training so far, and I would encourage Members to undertake it as soon as practical – it is extremely pertinent from a business perspective of course, but it is also helpful on a personal level!

## **1.6 Legal Implications**

- 1.6.1 None at this stage.

## **1.7 Financial and Value for Money Considerations**

- 1.7.1 Mobile working software can be funded from the Invest to Save Reserve.
- 1.7.2 The Invest to Save Reserve can also provide opportunities to support the implementation of other digital solutions as identified through the digital strategy.

## **1.8 Risk Assessment**

- 1.8.1 The risk of not moving forward with the digital agenda is that the Council may not be providing services in the ways that our residents wish.

1.8.2 We believe that digital solutions can help to manage demand pressures and make limited resources/capacity go further.

## 1.9 Equality Impact Assessment

1.9.1 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.

## 1.10 Policy Considerations

1.10.1 Customer Contact

1.10.2 Human Resources

1.10.3 Communications

1.10.4 Community

## 1.11 Recommendations

1.11.1 Members are requested to:

- 1) **Review** the draft digital strategy and, subject to any amendments Members might have, **recommend** its adoption by Cabinet;
- 2) **Note** the decision taken in liaison with the Members set out in the report, to proceed with the purchase of mobile working software funded from the Invest to Save Reserve;
- 3) **Recommend** to Full Council that the Capital Plan is updated to include the mobile working software;
- 4) **Note** the progress in respect of the website review; and
- 5) **Note** the need for all Members to undertake cyber security training.

Background papers:

Nil

contact: Ganesh Thangarajah  
Sharon Shelton  
Anthony Garnett

Sharon Shelton  
Director of Finance and Transformation

Capital Plan List C – Evaluation

1

<b>Corporate IT Initiatives: Enterprise Mobile Working Solution</b>		
1	<b>Specification:</b>	
	(i) <b>Purpose of the scheme</b>	To enable in-field workers to work more efficiently without having to duplicate their efforts in typing the information into line of business application systems.
	(ii) <b>Relevance to National / Council’s Objectives</b>	(a) National: The Green Agenda (b) Council: Cost reduction, Income Generation, Legislative compliance (GDPR,PSN)
	(iii) <b>Targets for judging success</b>	(a) Improved operational efficiency amongst in-field/mobile workers (i.e. visiting officers/inspectors) (b) Significant reduction in use of paper with in-field workflows
2	<p><b>Description of Project / Design Issues:</b></p> <p>As part of the Digital transformation effort IT services have undertaken a review of the operational processes for the in-field/visiting officers amongst various council services (i.e. Environmental health officers, Food &amp; Safety Inspectors, Environmental protection officers, Waste inspectors, Health improvement officers, Housing Technical Officers, Housing Options Officers, Accommodation &amp; Support Officers, Planning Enforcement Officers, Planning officers, Landscape Officer, Planning Technical Officers, Parks officers, etc.).</p> <p>Currently, the in-field/visiting officers’ operational efforts involve printing of existing documents and forms in preparation for their visits. Once on site, they fill in the information collected on paper forms and duplicate their efforts in typing the gathered information into relevant business systems once they are back at the office. They also manually index and store any evidence gathered during the visits, such as photographs and signatures. Production of performance management reports are also produced manually along with production of confirmation/communication (i.e. Letters) back to the clients. Accumulatively, these manual process causes inefficiencies, where a significant proportion of staff’s productive time are wasted on administering paper work. Hence, the services face the challenge of sustaining the quality of service, whilst meeting the ever increasing demand with diminishing resources.</p> <p>Total mobile system provides an enterprise solution that can be rapidly deployed to in-field officers irrespective of their field of work or the line of business systems their service uses. This will enable the services to:</p> <ul style="list-style-type: none"> <li>• Cut down on paper-based administration – with an intuitive application and easy-to-use forms, paperwork is reduced, re-typing information is eliminated and information is stored securely</li> <li>• Greater workforce capacity - increase field service capacity and unlock essential staff time that can then be used to focus on key frontline services</li> </ul>	

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Capital Plan List C – Evaluation

	<ul style="list-style-type: none"> <li>• Simplified access to information – access to all relevant job information and field data via a single mobile source</li> <li>• Improve SLA performance – deliver a more responsive, efficient workforce to improve SLA performance.</li> <li>• Deliver compliance – ensure processes are adhered to and the correct information is captured to maintain compliance with legislation</li> <li>• Increase employee satisfaction – with smarter scheduling and intuitive mobile workforce management, field staff enjoy an improved work / life balance.</li> <li>• Reduce costs - minimise organisation overheads and a reliance on agency staff through improved processes, reduced travel and administration</li> </ul> <p>The software will be hosted on existing servers and databases. Thus incurring no further revenue overheads.</p> <p>Internal IT staff will be trained to develop and deploy solutions. This will help sustain the design and minimise development costs whilst enabling the services to exploit the art of the possible in line with their business demands. This will also help generate income via potential provision of 'Mobile Working solution' as a service (SaaS) or a Platform (PaaS) to other Kent authorities with similar disciplines of services.</p>																	
3	<p><b>Milestones / Risk:</b>  Milestones: Procurement, Implementation and Deployment.  Risk: The current levels of inefficiency coupled with the increase in service demand across services will result in increased operational cost or degradation in quality of service.</p>																	
4	<p><b>Consultation:</b>  Discussions have taken place with Management Team with regard to immediate requirement of an Enterprise Mobile working solution.</p>																	
5	<p><b>Capital Cost:</b>  46 User licenses. Total cost of £23,000</p>																	
6	<p><b>Profiling of Expenditure</b></p> <table border="1" data-bbox="302 1182 2098 1257"> <thead> <tr> <th data-bbox="302 1182 622 1222">2019/20 (£'000)</th> <th data-bbox="622 1182 927 1222">2020/21 (£'000)</th> <th data-bbox="927 1182 1245 1222">2021/20 (£'000)</th> <th data-bbox="1245 1182 1547 1222">2022/23 (£'000)</th> <th data-bbox="1547 1182 1832 1222">2023/24 (£'000)</th> <th data-bbox="1832 1182 2098 1222">2024/25 (£'000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="302 1222 622 1257">23</td> <td data-bbox="622 1222 927 1257"></td> <td data-bbox="927 1222 1245 1257"></td> <td data-bbox="1245 1222 1547 1257"></td> <td data-bbox="1547 1222 1832 1257"></td> <td data-bbox="1832 1222 2098 1257"></td> </tr> </tbody> </table>						2019/20 (£'000)	2020/21 (£'000)	2021/20 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	23					
2019/20 (£'000)	2020/21 (£'000)	2021/20 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)													
23																		
7	<p><b>Capital Renewals Impact:</b>  Nil</p>																	
8	<p><b>Revenue Impact:</b>  Loss of investment income of £900 per annum (£23,000 at 4%). Annual support and maintenance of £4,600 per annum (20% of capital cost).</p>																	

Capital Plan List C – Evaluation

9	<b>Partnership Funding:</b> None		
10	<b>Project Monitoring / Post Implementation Review:</b> Project to be managed by IT services. Post implementation review to be conducted 12 months after completion.		
11	<b>Screening for equality impacts:</b>		
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	N/A	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	N/A	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A	
12	<b>Recommendation:</b> Scheme be added to List A, funded in full from the Invest to Save Reserve.		

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# Digital Strategy 2019-2023



# Foreword



**New technologies are developing all around us and the way we interact with each other is constantly changing. Tonbridge & Malling Borough Council wants to be at the forefront of this changing landscape, and the publication of this Digital Strategy launches our statement of intent to becoming a digital borough.**

**We want to ensure that our residents and businesses are able to take advantage of the digital opportunities that are available, accessing services and transacting with us seamlessly.**

**We want our councillors and staff to be able to work efficiently and effectively embracing the new technological advances, ensuring at all times that our communities are served in the best way we can.**

**We want to make ‘digital’ Tonbridge and Malling a smarter place to live and work, and I am delighted to launch this Digital Strategy.**

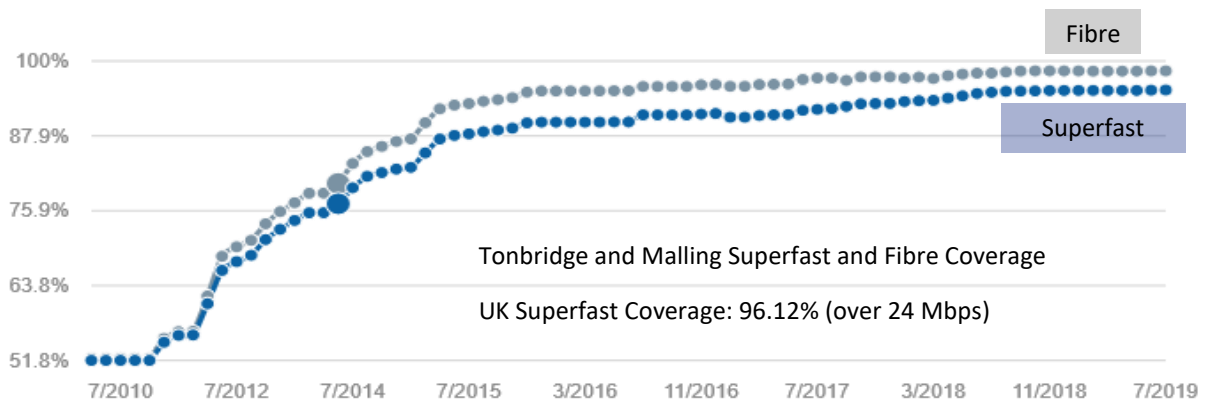


**Cllr Martin Coffin**  
**Cabinet Member for Finance, Innovation & Property**  
**and Deputy Leader**

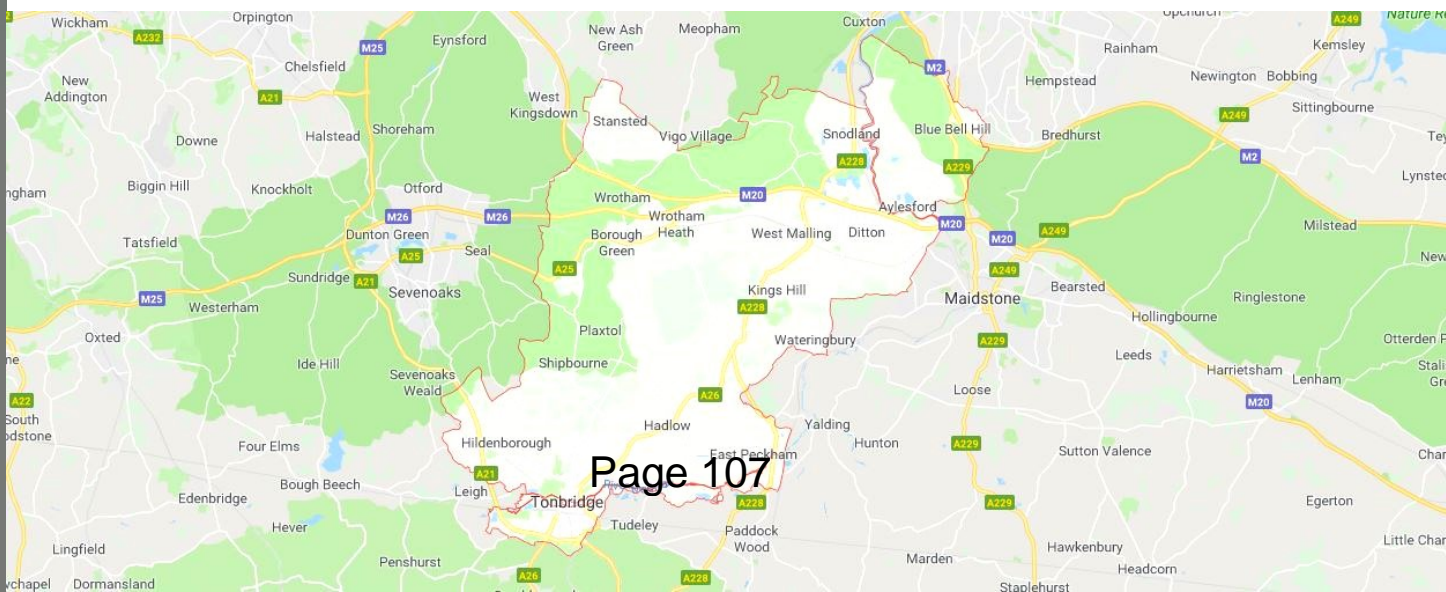
# Introduction

In keeping up with the continued efforts at improving customer experience and the quality of public services delivered to our residents and businesses, we will be adopting this Digital Strategy for the four years from 2019 to 2023. In line with the Corporate Strategy, it will remain customer and efficiency focused to underpin the Council and its Members' commitments to the communities and businesses we serve.

Over the last decade the Mobile and Broadband data [network coverage](#) across Tonbridge and Malling Borough Council (TMBC) has increased from 52.1% to 98.4%. In accordance with the global trend, the use of technology in day to day life and the choice of 'Digital' as the go-to-media for most personal and professional interactions amongst our customers has now become the norm.



Our residents already choose to use their smartphones, tablet devices and computers online, for banking, shopping, booking taxis, engaging on multiple social media platforms and many other everyday engagements. Hence, we will make it as easy for them to access our services and transact with the Council using the same devices and technologies that they are already familiar with. With the efficiencies gained, we will provide support to those who are less digitally confident, or who lack access.



In order to use Council funding as cost effectively as possible, and to face the challenges of meeting increasing public service demand with diminishing resources, embracing the Digital platform as the key engagement channel has now become an essential requirement for Tonbridge and Malling Borough Council in meeting its customer expectations.

Where necessary we will mobilise our workforce with technology to provide a more responsive in field service, thus reducing the waiting times for our customers. Working with our partnering authorities within Kent, we will harness the latest technology to offer a proactive service, which will seek to prevent and respond to needs in ways that were not previously possible.

This Digital Strategy sets out the core priorities that we will be embracing to transform the Council's services through the 'Digital Transformation Programme'. In addition, where beneficial, we will use innovative technologies such as 5G, Internet of Things' (IoT), 'and Artificial Intelligence (AI) Robotics to further improve the environment and the lives of our residents.



# Key Drivers

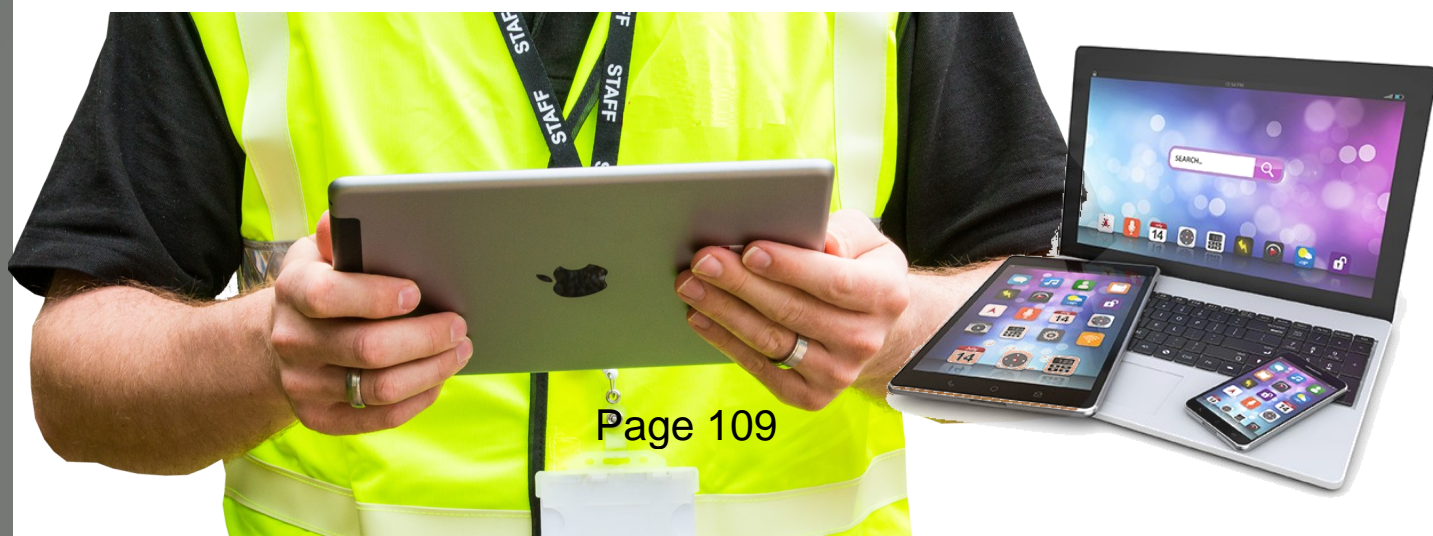
Over recent years the term ‘Digital Transformation’ has become synonymous with an injection of technology into organisations, often without the focus on either the challenges they face or the outcomes expected. For TMBC it is not simply about using state of the art technology. It is about improving and sustaining the quality of service provided to our residents and businesses, whilst meeting the current operational and financial challenges and preparing for the future demands.

Our residents expect the Council to solve the complexities and make public services intuitive and convenient. This involves overcoming varying challenges for the Council. Like all local authorities, TMBC also face a growing public demand for services, and financial constraints. Hence, developing and adopting a ‘Digital Strategy’ has now become essential in sustaining the Council services. This includes supporting fundamental change in our Council’s service operations, enabled by digital transformation.

Whilst being customer-centric, our ‘Digital Strategy’ focuses on the following eight key drivers for the Borough over the next four years:

## Evolution of customer expectations

Over the years our residents have become accustomed to the convenience of using technologies in their day to day life, where products and services are accessible simpler and faster. The digitally matured leading organisations are providing varying services, be it banking, grocery and gift shopping or the delivery of entertainment streamed to a multiplicity of devices, doing so on-demand and with relative ease. Our customers are also used to receiving truly personalised services that are joined up and integrated with other related services in ways that make sense to them. In addition the devolution and localism will only drive this expectation harder, as residents expect deeper integration across services such as Housing, Council Tax & Benefits, Planning, Parking, Environmental Health.



## Increasing service demand

Due to multiple contributing factors from population growth to a number of central government policies coming in to force in recent years, there has been a steady increase in public service demands for local authorities across the country. The demands range from tackling the increase in homelessness to adhering to the new compliance policies impacting multiple disciplines of services across the Council.

## Diminishing resources

The public sector funding cuts are widely acknowledged as the primary challenge and in some cases a key risk faced by local authorities and residents alike. According to the Local Government Association (LGA) the local government funding cuts are set to reach as much as 60 percent by 2020, from the 2010 baseline.

## The 'Green' agenda

Increasingly with the '[Climate Change Emergency Motion](#)', local authorities are facing challenges in meeting their responsibilities with regard to the national and the local green agenda . For example, making a positive contribution towards tackling the cause and effect of climate change and to lead on and promote, encourage and provide opportunities for healthy living.

## Work life balance for staff

Over last decade, local authorities across the country have undergone significant reduction in head counts across Council services. At Tonbridge and Malling Borough Council, reduction in workforce capacity over the past 6 to 7 years have exceeded £1m. In addition, as highlighted above, it is widely acknowledged that the demands on local government public services have increased in recent years with the trend indicating further increases in the future. Such increased demand coupled with diminishing resources often put the strain on our staff in meeting Service Level Agreements and customer expectations. Hence, the work life balance becomes a key concern for the Council, both in terms of staff wellbeing and sustaining the levels and quality of services provided.



## Disconnected communities

The cost and impacts of disconnected communities has been highlighted in a new study by the [Eden Project Communities](#). It is reported that disconnected communities could be costing the economy £32 billion every year. Also, according to the research, conducted by the Centre for Economics and Business Research, neighbourliness achieved through connected communities already delivers substantial economic benefits to UK society, representing an annual saving of £23.8 billion in total. Therefore, it is imperative for TMBC to leverage technology to achieve community engagement through local investment and in partnership with leading network and internet service providers.

