

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

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

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

27 February 2023

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 Council Chamber, Gibson Drive, Kings Hill on Tuesday, 7th March, 2023 commencing at 7.30 pm.

Members of the Cabinet are required to attend in person. Other Members may attend in person or participate online via MS Teams.

Information on how to observe the meeting will be published on the Council's website.

(NB: Background papers to items referred from Scrutiny Select Committees and Committees have been omitted from printed agenda packs.)

Yours faithfully

JULIE BEILBY

Chief Executive

AGENDA

1. Guidance for the Conduct of Meetings

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3. Declarations of interest 9 - 10

Members are reminded of their obligation under the Council's Code of Conduct to disclose any Disclosable Pecuniary Interests and Other Significant Interests in any matter(s) to be considered or being considered at the meeting. These are explained in the Code of Conduct on the Council's website at [Code of conduct for members – Tonbridge and Malling Borough Council \(tmbc.gov.uk\)](https://www.tmbc.gov.uk/code-of-conduct-for-members).

Members in any doubt about such declarations are advised to contact Legal or Democratic Services in advance of the meeting

4. Minutes 11 - 20

To confirm as a correct record the Minutes of the meeting of the Cabinet held on 14 February 2023

Executive Key Decisions

5. Future Gas and Electricity Supply Contracts 21 - 24

This report recommends that the Council enters into a new four year flexible procurement arrangement with LASER for the supply of gas and electricity for the period 1 October 2024 to 30 September 2028. The recommendation is based on the financial savings made under the current and previous flexible procurement contracts in place since 1 October 2008 and the energy procurement expertise available from LASER.

Executive Non-Key Decisions

6. Green Business Grant Scheme 25 - 62

In December 2022, government approved the Tonbridge and Malling UK Shared Prosperity Fund (UKSPF) Investment Plan which sets out a series of projects to help create a better borough for residents and businesses. One of the projects within the plan is the funding for the Green Business Grant Scheme. This report sets out the scheme in detail and seeks approval to launch it in the coming months.

7. Corporate Strategy - Community Consultation 63 - 94

This report provides an update on the Corporate Strategy Community Consultation which was undertaken during January – February 2023 and seeks approval to make final amendments to the Corporate Strategy ahead of it being finalised.

Matters submitted for Information

8. Decisions taken by Cabinet Members 95 - 96

A record of the decisions taken by portfolio holders since the last meeting of Cabinet are attached.

9. Minutes of Panels, Boards and Other Groups 97 - 104

The minutes of meetings of Advisory Panels, Boards and Other Groups are attached. Any recommendations arising from these minutes are set out as individual items on this agenda.

- Parish Partnership Panel of 9 February 2023
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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

11. Exclusion of Press and Public 107 - 108

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

12. Urgent Items 109 - 110

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 M D Boughton, (Leader)
Councillor R P Betts, (Environment and Climate Change)
Councillor V M C Branson, (Economic Regeneration)
Councillor M A Coffin, (Finance, Innovation and Property)
Councillor D A S Davis, (Strategic Planning and Infrastructure)
Councillor D Keers, Community Services
Councillor P J Montague, (Technical and Waste Services)
Councillor K B Tanner, (Housing)

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.

GUIDANCE ON HOW MEETINGS WILL BE CONDUCTED

- (1) All meetings of the Borough Council will be livestreamed to YouTube here, unless there is exempt or confidential business be discussed:

<https://www.youtube.com/channel/UCPp-IJISNgoF-ugSzxjAPfw/featured>
- (2) There are no fire drills planned during the time a meeting is being held. For the benefit of those in the meeting room, the fire alarm is a long continuous bell and the exits are via the doors used to enter the room. An officer on site will lead any evacuation.
- (3) Should you need this agenda or any of the reports in a different format, or have any other queries concerning the meeting, please contact Democratic Services on committee.services@tmbc.gov.uk in the first instance.

Attendance:

- Members of the Committee/Advisory Board are required to attend in person and be present in the meeting room. Only these Members are able to move/ second or amend motions, and vote.
- Other Members of the Council can join via MS Teams and can take part in any discussion and ask questions, when invited to do so by the Chairman, but cannot move/ second or amend motions or vote on any matters. Members participating remotely are reminded that this does not count towards their formal committee attendance.
- Occasionally, Members of the Committee/Advisory Board are unable to attend in person and may join via MS Teams in the same way as other Members. However, they are unable to move/ second or amend motions or vote on any matters if they are not present in the meeting room. As with other Members joining via MS Teams, this does not count towards their formal committee attendance.
- Officers can participate in person or online.
- Members of the public addressing an Area Planning Committee can participate in person or online. Please contact committee.services@tmbc.gov.uk for further information.

Before formal proceedings start there will be a sound check of Members/Officers in the room. This is done as a roll call and confirms attendance of voting Members.

Ground Rules:

The meeting will operate under the following ground rules:

- Members in the Chamber should indicate to speak in the usual way and use the fixed microphones in front of them. These need to be switched on when speaking or comments will not be heard by those participating online. Please switch off microphones when not speaking.
- If there any technical issues the meeting will be adjourned to try and rectify them. If this is not possible there are a number of options that can be taken to enable the meeting to continue. These will be explained if it becomes necessary.

For those Members participating online:

- please request to speak using the 'chat or hand raised function';
- please turn off cameras and microphones when not speaking;
- please do not use the 'chat function' for other matters as comments can be seen by all;
- Members may wish to blur the background on their camera using the facility on Microsoft teams.
- Please avoid distractions and general chat if not addressing the meeting
- Please remember to turn off or silence mobile phones

Voting:

Voting may be undertaken by way of a roll call and each Member should verbally respond For, Against, Abstain. The vote will be noted and announced by the Democratic Services Officer.

Alternatively, votes may be taken by general affirmation if it seems that there is agreement amongst Members. The Chairman will announce the outcome of the vote for those participating and viewing online.

Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

CABINET

MINUTES

Tuesday, 14th February, 2023

Present: Cllr M D Boughton (Chairman), Cllr R P Betts, Cllr M A Coffin, Cllr D A S Davis, Cllr D Keers, Cllr P J Montague and Cllr K B Tanner

In attendance: Cllr M A J Hood was also present pursuant to Access to Information Rule No 23

Virtual: Cllrs Mrs J A Anderson, Mrs P A Bates, Mrs S Bell, S A Hudson, M R Rhodes, R V Roud and Mrs M Tatton participated via MS Teams and joined the discussion when invited to do so by the Chair in accordance with Access to Information Rule No 23.

An apology for absence was received from Councillor V M C Branson

(Note: Cllr Branson was unable to attend in person but listened to the debate via MS Teams).

PART 1 - PUBLIC

CB 23/9 DECLARATIONS OF INTEREST

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

CB 23/10 MINUTES

RESOLVED: That the Minutes of the meeting of the Cabinet held on 10 January 2023 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE COUNCIL

CB 23/11 SETTING THE BUDGET 2023-24

Further to the reports to the Overview and Scrutiny Committee earlier in the cycle, the joint report of the Chief Executive, Director of Finance and Transformation, the Leader and Cabinet Member for Finance, Innovation and Property updated the Cabinet on issues relating to the Medium Term Financial Strategy (MTFS) and gave details of the necessary procedure to be followed in order to set the budget for 2023/24.