## Loss of resilience in the local economy

There is increasing pressure on the Council to incentivise and help grow the local economy by supporting and promoting the local businesses. According to [‘the local democracy think tank’](#), *“When there is low or low quality employment, Councils are at the front line, dealing with the negative outcomes this produces – poor health and mental health, social isolation, homelessness and poverty. At the same time Councils may see their funding constrained as Council tax relief and housing benefit rise, and there is a greater strain on their services.*

*It has therefore always been in local government’s interests to keep their local economy healthy as a key way of serving their residents and creating resilient places that promote wellbeing.”*

## Changing technological landscape

Local authorities are faced with challenges in meeting customer expectations, which are often based on service standards they experience as a norm. The prolonged lack of investment in technological architecture, along with the constraints of the monolithic systems, driven by service silos are key contributors to the stagnation and degradation of public services. Hence, it is essential for the Council to keep up with the changing technological landscape to meet current and future service demands.



# Digital Objective

## Mission:

To deliver on the priorities of Tonbridge & Malling Borough Council through challenge, innovation and transformation, underpinned by technology

## Vision:

To become an authority where the communities and businesses we serve are able to engage and transact with us responsively and seamlessly, irrespective of the services they access





# Digital Strategic Priorities

In designing our digital services we will be adopting the [Government Digital Services' \(GDS\) design principles](#) as guidelines. Hence, our priorities will be primarily focused around our customer needs and the sustainability of the quality of service across the authority for all services. The Council will ensure that the digital services are designed to cater for the demographic cohort of the Council's population, ranging from ['Traditionalists' to 'Generation Z' \(aka iGen\)](#).

Over the next four years (2019 to 2023) we will be embracing five priorities as part of the core digital agenda for TMBC. These are 'One Council', 'Efficient Workforce', 'Demand Management', 'Economic Growth' and 'Smart Borough'



# One Council

We will ensure that our customers experience a seamless and end-to-end service when engaging with the Council, irrespective of the discipline of service they require. This experience will be underpinned and delivered through technological solutions and approaches that will enable us to operate as 'One Council'. Our frontline services will adopt the '[Digital by default](#)' service standard, where customers could transact with multiple Council services via a single customer portal, accessible securely on the electronic devices that they use in their day-to-day life.

## Single web platform & customer portal

In order to provide an Amazon-like, seamless, consistent in quality of service and personalised experience to our residents and businesses, we will be adopting a single Content Management System (CMS) across the Council's statutory and commercial services. This will allow the customers to access all Council services via a secure unified customer portal with single sign-on, either via the web or through an app on their mobile devices.

## Inter departmental workflow

We will provide our customers joined up and intuitive public services through automated inter departmental workflow enabled by information sharing across multiple services in compliance with the relevant legislation (i.e.GDPR). Sharing information will bring a wide range of benefits to customers and reduce their duplication of efforts in engaging with various Council services in silos, such as Waste Management, Parking, Planning, Council Tax, Housing Benefits, Business Rates, Environmental Protection and Health Services.



## Enterprise business solutions

The 'One Council' concept will be underpinned by adopting an enterprise technical architecture, which can serve multiple customer facing services. Therefore, natively enabling the consistency in quality of customer service experience amongst all frontline services. The enterprise solutions will involve streamlining of multiple facets of customer facing business processes catered via corporate systems such as Customer Relationship Management (CRM) system, Customer portal, Mobile workforce management system, Payment system, Document management system.

## Systems consolidation

In addition to the above, where necessary, we will consolidate systems that currently serve the same purpose for various frontline services within the Council. As a result further improving the consistency in the customer experience and eliminating the duplication of investment and reducing the running costs for the Council.



# Efficient Workforce

Whilst making our frontline services more intuitive and responsive, we will ensure that our staff are equipped with technology that will enable them to be more efficient and their working practices are aligned to take advantage of the art of the possible in terms of innovation. Therefore, providing our customers a more responsive service, whilst significantly reducing the back office administration efforts. Furthermore, this will significantly contribute towards the Council's 'Green' agenda through eliminated internal and external paper-work and reduced travelling.

## Mobilisation

We will embed our mobile working solution into the business processes of our in-field officers to provide an enterprise solution that can be rapidly deployed to their field of work, irrespective of the line-of-business systems their discipline of service uses. This will enable us to:

- Cut down on paper-based administration – with an intuitive application and easy-to-use forms, paperwork is reduced, re-typing information is eliminated and information is stored securely
- Greater workforce capacity - increase field service capacity and unlock essential staff time that can then be used to focus on key frontline services
- Simplified access to information – access to all relevant job information and field data via a single mobile source
- Improve service level performance – deliver a more responsive, efficient workforce to improve SLA performance
- Deliver compliance – ensure processes are adhered to and the correct information is captured to maintain compliance with legislation
- Increase employee satisfaction – with smarter scheduling and intuitive mobile workforce management, field staff enjoy an improved work / life balance
- Reduce costs - minimise organisation overheads through improved processes, reduced travel and pressure on administration

In addition, our internal IT staff will be trained to develop and deploy solutions. This will help us sustain and minimise the design and development costs, whilst enabling the services to exploit the art of the possible in line with their business demands.



## Process automation

We will ensure that all of our business process are aligned and automated where possible to make our customer engagement effortless. This will help increase efficiency in business processes, improve effectiveness of service delivery, enable inter-departmental joined-up services and accessibility to multiple inter-dependent public services for our residents and businesses.

## System integration

By adopting an enterprise architecture and working closely with our application vendors, we will integrate our systems environment using pre-built Application Programming Interface (API) connectors to create a 'push/pull' data feed between the frontline and back-office systems. This will further enhance our customer's experience of digital services, as the information will be constantly updated amongst all relevant systems through a single interaction. This will also enable our staff in ensuring that they always have the most current and applicable information to hand to deliver the best customer service.

## Investment in Staff

This Digital strategy will hold the Council's staff at the heart of it, as they play a primary role in serving and improving the lives of our customers. We will empower our staff with the most appropriate and robust technology, along with the required skills to perform to the best of their ability more efficiently. This will enable them to focus all their efforts on the qualitative aspects of the service delivery, where they add the most value to our residents and the businesses. This will also be an enabler in helping them to achieve optimum work life balance through the gained efficiency.

## Agile Organisation

By embracing 'Digital by Default' approach, we will aim to improve our organisational agility within Tonbridge and Malling Borough Council and become early adopters of progressive legislations driven by technological advances. For example, in earnest of the forthcoming reform to annual [electoral registration canvassing](#) by Electoral Commission in 2020, we are getting ourselves ready to adopt 'e-canvassing' as soon as the legislation is in place. This will help alleviate the current inflexible and inefficient paper based approach, and allow the Electoral Registration Officers to prioritise their limited resources on addresses where there has been change.



# Demand Management

As part of the primary focus of this Digital Strategy, we will ensure that all our business processes and technological solutions are aligned towards switching from the traditional 'meeting demand' approach to a 'managing demand' approach. By adopting this approach, we will change the nature of the Council's role and relationship with our customers. The demand management process will involve providing our customers with solutions that helps alleviate the current demands that are preventable and the demands that are caused by resource capacity to meet their needs and thereby better manage the demand on our public services.

According to the [Local Government Association \(LGA\)](#), *“Demand management is an approach to achieving efficiencies that reaches beyond the boundary of the organisation. By changing the nature of the Council's role and relationship with customers, local authorities are seeking alternative mechanisms to meet customer needs and thereby better manage demand. Changing behaviours – of frontline practitioners, managers and customers– often features as a critical enabler of demand management.”*

## Self-serve

We will enable and encourage our customers to engage with the Council through the digital media. This is already in practice amongst many of our residents currently engaging with the Council-tax and Housing benefit services, as well as ordering garden waste bins. Our customers will be able to engage with multiple Council services either via using an app on their smart-phones or via the Council's website. This will enable our residents to easily switch from one service to the other (i.e. Council-tax, Parking, Planning, Waste, Environmental Health) via a single customer portal rather than having to call or email the Council. As a result the Council will receive richer information and residents are able to report issues at a time that is convenient to them.



## Predictive Analytics

Whilst the 'Self-serve' approach helps with the customer engagement demand, the predictive analysis of our data will provide our services with insights into the preventable demand. In accordance with GDPR guidelines, business intelligence derived through the collective data available, will help create forecasts by integrating data mining, machine learning, statistical modelling, and other data technology. We will use predictive analytics to address the demands that are preventable through foresight.

## Active performance monitoring

Through the use of active reporting and monitoring technologies, we will ensure that the Council's performance is managed on an active basis rather than being measured and reported retrospectively (i.e. weekly, monthly, quarterly or annually). This will be achieved via providing the relevant operational managers with dashboard facilities to monitor their performance indicators actively for the services and staff. This will help our services to become more responsive in terms managing the changing demands through efficient management of available resources.

## Outcome focused

We will ensure that the adoption of Demand Management approach within the organisation is outcome focused in terms of the Council's statutory services and the relevant commercial services. Whilst we will employ technology to improve customer and staff experience by reducing demand on statutory services such as Council-tax, Housing Benefits, Waste management, planning, etc., we will ensure that technology is used to promote the Council's commercial services to generate income and encourage healthy living amongst our residents.



# Economic Growth

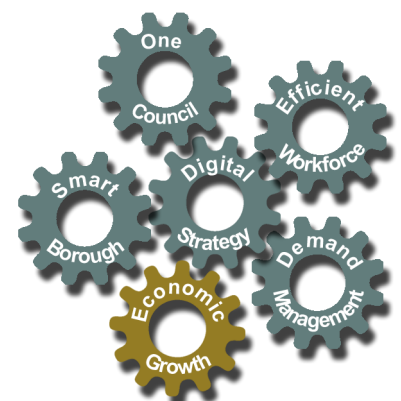
The Council, through its digital agenda along with the investment in its infrastructure and website, will endeavour to support and improve local economic growth. We will look to exploit the changing trends of the consumer market, where most shopping is now done online, as an opportunity, rather than a threat to the local economy. As a result, encouraging our local businesses, entrepreneurs and start-ups to establish and flourish and contribute to employment and development of the borough.

## Promotion of local businesses

Much is made of the impact that the internet is having on our town centres – especially in terms of shopping and banking habits – and the struggle for these centres to evolve from being purely retail spaces. There are also remendous opportunities to use digital technologies to improve how people enjoy and experience what such places have to offer. By embracing digital in planning and providing for its uptake, the Council will help boost the way local town centres (and the activities that take place within them) are promoted, accessed, used, organised and understood. In doing so, places can gain a commercial advantage and become a key building block of wider tourism promotion too.

## Supply chain linkages (B2B)

It is widely acknowledged that keeping supply chains local has significant benefits for the borough. Enabled by technology, the Council will make efforts to ensure that it helps to retain money within the local economy. It will reduce the chance of supply chain reductions, tend to be more sustainable and also make products more brandable. However, much of the time, businesses aren't aware of the other fantastic enterprises on their doorstep. A great way to address this issue is through the use of digital technology to create local links and stimulate that awareness. We will make efforts to establish an innovative local business directory that gives businesses an opportunity to raise their own profile, but also find out what businesses locally could supply them with, such as the goods or services they require, or that they could supply to.



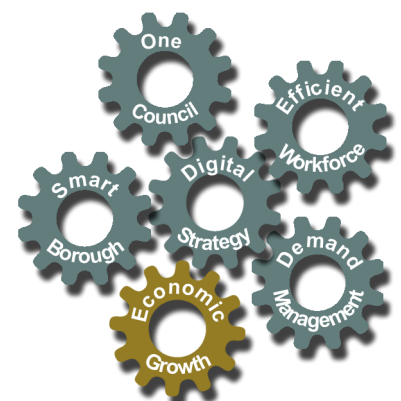


## Income generation

As part of the digital strategy, the Council will look to the potential opportunities of generating income through our own commercial property portfolio of buildings and street furniture for small cell 5G rollouts via leading internet service providers within the market. This will in turn ensure that the borough is better connected digitally for our residents and businesses. This approach will also enable us to improve visitor experience at places such as Tonbridge Castle and Country Parks. Opportunities will also emerge from the digital strategy to generate potential income via provision of a 'Mobile Working solution' as a service (SaaS) or a Platform (PaaS) under a shared services arrangement to other interested local authorities with similar disciplines of services as us.

## Partnership working

We will work closely in partnership with other Kent authorities via Kent Connects, Kent Public Service Network (KPSN) and Smarter Digital Services (SDS) to deliver on the digital agenda for TMBC. We have already commissioned SDS to facilitate our business process mapping and reengineering workshops for our frontline services. We will also seek to develop wider partnerships with market leading cloud hosting service providers to achieve a more robust and improved frontline service availability for our customers.



# Smart Borough

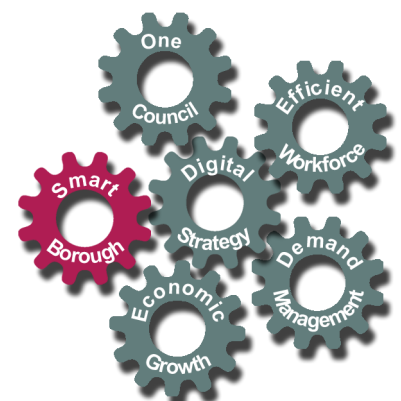
The Council aspires to become a 'Smart Borough', where we will use our digital infrastructure to coordinate and manage our assets through increased connectivity and sharing of data and information. To achieve this we will ensure the provision of an open data platform and a targeted and joined-up approach to developing a smart grid of connectivity across the borough through IoT sensors. This approach will enable the Council, residents, partners and businesses to access and use data to develop proactive solutions to social issues including planning, transport, energy, health and community safety, as well as opening up unlimited new commercial opportunities as a test bed for developers.

## Engaged Communities

Through the investment in our digital platforms we will develop and encourage community engagement, where people are embedded within local networks of social support; in which social isolation is reduced and people experience greater wellbeing and other benefits from the better understanding, mobilisation and growth of resilience in their neighbourhoods.

## Digital Inclusion

Tonbridge and Malling generally has a good broadband infrastructure, with just around 1% considered digitally excluded due the area not meeting the required minimum 2 Mbps connectivity for streaming services. Through work that the Council is supporting and endorsing through its Borough Economic Regeneration Strategy, these smaller pockets of digitally excluded communities are being supported and enabled. One such example is the national broadband voucher scheme, which enables customers who would not normally be supported through commercial development of enhanced broadband infrastructure.

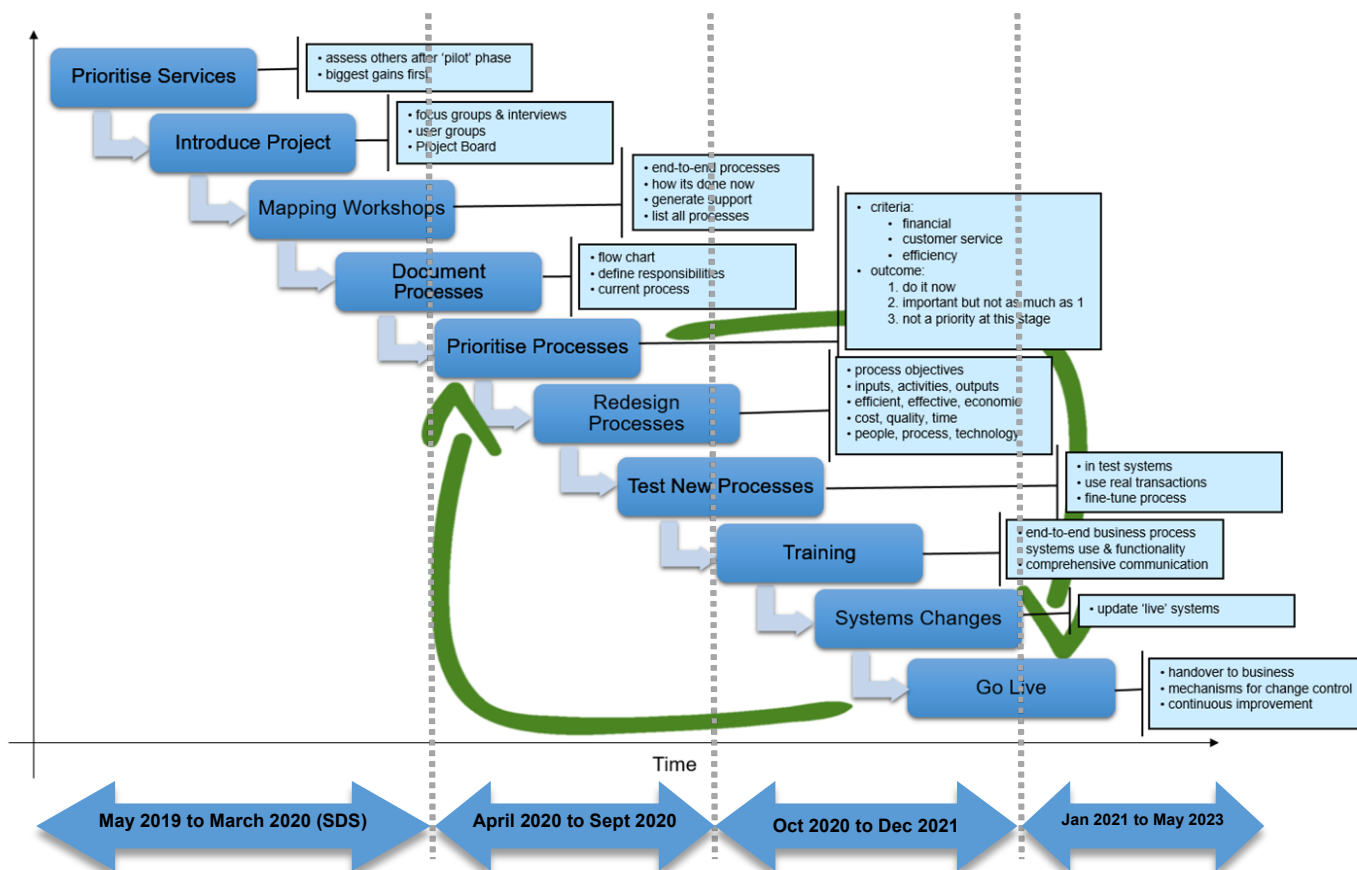


# Digital Transformation Approach

In preparation of adopting this strategy over the next four years (2019 to 2023), the Council has already instigated a detailed review of current business processes and the technologies that are being used to underpin them within all of our key services. The business process review will be prioritised and managed as illustrated in the diagram below.

The outcome of the business process review will determine the technological changes required along with the new re-engineered business process to achieve the mission and vision of this Digital strategy. We will be adopting [Six Sigma](#) as the methodology for business process reengineering and Agile as the methodology for software solutions development and implementation process.

The business process review is expected to be completed by the end of this financial year (March 2020), followed by process reengineering, solution development and testing. Based on a successful user acceptance testing by the relevant process owners, we expect the rollout of the solutions to take place from January 2021 to May 2023. However, should there be any quick wins identified during the 'Business Process Review' workshops, then those projects will be prioritised to be delivered at the earliest.





**Item CH 19/29 referred from Communities and Housing Advisory Board minutes of 23 July 2019**

## **CH 19/29 DISABLED FACILITIES GRANT BUDGET 2019-20**

The report of the Director of Planning, Housing and Environmental Health detailed the proposed allocation of Disabled Facilities Grant funding available in 2019/20. Overall funding for Tonbridge and Malling Borough Council for the period was circa £1,170,000.

In addition, Disabled Facilities Grants (DFGs) would be the subject of a forthcoming Overview and Scrutiny Review.

It was noted that in all cases where a discretionary DFG was awarded for an owner-occupier, the amount would be placed as a local land charge against the property and recovered at sale or transfer. This process enabled the funding to be recycled for future use. Members were advised that the Borough Council had successfully recalled monies in all such cases.

**RECOMMENDED:** That the proposed allocation of the funding available in 2019/20, as set out in the table at paragraph 1.2.1 of the report, be approved and the appropriate capital and revenue budgets adjusted accordingly.

**\*Referred to Cabinet**

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

**23 July 2019**

**Report of the Director of Planning, Housing and Environmental Health**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Council Decision**

**1 DISABLED FACILITIES GRANT BUDGET 2019/20**

**1.1 Background**

1.1.1 Disabled Facilities Grants (DFGs) are a mandatory grant awarded by the local housing authority to provide adaptations in the home e.g. stair lift, level access shower, ramping to enable people to remain independent in their own home. They are available for both children and adults and across all tenures – owner occupied, housing association or private rented. The mandatory element is a means tested grant with a maximum award of £30,000. In Kent all Disabled Facilities Grant referrals will have had an assessment of need carried out by an Occupational Therapist (OT) to determine the work required to meet the needs of the resident.

1.1.2 The funding for DFGs has, over the last three years, been awarded through the Better Care Fund. The Better Care Fund was established to bring health and social care funding together to encourage better integration and ways of working. The Better Care Fund grant goes to Kent County Council (KCC) who in turn are required to pass onto districts the DFG funding element and the amounts are specified.

1.1.3 For 2019/20 Tonbridge & Malling BC's Better Care Fund allocation is £1,184,711. Of this sum KCC are to top-slice £159,020 (for funding of equipment and minor adaptations, which is done county wide to benefit from economies of scale). This gives overall funding including slippage of £144,000 of circa £1,170,000. This position was confirmed in June 2019 and the budgets agreed as part of the 2019/20 budget setting process need to be updated accordingly.

1.1.4 Members should note that DFGs are the subject of a forthcoming O&S review.

**1.2 Proposed Allocation of the Funding available in 2019/20**

1.2.1 The table below details the proposed allocation of the funding available in 2019/20:

<b>Scheme</b>	<b>Proposed allocation of funding 2019/20</b>	<b>Notes</b>
Mandatory DFG	£959,000	REMAINING AS 19/20 AGREED ALLOCATION Spend is anticipated to be similar to 2018/19 with some small additional leeway for increased demand. The DFG spend is the main focus of the BCF allocation and, as such, TMBC needs to make a reasonable allocation to ensure requests for DFGs can be met.
Discretionary DFG	£41,000	ADDITIONAL BUDGET LINE In 18/19 TMBC operated a discretionary budget to allow 'top up' above the £30k mandatory grant limit in cases where an additional amount would make a scheme viable. However, no initial provision was made in the 19/20 budget because of a lack of information on likely allocation levels. NB in all cases where a discretionary DFG is awarded for an owner-occupier the amount will be placed as a local land charge against the property and recovered at sale/transfer thus enabling the funding to be recycled for future use.
West Kent Hospital Discharge Scheme	£74,000	REVENUE COMMITTED 19/20 The costs of this scheme have increased since its inception due to increased coverage to Maidstone Hospital as well as Pembury Hospital.
Handyperson Scheme	£17,000	REVENUE COMMITTED 19/20 This allows the continuation of subsidised handyperson services across the Borough.
OT secondment	£52,000	REVENUE COMMITTED 19/20 This allows the continuation of the streamlined DFG process for residents and support for the wider housing service.
One You Your Home	£40,000	REVENUE COMMITTED UNTIL AUGUST 2019 (Budget provision to March 2020) Previously information reports to CHAB discussed this scheme and referenced funding via Better Care Fund allocation, although no formal Member decision has previously been sought.
Less Grant Repayments	£13,000	
<b>Total</b>	<b>£1,170,000</b>	



1.2.2 Due to the nature of the Hospital Discharge Scheme agreement, whereby the share of the cost between the three local authorities is being reviewed on an annual basis based on actual usage by residents, the costs of this scheme fluctuate from year to year. In addition, the requisite financial approval was not sought previously for the One You, Your Home scheme. These items account for a requested increase in the revenue budget for 2019/20 from £112,000 to £183,000, which will be funded from the Better Care Fund allocation now known, rather than TMBC reserves as was proposed for the £112,000 during the budget setting process (on a one year only basis).

### 1.3 Legal Implications

1.3.1 DFGs are a mandatory grant scheme, which local authorities are required to administer.

### 1.4 Financial and Value for Money Considerations

1.4.1 In year budget management is often required on grant schemes of this nature. In 2018/19, an allocation provisionally set aside for 2019/20 spend, was pulled forward to meet demand on DFG budget. Due to some additional grant funding and projected spend not eventually being as high as predicted, this funding was still available for 2019/20. However in light of the 2019/20 allocation, it is considered prudent to operate a similar system whereby this money is retained until the outcome of the O&S review is known

### 1.5 Risk Assessment

1.5.1 Risk assessment on DFG allocations will be carried out as part of the planned O&S review.

### 1.6 Equality Impact Assessment

1.7 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.

### 1.8 Recommendations

1.8.1 Members are asked to **RECOMMEND** to Cabinet that the proposed allocation of the Funding available in 2019/20 as set out in the table at paragraph 1.2.1 be approved and the appropriate capital and revenue budgets be adjusted accordingly.

Background papers:

contact: Linda Hibbs

Nil

Eleanor Hoyle

Director of Planning, Housing and Environmental Health

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## Item FIP 19/34 referred from Finance, Innovation and Property Advisory Board minutes of 18 September 2019

### FIP 19/34 REVIEW AND REPLACEMENT OF COUNCIL WEBSITE

The report of the Director of Finance and Transformation provided an update on progress in developing a website specification in liaison with the Member working group agreed at the last meeting. Details were given of the initial findings of a number of customer engagement surveys together with a capital plan evaluation for the replacement of the website Content Management System.

#### **RECOMMENDED:** That

- (1) progress with the review and replacement of the website be noted;
- (2) the scheme be added to List A funded in full from the Transformation Reserve; and
- (3) the net increase in revenue costs be incorporated into the forthcoming Estimates process.

**\*Referred to Cabinet**

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**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**FINANCE, INNOVATION and PROPERTY ADVISORY BOARD**

**18 September 2019**

**Report of the Director of Finance and Transformation**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Council Decision**

**1 REVIEW AND REPLACEMENT OF COUNCIL WEBSITE**

**A report updating Members on the progress in developing a website specification in liaison with the Member Working group.**

**Members are asked to approve a capital plan evaluation and add the Scheme to the Capital Plan to enable a new CMS to be procured.**

**1.1 Introduction**

1.1.1 Tonbridge & Malling Borough Council's current website was introduced in April 2015 and has 1,376 standard web pages maintained across the organisation by 91 people from different Service areas.

1.1.2 At the last meeting of the Advisory Board in July 2019, Members were updated on the work that has been taking place to redesign the Council's website. This is a cross-service piece of work involving all Services within the Council and is being carried out with the full support of the Management Team.

1.1.3 As advised, the website review has to be approached in two parts: firstly from the "business/service" angle, and secondly from the IT design end.

**1.2 Progress of the Website Specification**

1.2.1 The Head of Service for Licensing, Community Service and Customer Service has been leading a group of Service Managers in formulating the specification document for the new website.

1.2.2 The Service Managers have been meeting as two separate groups. One has been focusing on the "Transaction" based content of the website, and the other "Commercial/News/ Event" content.

1.2.3 The specification of the new website has taken place over the last few months and has focused on what the "user/customer need" is for the new website. This has been cross-referenced with the work undertaken across the different Service

areas, which has challenged the mind-set and thinking of the Service areas against the strategically important customer need.

- 1.2.4 The proposed new website will house “Commercial focus” service activities, primarily supporting legislative and statutory requirements, together with webpages that support “Commercial Events” (showing *What is on? What to do?*) and featuring relevant “News”.

### **Personalisation**

- 1.2.5 The market for the TMBC website has different type of distinctive users, “*Resident*”, “*Business*” and “*Visitor*”. Each of these type of user has their own needs and it is inherent in the design that “*Personalisation*” features predominately when a user signs in.
- 1.2.6 Members will no doubt agree that website content needs to be personal, usable, relevant and easily accessible to the user.
- 1.2.7 As a user, when you sign on to a banking app or Utility company to view your account, you only want to see content that is relevant to you, or if services and products are being shown to you, they need to be of relevance and could be of interest to you.
- 1.2.8 For example, as a person who lives in a flat on the third story of a building with no garden, if you sign on to the new website you do not want to see the Council trying to sell you a Garden Waste bin. However, you may want to know about council tax, parking permits, nearby leisure facilities and activities taking place locally etc.
- 1.2.9 Likewise if you are a business user of the website you will want to understand business rates, networking events, funding launches, skill fairs and parking permits etc.
- 1.2.10 The key to a new website is to ensure we service the three different types of users i.e. *the Resident, Business and the Visitor* to the Borough.

### **Website development objectives**

- 1.2.11 Our aim through channel shift, is to move interactions with TMBC from letter, email and phone calls to a seamless intuitive online interaction. This should result in reduced customer visits to council offices and allowing officer time to be focused in different ways.
- 1.2.12 In summary, we want to:
- Enable high user satisfaction with customers’ website journey in optimising the minimum number of clicks to find the required information;
  - Ensure content is accurate, appropriate, current and relevant;

- Enable the customer (whether resident or business) to sign on through “My Account” to benefit from all their financial and appropriate Service area needs immediately assessable in one place;
- Hold a “Golden Record” of a customer’s details available to all Service areas to populate records, forms and requests, without rekeying duplicate information;
- Enable web pages to be created with the ability to be “live” for a set period of time and be automatically reviewed by alerts being generated when reaching the expiry or review date;
- Enable directories for businesses (e.g. restaurants and leisure activities) to be automatically maintained, using alerts ensuring up-to-date information is shown and with alerts being generated when reaching the expiry or review date.
- Show alerts and news feeds on web, with links to social media to show any disruptions to service delivery (e.g. bin collections, inclement weather etc.); *and*
- Build a suite of analytical data visible through a dashboard to show performance of the website. This will include exception reporting where the web team and Service Managers can track the live pages.

1.2.13 Continual management of website content is a key issue and Management Team are currently considering how this can be achieved going forward within the corporate establishment.

1.2.14 As outlined in paragraph 1.1.1, currently responsibility for content management is devolved across the Council as we do not have dedicated resources allocated to this function in our staff establishment. Unfortunately however, this can often mean that time dedicated to content management is squeezed when work pressure is high and resources are stretched. If we want to deliver the objectives set out above, it will be imperative to ensure that we do provide adequate focus and resources for this important function going forward. Management Team are currently in the process of considering how this can be managed.

#### **Member working group**

1.2.15 A Member Working group was set up to assist in the review and specification. The group consists of :

- Cllr Martin Coffin (Chair)
- Cllr Matt Boughton
- Cllr Robin Betts

- Cllr Georgina Thomas
- Cllr Mrs Anita Oakley

1.2.16 The group met on 7 August and considered, amongst other things:

- 1) What they like or dislike about the current TMBC website
- 2) Who are the “users of the website”?
- 3) Understanding the “customer need” and “personalisation”

1.2.17 Some useful insights and thoughts were forthcoming which have been built into the specification.

1.2.18 Details of the website specification drawn up by the Head of Service for Licensing, Community Service and Customer Service was shared with the Member working group on 4 September. The final specification has enabled the Head of IT to prepare the technical specification (see paragraph 1.3).

### **Engaging with the External Customer**

1.2.19 A number of customer engagement surveys have been send out by the Head of Service for Licensing, Community Service and Customer Service to capture current thinking of the TMBC website and to capture what customers would like to see on a redesigned website. The following surveys are in the process of being completed:

- Survey completed at Customer Service at Tonbridge Castle
- Survey completed at Customer Service at Kings Hill
- Survey completed at Customer Surgeries at Larkfield
- Survey completed at Customer Surgeries at Snodland
- Survey completed by the Businesses community within the Borough
- Survey completed by Members and TMBC staff
- General Website survey (This survey for people visiting the TMBC website cannot start until the annual voter registration period ends in late September 2019).

1.2.20 The feedback has been very good in respect to people engaging honestly on their views, with over 70 members of the public and businesses agreeing for TMBC to follow up with them.



- 1.2.21 It is planned to have an “update of website development” on the staff intranet site to ensure staff can see process and actions from their input. Likewise it is proposed to have a blog where we can update members of the public and businesses.
- 1.2.22 Initial findings for each of the surveys (as at 31 August) is appended at **[Annex 1]** for Members’ information. Information continues to be gathered from customers and will be used to fine-tune the content and layout as appropriate.
- 1.2.23 The Head of Service for Licensing, Community Service and Customer Service is not able to attend the meeting of the Advisory Board on 18 September. Therefore if Members have any detailed questions they would like to raise in respect of the specification or the process that has been followed, please contact the Head of Service, Anthony Garnett, in advance of the meeting on extension 6151 or by e-mail at [anthony.garnett@tmbc.gov.uk](mailto:anthony.garnett@tmbc.gov.uk)

### **1.3 Technical (IT) Specification**

- 1.3.1 In a nutshell, the objective is to replace the Council’s current Content Management System (CMS) with the objective of improving customer experience, and allowing customers to access all Council services via a secure unified customer portal with single sign-on. Integration with core back office systems is required.
- 1.3.2 Members will note that this is not a ‘like for like’ replacement of our current website. The anticipated running costs are anticipated to be in excess of those we currently budget for, but to achieve the improvements we all seek, this is an inevitable consequence. Of course, if we can facilitate the channel shift as we hope we can, this will enable us to focus our scarce resources more efficiently.
- 1.3.3 A Capital Plan Evaluation document has been produced and attached at **[Annex 2]**.
- 1.3.4 A prudent budget for the capital cost of the replacement, including any consultancy, design and implementation is recommended as £140,000. However, we will be seeking the most cost efficient solution via a procurement process so we hope the cost will be well within this budget allocation. Ongoing annual revenue implications are anticipated to be in the order of £31,000 for the specification required. Members should note that we currently have existing running costs of £4,000 for the existing website, so these can be netted off future running costs.

## 1.4 Legal Implications

- 1.4.1 Once approval to proceed has been given, procurement will be done in accordance with EU procurement regulations where appropriate, and the Council's Contract Procedure Rules.

## 1.5 Financial and Value for Money Considerations

- 1.5.1 The final capital costs (including design, implementation and consultancy) after the procurement exercise can be funded from the Transformation Reserve.
- 1.5.2 Revenue costs will need to be built into base budget through the preparation of Estimates.

## 1.6 Risk Assessment

- 1.6.1 The risk of not moving forward with a replacement for the website within the context of the digital agenda is that the Council may not be providing services in the ways that our residents wish

## 1.7 Equality Impact Assessment

- 1.7.1 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

## 1.8 Policy Considerations

- Customer Contact
- Communications
- Community
- Procurement

## 1.9 Recommendations

- 1.9.1 Members are requested to **RECOMMEND** to Cabinet (and thereafter Full Council) that:
- 1) progress with the review and replacement of the website is noted;
  - 2) the scheme be added to List A funded in full from the Transformation Reserve; and
  - 3) the net increase in revenue costs be incorporated into the forthcoming Estimates process.

Background papers:

- Internal document shared with Member working group – website specification for TMBC (work in progress)
- Technical specification for CMS prepared by Head of IT

contact: Anthony Garnett  
Ganesh Thangarajah  
Sharon Shelton



Sharon Shelton  
Director of Finance & Transformation

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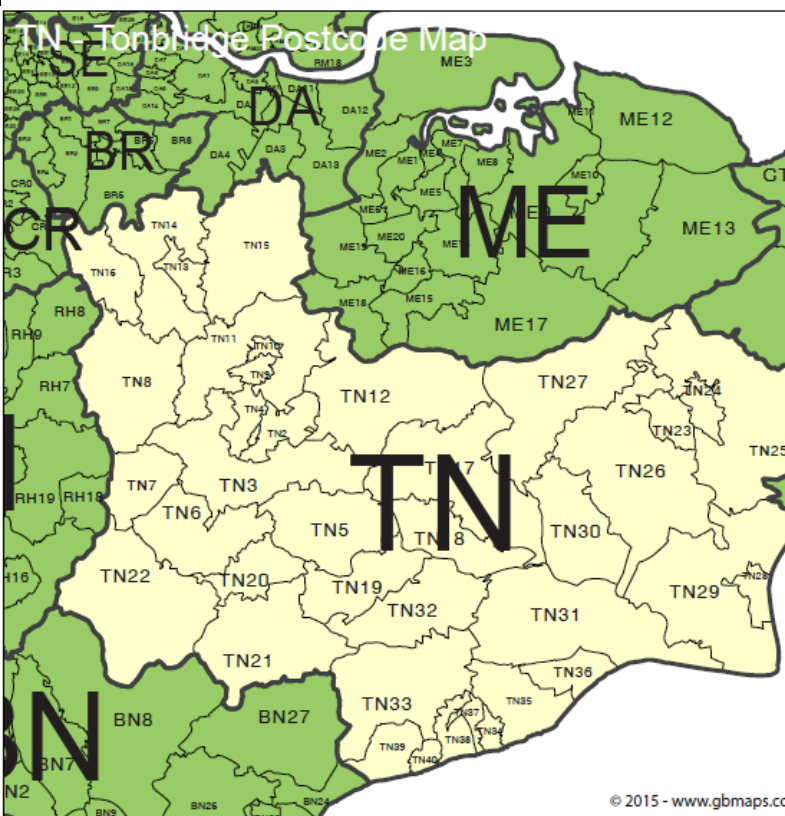
## Survey completed at Customer Service at Tonbridge Castle- up to 31 August 2019

Questions	Number		Percentage	
	Yes	No	Yes	No
Do you use the Internet?	52	8	86.67%	13.33%
Have you visited TBMC website?	37	23	61.67%	38.33%
Why did you visit TMBC today?	Text field summarised below <ul style="list-style-type: none"> <li>• Parking permits</li> <li>• Benefits</li> <li>• Local information</li> <li>• Garden bins</li> <li>• Council tax</li> <li>• Housing</li> <li>• Hand forms in</li> <li>• To pay a bill at Kiosk</li> <li>• Tourist information</li> <li>• 1 applied on online and had to wait 20 minutes</li> <li>• Having issues accessing online account - I do have one, tried to recover</li> </ul>			
Did you try and complete this on-line?	9	32	21.95%	78.05%
What changes would you like to see within a new website design?	Text field summarised below <p>Majority of people "no comment"</p> <ul style="list-style-type: none"> <li>• None Ok</li> <li>• Could not get information</li> <li>• honestly I prefer personal attention</li> <li>• Full detailed list of what can and cannot be recycled for example. metal</li> <li>• Not very inviting - click on menu and takes you to bottom of screen - no sub</li> <li>• needs to be more engaging</li> <li>• more user friendly</li> <li>• Easy to navigate find the service I need and apply for parking permit online</li> <li>• could not get in 4 tries</li> <li>•</li> </ul>			
Number of people who gave an email address to who we can follow up with	17			

Survey completed at Customer Service at Tonbridge Castle - up to 31 August 2019

	 Male	 Female	No answer
<b>Number</b>	29	30	0
<b>Percentage</b>	49.15%	50.85%	0%



Age	Number	Percentage
Younger than 18	0	0.00%
18 - 24	2	3.45%
25 - 34	10	17.24%
35 - 44	17	29.31%
45 - 54	8	13.79%
55 - 64	9	15.52%
65 or older	12	20.69%

TN - Tonbridge Postcode Map	Postcode	Number	Percentage
		DA13 0	0
	ME1 3	0	0.00%
	ME15 0	0	0.00%
	ME16	0	0.00%
	ME18	0	0.00%
	ME19	2	6.45%
	ME2 1	0	0.00%
	ME20	0	0.00%
	ME5 9	0	0.00%
	ME6 5	0	0.00%
	TN10	10	32.26%
	TN11	2	6.45%
	TN12	1	3.23%
	TN14 6	0	0.00%
	TN15	0	0.00%
	TN4	0	0.00%
	TN9	16	51.61%
		31	100.00%

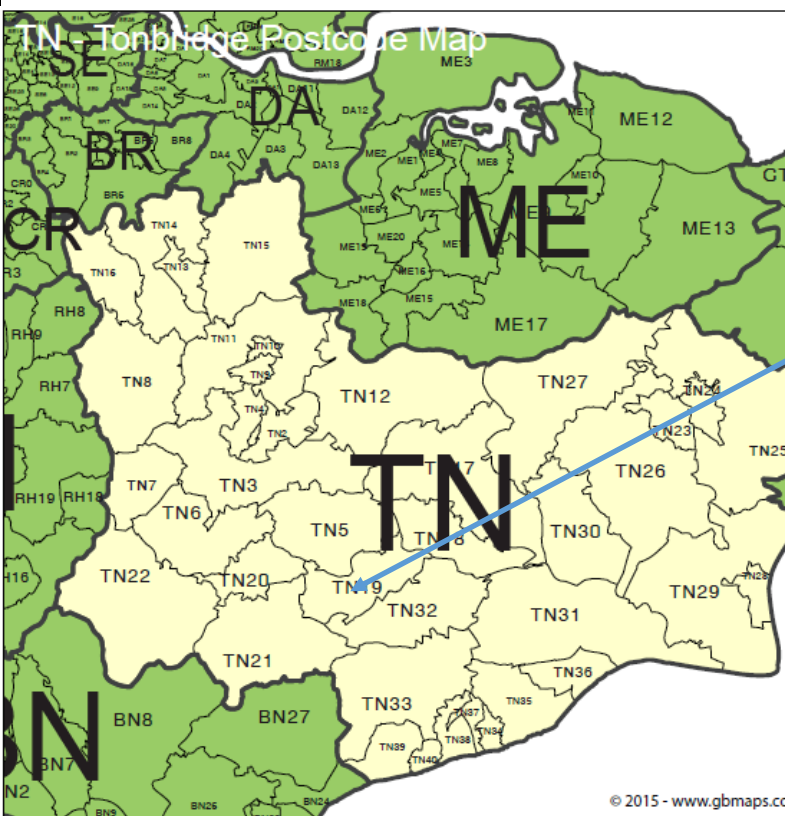
**Survey completed at Customer Service at Kings Hill - up to 31 August 2019**