In addition, the budget setting process for this year had to incorporate the difficult task of estimating the extent and speed of the recovery of the Council's income and expenditure impacted by the Covid-19 pandemic and the prevailing economic conditions.

Members noted that, as at the time of publishing the report the final settlement had not been confirmed, all figures contained in the report were based on the provisional local government finance settlement received in December 2022. The Director of Finance and Transformation advised that the final local government finance settlement figure was now confirmed and whilst there had been some minor changes the 'bottom line' was the same as the figures previously announced. The Settlement Funding Assessment (SFA) was for one year only and the Fair Funding Review deferred to a future date. This further prolonged the uncertainty over local government funding.

The local government finance settlement included an allocation of £0.6M for New Homes Bonus (NHB) and a funding guarantee of £1.8M. There was an overall funding increase on 2022/23 of £0.5M. Based on a Government policy statement, it was anticipated that funding for 2024/25 would follow a similar pattern. Beyond 2024/25 there was no indication of future core funding including any replacement (or not) for NHB which made financial planning difficult.

Members noted that the current global economic conditions, the deferral of reforms to the Business Rates Retention scheme, waste services contract, homelessness/temporary accommodation, climate change initiatives and the Local Plan continued to have significant financial implications for the Borough Council. Particular reference was made to the Kent Business Rates Pool which the Borough Council had re-joined. It was reported that increased business rates income was being received due to the Panettoni development on the former Aylesford Newsprint site.

With regard to the Capital Plan, it was noted that the Borough Council was currently debt free and expected to remain debt free until 2029. Two evaluated schemes had been added to List A and these were the Refurbishment of Gibson East and the Decarbonisation of the Borough Council's Estate.

The report then described the remaining procedure to be followed in setting the budget for 2023/24 and calculating the council tax. For the purposes of preparing the budget papers and updating the MTFs a council tax increase of just under 3% (or £6.73) in 2023/24 and 2024/25 had been assumed followed by the higher rate of 2% or £5 [each year thereafter.]

The Cabinet deliberated on the most appropriate guidance to offer the Council as the way forward for updating the MTFs for the next ten year

period and setting the council tax for 2023/24. Members were advised of details of special expenses for the same period.

An updated copy of the Savings and Transformation Strategy was presented, including revised outline targets and timescales for each of the themes totalling £1,700,000. The proposed number, scale and timing of requisite future savings and transformation contributions were set out in 1.10.5 of the report. Members were also reminded that the funding gap set out in the report assumed that all the recommendations, as summarised in the report, were delivered. If for whatever reason these were found not to be deliverable the funding gap and, therefore, the savings and transformation target would increase.

Finally, the Director of Finance and Transformation explained the basis on which the statement to the Robustness of the Estimates and Adequacy of the Reserves had been made, including an understanding that the required savings and transformation contributions based on latest projections of £1,700,000 plus the initiative already built into the MTFs, the scaling back of office accommodation in the sum of £200,000 are delivered in the timeframe assumed.

In closing, the Cabinet recorded its appreciation to the Director of Finance and Transformation and Officers in Financial Services for the significant contribution in preparing the budget during a challenging period.

RECOMMENDED: That

- (1) the Revenue Estimates, as presented to the Overview and Scrutiny Committee earlier in the cycle, together with the subsequent adjustments detailed at paragraph 1.4.2, be endorsed and adopted by the Council;
- (2) the Capital Plan be updated, as set out in paragraph 1.6.14, and adopted by the Council;
- (3) the Capital Strategy, as presented to the Overview and Scrutiny Committee earlier in the cycle, be endorsed and adopted by the Council;
- (4) the prudential indicators listed in paragraphs 1.7.7, including the new liability benchmark indicator, and 1.7.11 be endorsed and adopted by the Council;
- (5) subject to the comment at paragraph 1.6.8 of the report, for the financial year 2023/24 the Borough Council's annual minimum revenue provision be noted as 'nil';
- (6) the updated MTFs, set out in Annex 10a be noted and endorsed;

- (7) the updated Savings and Transformation Strategy, attached at Annex 10b, including the proposed scale and timing of each of the required savings and transformation contributions, as set out at paragraph 1.10.5, be noted and endorsed;
- (8) the special expenses calculated in accordance with the Special Expenses Scheme and set out at Annex 13b, be endorsed; and
- (9) the Statement provided by the Director of Finance and Transformation as to the Robustness of the Estimates and the Adequacy of the Reserves, as set out at Annex 16a, be noted and endorsed.

***Referred to Council**

CB 23/12 SETTING THE COUNCIL TAX 2023-24

The joint report of the Chief Executive, Director of Finance and Transformation, Leader of the Council and Cabinet Member for Finance, Innovation and Property set out the requirements under the Local Government Finance Act 1992 for a billing authority to set an amount of council tax for each category of dwelling in its area. Members were advised of the position concerning the determination of their respective precepts for 2023/24 by the major precepting authorities.

Consideration was given to a draft resolution (attached at Annex 2) identifying the process to be undertaken in arriving at the levels of council tax applicable to each part of the Borough. The resolution and further information regarding the precepts of the other authorities would be reported to the Council on 21 February 2023.

RECOMMENDED: That the resolution be noted and the Council be recommended to approve a 3% or £6.73 per annum increase in the Borough Council's element of the council tax for 2023/24, representing a notional 'average' charge at Band D of £231.23

***Referred to Council**

CB 23/13 LOCAL COUNCIL TAX REDUCTION SCHEME

Consideration was given to the Draft Local Council Tax Reduction Scheme 2023/24 (attached at Annex 1 to the report) which had been revised to bring it in line with statutory prescribed requirements, housing benefit and other national benefit rates and increases to income bands where uplifts to the Minimum Wage, a component of the income band level calculation, had been taken into account. The Scheme applied to working age households.

Members noted that for pension age households the separate Government Scheme prescribed maximum help up to 100% of council tax liability, a minimum requirement of a pension age scheme.

For information, Members were advised that in December 2022 Government announced a council support fund for 2023/24 to mitigate increases in council tax for low income households. Each household receiving local council tax reduction on 1 April 2023 would receive a further discount of £25, or less if the bill was lower after the application of council tax reduction. The discount would automatically be applied to relevant household bills. Further details of this discount would be presented to a future meeting of the Finance, Regeneration and Property Scrutiny Select Committee.

RECOMMENDED: That the draft Local Council Tax Reduction Scheme 2023/24 (attached at Annex 1) be commended to the Council for adoption.

***Referred to Council**

CB 23/14 CAPITAL PLAN REVIEW 2022-23

All budgetary matters were considered in detail in the substantive item on Setting the Budget 2023/24 (Minute Number CB 23/11). However, the recommendations from the meeting of the Overview and Scrutiny Committee of 26 January 2023 in relation to the formulation of initial draft proposals in respect of the Budget, including the Capital Plan (Minute Number OS 23/4) was given due consideration as part of the substantive discussion.