Questions	Number		Percentage	
	Yes	No	Yes	No
Do you use the Internet?	98	21	82.35%	17.65%
Have you visited TBMC website?	70	49	58.82%	41.18%
Why did you visit TMBC today?	Text field summarised below <ul style="list-style-type: none"> <li>• Parking permits</li> <li>• Local information</li> <li>• Council tax</li> <li>• Housing</li> <li>• Hand forms in</li> <li>• To pay a bill at Kiosk</li> <li>• Parking permits</li> <li>• Benefits</li> <li>• DHP applications</li> <li>• Benefit claims</li> </ul>			
Did you try and complete this on-line?	10	109	8.40%	91.60%
What changes would you like to see within a new website design?	Text field summarised below <p style="text-align: center;">Majority of people "no comment"</p> <ul style="list-style-type: none"> <li>• Nothing - I like it - very easy to use</li> <li>• prefer face to face contact</li> <li>• to include measurements</li> <li>• not easy to navigate</li> <li>• All web sites presume knowledge which not all older people have</li> <li>• make contact numbers easier to find and accessible</li> <li>• something clear and easy to read</li> <li>• More up to date and able to see My Account</li> <li>• Do not use it prefer to talk to a human</li> <li>• Remove redirection to Northgate NES</li> <li>• Too much rubbish - needs to be plain and simple - Easy to follow</li> <li>• just to be user friendly</li> <li>• website is fine thank you</li> <li>• update claim online instead of coming to the office all the time</li> </ul>			
Number of people who gave an email address to who we can follow up with	53			

Survey completed at Customer Service at Kings Hill - up to 31 August 2019

	 Male	 Female	No answer
<b>Number</b>	49	68	1
<b>Percentage</b>	41.53%	57.63%	.85%



Age	Number	Percentage
Younger than 18	1	0.86%
18 - 24	3	2.59%
25 - 34	17	14.66%
35 - 44	27	23.28%
45 - 54	20	17.24%
55 - 64	15	12.93%
65 or older	33	28.45%

TN - Tonbridge Postcode Map	Postcode	Number	Percentage
	DA13 0	1	1.18%
	ME1 3	0	0.00%
	ME15 0	0	0.00%
	ME16	0	0.00%
	ME18	4	4.71%
	<b>ME19</b>	<b>38</b>	<b>44.71%</b>
	ME2 1	0	0.00%
	ME20	14	16.47%
	ME5 9	0	0.00%
	ME6 5	7	8.24%
	TN10	6	7.06%
	TN11	4	4.71%
	TN12	5	5.88%
	TN14 6	0	0.00%
	TN15	5	5.88%
	TN4	0	0.00%
	TN9	1	1.18%
	<b>Total</b>	<b>85</b>	<b>100.00%</b>



## Survey completed at Customer Surgeries at Larkfield - - up to 31 August 2019



Questions	Number		Percentage	
	Yes	No	Yes	No
Do you use the Internet?	36	50	41.86%	58.14%
Have you visited TBMC website?	21	65	24.42%	75.58%
Why did you visit TMBC today?	Text field summarised below <ul style="list-style-type: none"> <li>• Council tax</li> <li>• Housing</li> <li>• Hand forms and documents</li> <li>• To pay a bill at Kiosk</li> <li>• Parking permits</li> <li>• Benefits</li> <li>• DHP applications</li> <li>• Benefit claims</li> <li>• Help with forms</li> <li>• Homeless</li> <li>• Order brown bin</li> </ul>			
Could this service request be completed on-line?	13	73	15.12%	84.88%
99% of enquiries could be handled by Webchat / Web or by Scan and email				
Have you got access to transport to visit the Council offices?	36	50	41.86%	58.14%

	 Male	 Female	No answer
<b>Number</b>	29	69	1
<b>Percentage</b>	29.29%	69.70%	1.01%

Age	Number	Percentage
Younger than 18	0	0.00%
18 - 24	0	0.00%
25 - 34	6	6.00%
35 - 44	15	15.00%
45 - 54	8	8.00%
55 - 64	23	23.00%
65 or older	48	48.00%

## Survey completed at Customer Surgeries at Snodland - - up to 31 August 2019

Questions	Number		Percentage	
	Yes	No	Yes	No
Do you use the Internet?	30	21	58.82%	41.18%
Have you visited TBMC website?	21	29	42.00%	58.00%
Why did you visit TMBC today?	Text field summarised below <ul style="list-style-type: none"> <li>• Council tax</li> <li>• Housing</li> <li>• Hand forms and documents</li> <li>• To pay a bill at Kiosk</li> <li>• Parking permits</li> <li>• Benefits</li> <li>• DHP applications</li> <li>• Benefit claims</li> <li>• Help with forms</li> <li>• Homeless</li> <li>• Order brown bin</li> </ul>			
Could this service request be completed on-line?	22	37	26.00%	74.00%
99% of enquiries could be handled by Webchat / Web or by Scan and email				
Have you got access to transport to visit the Council offices?	22	29	43.14%	56.86%

	 Male	 Female	No answer
<b>Number</b>	31	20	0
<b>Percentage</b>	60.78%	39.22%	00.00%

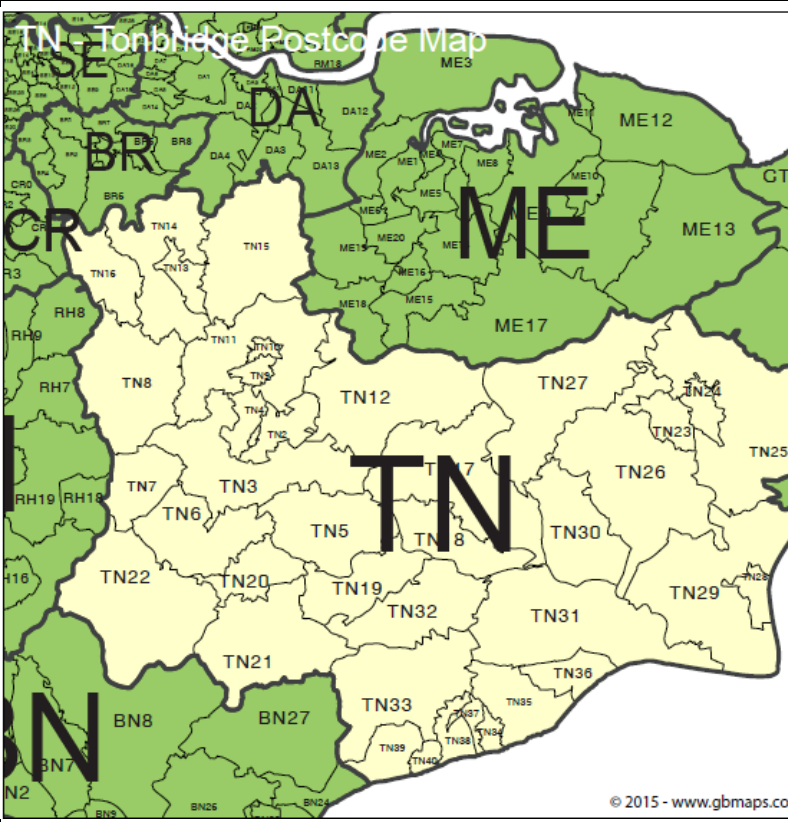
Age	Number	Percentage
Younger than 18	0	0.00%
18 - 24	2	3.92%
25 - 34	5	9.80%
35 - 44	9	17.65%
45 - 54	12	23.53%
55 - 64	9	17.65%
65 or older	14	27.45%

**Survey completed by the Businesses community within the Borough - up to 31 August 2019**

It is disappointing that only 7 reply's from 640 emails sent out. However we will continue to engage with the business community through Economic Regeneration Officer, by re sending our request and speaking to businesses as we develop the website design.

<b>Questions</b>					
	<b>Daily</b>	<b>Weekly</b>	<b>Monthly</b>	<b>Quarterly</b>	<b>Yearly</b>
Frequency of using TMBC website	1	2	2	2	0
Percentage	14.29%	28.57%	28.57%	28.57%	00.00%
Reason to view TMBC website					
To view Committee agendas, minutes and reports					
To get information or advice					
Did you find the information you were looking for?					
	<b>Yes</b>	<b>No</b>			
Number	6	1			
Percentage	85.71%	14.29%			
How easy was it to find the information you were looking for?					
	<b>Very Easy</b>	<b>Easy</b>	<b>Neither easy or difficult</b>	<b>Difficult</b>	<b>Very difficult</b>
Number	1	3	1	1	1
Percentage	14.29%	42.86%	14.29%	14.29%	14.29%
How satisfied or Dissatisfied were you with the website overall?					
	<b>Very Satisfied</b>	<b>Fairly Satisfied</b>	<b>Neither Satisfied or Dissatisfied</b>	<b>Fairly Dissatisfied</b>	<b>Very Dissatisfied</b>
Number	2	2	2		1
Percentage	28.57%	28.57%	28.57%	28.57%	14.29%
Number of people who gave an email address to who we can follow up with					
	2				

Survey completed by the Businesses community within the Borough - up to 31 August 2019

TN - Tonbridge Postcode Map	Postcode	Number	Percentage
	DA13 0		
	ME1 3		
	ME15 0		
	ME16		
	ME18	1	16.67%
	ME19		
	ME2 1		
	ME20	1	16.67%
	ME5 9		
	ME6 5		
	TN10	2	33.33%
	TN11	1	16.67%
	TN12		
	TN14 6		
	TN15		
	TN4		
	TN9	1	16.67%
	Not given	0	00.00%
	<b>Total</b>	<b>6</b>	<b>100.00%</b>

**Survey completed by Members and TMBC staff - up to 31 August 2019 - Summary of return**

When talking to residents / customers, what are the most frustrating what things that they comment on about the current web site?

(Please answer as many that are appropriate)

	Number	Percentage
When trying to obtain information or advice	46	
When making a payment	8	
When applying for a service	10	
When making a booking	0	
When commenting on a consultation	9	
When applying for a Benefit	4	
When finding out about a local Councillor	4	
When viewing Committee agendas, minutes and reports	8	
When reporting a problem	9	
When make a complaint	6	
Other – please specify	14	

**17 other specified.**

**What's good about the website?**

**Summary is** “Webchat; Information good once found; Search speed; Uncluttered

**50 detailed comments**

**What's not working for you?**

**Summary is** “Design; Not intuitive; Search function; No pictures; Hard to Navigate

**80 detailed comments**

**What information/functionality would you like to see?**

**Summary is** “Good Design; Clear Navigation; Visual images; less jargon; Promotional opportunities;

**55 detailed comments**

**Survey completed by Members and TMBC staff - up to 31 August 2019 -  
Summary of return**

**Thinking of your own service, or as a Councillor, how likely are you to choose the TMBC website as a source of information for yourself or your customers (i.e. to direct a customer to)?**

**Where 1 is not likely at all and 10 is very likely**

<b>Not Likely</b>	<b>Response</b>	<b>Percentage</b>
1	11	18.33%
2	3	5.00%
3	7	11.67%
4	5	8.33%
5	10	16.67%
6	5	8.33%
7	3	5.00%
8	6	10.00%
9	3	5.00%
10	7	11.67%
<b>Very Likely</b>	60	100.00%

**Thinking of your own service, or as a Councillor, how likely are your customers to telephone or email you a question that they should have been able to easily find on the TMBC website?**

**Where 1 is not likely at all and 10 is very likely**

<b>Not Likely</b>	<b>Response</b>	<b>Percentage</b>
1	10	16.67%
2	2	3.33%
3	1	1.67%
4	4	6.67%
5	7	11.67%
6	4	6.67%
7	3	5.00%
8	15	25.00%
9	5	8.33%
10	9	15.00%
<b>Very Likely</b>	60	100.00%

**Survey completed by Members and TMBC staff - up to 31 August 2019 - Summary of return**

**Thinking of your own service, or as a Councillor, how likely is it that contact you receive by telephone or by email could or should have been avoided by the customer using the TMBC website to answer their own query?**

**Where 1 is not likely at all and 10 is very likely**

<b>Not Likely</b>	<b>Response</b>	<b>Percentage</b>
1	11	18.33%
2	2	3.33%
3	1	1.67%
4	3	5.00%
5	6	10.00%
6	7	11.67%
7	6	10.00%
8	13	21.67%
9	6	10.00%
10	5	8.33%
<b>Very Likely</b>	60	100.00%

**Identify 3 frequently asked questions, that are asked of you or of your team, that could have been answered by the customer using the TMBC website, thus avoiding altogether the telephone or email contact.**

The questions that have been submitted illustrate very clearly the vast diversity of subject matter and information that people believe a web site should hold.

The response has been very impressive and could form the backbone of a Question / Answer search function for a new website design.

**145 questions submitted**

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1

<b>Corporate IT Initiatives: CMS Website Solution</b>		
1	<b>Specification:</b>	
	(i) <b>Purpose of the scheme</b>	Replacement of the Council’s existing website Content Management System (CMS) to improve customer experience and allow customers to access all Council services via a secure unified customer portal with single sign-on,
	(ii) <b>Relevance to National / Council’s Objectives</b>	(a) National: Government Digital Services (GDS), The Green Agenda (b) Council: Cost reduction, Legislative compliance (GDPR,PSN)
	(iii) <b>Targets for judging success</b>	(a) Improved customer experiences of TMBC website (b) Increased Digital informational and transactional engagement (c) Reduced paper and face-to-face contact (d) Improved end-to-end customer service efficiencies
2	<p><b>Description of Project / Design Issues:</b></p> <p>In delivering the primary objectives of Tonbridge and Malling Borough Council’s Digital Strategy (2019-23), workshops were carried out with a number of Members and residents in ascertaining their opinions, experiences and expectations of the TMBC website. Customer services has also carried out research into the ‘art of the possible’ in terms of digital services by comparing some of the websites of digitally advanced local authorities across the country. The outcome of the review has overwhelmingly highlighted the dissatisfaction amongst our residents and members with the current website, both in terms of presentation, user-friendliness and functionality.</p> <p>As a result of the review Customer services and IT have produced business and technical to underpin and deliver the Council’s Digital strategy. In order to achieve the new Business and Technical specification we need to change the existing CMS platform to provide the necessary front and back office integrations seamlessly. This will in turn help ensure that the future overheads are kept low.</p> <p>The new CMS platform should be designed to be non-technical to operate in a low-code platform, which includes features such as page templates allowing for a reusable page of questions to be reused across multiple forms. The platform should also provide a non-technical Workflow management solution for cases/subscriptions/service request management with the ability to automate elements of the service delivery process. These factors will combine to allow IT staff to build/manage forms and workflows quickly and efficiently, removing repetitive tasks through automation and reusing workflows already delivered by other Local Government Authorities. Thus, providing our customers with a single user portal to engage with the council irrespective of services they require.</p>	

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Capital Plan List C – Evaluation

3	<b>Milestones / Risk:</b> Milestones: Procurement, Implementation and Deployment. Risk: The current levels of frustration amongst Residents, Members and Businesses in using TMBC website, coupled with the increase in service demand across services will result in increased operational cost or degradation in quality of service delivered.					
4	<b>Consultation:</b> Management Team and Members are supportive of the need to replace the existing website and make it more user friendly and intuitive.					
5	<b>Capital Cost:</b> Composite outline budget of £140,000 for CMS software, design, implementation and consultancy where appropriate. We would be aiming to bring in the most economically advantageous solution well within this budget.					
6	<b>Profiling of Expenditure</b>					
	<b>2019/20 (£'000)</b>	<b>2020/21 (£'000)</b>	<b>2021/20 (£'000)</b>	<b>2022/23 (£'000)</b>	<b>2023/24 (£'000)</b>	<b>2024/25 (£'000)</b>
	140					
7	<b>Capital Renewals Impact:</b> Nil					
8	<b>Revenue Impact:</b> Loss of investment income of £5,600 per annum (£140,000 at 4%). Estimated Annual support and maintenance of £31,000 per annum.					
9	<b>Partnership Funding:</b> None					
10	<b>Project Monitoring / Post Implementation Review:</b> Project to be managed by IT services. Post implementation review to be conducted 12 months after completion.					
11	<b>Screening for equality impacts:</b>					
	<b>Question</b>			<b>Answer</b>	<b>Explanation of impacts</b>	
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?			N/A		
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?			N/A		
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?			N/A			
12	<b>Recommendation:</b> Scheme be added to List A, funded in full from the Transformation Reserve.					

## Item FIP 19/35 referred from Finance, Innovation and Property Advisory Board minutes of 18 September 2019

### FIP 19/35 PURCHASE OF TEMPORARY ACCOMMODATION

Further to Minutes CB 18/25 and C 18/23, the joint report of the Director of Central Services and Director of Planning, Housing and Environmental Health updated the position on the purchase of premises for use as temporary accommodation and gave details of the current increasing requirement for such accommodation. A capital plan post implementation review was presented in relation to the earlier decision together with a capital plan evaluation for the purchase of further properties for temporary accommodation.

It was noted that the purchase of temporary accommodation provided a more cost-effective alternative than nightly paid accommodation and the aspiration remained to acquire property across the Borough where possible. Members requested that details of the management of the Council's existing property in Tonbridge and its impact on the well-being of the community be included in the update report to the next meeting of Communities and Housing Advisory Board.

#### **RECOMMENDED:** That

- (1) a sum of £1.5m be added to the Capital Plan for the purchase of property for temporary accommodation purposes funded in large part, if not in full, from the two reserves detailed at paragraph 1.3.3 of the report;
- (2) delegated authority be granted to the Director of Planning, Housing and Environmental Health and Director of Central Services, in consultation with the Cabinet Member for Housing and Cabinet Member for Finance, Innovation and Property, to progress the purchase of property for temporary accommodation purposes as outlined in the report; and
- (3) the post implementation review report set out at Annex 2 to the report be approved.

**\*Referred to Cabinet**

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**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**FINANCE, INNOVATION and PROPERTY ADVISORY BOARD**

**18 September 2019**

**Report of the Director of Central Services and Director of Planning, Housing and Environmental Health**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Council Decision**

**1 PURCHASE OF TEMPORARY ACCOMODATION**

**Summary**

**This report updates Members on the purchase of premises for use as temporary accommodation and updates the requirement for temporary accommodation.**

**1.1 Background**

1.1.1 At the Cabinet meeting of 20 March 2018, Members considered a report setting out the need for temporary accommodation and gave approval that a sum of £1.6m be added to the Capital Plan for the purchase of property for temporary accommodation funded from s106 monies (Annex 1).

1.1.2 A property in Tonbridge High Street was purchased in August 2018, and provides 5 one bedroom flats and 1 two bedroom flat. The property is working well in providing suitable temporary accommodation. A post implementation review is contained in Annex 2.

**1.2 Update on need for Temporary Accommodation**

1.2.1 The number of households in temporary accommodation (TA) reached a peak of 61 at the end of August 2019. Numbers vary, but the trend has been an increase over the last year from 28-49 households at the end of any calendar month in 2018/19 to 49-61 households so far in 2019/20.

1.2.2 This increase was anticipated with the introduction of the Homelessness Reduction Act (HRA) and there's a national trend in terms of increasing use of TA. A [survey by the Local Government Association](#) has highlighted the rise in TA use. The number of households in TA is up by more than 70% since 2010 and the burden on councils and their budgets continues to increase.

1.2.3 Sixteen households have been accommodated in the flats we own in Tonbridge High Street, with an average length of stay of 114 days/16 weeks. Six households have been accommodated in Clarion homes used as TA over the last 12 months, with an average length of stay in the Clarion homes used as TA of 149 days/21

weeks. The length of stay in nightly paid provision is much lower, as we use it in a broad range of circumstances (e.g. SWEP (Severe Weather Emergency Protocol) may result in short term placements).

- 1.2.2 The average monthly cost for TA provision during 2018/19 was £35,583 (gross spend). The total annual cost for 2018/19 was £426,019 (gross spend) with a net cost of £157,062 to the Council. The total cost for 2019/20 is anticipated to be £640,000 (gross spend), with a net cost of £250,000 to the Council. The difference between gross and net cost reflects the amount of the rent cost that can be covered by housing benefit subsidy.

### **1.3 Financial and Value for Money Considerations**

- 1.3.1 The aim of purchasing property for temporary accommodation purposes is to both manage and reduce the costs to the Council when compared to nightly paid accommodation. The purchase of the property in High Street, Tonbridge is working well both operationally and financially with a cost saving of circa £50,000 when compared to nightly paid accommodation.
- 1.3.2 There is a balance of around £500,000 of the original budget of £1.6m established for the purchase of temporary accommodation. The intention is to supplement the balance of £500,000 with a further £1.5m giving a sum of £2m to facilitate further purchases of temporary accommodation as a more cost-effective alternative to nightly paid accommodation.
- 1.3.3 The sum of £1.5m can in large part, if not in full, be funded from two sources. Monies held in the business rates retention scheme reserve (£900,000 - £1,000,000) and property fund investment reserve (500,000). The residual balance, if any, to be funded from the general revenue reserve.
- 1.3.4 Under the current operating model for the council owned TA in Tonbridge High Street, the accommodation team provide tenancy management and handle voids (arranging repair works and so on). If this approach was to continue with an increased portfolio there would be an impact on resources. We're considering if existing funds can be used to address this.

### **1.4 Risk Assessment**

- 1.4.1 A full and detailed risk assessment on options for purchasing property will inform the final decision.

### **1.5 Equality Impact assessment**

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

### **1.6 Recommendation**

- 1.6.1 A sum of £1.5m be added to the Capital Plan for the purchase of property for temporary accommodation purposes funded in large part, if not in full, from the two reserves detailed at paragraph 1.3.3.
- 1.6.2 Delegated authority be granted to the Director of Planning, Housing and Environmental Health and Director of Central Services in consultation with the Cabinet Member for Housing and Cabinet Member for Finance to progress the purchase of property for temporary accommodation purposes as outlined in this report.
- 1.6.3 Members to approve the post implementation report contained in Annex 2.

Background papers:

Nil

contact: Katie Iggulden  
ext. 6364

Adrian Stanfield  
Director of Central Services  
Eleanor Hoyle  
Director of Planning, Housing and Environmental Health

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## TONBRIDGE &amp; MALLING BOROUGH COUNCIL

## CABINET

20 March 2018

## Report of the Director of Planning, Housing and Environmental Health and Director of Central Services

## Part 1- Public

## Recommendation to Council

**1 PURCHASE OF TEMPORARY ACCOMMODATION****Summary**

This report sets out the need for access to additional temporary accommodation in order to address both housing management and cost issues and sets out a preferred way of moving forward in the short term utilising funds from planning obligations.

**1.1 Background**

- 1.1.1 There is a requirement for the Council's Housing Service to use Temporary Accommodation (TA) when people make a homeless application and there is reason to believe we may have a duty to assist them under homelessness legislation. Currently we have 24 households placed in TA. Numbers vary, but have tended to range between 20 and 30 households in recent years. The length of stay varies from a few nights to several months. With the introduction of the Homelessness Reduction Act (HRA), which has been previously reported to Members, we believe this demand will potentially increase by as much as 50%.
- 1.1.2 We currently rely predominantly on nightly paid provision from private providers, i.e. the Riverhill Motel in Hildenborough and out of borough provision through Paramount Independent Properties. Additionally, we have agreed the use of five homes with Clarion housing association for use as TA at Local Housing Allowance (LHA) rates.
- 1.1.3 The average monthly cost for TA provision during 2017/18 is £32,902 to date (gross spend). The total annual cost for 2016/17 was £461,560 (gross spend) with a net cost of £156,713 to the Council. The total cost for 2017/18 is anticipated to be £400,000 (gross spend), with a net cost of £227,798 to the Council. The difference between gross and net cost, reflects the amount of rental that can be covered by housing benefit subsidy, which is significantly lower for nightly paid accommodation.
- 1.1.4 Our ambition is to reach a position where we are able to have tighter control and accessibility to TA and provide more units within the Borough, either which we

own and have control over or by working with our partners. An objective is also to save on the current cost of TA provision by achieving access to a more reliable supply and a lesser dependency on nightly paid.

- 1.1.5 There are section 106 funds obtained in lieu of on-site provision in new development that are available to the Council for the purchase of property for TA purposes. A Capital Plan evaluation [**Annex 1**] for the purchase of property for TA purposes is attached.

## 1.2 Future TA Strategy

- 1.2.1 There are a range of options for providing TA, both in and out of Borough, which we are currently exploring to develop short and medium term options. They include:

- Purchasing property directly using Section 106 funds accrued for affordable housing provision. A sum of up to circa £1.6m is currently available for this purpose.
- Working in partnership with Registered Providers using existing units – including conversion or redevelopment
- Working with private providers using lease agreements to secure use of privately owned homes (landlord offer)
- making an arrangement to use a set number of units at existing sources (for example, the Riverhill Motel)

- 1.2.2 A combination of these sources of TA provision would enable us to meet two objectives. Firstly, to be more confidently placed to discharge our duties and manage homeless provision across a wider portfolio of property types. Secondly, the option of direct purchase would enable us to address the costs issue and in fact generate a modest income, albeit there would be management and maintenance cost which will need to be carefully considered and specified.

- 1.2.3 Whilst all options are subject of further investigation there is an imperative to determine how some £220,000 of Section 106 money will be spent by August this year, which is a cut-off date in the legal agreement after which time the funds would need to be repaid. Specifically we need to determine whether we spend this money in isolation on the purchase of an individual unit or pool it with the remaining funds enabling the purchase of a number of units or indeed on a rather more substantial building which could be converted into a number of units suitable for TA. The response to this will depend in large measure what the market has to offer in the very near future. Consequently we are asking Cabinet to delegate authority to enable us to respond to opportunities that fall within these parameters in our efforts to advance the appropriate supply of TA.

## 1.3 Legal Implications

- 1.3.1 The funds available for this project wholly arise from payments made by developers in accordance with legal planning obligations and consequently the monies can only be used for affordable housing, which includes TA provision. In using the section 106 money to purchase property, the Council is bound by its statutory duty to achieve value for money.

#### **1.4 Financial and Value for Money Considerations**

- 1.4.1 The aim of purchasing property for TA is to manage and potentially reduce the costs to the Council of TA, in particular by reducing the amount of nightly paid accommodation we require.

#### **1.5 Risk Assessment**

- 1.5.1 A full and detailed risk assessment on options for purchasing property will inform the final decision.

#### **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 Recommendations**

- 1.7.1 Cabinet are asked to **recommend** to Council that:

- i) The sum of up to £1.6m be added to the Capital Plan for the purchase of property for TA purposes funded from s.106 monies.
- ii) Delegated authority be granted to the Director of Planning, Housing and Environmental Health and Director of Central Services in consultation with the Cabinet Member for Housing and Cabinet Member for Finance to progress the purchase of property for TA purposes as set out in the report.

Background papers:

Nil

contact: Jane Heeley  
Steve Humphrey

Steve Humphrey  
Director of Planning, Housing and Environmental Health

Adrian Stanfield  
Director of Central Service



<b>Capital Plan Post Implementation Review</b>	
Service:	Planning, Housing and Environmental Health
Scheme Title:	Homeless Accommodation
Scheme Description:	Provision to purchase property for temporary accommodation purposes to discharge our duties and manage homeless provision and deliver a cost saving to the Council
Evaluation:	Cabinet 20 March 2018
Capital Plan Year(s)	2018/19
Approved budget	£1,600,000
National Priorities	Homelessness Reduction Act.
Local Priorities	A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness
Targets for judging success:	(a) Reduction in use of nightly paid accommodation. (b) Reduction in costs to Council
Completion date (work completed):	September 2018 (for leasehold purchase of a property in High Street, Tonbridge)
Completion date (final payment):	August 2018 (for leasehold purchase of a property in High Street, Tonbridge)
Projected date for post implementation review:	Twelve months from date of first occupancy.
Final cost:	Purchase of the property entailed £1.088m of capital spend plus £65,000 revenue spend of the £1.6m budget provided. The balance of £447,000 is being carried forward to enable additional purchase of temporary accommodation in fulfilment of objectives.
Performance against National and Local Priorities and Targets:	The property provides 6 flats for temporary accommodation – 5 x 1 bed and 1 x 2 bed. Clients would otherwise have to be placed in nightly accommodation, and/or potentially out of borough. Location and quality of accommodation is good. Annual saving in cost compared to placement elsewhere amount to £50,000 per annum.
Budget performance / Value for money:	Overall, there are benefits from this purchase for both TMBC and clients placed. Annual saving in cost compared to placement elsewhere amount to £50,000 per annum Client caseload still continues to increase. Report to FIPAB September 2019 recommends supplementing the balance of funding (£447,000) in order to provide more accommodation to achieve national and local objectives.
Other performance / procurement issues:	None from this purchase
Ongoing / Outstanding issues:	None from this purchase.

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**CAPITAL PLAN LIST C –EVALUATIONS**

	<b>Project</b>	Planning, Housing and Environmental Health: Purchase of property for Temporary Accommodation (TA) purposes				
	1	<b>Specification:</b>				
		(i)	<b>Purpose of the scheme</b>	Purchase of property for TA purposes to be more confidently placed to discharge our duties and manage homeless provision and deliver a cost saving to the Council.		
		(ii)	<b>Relevance to National / Council's Objectives</b>	(a)	National:	Homelessness Reduction Act.
				(b)	Council:	A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness.
		(iii)	<b>Targets for judging success</b>	(a)	Reduction in use of nightly paid accommodation.	
				(b)	Reduction in costs to Council.	
	2	<b>Description of Project / Design Issues:</b> Purchase of property for TA purposes.  In 2018 the Council purchased the long leasehold of six flats in Tonbridge High Street to provide temporary accommodation. It is proposed that a further property / properties are purchased in order for the Council to meet the need for temporary accommodation and further reduce the current cost of paying for accommodation.				
	3	<b>Risks</b> Sourcing suitable property; void periods and potential damage to property.				
	4	<b>Consultation:</b>				
	5	<b>Capital Cost:</b> A sum of up to £2.0m made up from £0.5m from s.106 monies, £1.0m from business rates retention scheme reserve and £0.5m from property investment fund reserve.				
	6	<b>Profiling of Expenditure</b> Expenditure profile dependent on scale and timing of purchase of property.				
			<b>2019/20 (£'000)</b>	<b>2020/21 (£'000)</b>	<b>2021/22 (£'000)</b>	<b>2022/23 (£'000)</b>
			<b>£2.0m</b>			
	7	<b>Capital Renewals Impact:</b> None				
	8	<b>Revenue Impact:</b> There will be both a rental income and running costs associated with the property with the expectation of a net income stream.				
	9	<b>Partnership Funding:</b> None.				

**CAPITAL PLAN LIST C –EVALUATIONS**

10	<b>Post Implementation Review:</b> Twelve months from date of first occupancy.		
11	<b>Screening for equality impacts:</b>		
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
	<b>a.</b> Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	[ <i>Please explain your answer</i> ]
	<b>b.</b> Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	[ <i>Please explain your answer</i> ]
	<b>c.</b> What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		
12	<b>Recommendation:</b>  Scheme recommended for inclusion in the Capital Plan List A.		



**Item FIP 19/36 referred from Finance, Innovation and Property Advisory Board minutes of 18 September 2019**

## **FIP 19/36 AMENDMENTS TO BUILDING CONTROL FEES**

The report of the Director of Planning, Housing and Environmental Health identified errors in the calculation of the Building Control fees for 2019/20 which had been approved by the Cabinet (Decision No D190012CAB refers). An updated and corrected fees table was presented for use during the remainder of the financial year.

**RECOMMENDED:** That the correct Building Control fees schedule for 2019/20, as set out at Annex 1 of the report, be adopted with effect from 1 November 2019.

**\*Referred to Cabinet**

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**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**FINANCE, INNOVATION AND PROPERTY ADVISORY BOARD**

**18 September 2019**

**Report of the Director of Planning, Housing and Environmental Health**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Key Decision**

**1 AMENDMENTS TO BUILDING CONTROL FEES**

**Summary**

**This report identifies errors in the calculation of the Building Control Fees for 2019/2020 and provides a correct version of the fees table.**

**1.1 Proposed amendments**

1.1.1 A number of calculation errors have been identified with regard to the Building Control fees published on the Partnership website, in particular:

- Flats – differences in plan charge, inspection charge, building notice and regularisation charge
- Conversions – differences in building notice and regularisation charge
- Loft conversions – differences in building notice and regularisation charge
- Alterations – differences in building notice and regularisation charge

1.1.2 The Building Control charges were agreed by FIPAB on 9 January 2019, with a start date of 1 April 2019. During the summer of 2019 it became apparent that the Building Control fees agreed by FIPAB and Cabinet contained calculation errors.

1.1.3 The Building Control fees table has been updated and the errors corrected. However, in accordance with the Council's Constitution, agreement is sought for the updated and corrected Building Control Fees Table, which is attached at Annex 1.

1.1.4 In order to minimise any risk associated with the fee inaccuracies, the Building Control website has been updated to state that fee information can be provided on request. However, this is a less efficient way of managing the service and although approval of the correctly calculated fees will only be in operation for the remainder of the 2019/20 financial year, it is considered worthwhile to regularise the position both in terms of working practice and to ensure the process is based on the correct position.

## 1.2 Legal Implications

- 1.2.1 The Council is currently charging fees that have been calculated incorrectly; in nearly all cases the incorrect fee charged is lower than it should be. Whilst this does not adversely affect the customer financially, the fact that the fees contain errors does present a reputational, and potentially challengeable, issue for the Council.

## 1.3 Financial and Value for Money Considerations

- 1.3.1 The incorrect fees are, in the main, lower than the correct fees. This means that there has been a small loss of income for Building Control.

## 1.4 Risk Assessment

The correct Building Control fees would alleviate any risk.

## 1.5 Equality Impact Assessment

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

## 1.6 Recommendations

- 1.6.1 It is recommended to Cabinet to **APPROVE** the following amendments with effect from 1 November 2019:
- 1) Adopt the correct Building Control fees schedule 2019/2020 as attached at **[Annex 1]**.

Background papers:

contact: Louise Reid

Nil

Eleanor Hoyle  
Director of Planning, Housing and Environmental Health

Sevenoaks District Council / Tonbridge & Malling Borough Council  
PO Box 561 Sevenoaks TN13 9QZ  
Tel: 01732 227356

## Standard Building Control Charges

Effective from 1<sup>st</sup> April 2019

### Introduction

These tables and guidance notes are based on the Sevenoaks District Council's and Tonbridge & Malling Borough Council's Building Control Charges scheme. The charges scheme is made under the Building (Local Authority Charges) Regulations 2010. The charges have been established to cover the cost of building control fee earning work in respect of commonly occurring building projects. The full scheme of charges can be viewed at either of the Council Offices by appointment.

### Charges are payable for:

Before you build, extend, convert or make alterations to a property, you may need to submit a Building Regulation application to The Building Control Partnership and this will take the form of either a Full Plans application or a Building Notice submission. If the basis on which the charge has been determined significantly changes the Building Control Partnership may either provide a refund or request a supplementary charge in writing setting out the basis and detailing the method of calculation.

### Full Plans

If you submit a Full Plans application the Plan Charge must accompany the plans to cover an assessment of the works and the passing or rejection of the plans. The Inspection Charge becomes due after the our Building Surveyors first inspection of the works on site. An invoice will be sent to the applicant for the relevant amount and this covers all necessary site inspections by Building Control Surveyors including issuing a completion certificate.

### Building Notice

Where a Building Notice is submitted, the Building Notice Charge is payable at the time of submitting the Notice. The fee covers Building Control Surveyors visiting the site when notified to ensure the work conforms to Building Regulations and the issuing of a completion certificate. Supplementary information, ie floor plans, structural & thermal calculations, may be requested as necessary to confirm compliance with the Building Regulations 2010.

### Regularisation

If you have carried out unauthorised building work you can apply for a Regularisation Certificate if the works were carried out on or after 11th November 1985. There is a fee to pay to cover the cost of assessing your application and all inspections, but no VAT is payable on this type of application.

## Individually Determined Charges

You can request and bespoke fee quote where:

- All or part of the project falls outside of the standard Charges in Tables A, B & C
- these categories do not cover all aspects of the project
- the categories do not reflect a reasonable charge

**You can obtain an Individually Determined Charge by contacting Building Control; email: [building.control@sevenoaks.gov.uk](mailto:building.control@sevenoaks.gov.uk) or telephone: 01732 227376.**

## Exemption from Charges

Existing Dwelling - where the whole of the work is solely for the purpose of providing access for a disabled person to, from and within their residence, or for the purpose of providing accommodation, or facilities designed to secure the greater health, safety, welfare or convenience of the disabled person (subject to Regulation 4(2)) no charge shall be payable. Note: evidence of the person's disability or special needs may be required, ie, a letter from a medical practitioner or an occupational therapist.

Existing Building - to which members of the public are admitted (e.g. public buildings, shops, banks, etc) - where the whole of the work is solely for the purpose of providing access for disabled persons to, from and within the building, or for the provision of facilities designed to secure the greater health, safety, welfare or convenience of disabled persons no charge shall be payable.

## Service level

The inspection fee will cover all site inspections carried out during the construction phase including discussions and meetings with the builder, architect &/or the owner if required. Our Surveyors provide a next day inspection service and because we are local we will do our utmost to accommodate any reasonable requests for inspections at short notice in the event of problems on site. We offer a prompt, proactive, commercially aware service and we understand the pressure involved in delivering construction projects on time including the programming issues of major builds.

The stages the Surveyor will look at include:

- Foundations
- Damp proofing
- Drainage
- Beams, floor and roof structures
- Thermal insulation

## VAT

VAT is charged at 20%

## Payment

Payment can be made on our website; [www.sevenoaks.gov.uk](http://www.sevenoaks.gov.uk). Debit / Credit card payments are accepted by telephone; 01732 227376 and cheques should be made payable to "Sevenoaks District Council" or "Tonbridge & Malling Borough Council" depending on which Council the property is located in.