CB 23/15 REVENUE ESTIMATES 2023/24

All budgetary matters were considered in detail in the substantive item on Setting the Budget 2023/24 (Minute Number CB 23/11). However, the recommendations from the meeting of the Overview and Scrutiny Committee of 26 January 2023 in relation to the formulation of initial draft proposals in respect of the Budget, including Revenue Estimates (Minute Number OS 23/5) were given due consideration as part of the substantive discussion.

CB 23/16 AUDITOR'S ANNUAL REPORT

Consideration was given to the recommendations of the Audit Committee meeting held on 16 January 2023 (AU 23/4).

RECOMMENDED: That

- (1) the Auditor's Annual Report for 2021/22, attached at Annex 1, be approved; and

- (2) the management comments to the improvement recommendations made in paragraphs 1.2.4 to 1.2.5 be noted and endorsed.

***Referred to Council**

CB 23/17 RISK MANAGEMENT

Consideration was given to the recommendations of the Audit Committee meeting held on 16 January 2023 (AU 23/5).

RECOMMENDED: That

- (1) the Risk Management Strategy and accompanying Risk Management Guidance be commended for approval by the Council; and
- (2) the updates to the Strategic Risk Register since the last iteration with particular emphasis on those risks categorised as 'RED' be noted.

***Referred to Council**

CB 23/18 TREASURY MANAGEMENT UPDATE AND TREASURY MANAGEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2023-24

Consideration was given to the recommendations of the Audit Committee meeting held on 16 January 2023 (AU 23/6).

RECOMMENDED: That

- (1) the treasury management position as at 31 December 2022 be noted; and
- (2) the Treasury Management and Annual Investment Strategy for 2023/24, as set out Annex 5 to the report, be commended to Council for adoption.

***Referred to Council**

CB 23/19 HOUSEHOLD RECYCLING AND WASTE SERVICE

Opportunities to maintain and improve service provision in relation to the Waste Services Collection Contract, which was provided in partnership with Tunbridge Wells Borough Council, were outlined. The report advised on a proposed extension to previously agreed support for a further 5 month period in relation to the recent and ongoing impacts of the HGV market conditions and support for a proposed Phase 2 of re-rounding.

It was noted that a response was awaited from the contractor regarding their financial arrangements and any potential implications for the Borough Council arising from the proposed re-rounding and service efficiencies as requested by the Communities and Environment Scrutiny Select Committee. It was also noted that any sums raised by penalty default were relatively low and had to be used in service performance and were dealt with as part of monthly variables with the contractor. The proposed spend detailed in the report was an one off cost and would not impact on the Medium Term Financial Strategy.

After careful consideration of the proposals, the recommendations of the Communities and Environment Scrutiny Select Committee, the legal, financial and value for money implications and the assessments of risk and equality impact and on the grounds of ensuring the retention of necessary staff in light of continuing difficulties in the HGV driver market and bringing about long-term cost certainty and efficiency Cabinet

RECOMMENDED: That

- (1) Council gave authority to the Director of Street Scene, Leisure and Technical Services to extend, for the period November 2022 to March 2023, the provision of limited financial assistance to Urbaser Ltd and Urbaser SA in respect of the contract originally procured and that the value of this (£77,000) be reflected in the Revised Estimates for 2022/23 and funded from the Budget Stabilisation Reserve;
- (2) Council approved a one-off contribution to Urbaser Ltd of up to £150,000 towards the costs of terminating a number of existing collection vehicle leases to facilitate the provision of a new fleet of collection vehicles in 2023/24 and that the value of this be reflected in the Estimates for 2023/24 and funded from the Budget Stabilisation Reserve;
- (3) Council gave authority to the Director of Street Scene, Leisure and Technical Services, in consultation with Director of Finance and Transformation and Director of Central Services, to complete all necessary negotiations, legal processes and legal documentation to enter into an agreement with Urbaser Ltd to allow for the transfer of the new vehicle lease(s) to the Council in conjunction with Tunbridge Wells Borough Council or to the organisation(s) contracted to provide the two councils' household waste collection service on the expiry of the current joint recycling and waste collection and street cleansing contract;
- (4) Council gave authority to the Director of Street Scene, Leisure and Technical Services, in consultation with the Director of Finance and Transformation and the Director of Central Services, to complete all necessary negotiations, legal processes and legal

documentation and enter into an agreement with Tunbridge Wells Borough Council to share the liability for the new vehicle fleet from the end of the current joint recycling and waste collection and street cleansing contract; and

- (5) Council notes that a Voluntary Ex-Ante Transparency Notice be published containing details of the proposed changes set out in recommendations 1,2 and 3 to cover the items highlighted above.

***Referred to Council**

DECISIONS TO BE TAKEN IN ACCORDANCE WITH PART 3 OF THE CONSTITUTION

EXECUTIVE NON-KEY DECISIONS

CB 23/20 RESPONSE TO DLUHC NPPF CONSULTATION

Decision Notice: D230010CAB

Consideration was given to the Borough Council's proposed response to the 'Levelling Up and Regeneration Bill; reforms to national planning policy' as set out in Annex 1. Responses to the consultation had to be submitted by 2 March 2023.

A document showing some proposed changes to the current National Planning Policy Framework (NPPF) was attached at Annex 2. The most significant proposed changes were detailed in 1.2.3 of the report.

After careful consideration of the proposed response and any legal, financial and value for money implications, Cabinet

RESOLVED: That the Borough Council's full response to the 'Levelling Up and Regeneration Bill: Reforms to National Planning Policy, as set out in Annex 1, be approved and submitted by the consultation deadline of 2 March 2023.

CB 23/21 PUBLIC SPACE PROTECTION ORDERS - CONSULTATION FEEDBACK

Decision Notice: D230011CAB

Consideration of recommendation CE 23/7 from the meeting of Communities and Environment Scrutiny Select Committee of 8 February 2023

A point of clarification was sought in respect of Tonbridge Moorings and the Chair advised that this and any other points raised at the Communities and Environment Scrutiny Select Committee would be verified as soon as possible.

RESOLVED: That the proposed Public Space Protection Order, as presented at Annex 5, be approved.

MATTERS SUBMITTED FOR INFORMATION

CB 23/22 DECISIONS TAKEN UNDER EMERGENCY OR URGENCY PROVISIONS

Details of the Decisions taken in accordance with urgency provisions were presented for information. It was noted that D230006URG in respect of the health and safety of trees and the associated budget provision had been a departure from the adopted Budget and Policy Framework and had been taken in accordance with Procedure Rule 4.

CB 23/23 DECISIONS TAKEN BY CABINET MEMBERS

Details of the Decisions taken in accordance with the rules for the making of decisions by executive members, as set out in Part 4 of the Constitution, were presented for information.

CB 23/24 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.

CB 23/25 AGILE PROJECT

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

Members were provided with an update on the progress of the Agile project and the key issues and risks were outlined. In addition, consideration was given to additional budget provision in the 2023/24 Estimates to ensure delivery of the project.