## Further guidance, application forms and advice can be obtained from:

Building Control Sevenoaks District Council, Council Offices, Argyle Road, Sevenoaks, TN13 1GN

E: [building.control@sevenoaks.gov.uk](mailto:building.control@sevenoaks.gov.uk);

T: 01732 227376

W: <http://www.sevenoaks.gov.uk>;

## Standard Charges

### TABLE A – NEW DWELLINGS

Limited to work less than 300m<sup>2</sup> floor area

Code	Bungalows or Houses less than 3 storeys		Full Plans		Building Notice Charge *	Regularisation Charge *
			Plan Charge	Inspection Charge *		
H01	1 Plot	Net	247.50	510.00	908.33	1363.00
		VAT	49.50	102.00	181.67	-
		<b>Total</b>	<b>297.00</b>	<b>612.00</b>	<b>1090.00</b>	<b>1363.00</b>
H02	2 Plots	Net	309.17	824.17	1360.00	2039.00
		VAT	61.83	164.83	272.00	-
		<b>Total</b>	<b>371.00</b>	<b>989.00</b>	<b>1632.00</b>	<b>2039.00</b>
H03	3 Plots	Net	370.83	1081.67	1742.50	2614.00
		VAT	74.17	216.33	348.50	-
		<b>Total</b>	<b>445.00</b>	<b>1298.00</b>	<b>2091.00</b>	<b>2614.00</b>
H04	4 Plots	Net	432.50	1334.17	2120.00	3180.00
		VAT	86.50	266.83	424.00	-
		<b>Total</b>	<b>519.00</b>	<b>1601.00</b>	<b>2544.00</b>	<b>3180.00</b>
H05	5 Plots	Net	494.17	1462.50	2348.33	3523.00
		VAT	98.83	292.50	469.67	-
		<b>Total</b>	<b>593.00</b>	<b>1755.00</b>	<b>2818.00</b>	<b>3523.00</b>
<b>Flats</b>						
F01	1 Flat	Net	247.50	360.00	523.33	829.00
		VAT	49.50	72.00	104.67	-
		<b>Total</b>	<b>297.00</b>	<b>432.00</b>	<b>628.00</b>	<b>829.00</b>
F02	2 Flats	Net	309.17	510.00	908.33	1363.00
		VAT	61.83	102.00	181.67	-
		<b>Total</b>	<b>371.00</b>	<b>612.00</b>	<b>1090.00</b>	<b>1363.00</b>
F03	3 Flats	Net	370.83	630.83	1742.50	1628.00
		VAT	74.17	126.17	236.00	-
		<b>Total</b>	<b>445.00</b>	<b>757.00</b>	<b>1416.00</b>	<b>1628.00</b>
F04	4 Flats	Net	432.50	864.17	1505.00	2076.00
		VAT	86.50	172.83	301.00	-
		<b>Total</b>	<b>519.00</b>	<b>1037.00</b>	<b>1806.00</b>	<b>2076.00</b>
F05	5 Flats	Net	494.17	1596.57	1756.67	2424.00
		VAT	98.83	319.33	351.33	-
		<b>Total</b>	<b>593.00</b>	<b>1916.00</b>	<b>2108.00</b>	<b>2424.00</b>
<b>Conversion to</b>						
V01	Single Dwelling House	Net	278.33	562.50	840.83	1261.00
		VAT	55.67	112.50	168.17	-
		<b>Total</b>	<b>334.00</b>	<b>675.00</b>	<b>1009.00</b>	<b>1261.00</b>
V02	Single Flat	Net	133.33	360.00	523.33	829.00
		VAT	26.67	72.00	104.67	-
		<b>Total</b>	<b>160.00</b>	<b>432.00</b>	<b>628.00</b>	<b>829.00</b>

## Standard Charges

### TABLE B – EXTENSIONS TO A SINGLE DWELLING

Limited to work not more than 3 storeys above ground level

Code	Extensions & Conversions		Full Plans		Building Notice Charge *	Regularisation Charge *
			Plan Charge	Rejection Charge *		
D01	Single storey extension with a floor area less than 10m <sup>2</sup>	Net	123.33	309.17	432.50	649.00
		VAT	24.67	61.83	86.50	-
		<b>Total</b>	<b>148.00</b>	<b>371.00</b>	<b>519.00</b>	<b>649.00</b>
D02	Single storey extension with a floor area between 10m <sup>2</sup> & 40m <sup>2</sup>	Net	185.00	432.50	618.33	927.00
		VAT	37.00	86.50	123.67	-
		<b>Total</b>	<b>222.00</b>	<b>519.00</b>	<b>742.00</b>	<b>927.00</b>
D03	Single storey extension floor area between 40m <sup>2</sup> & 100m <sup>2</sup>	Net	247.50	494.17	741.67	1080.00
		VAT	49.50	98.83	148.33	-
		<b>Total</b>	<b>297.00</b>	<b>593.00</b>	<b>890.00</b>	<b>1080.00</b>
D04	Multi-storey extension (ie some part 2 or 3 storeys in height) & floor area not exceeding 40m <sup>2</sup>	Net	247.50	494.17	741.67	1112.00
		VAT	49.50	98.83	148.33	-
		<b>Total</b>	<b>297.00</b>	<b>593.00</b>	<b>890.00</b>	<b>1112.00</b>
D05	Multi-storey extension (ie some part 2 or 3 storeys in height) & floor area 40m <sup>2</sup> to 100m <sup>2</sup>	Net	247.50	555.83	803.33	1241.00
		VAT	49.50	111.17	160.67	-
		<b>Total</b>	<b>297.00</b>	<b>667.00</b>	<b>964.00</b>	<b>1241.00</b>
D06	Extension comprising SOLELY garage, carport or store with a floor area less than 60m <sup>2</sup>	Net	123.33	309.17	432.50	630.00
		VAT	24.67	61.83	86.50	-
		<b>Total</b>	<b>148.00</b>	<b>371.00</b>	<b>519.00</b>	<b>630.00</b>
D07	Detached non-habitable domestic building with a floor area less than 60m <sup>2</sup>	Net	123.33	309.17	432.50	649.00
		VAT	24.67	61.83	86.50	-
		<b>Total</b>	<b>148.00</b>	<b>371.00</b>	<b>519.00</b>	<b>649.00</b>
<b>Conversions</b>						
D08	Loft conversions with a floor area less than 40m <sup>2</sup>	Net	247.50	494.17	680.00	1020.00
		VAT	49.50	98.83	136.00	-
		<b>Total</b>	<b>297.00</b>	<b>593.00</b>	<b>816.00</b>	<b>1020.00</b>
D09	Loft conversions with a floor area between 40m <sup>2</sup> - 100m <sup>2</sup>	Net	247.50	555.83	741.67	1080.00
		VAT	49.50	111.17	148.33	-
		<b>Total</b>	<b>297.00</b>	<b>667.00</b>	<b>890.00</b>	<b>1080.00</b>
D10	Conversion of a garage to a habitable room	Net	123.33	226.67	350.00	525.00
		VAT	24.67	45.33	70.00	-
		<b>Total</b>	<b>148.00</b>	<b>272.00</b>	<b>420.00</b>	<b>525.00</b>

#### Multiple work reductions:

- a) Where more than one extension, or an extension and a loft conversion is proposed and the works are carried out concurrently, the individual fees should be combined and reduced by 30%.
- b) Where domestic alterations up to £10,000 are to be carried out at the same time as work described in codes D01 – D09 above, the charge payable in Table C can be reduced by 30%.

Where Standard Charges are not applicable please email

[building.control@sevenoaks.gov.uk](mailto:building.control@sevenoaks.gov.uk), or telephone 01732 2273376.



## Standard Charges

### TABLE C – ALTERATIONS TO A SINGLE DWELLING and ALL OTHER NON-DOMESTIC WORK

Limited to work not more than 3 storeys above ground level

Code	Alterations		Full Plans		Building Notice Charge*	Regularisation Charge*
			Plan Charge	Inspection Charge		
D11	Renovation of a thermal element ie recovering a roof or recladding walls	Net	185.00	-	154.17	278.00
		VAT	37.00	-	30.83	-
		<b>Total</b>	<b>222.00</b>	<b>0.00</b>	<b>222.00</b>	<b>278.00</b>
D12	Replacement of windows, roof windows, or external glazed doors	Net	185.00	-	154.17	278.00
		VAT	37.00	-	30.83	-
		<b>Total</b>	<b>222.00</b>	<b>0.00</b>	<b>222.00</b>	<b>278.00</b>
D13	Cost of work not exceeding £2000	Net	185.00	-	154.17	278.00
		VAT	37.00	-	30.83	-
		<b>Total</b>	<b>222.00</b>	<b>0.00</b>	<b>222.00</b>	<b>278.00</b>
D14	Cost of work between £2,001 & £5,000	Net	257.50	-	257.50	375.00
		VAT	51.50	-	51.50	-
		<b>Total</b>	<b>309.00</b>	<b>0.00</b>	<b>309.00</b>	<b>375.00</b>
D15	Cost of work between £5,001 & £15,000	Net	154.17	259.17	393.33	590.00
		VAT	30.83	51.83	78.67	-
		<b>Total</b>	<b>185.00</b>	<b>311.00</b>	<b>472.00</b>	<b>590.00</b>
D16	Cost of work between £15,001 & £25,000	Net	175.00	345.83	520.83	782.00
		VAT	35.00	69.17	104.17	-
		<b>Total</b>	<b>210.00</b>	<b>415.00</b>	<b>625.00</b>	<b>782.00</b>
D17	Cost of work between £25,001 & £50,000	Net	278.33	562.50	840.83	1261.00
		VAT	55.67	112.50	168.17	-
		<b>Total</b>	<b>334.00</b>	<b>675.00</b>	<b>1009.00</b>	<b>1261.00</b>
D18	Cost of work between £50,001 & £100,000	Net	345.83	680.00	1025.83	1521.00
		VAT	69.17	136.00	205.17	-
		<b>Total</b>	<b>415.00</b>	<b>816.00</b>	<b>1231.00</b>	<b>1521.00</b>
<b>Competent Persons Schemes (in addition to the above, where applicable)</b>						
D19	Where a satisfactory competent Persons certificate will not be Issued, ie Part P, GASAFE, HETAS, OFTEC	Net VAT <b>Total</b>	275.00 55.00 <b>330.00</b>	This charge relates to the first fix pre-plaster inspection and final testing on completion. For a Regularisation Certificate full testing and appraisal will be carried out.		

**Estimated Cost of Works:** The estimated cost of work used to determine the charge in Table C should be a reasonable estimate that would be charged by a professional builder to carry out such work (excluding the amount of any VAT).

**Competent Persons Schemes:** The Charges marked with an \* have been reduced to reflect where controlled electrical and heating installations are to be certified by an installer registered with one of the Governments Competent Persons Schemes, the additional charge in Table C, code D19, will be required for each unit. This is to enable checks and tests on the work to be made by our nominated contractor to establish that the work meets with the requirements of the Building Regulations 2010.

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Sevenoaks District Council / Tonbridge & Malling Borough Council  
PO Box 561 Sevenoaks TN13 9QZ  
Tel: 01732 227376

## Standard Building Control Charges Effective from 1st April 2019

These tables and guidance notes are based on the Sevenoaks District Council's and Tonbridge & Malling Borough Council's Building Control Charges scheme. The charges scheme is made under the Building (Local Authority Charges) Regulations 2010. The charges have been established to cover the cost of building control fee earning work in respect of commonly occurring building projects. The full scheme of charges can be viewed at either of the Council Offices by appointment.

### Charges are payable for:

Before you build, extend, convert or make alterations to a property, you may need to submit a Building Regulation application to The Building Control Partnership and this will take the form of either a Full Plans application or a Building Notice submission. If the basis on which the charge has been determined significantly changes, the Building Control Partnership may either provide a refund or request a supplementary charge in writing setting out the basis and detailing the method of calculation.

### Full Plans

If you submit a Full Plans application the Plan Charge must accompany the plans to cover an assessment of the works and the passing or rejection of the plans. The Inspection Charge becomes due after our Building Surveyors first inspection of the works on site. An invoice will be sent to the applicant for the relevant amount and this covers all necessary site inspections by Building Control Surveyors including issuing a completion certificate.

### Building Notice

Where a Building Notice is submitted, the Building Notice Charge is payable at the time of submitting the Notice. The fee covers Building Control Surveyors visiting the site when notified to ensure the work conforms to Building Regulations and the issuing of a completion certificate. Supplementary information, ie floor plans, structural & thermal calculations, may be requested as necessary to confirm compliance with the Building Regulations 2010.

### Fire Safety Order

A Building Notice cannot be used for a 'designated building' which is a building subject to the Regulatory Reform (Fire Safety) Order 2005, i.e. non-domestic properties, common areas of flats and homes in multiple occupation, etc.

### Regularisation

If you have carried out unauthorised building work you can apply for a Regularisation Certificate if the works were carried out on or after 11th November 1985. There is a fee to pay to cover the cost of assessing your application and all inspections, but no VAT is payable on this type of application.

### Individually Determined Charges

You can request a bespoke fee quote where:

- All or part of the project falls outside of the standard Charges in Tables A, B & C
- These categories do not cover all aspects of the project
- The categories do not reflect a reasonable charge

You can obtain an Individually Determined Charge by sending plans of your proposals by email: [building.control@sevenoaks.gov.uk](mailto:building.control@sevenoaks.gov.uk) or by contacting us on 01732 227376.

## Exemption from Charges

**Existing Dwelling** - where the whole of the work is solely for the purpose of providing access for a disabled person to, from and within their residence, or for the purpose of providing accommodation, or facilities designed to secure the greater health, safety, welfare or convenience of the disabled person (subject to Regulation 4(2)) no charge shall be payable. Note: evidence of the person's disability or special needs may be required, ie, a letter from a medical practitioner or an occupational therapist.

**Existing Building** - to which members of the public are admitted (e.g. public buildings, shops, banks, etc) - where the whole of the work is solely for the purpose of providing access for disabled persons to, from and within the building, or for the provision of facilities designed to secure the greater health, safety, welfare or convenience of disabled persons no charge shall be payable.

## Service level

The inspection fee will cover all site inspections carried out during the construction phase including discussions and meetings with the builder, architect &/or the owner if required. Our Surveyors provide a next day inspection service and because we are local we will do our utmost to accommodate any reasonable requests for inspections at short notice in the event of problems on site. We offer a prompt, proactive, commercially aware service and we understand the pressure involved in delivering construction projects on time including the programming issues of major builds.

The stages the Surveyor will look at include:

- Foundations
- Damp proofing
- Drainage
- Beams, floor and roof structures
- Thermal insulation
- Completion

## VAT

VAT is charged at 20%

## Payment

Payment can be made on our website; [www.sevenoaks.gov.uk](http://www.sevenoaks.gov.uk).

Debit /Credit card payments are accepted by telephone; **01732 227376** and cheques should be made payable to "Sevenoaks District Council" or "Tonbridge & Malling Borough Council" depending on which Council district the property is located in.

**Further guidance, application forms and advice can be obtained from:**

The Building Control Partnership  
Sevenoaks District Council,  
Council Offices,  
Argyle Road, Sevenoaks,  
TN13 1HG

**e:** [building.control@sevenoaks.gov.uk](mailto:building.control@sevenoaks.gov.uk)

**t:** 01732 227376

**w:** <http://www.sevenoaks.gov.uk/buildingcontrol>

## Standard Charges

**Table A – New dwellings**

Limited to work less than 300m<sup>2</sup> floor area

Code	Bungalows or Houses less than 3 storeys		Full Plans		Building Notice Charge*	Regularisation Charge*
			Plan Charge	Inspection Charge*		
H01	1 Plot	Net	247.50	510.00	908.33	1363.00
		VAT	49.50	102.00	181.67	
		<b>Total</b>	<b>297.00</b>	<b>612.00</b>	<b>1090.00</b>	<b>1363.00</b>
H02	2 Plots	Net	309.17	824.17	1360.00	2039.00
		VAT	61.83	164.83	272.00	
		<b>Total</b>	<b>371.00</b>	<b>989.00</b>	<b>1632.00</b>	<b>2039.00</b>
H03	3 Plots	Net	370.83	1081.67	1742.50	2614.00
		VAT	74.17	216.33	348.50	
		<b>Total</b>	<b>445.00</b>	<b>1298.00</b>	<b>2091.00</b>	<b>2614.00</b>
H04	4 Plots	Net	432.50	1334.17	2120.00	3180.00
		VAT	86.50	266.83	424.00	
		<b>Total</b>	<b>519.00</b>	<b>1601.00</b>	<b>2544.00</b>	<b>3180.00</b>
H05	5 Plots	Net	494.17	1462.50	2348.33	3523.00
		VAT	98.83	292.50	469.67	
		<b>Total</b>	<b>593.00</b>	<b>1755.00</b>	<b>2818.00</b>	<b>3523.00</b>
<b>Flats</b>						
F01	1 Flat	Net	133.33	360.00	493.33	875.00
		VAT	26.67	72.00	98.67	
		<b>Total</b>	<b>160.00</b>	<b>432.00</b>	<b>592.00</b>	<b>875.00</b>
F02	2 Flats	Net	247.50	360.00	607.50	875.00
		VAT	49.50	72.00	121.50	
		<b>Total</b>	<b>297.00</b>	<b>432.00</b>	<b>729.00</b>	<b>875.00</b>
F03	3 Flats	Net	309.17	510.00	819.17	1180.00
		VAT	61.83	102.00	163.83	
		<b>Total</b>	<b>371.00</b>	<b>612.00</b>	<b>983.00</b>	<b>1180.00</b>
F04	4 Flats	Net	370.83	630.83	1001.66	1443.00
		VAT	74.17	126.17	200.34	
		<b>Total</b>	<b>445.00</b>	<b>757.00</b>	<b>1202.00</b>	<b>1443.00</b>
F05	5 Flats	Net	432.50	864.17	1296.67	1867.00
		VAT	86.50	172.83	259.33	
		<b>Total</b>	<b>519.00</b>	<b>1037.00</b>	<b>1556.00</b>	<b>1867.00</b>
<b>Conversion to</b>						
V01	Single Dwelling House	Net	278.33	562.50	840.83	1261.00
		VAT	55.67	112.50	168.17	
		<b>Total</b>	<b>334.00</b>	<b>675.00</b>	<b>1009.00</b>	<b>1261.00</b>
V02	Single Flat	Net	133.33	360.00	523.33	829.00
		VAT	26.67	72.00	104.67	
		<b>Total</b>	<b>160.00</b>	<b>432.00</b>	<b>628.00</b>	<b>829.00</b>

## Standard Charges

**Table B – Extensions to a single dwelling**

Limited to work not more than 3 storeys above ground level

Code	Extensions & Conversions		Full Plans		Building Notice Charge*	Regularisation Charge*
			Plan Charge	Inspection Charge*		
D01	Single storey extension with a floor area less than 10m <sup>2</sup>	Net	123.33	309.17	432.50	649.00
		VAT	24.67	61.83	86.50	
		<b>Total</b>	<b>148.00</b>	<b>371.00</b>	<b>519.00</b>	<b>649.00</b>
D02	Single storey extension with floor area between 10m <sup>2</sup> & 40m <sup>2</sup>	Net	185.00	432.50	617.50	927.00
		VAT	37.00	86.50	123.50	
		<b>Total</b>	<b>222.00</b>	<b>519.00</b>	<b>741.00</b>	<b>927.00</b>
D03	Single storey extension with floor area between 40m <sup>2</sup> & 100m <sup>2</sup>	Net	247.50	494.17	741.67	1112.00
		VAT	49.50	98.83	148.33	
		<b>Total</b>	<b>297.00</b>	<b>593.00</b>	<b>890.00</b>	<b>1112.00</b>
D04	Multi-storey extension (ie some part 2 or 3 storeys in height) & floor area not exceeding 40m <sup>2</sup>	Net	247.50	494.17	741.67	1112.00
		VAT	49.50	98.83	148.33	
		<b>Total</b>	<b>297.00</b>	<b>593.00</b>	<b>890.00</b>	<b>1112.00</b>
D05	Multi-storey extension (ie some part 2 or 3 storeys in height) & floor area 40m <sup>2</sup> to 100m <sup>2</sup>	Net	247.50	555.83	803.33	1241.00
		VAT	49.50	111.17	160.67	
		<b>Total</b>	<b>297.00</b>	<b>667.00</b>	<b>964.00</b>	<b>1241.00</b>
D06	Extension comprising SOLELY a garage, carport or store with a floor area less than 60m <sup>2</sup>	Net	123.33	309.17	432.50	630.00
		VAT	24.67	61.83	86.50	
		<b>Total</b>	<b>148.00</b>	<b>371.00</b>	<b>519.00</b>	<b>630.00</b>
D07	Detached non-habitable domestic building with a floor area less than 60m <sup>2</sup>	Net	123.33	309.17	432.50	649.00
		VAT	24.67	61.83	86.50	
		<b>Total</b>	<b>148.00</b>	<b>371.00</b>	<b>519.00</b>	<b>649.00</b>
<b>Conversions</b>						
D08	Loft conversions with a floor area less than 40m <sup>2</sup>	Net	247.50	494.17	741.67	1112.00
		VAT	49.50	98.83	148.33	
		<b>Total</b>	<b>297.00</b>	<b>593.00</b>	<b>890.00</b>	<b>1112.00</b>
D09	Loft conversions with a floor area between 40m <sup>2</sup> & 100m <sup>2</sup>	Net	247.50	555.83	803.33	1241.00
		VAT	49.50	111.17	160.67	
		<b>Total</b>	<b>297.00</b>	<b>667.00</b>	<b>964.00</b>	<b>1241.00</b>
D10	Conversion of a garage to a habitable room	Net	123.33	226.67	350.00	525.00
		VAT	24.67	45.33	70.00	
		<b>Total</b>	<b>148.00</b>	<b>272.00</b>	<b>420.00</b>	<b>525.00</b>

### Multiple work reductions:

- Where more than one extension, or an extension and a loft conversion is proposed and the works are carried out concurrently, the individual fees should be combined and reduced by 30%.
- Where domestic alterations up to £15,000 are to be carried out at the same time as work described in codes D01 – D09 above, the charge payable in Table C can be reduced by 30%.

Where Standard Charges are not applicable please email [building.control@sevenoaks.gov.uk](mailto:building.control@sevenoaks.gov.uk), or telephone 01732 227376.

## Standard Charges

**Table C – Alterations to a single dwelling and all other non-domestic work**

Limited to work not more than 3 storeys above ground level

Code	Alterations		Full Plans		Building Notice Charge*	Regularisation Charge*
			Plan Charge	Inspection Charge*		
D11	Renovation of a thermal element ie recovering a roof or recladding walls	Net VAT Total	185.00 37.00 <b>222.00</b>	<b>0.00</b>	185.00 37.00 <b>222.00</b>	278.00 <b>278.00</b>
D12	Replacement of windows, roof windows, or external glazed doors	Net VAT Total	185.00 37.00 <b>222.00</b>	<b>0.00</b>	185.00 37.00 <b>222.00</b>	278.00 <b>278.00</b>
D13	Cost of work not exceeding £2000	Net VAT Total	185.00 37.00 <b>222.00</b>	<b>0.00</b>	185.00 37.00 <b>222.00</b>	278.00 <b>278.00</b>
D14	Cost of work between £2,001 & £5,000	Net VAT Total	257.50 51.50 <b>309.00</b>	<b>0.00</b>	257.50 51.50 <b>309.00</b>	375.00 <b>375.00</b>
D15	Cost of work between £5,001 & £15,000	Net VAT Total	154.17 30.83 <b>185.00</b>	259.17 51.83 <b>311.00</b>	413.34 82.66 <b>496.00</b>	590.00 <b>590.00</b>
D16	Cost of work between £15,001 & £25,000	Net VAT Total	175.00 35.00 <b>210.00</b>	345.83 69.17 <b>415.00</b>	520.83 104.17 <b>625.00</b>	782.00 <b>782.00</b>
D17	Cost of work between £25,001 & £50,000	Net VAT Total	278.33 55.67 <b>334.00</b>	562.50 112.50 <b>675.00</b>	840.83 168.17 <b>1009.00</b>	1261.00 <b>1261.00</b>
D18	Cost of work between £50,001 & £100,000	Net VAT Total	345.83 69.17 <b>415.00</b>	680.00 136.00 <b>816.00</b>	1025.83 205.17 <b>1231.00</b>	1521.00 <b>1521.00</b>
<b>Competent Persons Schemes (in addition to the above, where applicable)</b>						
D19	Where a satisfactory competent Persons certificate will not be Issued, ie Part P, GASAFE, HETAS, OFTEC	Net VAT Total	275.00 55.00 <b>330.00</b>	This charge relates to the first fix pre-plaster inspection and final testing on completion. For a Regularisation Certificate full testing and appraisal will be carried out.		

### Estimated Cost of Works:

The estimated cost of work used to determine the charge in Table C should be a reasonable estimate that would be charged by a professional builder to carry out such work (excluding the amount of any VAT).

### Competent Persons Schemes:

The Charges marked with an \* have been reduced to reflect where controlled electrical and heating installations are be certified by an installer registered with one of the Governments Competent Persons Schemes. If a certified installer is not subsequently employed or Competent persons certification is not received, the charge in Table C, code D19, will be required for each unit. This is to enable checks and tests on the work to be made by our nominated contractor to establish that the work meets with the requirements of the Building Regulations 2010.

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## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

16 October 2019

#### Report of the Chief Executive and Director of Finance and Transformation

#### Part 1- Public

#### Executive Non Key Decisions

#### 1 MEDIUM TERM FINANCIAL STRATEGY UPDATE

The report provides an update on the Medium Term Financial Strategy and projected funding gap ahead of the forthcoming budget cycle.

#### 1.1 Introduction

1.1.1 The Council's current Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets over a rolling ten-year period, and it is this Strategy that underpins the budget setting process each year and over the strategy period. The aim of the Strategy is to give us a realistic and sustainable plan that reflects the Council's priorities. The MTFS sets out the high level objectives the Council wishes to fulfil over the agreed time span. These are:

- To achieve a **balanced revenue budget** that delivers the Council's priorities by the end of the strategy period.
- To retain a **minimum of £3.0m** in the General Revenue Reserve by the end of the strategy period.
- Seek to set future increases in council tax having regard to the **guidelines** issued by the Secretary of State.
- Continue to **identify efficiency savings** and **opportunities for new or additional income sources** and to **seek appropriate reductions in service costs** in delivery of the Savings and Transformation Strategy approved by Members.
- Subject to there being sufficient resources within the capital reserve, set a **maximum 'annual capital allowance'** each year as part of the budget setting process for all new capital schemes (currently set at £200,000 from the Council's own resources) and give priority to those schemes that generate income or reduce costs.

- 1.1.2 It is to be proposed in the forthcoming budget cycle that, subject to review each year, the maximum 'annual capital allowance' be increased from £200,000 to £250,000 to reflect cost inflation.
- 1.1.3 The MTFS sets out, not only the projected budgets for the period, but also the levels of council tax that are projected to be required to meet the Council's spending plans. Underneath the Strategy for the budget setting year sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures.

## 1.2 Managing the Financial Challenges

- 1.2.1 Members are fully aware of the significant financial challenge faced by the Council as a result of the Government's budget deficit reduction programme which has resulted in reductions in the financial support offered to local government. We believe, however, that our MTFS is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but with ever increasing pressure this is becoming progressively more difficult.
- 1.2.2 When setting the budget for 2019/20 in February 2019, projections at that time suggested that there was a funding gap between expenditure and income of circa £550,000. This 'gap' was translated into three savings and transformation contributions of £100,000, £400,000 and £50,000 to be achieved by the start of the year 2020/21, 2024/25 and 2028/29 respectively.

## 1.3 Local Government Finance Settlement 2020/21

### *Settlement Funding Assessment (Core Funding)*

- 1.3.1 The expectation this time last year was that the 2019 Spending Review would determine the overall funding envelope for local government over a three or four-year period; and the Fair Funding Review how that funding was shaken down to individual councils and, in turn, business rates baselines and baseline funding levels.
- 1.3.2 Given the diversion of parliamentary business on other matters, the Settlement Funding Assessment (SFA) is to be for one year only (2020/21) and the Fair Funding Review is also deferred. As a result, the period of 'limbo' is prolonged; which again does little to aid medium term financial planning.
- 1.3.3 It is assumed that the SFA for 2020/21 will not be that dissimilar to 2019/20 uplifted for inflation with the Government funding, for a further year, what has been referred to as 'Negative RSG'. To put this into context in our case 'Negative RSG' is around £1m and, in turn, giving a SFA of either £1.3m or £2.3m.
- 1.3.4 However, it is important to stress that **funding beyond 2020/21 will be dependent** on the outcome of the expected multi-year settlement to follow and

the Fair Funding Review. As a result 2019/20 and now 2020/21 could be seen as a **holding year**.

#### *New Homes Bonus*

- 1.3.5 In terms of New Homes Bonus (NHB), it is understood that legacy payments will be honoured; but the Scheme for 2020/21 onwards remains the subject of discussion.
- 1.3.6 Irrespective of whether any further changes are made to the scheme, NHB will continue to fall as the changes already made to the scheme work their way through the system and the recent above average housing delivery falls out of the calculation. In its current form, by 2023/24, NHB could be circa £1.8m. This is a dramatic change to the sums (in excess of £3m) we have so far received and where NHB remains at risk indefinitely. It remains our ambition to restructure the MTFs so it is not as reliant on NHB or its replacement.
- 1.3.7 To put this into context NHB could:
- Continue in its current form – NHB £1.8m
  - Be withdrawn and not replaced – NHB £nil placing the Council's finances under severe pressure.
  - Be replaced, but where the funding stream and sum awarded is much reduced – for example NHB replacement £900,000 or half that of NHB.
- 1.3.8 For the purposes of the paper it is assumed legacy payments only will be received, the last of which in 2022/23 and thereafter replaced, but where the funding stream and sum awarded is much reduced.

#### *Overall Government Grant Funding (Settlement Funding Assessment + NHB)*

- 1.3.9 In summary, it is assumed the SFA for 2020/21 and NHB grant award will be circa £2.3m and £2.7m (legacy payments only) respectively giving overall grant funding of £5.0m. This represents a cash decrease of £800,000 or 13.8% when compared to the equivalent figure of £5.8m in 2019/20.

## **1.4 Post 2020/21**

- 1.4.1 Notwithstanding the continuing uncertainty and volatility surrounding local government finances with the increased risk of significant variations compared to projections, we still need to plan ahead as best we can. To put this into context at one end of the spectrum overall government grant funding could be £1.5m and at the other £3.3m.
- 1.4.2 In the latest iteration of the MTFs it is assumed overall government grant funding will steadily reduce from circa £5.95m (includes an element of business rates

growth) in 2019/20 to £2.45m in 2023/24 uplifted for inflation year on year thereafter. This represents a cash decrease of £3.5m or 58.8% over the period.

- 1.4.3 We had previously assumed overall government grant funding in 2020/21 would be circa £2.4m uplifted for inflation year on year with the expectation that funding in the early years was likely to be in excess of this sum. It was the intention that the excess should be used to assist in meeting future savings and transformation contributions and/or help manage risk.
- 1.4.4 The excess, together with the positive take-up of the opt-in garden waste service over the period 2020/21 to 2022/23 could amount to circa £6m (£3m to be confirmed during 2020/21 budget cycle, £2m the following year and £1m the year after that). Investment of this sum in a property investment fund(s) for example, might be expected to generate investment income of £240,000 from 2022/23 onwards. *Alternative use of these funds could be identified that deliver an equivalent or better return / improved service delivery.*
- 1.4.5 However, the above **is not** contributing to one or more of the savings and transformation contributions as we hoped it might this time last year. **Instead**, amongst other things, it is negating the impact of the inflationary increase in the waste services contract sum each year the MTFS is rolled forward, lower investment rates and recent establishment changes which would have seen the funding gap increase to circa £800,000.
- 1.4.6 A hypothetical example of how the assumed overall government grant funding of £2.45m in 2023/24 might be made up is:
- business rates baseline (£1.5m)
  - business rates growth (£250,000) and
  - NHB replacement (£700,000).

## 1.5 Council Tax Referendum Principles

- 1.5.1 This time last year the MTFS assumed a council tax increase of £5 for the year 2020/21 representing a 2.4% increase in council tax. The referendum principles in 2019/20 were 3%, or more than 3% and more than £5. It has been suggested that the referendum principle for district councils in 2020/21 is to be 2%. Clearly, if confirmed this would have an adverse impact on the Council's finances and to a greater extent if set at this level in future years.

## 1.6 MTFS Update

- 1.6.1 So where do we now assess the projected funding gap? Based on the above early indications at a high level suggest circa £550,000, the same as that when setting the budget for 2019/20 in February 2019.

1.6.2 In September, we reported to the Finance Innovation & Property Advisory Board that, taking into account budget pressures highlighted within the Financial Planning and Control report, the funding gap had increased to circa £675,000.

1.6.3 **However**, since then we have been assessing other budget or potential budget pressures in the 'pipeline' including:

- the increase in the homelessness caseload,
- demands on the IT infrastructure and
- the pension fund triennial valuation (to put this into context a 1% change in employers' contribution rates equates to circa £80,000).

1.6.4 These, when taken together, could push the projected funding gap back up to **£800,000 with this sum doubling were NHB to be withdrawn and not replaced**. Cabinet will appreciate that this highlights very starkly why it is important to identify and implement opportunities to deliver at least this year's savings and transformation contribution of £100,000.

## 1.7 Savings and Transformation Strategy

1.7.1 Alongside the MTFs sits a Savings and Transformation Strategy. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale.

1.7.2 The number, scale and timing of requisite savings and transformation contributions to be determined as we move through the forthcoming budget cycle.

## 1.8 The 2020-21 Local Government Finance Settlement Technical Consultation

1.8.1 As this report is being finalised for publication, on 3 October, the MHCLG published 'The 2020-21 Local Government Finance Settlement Technical Consultation'. The consultation can be found at:

<https://www.gov.uk/government/consultations/local-government-finance-settlement-2020-to-2021-technical-consultation>

1.8.2 The consultation document sets out the Government's plans for allocating resources to local authorities, plus the proposals regarding council tax referendum principles (see paragraph 1.5). Once responses have been considered, it is the government's intention to formulate proposals in the 2020-21 Provisional Local Government Finance Settlement (expected in December).

1.8.3 Due to the timing of receipt of this consultation, it has not been possible to assess and formulate a response which can be agreed by Cabinet. Therefore it is recommended that delegated authority is given to the Director of Finance & Transformation, in liaison with the Leader and the Cabinet Member for Finance

Innovation and Property, to respond to the Technical Consultation prior to the deadline of 31 October.

## **1.9 Legal Implications**

- 1.9.1 There are a number of legislative requirements to consider in setting the Budget which will be addressed as we move through the budget cycle.
- 1.9.2 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or veto the rise.
- 1.9.3 The Local Government Finance Act 2012 and regulations that followed introduced the current Business Rates Retention scheme.

## **1.10 Financial and Value for Money Considerations**

- 1.10.1 Underneath the Strategy for the budget setting year sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures.
- 1.10.2 The preparation of the 2019 /20 revised and 2020/21 original estimates will, amongst other things, have a direct impact on the MTFS and as such will be refined and updated as we move through the forthcoming budget cycle.
- 1.10.3 The impact of 'Brexit' on Council finances / financial assumptions in respect of inflation, interest rates, income levels, etc. and the scale of the impact over the medium term is uncertain and difficult to determine.
- 1.10.4 Funding to remove 'Negative RSG' for a second year is clearly welcome, albeit what happens after that is subject to the outcome of the expected multi-year settlement to follow and the Fair Funding Review.
- 1.10.5 The year 2019/20 and now 2020/21 could be seen as a holding year as we await the outcome of the expected multi-year settlement to follow and the Fair Funding Review making financial planning that more difficult. How we will fair at the end of that process compared to that assumed a critical piece of the jigsaw.
- 1.10.6 Two key questions remain. Firstly, what will our business rates baseline and baseline funding level be under an 'interim' 75% and 'eventual' 100% Business Rates Retention scheme, and how will this compare to that reflected in the MTFS taking into account transfer of any new responsibilities? Secondly, what is the extent to which NHB will feature in future government grant funding and if replaced what level of funding would we receive in its place?

## 1.11 Risk Assessment

- 1.11.1 The Medium Term Financial Strategy sets out the high level financial objectives the Council wishes to fulfil and underpins the budget setting process for the forthcoming year and over the Strategy period. As the Council's high level financial planning tool the Strategy needs to be reviewed and updated at least annually and in the current climate regularly reviewed by Management Team.
- 1.11.2 The continuing uncertainty and volatility surrounding local government finances does not aid financial planning with the increased risk of significant variations compared to projections; and the consequent implications on the level of reserves held.
- 1.11.3 Any increase in council tax above the relevant threshold, even by a fraction of a percentage point, would require a referendum to be held.

## 1.12 Equality Impact Assessment

- 1.12.1 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.

## 1.13 Policy Considerations

- 1.13.1 Business Continuity/Resilience
- 1.13.2 Community

## 1.14 Recommendations

- 1.14.1 Cabinet are **RECOMMENDED** to:

- 1) note the latest MTFs position statement and the need to at least meet the commitment to identify and implement opportunities to deliver this year's savings and transformation contribution of £100,000; and
- 2) give delegated authority to the Director of Finance & Transformation, in liaison with the Leader and the Cabinet Member for Finance, Innovation and Property, to respond to the Technical Consultation prior to the deadline of 30 October.

Background papers:

Nil

contact: Neil Lawley  
Sharon Shelton

Julie Beilby  
Chief Executive

Sharon Shelton  
Director of Finance and Transformation

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## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

16 October 2019

#### Report of the Director of Central Services and Deputy Chief Executive

#### Part 1- Public

#### Executive Non Key Decisions

### 1 TONBRIDGE CASTLE – CONCESSIONARY USERS

#### 1.1 Background

1.1.1 The report relating to the Concessionary Users of Tonbridge Castle, was considered by the Overview and Scrutiny Committee on 20 June 2019. The report set out the review of the concessionary charging regime applicable to Tonbridge Castle and presented options for further consideration.

#### 1.2 Legal Implications

1.2.1 None arising from this report.

#### 1.3 Financial and Value for Money Considerations

1.3.1 As set out in the report to Overview and Scrutiny Committee on 20 June 2019.

#### 1.4 Equality Impact Assessment

1.4.1 To ensure that we have due regard to our equality duties, an EqIA will be undertaken if Members are minded to adopt the recommendations below.

#### 1.5 Recommendations

1.5.1 It is Recommended: That

- 1) The concessionary user discount list be discontinued; and
- 2) Any future discounts be authorised by the Director of Central Services on an exception only basis.

Background papers:

contact: Anthony Garnett

Nil

Adrian Stanfield

Director of Central Services and Deputy Chief Executive

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## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

16 October 2019

#### Report of the Director of Central Services and Deputy Chief Executive

#### Part 1- Public

#### Executive Non Key Decisions

### **1 REVIEW OF CUSTOMER SERVICE SURGERIES**

#### **1.1 Background**

1.1.1 The report relating to Customer Service Surgeries, was considered by the Overview and Scrutiny Committee on 20 June 2019. The report set out the review of surgeries at Snodland, Larkfield and Borough Green, presenting options for further consideration.

1.1.2 During the course of the review on the 20 June, it was agreed that further evidence from each Customer Service Surgery would be collected (attached at Annex 1).

#### **1.2 Legal Implications**

1.2.1 None arising from this report.

#### **1.3 Financial and Value for Money Considerations**

1.3.1 As set out in the report to Overview and Scrutiny Committee on 20 June 2019.

#### **1.4 Equality Impact Assessment**

1.4.1 To ensure that we have due regard to our equality duties, an EqIA will be undertaken if Members are minded to adopt the recommendation below.

#### **1.5 Policy Considerations**

The digital delivery of services is one of the key objectives of the current I.T. Strategy, as agreed by Finance, Innovation and Property Advisory Board on 23 May 2018. Therefore, in evaluating the future of the customer service surgeries, we need to be mindful of the strategy of encouraging and moving customers to an on-line digital platform service delivery.

#### **1.6 Recommendations**

1.6.1 That the closure of the Customer Service Surgeries in Borough Green, Larkfield and Snodland on the grounds of financial unsustainability due to the low footfall

visiting each site be supported in principle, subject to an Equality Impact Assessment being undertaken.