After careful consideration of the financial, value for money and legal implications Cabinet

RECOMMENDED: That

- (1) the issues and risks set out in the report be noted by the Council; and
- (2) the draft Estimates 2023/24 be updated to include an additional budget of £130,000 in relation to the Agile project.

***Referred to Council**

EXECUTIVE KEY DECISIONS**CB 23/26 LEASE RENEWAL AT 1-5 MARTIN SQUARE, LARKFIELD**

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

Decision Notice: D230012CAB

Careful consideration was given to the proposed terms for a lease renewal outlined in the report, together with the legal, financial and value for money implications. On the grounds that the proposed rental represented a fair market rent and to ensure modern lease terms were included, it was

RESOLVED: That a new lease of 1-5 Martin Square be granted in line with the terms outlined in the report.

CB 23/27 LEASE RENEWAL AT 17 MARTIN SQUARE, LARKFIELD

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

Decision Notice: D230013CAB

Careful consideration was given to the proposed terms for a lease renewal outlined in the report, together with the legal, financial and value for money implications. On the grounds that the proposed rental reflected the continuing challenging environment many businesses were operating in and to ensure modern lease terms were included, it was

RESOLVED: That a new lease of 17 Martin Square, Larkfield be granted in line with the terms outlined in the report.

The meeting ended at 8.45 pm

TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

07 March 2023

Report of the Director of Central Services & Deputy Chief Executive

Part 1- Public

Executive Key Decisions

1 FUTURE GAS AND ELECTRICITY SUPPLY CONTRACTS

Summary

This report recommends that the Council enters into a new four year flexible procurement arrangement with LASER for the supply of gas and electricity for the period 1 October 2024 to 30 September 2028. The recommendation is based on the financial savings made under the current and previous flexible procurement contracts in place since 1 October 2008 and the energy procurement expertise available from LASER.

1.1 Background

- 1.1.1 The Council's gas and electricity supplies are currently purchased through LASER, a public body energy buying consortium established for over 30 years and originally set up under the Commercial Services arm of Kent County Council. LASER currently supplies over 200 public bodies with a combined purchase portfolio of approximately £1.5 billion of gas, electricity and water in 2022. LASER's operation is overseen by a Governance Panel.
- 1.1.2 The Council's Contract Procedure Rules allow us to take advantage of such local authority buying consortiums. LASER employ experts in the complicated energy supply market and procure the framework in accordance with the Public Contracts Regulations. They also manage, consolidate and validate the billing of the energy supplies on behalf of each participating authority. We pay LASER direct for any energy used, including a management fee of approximately 1.9%.
- 1.1.3 The current contract runs until 30 September 2024. This arrangement allows flexible procurement of utilities on a Purchase Within Period (PWP) basis. A PWP contract comprises a combination of purchasing prior to and within each six month period with an initial reference price that is reconciled after each period, potentially providing a rebate of savings back to the Council. The current contract is with Total Gas and Npower and gas and electricity respectively.

- 1.1.4 Since the introduction of these contract arrangements in 2008 savings have accrued to the Council against the alternative of procuring in isolation on the open energy market. Although these savings are difficult to quantify precisely, LASER estimate the current framework have delivered a cost avoidance of approximately £32,000 per annum.
- 1.1.5 Whilst PWP arrangements may not provide the absolute cheapest market price at a given point in time it is proven to track the utilities markets somewhere below middle market prices. More importantly it avoids the risk of renewal of any Fixed Term Fixed Price (FTFP) arrangement should the contract happen to expire at a peak in the market price.
- 1.1.6 Purchase in Advance (PIA) is a further option offered by LASER for which a premium is paid to achieve cost certainty. PWP does not provide cost certainty but has in the past delivered lower costs at an increased but relatively controlled risk. Over the past 12-18 months, this has prevented the Council from being forced to agree a price at a point in time where the market price was incredibly high.
- 1.1.7 This arrangement supplies energy for both our high and low volume sites. The high volume sites are Gibson Building West (electricity and gas) Gibson Building East (electricity and gas) and Tonbridge Castle (electricity only). The low volume sites predominately cover public conveniences, car parks etc (electricity only). The annual budgeted expenditure for the 2023/24 financial year is £165,000 for electricity and £75,000 for gas.

1.2 LASER Future Supply Contract

- 1.2.1 We have been advised by LASER that, following a full tendering process, the contract for 2024-2028 has been awarded. The highest evaluated tender scores were again obtained by Total Gas and Npower and they have retained the gas and electricity frameworks respectively. The Council would enter into an Access Agreement with Laser and then subsequent call-off contracts direct with the supplier.
- 1.2.2 LASER are advising organisations to sign-up early for the new framework so part of their risk management strategy, especially in light of the recent volatility seen in prices. Early sign-up will enable LASER to start making purchases for the period from October 2024 well in advance meaning they can take advantage of any favourable prices.
- 1.2.3 Under 8.1 of the Council's Contract Procedure Rules, Members must give approval in advance of utilising a framework where the value exceeds the relevant EU threshold.

1.3 Net Zero

- 1.3.1 Under the current framework the Council has signed up to REGO (Renewable Energy Guarantee of Origin) backed electricity supplies, meaning the electricity allocated to our portfolio has been generated by a renewable source. At present this has a cost implication of approximately £6,500 - £7,000 per annum on our electricity contracts.
- 1.3.2 As part of the new framework there will be a greater number of routes to assist the Council in achieving its net zero ambitions, as supported by the Climate Change Strategy. This includes purchasing energy direct from renewable generators.
- 1.3.3 In addition there will continue to be opportunities to utilise LASER frameworks for carbon studies and installation of renewable technologies. The Council used this approach for the recent installation of solar panels at Larkfield Leisure Centre.
- 1.3.4 Members will be aware the Council are looking to rationalise its office accommodation at Kings Hill which, once delivered, will further reduce the Council's carbon footprint.

1.4 Legal Implications

- 1.4.1 LASER procure in accordance with the tendering requirements of the Public Contracts Regulations 2015. They qualify as a Local Authority Buying Consortium under Council's Contract Procedure Rules.
- 1.4.2 The Council would enter into an Access Agreement with Laser and then separate call-off contracts direct with the suppliers.

1.5 Financial and Value for Money Considerations

- 1.5.1 Procurement of energy through LASER, a public body buying consortium, using the PWP framework has proved to be financially advantageous to the Council based on past experience.

1.6 Risk Assessment

- 1.6.1 Reliability of energy supply to our offices is vitally important. It is a significant advantage to be able to use an established, cost effective framework for a further four years (2024-2028).

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

- 1.8.1 Asset Management
- 1.8.2 Business Continuity/Resilience
- 1.8.3 Climate Change – see 1.3 above.
- 1.8.4 Procurement

1.9 Recommendations

- 1.9.1 Cabinet are RECOMMENDED to:
- 1.9.2 Approve the Council enters into a further four year agreement with Npower, Total Gas and LASER (KCC) for the supply of electricity and gas (purchased under PWP) for the Council’s high and low volume sites for the period 2024-2028
- 1.9.3 Give approval to utilise the LASER framework under Contract Procedure Rule 8.1
- 1.9.4 Authorise the continued use of the REGO backed electricity tariff and that alternative ‘green’ options be considered

Background papers:

contact: Stuart Edwards

Nil

Adrian Stanfield
Director of Central Services and Deputy Chief Executive

TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

07 March 2023

Report of the Chief Executive

Part 1- Public

Executive Non Key Decisions

1 GREEN BUSINESS GRANT SCHEME

In December 2022, government approved the Tonbridge and Malling UK Shared Prosperity Fund (UKSPF) Investment Plan which sets out a series of projects to help create a better borough for residents and businesses. One of the projects within the plan is the funding for the Green Business Grant Scheme. This report sets out the scheme in detail and seeks approval to launch it in the coming months.

1.1 Background

- 1.1.1 Between October 2021 and April 2022, a total of 39 local businesses were awarded grant support to deliver projects that reduced their carbon footprint through Round 1 and 2 of our Green Business Grant Scheme. These grant awards have helped to fund a variety of interventions, including the installation of LED lighting and floodlighting, new PV panels and tree planting.
- 1.1.2 In April 2022, Government announced the launch of the UKSPF prospectus and the allocation of funding across the country as part of the Levelling Up agenda. Tonbridge and Malling was allocated £1m for the period up to March 2025 to deliver initiatives that met the aims and objectives – Communities and Place, Local Business Initiatives, and People and Skills. The UKSPF represented an opportunity to deliver new rounds of the Green Business Grant Scheme and as such this project was included in Years 2 and 3 of our Investment Plan (2023/24 and 2024/2025). Partnership working with other local authorities is strongly encouraged in the UKSPF programme, and as such for this particular project we are working with Sevenoaks District Council to deliver the scheme.
- 1.1.3 With our Investment Plan now approved by the Department for Levelling Up, Housing and Communities (DLUHC) and Year 1 funding received. Work is now progressing on making sure our Year 2 projects, such as the Green Business Grant Scheme, are ready for the new financial year.

1.2 Overview of Previous Rounds:

1.2.1 There have been two previous calls for applications through our Green Business Grant Scheme which have been funded through a £150,000 allocation from the Business Rates Retention Pilot and Pool reserve.

1.2.2 This scheme has been well-received by local businesses, and are now coming towards completion. From Table 1, 39 out of 46 applications were approved for this scheme (85%) and to date 18 businesses have now completed their projects and been paid their grant funding. Funding was awarded for up to £167,413 of grant support on the basis that not all projects would ultimately be able to deliver. This assumption proved to be correct, and has been somewhat exacerbated by the current economic challenges.

1.2.3 In Round 1, 12 projects have completed, with five aborting and 2 having been given short extensions to complete, but not having done so yet. The reason for five projects being aborted was predominantly as a result of businesses being no longer able to find the required match-funding contribution or because costs had increased significantly and these proved to be prohibitive for them.

1.2.4 Projects in Round 2 have until the end of April 2023 to complete their projects. To date, six out of the 20 projects have completed and been paid their grant funding, with a further 6 having completed their project but not yet submitted their claim. It is envisaged that 5 or 6 projects will not ultimately be delivered and that the remaining 2 or 3 projects will need a short extension to complete their projects, with most delays due to difficulties in sourcing equipment or having to wait for contractors for installation.

	Number of Apps	Awards	Funding Awarded	Completed and Paid to Date	Awards Distributed to Date	Awards Unspent to Date
Round 1	21	19	£78,938	12	£54,351	£24,587
Round 2	25	20	£88,475	6	£30,000	£58,475
Total	46	39	£167,413	18	£84,351	£83,062

Table 1: Overview of the first two rounds

1.2.5 It is therefore estimated that total spend in Round 1 will be approximately £60,000 and around £65,000 for Round 2, making a total spend of around £125,000 out of the £150,000 allocation. This would equate to a £25,000 underspend that can be recycled back into the scheme for future rounds.

1.2.6 Table 2 provides information at a more local level across the borough as of February 2023. It shows that there has been a very wide spread of applications geographically.

Locations	Number of Apps	Awards	Funding Awarded	Completions to Date	Funding Distributed
Borough Green	2	1	£8,000	1	£8,000
East Malling	1	1	£5,000	0	£0
East Peckham	3	3	£14,400	2	£10,000
Hildenborough	3	3	£15,000	3	£15,000
Ightham	2	2	£6,432	0	£0
Ivy Hatch	2	2	£9,400	0	£0
Kings Hill	3	3	£15,000	1	£5,000
Larkfield	1	1	£1,840	0	£0
Mereworth	1	1	£5,000	1	£5,000
Snodland	2	2	£10,000	1	£5,000
Stansted	2	2	£9,418	1	£5,000
Tonbridge	9	8	£32,658	6	£21,351
Wateringbury	5	2	£5,015	0	£0
West Malling	1	1	£5,000	0	£0
West Peckham	1	1	£1,490	0	£0
Wouldham	1	1	£608	0	£0
Wrotham	5	5	£23,152	2	£10,000
Outside of the Borough	2	0	£0	0	£0
Total	46	39	£167,413	18	£84,351

Table 2: Geographical Spread of Round 1 and 2 Projects and Spend to Date.

1.2.7 **Appendix 1** provides a few case study examples to illustrate the sorts of schemes that have been funded through these two rounds of the Green Business Grant Scheme.

1.3 Green Business Grant Scheme

1.3.1 In total, £66,000 of UKSPF and around £25,000 of Business Rates Retention Pilot (BRRP) funding will be used to deliver the next couple of rounds of the Green Business Grant Scheme, creating a total budget of £91,000 as set out in Table 3:

	2023/24		2024/25		Total
	Capital	Revenue	Capital	Revenue	
Grants (UKSPF)	£10,000	£2,000	£50,000	£4,000	£66,000
Grants (BRRP)	£25,000	£0	£0	£0	£25,000
Total	£35,000	£2,000	£50,000	£4,000	£91,000

Table 3: Scheme Finances

1.3.2 From this pot of funding, £85,000 will be used directly for grant support for Tonbridge and Malling based businesses, with £6,000 allocated to cover the administration and promotion of the scheme. In addition, Sevenoaks District Council will have a total of £60,000 of funding to allocate towards businesses in their district.

1.3.3 The draft Guidance Notes and Example Application Form for the scheme are provided in **Appendices 2 and 3**. This scheme accords very closely with the criteria that was put in place for the previous two rounds of the scheme, with most of the changes being in relation to:

- The fact that we are working with Sevenoaks District Council to run this scheme.
- Changes in the government definitions specifically relating to green businesses.

1.3.4 As per previous rounds, the scheme will have two elements to this scheme:

- Section A: supporting businesses in the Low Carbon and Renewable Energy Economy (LCREE) with Research and Development, physical infrastructure and/or equipment and machinery. Grants of up to £8,000 available (covering up to 40% of eligible costs).
- Section B: helping lower the carbon footprint of business premises. This is open to all independent businesses that operate from commercial premises. Grants of up to £5,000 available (covering up to 40% of eligible costs).