Background papers:

contact: Anthony Garnett

Nil

Adrian Stanfield

Director of Central Services and Deputy Chief Executive

Surgeries analysis - surveys at Larkfield (Monday / Tuesday)

Date	Completed by user of surgery		Completed by user of surgery		Completed by user of surgery		Completed by user of surgery		Completed by user of surgery		Completed by user of surgery							Completed by user of surgery			
	Q1 Do you use the Internet?		Q2 Have you visited TBMC website?		Q3 Why did you visit TBMC surgery today?		Q4 Could this service request be completed on-line?		Q5 Have you got access to transport to visit the Council offices?		Q6 Which of the following categories describes your age?							Q7 What is your gender?			
	Yes	No	Yes	No			Yes	No	Yes	No	Younger than 18	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 or older	Female	Male	Other	Prefer not to answer
1 04/06/2019	Yes		Yes		Change in circumstances		No	Webchat / Web	Yes							Yes	Yes				
2 04/06/2019		No		No	Housing		No	Webchat / Web	Yes										Yes		
3 04/06/2019		No		No	Benefits/Housing		No	Webchat / Web	Yes						Yes			Yes			
4 04/06/2019	Yes			No	Drop off pay slip		No	Scan and email	Yes					Yes				Yes			
5 04/06/2019		No		No	Council Tax Reduction		No	Webchat / Web		No				Yes				Yes			
6 10/06/2019	Yes		Yes		Give Document in		No	Scan and email	Yes						Yes					Yes	
7 10/06/2019		No		No	Give Document in		No	Scan and email		No						Yes		Yes			
8 10/06/2019		No		No	Housing Benefit		No	Webchat / Web		No						Yes		Yes			
9 11/06/2019		No		No	Bring documents in		No	Scan and email		No					Yes			Yes			
10 11/06/2019	Yes			No	Council Tax Reduction		No	Webchat / Web		No				Yes				Yes			
11 11/06/2019	Yes			No	Moving House	Yes		Webchat / Web	Yes							Yes				Yes	
12 11/06/2019		No		No	Change of circumstances		No	Webchat / Web		No						Yes		Yes			
13 11/06/2019	Yes			No	Council Tax Reduction		No	Webchat / Web	Yes							Yes		Yes			
14 11/06/2019	Yes			No		Yes		Webchat / Web	Yes							Yes		Yes			
15 11/06/2019		No		No			No		Yes						Yes			Yes			
16 11/06/2019		No		No	Bring House form in		No	Scan and email		No					Yes					Yes	
17 17/06/2019		No		No	Query on Poll Tax		No	Webchat / Web	Yes							Yes				Yes	
18 17/06/2019		No		No	Bulky Waste Collection		No	Webchat / Web		No						Yes		Yes			
19 17/06/2019		No		No	Housing Forms	Yes		Scan and email		No						Yes		Yes			
20 17/06/2019	Yes		Yes		Advice on Housing Benefit		No	Webchat / Web	Yes						Yes					Yes	
21 18/06/2019		No		No	Return RADAR Key		No			No						Yes		Yes			
22 18/06/2019		No		No	Hand in letter		No	Scan and email		No					Yes			Yes			
23 18/06/2019	Yes		Yes		Wage slip for Housing Benefit		No	Scan and email	Yes				Yes					Yes			
24 18/06/2019		No		No	Bring some forms in		No	Scan and email		No					Yes			Yes			
25 18/06/2019	Yes			No	Ask a question		No	Webchat / Web	Yes				Yes					Yes			
26 24/06/2019		No		No	Give forms back	Yes		Scan and email		No						Yes		Yes			
27 24/06/2019		No		No	Brown bid order		No	Webchat / Web		No						Yes		Yes			Yes
28 25/06/2019		No		No	Order a Garden Waste Bin		No	Webchat / Web		No						Yes				Yes	
29 25/06/2019	Yes			No	Housing		No	Webchat / Web	Yes						Yes					Yes	
30 25/06/2019		No		No	Council Tax Payment		No	Webchat / Web	Yes							Yes				Yes	
31 25/06/2019		No		No	Housing		No	Webchat / Web		No						Yes				Yes	
32 25/06/2019	Yes			No	Housing Form	Yes		Webchat / Web	Yes				Yes							Yes	
33 25/06/2019	Yes			No	To give my payslip		No	Scan and email	Yes				Yes					Yes			
34 25/06/2019		No		No	Housing		No	Webchat / Web	Yes						Yes			Yes			
36 01/07/2019	Yes		Yes		Submit documents	Yes		Scan and email	Yes				Yes		Yes					Yes	
37 01/07/2019	Yes		Yes		Universal Credit	Yes		Scan and email	Yes						Yes					Yes	
38 01/07/2019	Yes		Yes		Bring in payslip	Yes		Scan and email	Yes				Yes					Yes			
39 01/07/2019	Yes		Yes		Submit new claim form		No	Scan and email	Yes						Yes			Yes			
40 01/07/2019	Yes		Yes		Submit documents		No	Scan and email	Yes						Yes			Yes			
41 01/07/2019		No		No	Book an appointment		No	Webchat / Web		No						Yes		Yes			
42 01/07/2019		No		No	Pension credit query		No	Webchat / Web		No						Yes		Yes			
43 02/07/2019	Yes			No	Council Tax benefit		No	Webchat / Web	Yes							Yes		Yes			
44 02/07/2019	Yes		Yes		Give in wage slip		No	Scan and email	Yes				Yes					Yes			
45 02/07/2019	Yes		Yes		Complain about waste	Yes		Webchat / Web	Yes						Yes			Yes			
46 02/07/2019	Yes			No	Hand in forms		No	Scan and email	Yes							Yes					Yes
47 08/07/2019		No		No	Query payments		No	Webchat / Web	Yes							Yes				Yes	
48 08/07/2019	Yes			No	To give documents		No	Scan and email	Yes							Yes		Yes			
49 08/07/2019	Yes			No	Pick up Housing form		No	Webchat / Web		No				Yes				Yes			
50 08/07/2019		No		No	Change address form		No	Scan and email		No						Yes		Yes			
51 08/07/2019		No		No	To give documents		No	Scan and email		No						Yes		Yes			
52 08/07/2019		No		No	Complain about hedges		No	Webchat / Web		No						Yes		Yes			
53 09/07/2019		No		No	To give documents		No	Scan and email		No					Yes			Yes			
54 09/07/2019	Yes			No	Help filling in form		No	Webchat / Web		No						Yes		Yes			
55 15/06/2019		No		No	Order Brown Bin	Yes		Webchat / Web	Yes							Yes				Yes	
56 15/06/2019		No		No	Order Brown Bin	Yes		Webchat / Web		No						Yes		Yes			Yes
57 15/06/2019	Yes		Yes		Housing form	Yes		Webchat / Web	Yes						Yes			Yes			Yes
58 15/06/2019		No		No	Housing Benefit payment		No	Webchat / Web		No						Yes		Yes			Yes

Surgeries analysis - surveys at Larkfield (Monday / Tuesday)

Date	Completed by user of surgery		Completed by user of surgery		Completed by user of surgery		Completed by user of surgery		Completed by TMBC Officer		Completed by user of surgery		Completed by user of surgery							Completed by user of surgery				
	Q1 Do you use the Internet?		Q2 Have you visited TBMC website?		Q3 Why did you visit TBMC surgery today?		Q4 Could this service request be completed on-line?		Q5 Have you got access to transport to visit the Council offices?		Q6 Which of the following categories describes your age?							Q7 What is your gender?						
	Yes	No	Yes	No			Yes	No	Yes	No	Younger than 18	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 or older	Female	Male	Other	Prefer not to answer			
59	16/07/2019		No		No	To give documents		No		Scan and email		No									Yes			
60	16/07/2019	Yes		Yes		Housing benefit enquiry		No		Webchat / Web	Yes				Yes						Yes			
61	16/07/2019	Yes			No	Council Tax		No		Webchat / Web	Yes										Yes			
62	16/07/2019	Yes		Yes		Housing Benefits query		No		Webchat / Web		No			Yes						Yes			
63	22/07/2019		No		No	Housing Benefit form		No		Scan and email		No			Yes						Yes			
64	22/07/2019		No		No	Council Tax enquiry		No		Webchat / Web		No					Yes				Yes			
65	22/07/2019		No		No	Order Brown Bin	Yes			Webchat / Web		No					Yes				Yes			
66	22/07/2019	Yes		Yes		Council Tax Payment		No		Webchat / Web		No			Yes						Yes			
67	23/07/2019		No		No	Provide information		No		Scan and email		No			Yes						Yes			
68	23/07/2019		No		No	Advice of form filling		No		Webchat / Web		No					Yes				Yes			
69	23/07/2019	Yes			No	CAB advice		No		Webchat / Web	Yes				Yes						Yes			
70	23/07/2019		No		No	To give documents		No		Scan and email		No									Yes			
71	29/07/2019		No		No	Council Tax Bill		No		Webchat / Web		No			Yes						Yes			
72	29/07/2019		No		No	Council Tax enquiry		No		Webchat / Web		No					Yes				Yes			
73	29/07/2019	Yes		Yes		Housing register		No		Webchat / Web	Yes				Yes						Yes			
74	29/07/2019	Yes		Yes		Housing register		No		Webchat / Web		No					Yes				Yes			
75	29/07/2019		No		No	Election		No		Webchat / Web		No					Yes				Yes			
76	29/07/2019	Yes		Yes		Homeless		No		Webchat / Web		No			Yes						Yes			
77	29/07/2019	Yes		Yes		to collect DHP form	Yes			Webchat / Web	Yes				Yes						Yes			
78	30/07/2019	Yes		Yes		To give documents		No		Scan and email	Yes				Yes						Yes			
79	30/07/2019	Yes		Yes		Homeless		No		Webchat / Web	Yes				Yes						Yes			
80	05/08/2019		No		No	Universal Credit		No		Webchat / Web		No			Yes						Yes			
81	05/08/2019		No		No	Claim form		No		Scan and email		No					Yes				Yes			
82	05/08/2019		No		No	Housing Benefit		No		Scan and email		No					Yes				Yes			
83	05/08/2019		No		No	To give documents		No		Scan and email		No			Yes						Yes			
84	06/08/2019		No		No	Complain about dirty streets		No		Webchat / Web		No					Yes				Yes			
85	06/08/2019		No		No	Benefits information		No		Webchat / Web	Yes						Yes				Yes			
86	06/08/2019	Yes			No	Advice	Yes			Webchat / Web	Yes				Yes						Yes			
87	12/08/2019		No		No	Benefits information		No		Scan and email		No					Yes				Yes			
88	12/08/2019		No		No	Garden waste payment		No		Webchat / Web	Yes						Yes				Yes		Yes	
89	12/08/2019		No		No	Bus pass		No		Webchat / Web		No					Yes				Yes		Yes	
90	13/08/2019	Yes		Yes		Housing question		No		Webchat / Web	Yes				Yes						Yes			
91	13/08/2019	Yes		Yes		Wage slip for Housing Benefit		No		Scan and email	Yes				Yes						Yes			
92	13/08/2019		No		No	Housing benefit docs		No		Scan and email		No					Yes				Yes			
93	13/08/2019		No		No	Housing application		No		Scan and email		No					Yes				Yes		Yes	
94	13/08/2019		No		No	Housing evidence		No		Scan and email		No					Yes				Yes		Yes	
95	20/08/2019	Yes			No	Hand in forms		No		Scan and email		No			Yes						Yes			
96	27/08/2019		No		No	Filling in form		No		Webchat / Web		No					Yes				Yes		Yes	
97	27/08/2019		No		No	Discretionary housing		No		Scan and email		No					Yes				Yes			
98	27/08/2019	Yes			No	Council tax forms		No		Scan and email		No			Yes						Yes			
99	27/08/2019		No		No	Bring in wage slip		No		Scan and email	Yes						Yes				Yes			
100	27/08/2019	Yes			No	Help with form		No		Webchat / Web		No					Yes				Yes		Yes	
101	27/08/2019		No		No	Benefits information		No		Webchat / Web		No					Yes				Yes		Yes	
<b>Totals</b>		<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>No</b>			<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>No</b>									<b>Female</b>	<b>Male</b>	<b>Other</b>	<b>1</b>
		36	50	21	65			13	73		36	50	0	0	6	15	8	23	48		69	29	0	1
		%	%	%	%			%	%		%	%	0.00%	0.00%	6.00%	15.00%	8.00%	23.00%	48.00%		69.70%	29.29%	0.00%	1.01%
		41.86%	58.14%	24.42%	75.58%			15.12%	84.88%		41.86%	58.14%	0.00%	0.00%	6.00%	15.00%	8.00%	23.00%	48.00%		69.70%	29.29%	0.00%	1.01%

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Notes

Public computer terminals available at all Kent Libraries  
 All people who see CAB have to make an appointment in advance'  
 Photocopier / scanner at Snodland and Larkfield  
 Discussion to take place with Housing providers about supporting tenants

ANNEX 1 - Surgeries analysis - surveys at Snodland (Friday)

Date	Completed by user of surgery		Completed by user of surgery		Completed by user of surgery		Completed by user of surgery		Completed by TMBC Officer		Completed by user of surgery		Completed by user of surgery								
	Q1		Q2		Q3		Q4		Alternative actions that can be undertaken	Q5		Q6						Q7			
	Do you use the Internet?		Have you visited TBMC website?		Why did you visit TBMC surgery today?		Could this service request be completed on-line?			Have you got access to transport to visit the Council offices?		Which of the following categories describes your age?						What is your gender?			
Yes	No	Yes	No			Yes	No	Yes	No	Younger than 18	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 or older	Female	Male	Other	Prefer not to answer	
1 07/06/2019	Yes		No		Drop off a sick note		No	Scan and email	Yes					Yes			Yes				
2 07/06/2019		No	No		Hand in Bank Statements		No	Scan and email		No						Yes		Yes			
3 07/06/2019		No	No		Need a House		No	email / phone	Yes							Yes		Yes			
4 07/06/2019	Yes		Yes		Hand forms in		No	Scan and email	Yes			Yes					Yes				
5 07/06/2019		No	No		Council Tax Refund		No	email / phone		No				Yes				Yes			
6 07/06/2019	Yes		Yes		Refuse question		No	web chat / look online	Yes					Yes				Yes			
7 14/06/2019	Yes		Yes		Get help with living costs		No	web chat / look online	Yes					Yes				Yes			
8 14/06/2019	Yes		Yes		Hand in documents		No	Scan and email		No			Yes				Yes				
9 14/06/2019	Yes		Yes		Universal Credit	Yes				No			Yes				Yes				
10 14/06/2019		No	No			Yes		.		No						Yes		Yes			
11 21/06/2019		No	No			No		.		No						Yes		Yes			
12 21/06/2019		No	Yes		Housing application	Yes		.	Yes					Yes			Yes				
13 21/06/2019	Yes		No		Understand benefit form		No	web chat / look online	Yes					Yes			Yes				
14 21/06/2019		No	No		Housing - moving house		No	web chat / look online		No			Yes					Yes			
15 21/06/2019		No	No		Housing Benefit		No	Scan and email		No						Yes	Yes				
16 21/06/2019	Yes		Yes		pension documents		No	Scan and email		No						Yes		Yes			
17 21/06/2019	Yes		No		Benefits		No	Scan and email	Yes				Yes				Yes				
18 21/06/2019	Yes		No		Benefits		No	Scan and email	Yes				Yes				Yes				
19 28/06/2019		No	No		Council Tax advice		No	web chat / look online		No						Yes		Yes			
20 28/06/2019	Yes		Yes		Unable to log on	Yes		.	Yes		Yes						Yes				
21 28/06/2019	Yes		Yes		Council Tax advice		No	web chat / look online		No			Yes				Yes				
22 28/06/2019	Yes		Yes		Universal Credit		No	Scan and email	Yes				Yes	Yes			Yes				
23 28/06/2019		No	No		Hand in Cheque		No	Direct Debit		No					Yes		Yes				
24 28/06/2019	Yes		No		Pay my Council tax	Yes		.		No						Yes	Yes				

ANNEX 1 - Surgeries analysis - surveys at Snodland (Friday)

Date	Completed by user of surgery		Completed by user of surgery		Completed by user of surgery	Completed by user of surgery	Completed by TMBC Officer	Completed by user of surgery		Completed by user of surgery							Completed by user of surgery								
	Q1 Do you use the Internet?		Q2 Have you visited TBMC website?		Q3 Why did you visit TBMC surgery today?	Q4 Could this service request be completed on-line?		Alternative actions that can be undertaken	Q5 Have you got access to transport to visit the Council offices?		Q6 Which of the following categories describes your age?							Q7 What is your gender?							
	Yes	No	Yes	No		Yes	No		Yes	No	Younger than 18	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 or older	Female	Male	Other	Prefer not to answer				
31 05/07/2019	Yes		Yes		to give in documents	Yes		.	Yes									Yes							
32 12/07/2019	Yes		Yes		Homechoice application		No	Scan and email	Yes	No								Yes							
33 12/07/2019	Yes			No	submit documents		No	Scan and email	Yes									Yes							
34 12/07/2019	Yes			No	submit documents		No	Scan and email		No								Yes							
35 12/07/2019		No		No	Clarify what doc required		No	web chat / look online		No		Yes								Yes					
36 12/07/2019		No		No	Housing Benefit		No	Scan and email	Yes									Yes							
37 12/07/2019	Yes		Yes		Enquiry about DHP		No	web chat / look online	Yes									Yes							
38 12/07/2019		No	Yes		Council Tax advice		No	web chat / look online	Yes			Yes								Yes					
39 19/07/2019	Yes		Yes		claim form		No	Scan and email	Yes											Yes					
40 19/07/2019		No		No	submit documents		No	Scan and email		No								Yes							
41 19/07/2019	Yes		Yes		Help filling in forms		No	web chat / look online	Yes	No								Yes							
42 19/07/2019	Yes		Yes		Council Tax advice		No	web chat / look online	Yes			Yes						Yes							
43 19/07/2019	Yes		Yes		Pick up DHP form	Yes		.		No			Yes					Yes							
44 19/07/2019	Yes		Yes		submit documents	Yes		.		No										Yes					
45 26/07/2019	Yes			No	Election form	Yes		.	Yes											Yes					
46 26/07/2019		No		No	Payment enquiry	Yes		.		No								Yes							
47 26/07/2019	Yes		Yes		Recover overpayment		No	web chat / look online		No								Yes			Yes				
48 26/07/2019		No		No	Benefit paperwork		No	Scan and email		No								Yes			Yes				
49 26/07/2019	Yes		Yes		.		No	.		No											Yes				
50 26/07/2019		No		No	Council tax		No	web chat / look online		No											Yes				
51 02/08/2019	Yes			No	Housing list	Yes		.		No											Yes				
52 02/08/2019	Yes			No	Housing benefit		No	Scan and email	Yes				Yes								Yes				
53 02/08/2019		No		No	Council Tax advice		No	web chat / look online		No								Yes			Yes				
54 02/08/2019		No		No	Parking complaint	Yes		Scan and email	Yes												Yes				
55 02/08/2019		No		No	Send in documents		No	Scan and email	Yes									Yes			Yes				
56 02/08/2019		No		No	Submit documents		No	Scan and email		No								Yes			Yes				
57 09/08/2019	Yes		Yes		Bins	Yes		Scan and email		No								Yes			Yes				
58 09/08/2019		No		No	Council Tax		No	Scan and email		No											Yes				
59 09/08/2019	Yes			No	Housing forms		No	Scan and email		No								Yes			Yes				
60 09/08/2019	Yes		Yes		Universal Credit	Yes		Scan and email	Yes												Yes				
61 23/08/2019		No	Yes		Bidding	Yes		Scan and email	Yes												Yes				
62 23/08/2019		No		No	Council tax		No	web chat / look online		No								Yes			Yes				
63 23/08/2019		No		No	Council tax		No	web chat / look online		No								Yes			Yes				
<b>Totals</b>		<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>No</b>		<b>Yes</b>	<b>No</b>														
	%	30	21	21	29		13	37		22	29	0	2	5	9	12	9	14	31	20	0	0			
	%	58.82%	41.18%	42.00%	58.00%		26.00%	74.00%		43.14%	56.86%	0.00%	3.92%	9.80%	17.65%	23.53%	17.65%	27.45%	60.78%	39.22%	0.00%	0.00%			



## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

16 October 2019

#### Report of the Director of Central Services and Deputy Chief Executive

#### Part 1- Public

#### Executive Non Key Decisions

#### **1 GIBSON BUILDING REVIEW**

#### **1.1 Background**

1.1.1 The report relating to the Review of the Gibson Building, was considered by the Overview and Scrutiny Committee on 29 August 2019. The report provided an update on discussions held with Kent County Council following the review of the Council's offices at Gibson Drive, Kings Hill undertaken in 2018.

#### **1.2 Legal Implications**

1.2.1 As set out in the report to Overview and Scrutiny Committee on 29 August 2019.

#### **1.3 Financial and Value for Money Considerations**

1.3.1 As set out in the report to Overview and Scrutiny Committee on 29 August 2019.

#### **1.4 Risk Assessment**

1.4.1 As set out in the report to Overview and Scrutiny Committee on 29 August 2019.

#### **1.5 Equality Impact Assessment**

1.5.1 None arising from this report.

#### **1.6 Recommendations**

That:

(1) A formal response be sent to Kent County Council declining their proposal as being financially unviable; and

(2) Officers continue to pursue opportunities to maximise the rental income from third parties for occupation and use of the Gibson Building.

Background papers:

contact: Katie Iggulden

Nil

Adrian Stanfield  
Director of Central Services and Deputy Chief Executive

# Agenda Item 18

Detailed response to Tunbridge Wells Local Plan Regulation 18 consultation to follow

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# Agenda Item 19

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 20

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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# Agenda Item 21

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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