1.3.5 Projects that have received a grant in a previous round of the Green Business Grant Scheme will be eligible to apply in these upcoming rounds.

- 1.3.6 Given the level of expertise and experience of running previous rounds of the Green Business Grant Scheme, the borough council will be taking the lead on setting up the call for applications, receiving applications and being the single point of contact for enquiries. Once applications are received, those that are located in Sevenoaks District will be shared with Sevenoaks District Council for them to assess and make recommendations to their local panel, make funding awards and monitor progress.
- 1.3.7 For proposals that relate to businesses in Tonbridge and Malling borough, the Economic Regeneration team will make initial assessments to ensure that the required information has been provided and liaise with the applicant if anything is missing. Once the deadline has passed, the applications will be shared with a number of different departments within the Council – Planning, Building Control, Environmental Health, Licensing, Business Rates and Economic Regeneration – to undertake required checks. Recommendations will then be made to a panel comprising the Leader of the Council, Cabinet Member for Finance, Innovation and Property and the Cabinet Member for Economic Regeneration.
- 1.3.8 Applicants will then be notified of the decision of the panel, with successful applicants receiving a Grant Offer Letter setting out the terms and conditions of their award. Payments will ultimately be made on receipt of evidence of completion and receipted invoices, although in exceptional circumstances, a stage payment may be considered.

1.4 Next Steps:

- 1.4.1 Subject to Cabinet approval, the Economic Regeneration team will be well placed to finalise the preparation for the launch of this scheme. It is envisaged that the next round will start in April 2023 and be open for submissions for 6-8 weeks in order to give applicants the required time to assemble the required information.
- 1.4.2 The scheme will be promoted through the council website and social media, the economic regeneration business bulletin and we will also notify businesses that have already expressed an interest in the scheme in anticipation of its launch. Information about the scheme will also be shared with all councillors and town and parish councils, as well as local business networks and business representative organisations.
- 1.4.3 At present, it is estimated that a further round of the Green Grant Scheme will open up in late 2023 or early 2024.

1.5 Legal Implications

- 1.5.1 As reported to Cabinet on 5th July in relation to the UKSPF, following the end of EU-Exit transitional arrangements on state aid the granting of public subsidies to private enterprise is now regulated by the Trade and Cooperation Agreement¹.
- 1.5.2 Importantly, the “de minimis” threshold for public subsidy has been raised to £340,000 over a three-year period, so it seems reasonable to assume that there will be relatively few businesses which will not be eligible for funding under the scheme on this ground.
- 1.5.3 On 19 July further guidance on subsidy control in relation to the UK Shared Prosperity Fund was issued by central government. It says that *“All lead local authorities, and applicants, must consider whether the UKSPF investment will be used to provide a subsidy and if so whether that subsidy will contravene the UK’s obligations on subsidy control, or the Subsidy Act 2022 (which will come into force later this year)”*. The guidance sets out the characteristics of a subsidy in both current (interim) and future (post enactment of the Subsidy Act) circumstances.
- 1.5.4 Those characteristics are:
- the support measure must constitute a financial (or in kind) contribution such as a grant, loan or guarantee and must be provided by a ‘public authority’, including, but not limited to, central, devolved, regional or local government;
 - the support measure must confer an economic advantage on one or more economic actors;
 - the support measure is specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services; and
 - the support measure must have the potential to cause a distortion in or harm to competition, trade, or investment.
- 1.5.5 The guidance goes on to state that *“As a guide, subsidy is most likely to be present in ‘supporting local business’ interventions. Public realm interventions, or activities that benefit individual people, are considered highly unlikely to be subsidy.”*
- 1.5.6 On this basis, payments under the Green Business Grant Scheme are likely to constitute public subsidy, and be subject to the Trade and Cooperation Agreement rules and, subsequently, the Subsidy Act 2022.

¹ s.29 European Union (Future Relationship) Act 2020

1.6 Financial and Value for Money Considerations

1.6.1 As set out in section 1.3, £66,000 of UKSPF funding has been allocated towards this scheme in the Tonbridge and Malling Investment Plan. This is split as follows over two years:

- 2023/24 - £10,000 capital and £2,000 revenue
- 2024/25 - £50,000 capital and £4,000 revenue

1.6.2 There is no requirement for the borough council to provide any match-funding for this particular programme, although it is envisaged that around £25,000 of Business Rates Retention Pilot Reserve Funding will be used to contribute towards the scheme in 2023/24.

1.7 Risk Assessment

1.7.1 The application process has been designed to minimise risk. Applications are shared with colleagues in a number of departments (Business Rates, Licensing, Planning, Building Control and Environmental Health) before being considered by the panel, and payments are only made once receipted invoices and photographic evidence of works have been provided. Visits to the business will also be made once the project has been completed.

1.7.2 There is a very small risk that if there is significant underspend in Year 1 of the UKSPF Investment Plan that DLUHC would withhold Year 2 funding. To date, good progress has been made on Year 1 projects. In the extremely unlikely event that our Year 2 funding was withheld, the call for applications would still take place, but we would only be able to award grants using the approximately £30,000 Business Rates Retention Pilot funding.

1.8 Policy Considerations

1.8.1 Economic Regeneration

1.8.2 Climate Change

1.7 Recommendations

1.7.1 That the report **BE NOTED**.

1.7.2 That the UKSPF Green Business Grant Scheme as set out in **Appendix 1 BE ENDORSED**.

1.7.3 That the capital plan and revenue budget **BE UPDATED** accordingly.

1.7.4 That delegated authority **BE GRANTED** to the Chief Executive in liaison with the Leader of the Council to approve any necessary minor changes to the scheme that may be required for the purposes of clarity.

Background papers:

Nil

Julie Beilby
Chief Executive

contacts:

Jeremy Whittaker, Strategic
Economic Regeneration
Manager

Tonbridge Angels Football Club

Tonbridge

- ▶ Application submitted to part fund new Floodlights at Longmead Stadium.
- ▶ These lights would reduce light pollution to the surrounding area and use less energy to run.
- ▶ Total Cost of project £65,220 + VAT
- ▶ Grant provided £5,000
- ▶ Project Completed July 2022



Vo2 Maximum Limited

Hildenborough

- ▶ Applied for Grant to help fund new Solar Panels at their Well Being Centre.
- ▶ **Their aim is to become “Net Zero” users and this project helps with this.**
- ▶ Total cost of sourcing and installing panels £13,490.32
- ▶ Grant provided £5,000
- ▶ Project Completed January 2023





Zilch Zero Waste

Tonbridge

- ▶ Grant agreed to assist with funding of Gravity Dispensers, Freezers, fridge and stock.
- ▶ **This shop has a goal to ‘eliminate single use plastic and hidden plastics in our everyday living’.**
- ▶ Total Cost of Project £10,881.45
- ▶ Grant provided £4,352.45
- ▶ Project completed December 2022

MotoGirl Limited

Tonbridge

- ▶ Had moved to a new Unit and wanted to reduce Carbon Footprint
- ▶ They sell motorbike clothing and accessories for women
- ▶ Decided to upgrade to LED lighting and improve insulation for reduced heat and power consumption - lights use 62% less energy than before.
- ▶ Total cost £4,522.80
- ▶ Grant funding £1,809.36
- ▶ Project completed September 2022



S Hohler Discretionary Settlement

Stansted

- ▶ The Trust owns a building which incorporates 5 office units and wanted to improve energy efficiency.
- ▶ They decided that Air Source Heat Pumps would best meet their needs
- ▶ Total cost of project £21,355 + VAT
- ▶ Grant funding £5,000
- ▶ Project completed December 2022



Capital Space

Kings Hill

- ▶ Company offers flexible workspace solutions in Churchill Square.
- ▶ Environmental impact is very important to them
- ▶ Grant application was for motion detectors and to plant trees to provide shade.
- ▶ Total cost of project £13,124.17
- ▶ Grant funding £5,000
- ▶ Project completed July 2022



STL Lighting

Mereworth

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- ▶ They supply lighting equipment to the event and live music industry
- ▶ Decided to change to LED lights to reduce energy usage.
- ▶ Total project cost £109,478.21
- ▶ Grant Funding £5,000
- ▶ Project completed October 2022

Fleet Retail Packaging Limited

Snodland

- ▶ Wholesale distribution of luxury packaging to the retail sector.
- ▶ Replaced internal, external and fog lights to reduce carbon footprint with motion detecting LED units.
- ▶ Estimate that there will be an immediate 40% reduction in electricity costs, a saving of £3,000 per annum
- ▶ Total project cost £17,742 inc. VAT
- ▶ Grant funding £5,000
- ▶ Project completed November 2022





Green Business Grant Scheme
Tonbridge & Malling Borough Council and Sevenoaks
District Council
UK Shared Prosperity Fund
Guidance Notes and Example Application Form
March 2023



PLEASE READ THESE GUIDANCE NOTES BEFORE COMMENCING THE APPLICATION FORM. AN INCOMPLETE SUBMISSION WILL CAUSE UNNECESSARY DELAYS IN DECIDING YOUR APPLICATION.

1. Introduction

The purpose of these guidance notes is to help you through the application process – from the initial contact stage with the Council, to submitting the application, to completion of the works and the final payment of the grant.

This scheme is part-funded through the Government's UK Shared Prosperity fund (*UKSPF*). The UKSPF is a central pillar of the UK government's Levelling Up agenda and provides £2.6 billion of funding for local investment by March 2025. The Fund aims to improve pride in place and increase life chances across the UK investing in communities and place, supporting local business, and people and skills. For more information, visit <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>

2. What is the scheme?

This scheme is for (i) businesses based in Tonbridge and Malling Borough and Sevenoaks District operating in the green economy to help them develop new ideas and (ii) any business located within these areas that are looking to reduce their carbon footprint.

The grants are the latest initiative forming part of our wider economic recovery and climate change strategies. The Councils will only assess applications from Businesses in their own areas i.e. there will be no cross-border grant allocation.

There are two grants available:

- Section A grants – supporting business development
- Section B grants – helping lower business premises' carbon footprint

3. Who can apply?

Section A – supporting Business Development

Section A is intended for businesses in the Low Carbon & Renewable Energy Economy (*LCREE*) to help build short-term resilience and provide the foundations for future growth. Under the LCREE definition (*as produced by the Department for Business, Energy & Industrial Strategy*), businesses must fall under one of the following 17 sectors:

Low Carbon & Renewable Energy Economy		
Offshore Wind	Bioenergy	Carbon capture and storage
Onshore Wind	Alternative Fuels	Nuclear
Solar Photovoltaic	Renewable Heat	Fuel Cells and Energy storage
Hydropower	Energy Efficient Lighting	Low emission vehicles and infrastructure
Other renewable Electricity	Renewable Combined Heat and Power	Energy Monitoring, Saving or Control systems
Other Energy Efficient products	Low Carbon Financial and Advisory services	

Businesses applying for a grant from Section A will be required to provide evidence that the majority of their operation falls within one of the sectors listed in the LCREE table above. In addition, the Councils have decided applicants for Section A should demonstrate that their plans fit within one or more of the following Business Development Initiatives:

- Research & Development
- Physical infrastructure – including new premises to accommodate growth or improvement to existing premises.
- Equipment and Machinery

Businesses that wish to apply for funding for Business Development activities outside of the above list will be required to make a compelling case in their application form, explaining clearly why their proposal meets the aims of the scheme.

Section B - helping lower business premises' carbon footprint

Section B is open to **all independent businesses based in Tonbridge and Malling borough or Sevenoaks District that operate from commercial premises.**

The Councils have decided that the following sectors will be given priority and will receive preference if the scheme is oversubscribed. These are:

- Food Production
- Tourism and Hospitality
- Distribution and Logistics
- Construction
- Independent Retail

Please note that all grants are discretionary and subject to the availability of funds. Once all the funding has been allocated, this programme will close. The inclusion of a business/building within an eligible area does not give any automatic entitlement to a grant.

The scheme will not support any works that have already been undertaken or any works which are started prior to a formal offer of grant funding being made and accepted.

Multinational businesses, national chains or franchises will not be eligible to apply, nor will business that have more than 5 properties irrespective of locations.

If you are unsure of whether your business is eligible to apply for a grant please contact economic.regeneration@tmbc.gov.uk

4. How much is the grant for?

The Green Business Grant (*GBG*) is a one-off grant specifically to support the proposals set out by the applicant.

Awards for businesses in the Green Economy applying to Section A

LCREE businesses can apply for a grant towards business development activities. This grant covers 40% of eligible costs, up to a maximum grant contribution of £8,000.

Awards for local businesses looking to decarbonise their operations by applying for Section B

Local independent businesses can apply for a grant towards projects on their site which increase energy efficiency and reduce the carbon footprint of their premises. The grant covers 40% of eligible costs, up to a maximum grant contribution of £5,000.

The following applies to both Schemes

The contribution provided through this scheme will always be 'up to 40%' (with the maximum individual grant being £8,000). Whilst the administrators of the scheme will seek to offer a 40% contribution to most agreed proposals, there may be occasions where this is not possible. For example, if the proposal exceeds £20,000 or if the remaining funds left in the scheme do not stretch sufficiently to offer 40%.

If a business is VAT registered, the GBG will not consider VAT when calculating the grant offer. E.g. if a proposal is agreed for £4,000 + VAT (Total £4,800), the grant would be a maximum of £1,600 not £1,920.

5. Excluded Businesses

The following businesses **will not be eligible** for the GBG

- Businesses that are not based or trading in Tonbridge and Malling Borough or Sevenoaks District – to check which local authority your business is based in go to <https://www.gov.uk/find-local-council>
- Businesses that have started or entered any form of administration or Insolvency process (Including CVA/CVL).

- Multinational businesses, national chains or franchises, nor business that have more than 5 properties irrespective of locations.
- Businesses that have already received Public Subsidiary Grant payments that equal the maximum permitted subsidy allowances
- **SECTION A ONLY** - Businesses that are not in the Low Carbon and Renewable Energy Economy sector (*see Section 3 above*)
- **SECTION B ONLY** - Businesses that do not operate from commercial premises.

6. How do I apply?

In order to apply for the scheme, you should first make sure that you have read through the guidance notes and, where required, contacted Tonbridge and Malling Borough Council for any support.

Having gathered the required information, you will then need to apply on-line at www.tmbc.gov.uk/XXXXXXXX ahead of the specified deadline.

7. What do I have to supply with my application?

In order to consider a proposal, the following are required:

- Complete the on-line application form – this contains basic information about your proposals together with confirmation of any public subsidiary received over the last three years (see Appendix 1 for example application form)
- Latest Bank Statement
- Evidence that you have sourced **at least three quotes** from contractors, you should state which contractor is preferred and why.
- Include Cost estimates including quotes and professional fees
- The following information must be obtained in any quote:
 - A breakdown of individual cost of each element of the scheme
 - Total price of the whole scheme (remember to also include project support costs and VAT as separate items as well as any ineligible works) for the purpose of grant calculation and monitoring.
 - A programme of works from the contractor.

(Please note that any grant offer would usually be based on the lowest quotation received).

8. Planning and Other Permissions:

If an applicant, to either Section A or B, intends to carry out works that change the exterior of buildings it is likely that planning permission will be required, and there are additional requirements for Listed Buildings and buildings within Conservation Areas.

If an applicant is unsure as to whether their proposal would require planning approval, then they are strongly advised to contact the relevant Planning Department:

TMBC: can be contacted via planning.applications@tmbc.gov.uk. More information can be found via <https://www.tmbc.gov.uk/services/planning-and-development/planning/planning-advice-and-guidance>.

SDC: can be contacted via **TBC**

Whilst very minor works often do not require the submission of a planning application, Building Regulations approval will need to be obtained if any of the proposed changes are structural or involve moving or altering entrances. Further information can be found at:

TMBC: <https://www.tmbc.gov.uk/services/planning-and-development/building-control/consultancy-services> or

SDC: https://www.sevenoaks.gov.uk/homepage/88/building_control

Where an applicant requires planning or building regulations approval to deliver their proposal, but has not yet secured it, any award from this scheme will be 'subject to securing the necessary permissions'. In summary, no grant funding will be able to be paid out until all necessary permissions have been obtained and the required proof provided

As part of the Application process, applicants will initially be required to comment on their permission requirements and, subsequently, will need to provide proof that all permissions have been received prior to payment being made.

For further information, go to <https://www.tmbc.gov.uk/planning-applications-appeals/apply-planning-permission> or *Sevenoaks District Council Planning website link TBC*

9. How long will it take to make a decision on my application?

We will try and decide on your application within three weeks after the application deadline has passed, providing that the submission has been fully completed and all additional information provided.

If planning approval is required and has not been granted by the time a decision on your grant application is made, then any offer will be conditional on securing the required permissions.

If your application is submitted without all of the necessary information, then this will delay the process and may result in the applicant not receiving an award.

10. Who will decide whether my application is approved?

Applications will initially be assessed by a panel made up of Council Officers (from Planning, Building Control, Licencing, Environmental Health, Finance and Economic Regeneration) from the relevant council.

Once assessed, a recommendation will be made to a local panel comprising the Leader of the Council and the Cabinet Members for Economic Regeneration and Finance, Innovation and Property (**NB the wording of this paragraph may need to be amended for Sevenoaks DC**)

The grant scheme will be administered by Tonbridge & Malling Borough Council and Sevenoaks District Council dependent upon the applicant location.

11. What conditions will apply to the grant?

All grant offers will be made in writing setting out conditions, including a timeframe of a **maximum of 9 months** from the date of the grant offer letter to deliver the project. Full details of the conditions that apply to the grant will be set out in the grant offer letter.

All grants will be conditional on you securing appropriate planning consent where required. The scheme operates independently of the planning process and as such securing planning permission does not imply in any way that a grant application will be approved.

Grants are dependent on applicants being required to complete a short questionnaire evaluation 6 months after the receipt of the grant.

12. When will the grant be paid?

Grant contribution payments will be made retrospectively and on production of

- I. receipted invoices from contractors showing a detailed breakdown of costs,
- II. Pictures of the finished project
- III. satisfactory proof that, where required, planning and any other permissions have been obtained and
- IV. after all works are completed.

In exceptional circumstances, the Councils will consider providing stage payments in order to help with cash flow.

THE APPLICATION PROCESS

1. Where required, contact Tonbridge and Malling Borough Council with any questions or for areas that require clarification in connection with the project idea and with completing the application form.
2. Fully complete application form online and submit for consideration ahead of the deadline www.tmbc.gov.uk/XXXXXXXX
3. Once the scheme has closed to applications the individual submissions will be considered by the panel (*in accordance with Section 10*) and a decision made.
4. If approved, a formal Grant Offer Letter is issued giving the applicant 9 months to complete their project (*if planning permission is required but not yet secured, the grant offer will be conditional on achieving the required permission*).
5. If declined, the applicant will receive feedback explaining the decision of the panel.
6. As stated in Section 8, advice should be sought from the Planning Department if you are uncertain as to whether permission is required. This can be done through the submission of a Lawful Development Certificate proposal. Please note, this service is subject to a fee.
7. If permission is required, prepare the planning/other permissions application(s) (*including appropriate plans, application forms and relevant fees*) and submit to Tonbridge & Malling Borough Council Planning Dept. (***Please note duration of at least 8 weeks for determining the planning application***).
8. Before work starts on site, please advise us of the planned commencement date.
9. Work starts on site.
10. Works complete.
11. Submit evidence of completion, including photographs, receipted invoices, and confirmation of permissions together with Bank details.
12. Checks will be made by the Council to verify the works have been completed and that the documentation provided is correct and in order.
13. Council Officer approves the works.
14. Grant paid retrospectively (unless stage payments have been agreed).

Summary of Scheme A – supporting Business Development	
Eligible Sectors	Low Carbon and Renewable Energy Economy
Types of eligible businesses	Offshore Wind, Bioenergy, Carbon capture and storage, Onshore Wind, Alternative Fuels, Nuclear, Solar Photovoltaic, Renewable Heat, Fuel Cells and Energy storage, Hydropower, Energy Efficient Lighting, Low emission vehicles and infrastructure, Other renewable Electricity, Renewable Combined Heat and Power, Energy Monitoring Saving or Control systems, Other Energy Efficient products, Low Carbon Financial and Advisory services,
Location	Tonbridge and Malling Borough, or Sevenoaks District
Tenure	Commercial property owners or tenants with a minimum of 2 years remaining on their lease.
Eligible Works	Research & Development, Physical infrastructure – including new premises to accommodate growth or improvement to existing premises, Equipment and Machinery, Promotion and Marketing, Digital/IT support
Grant Value	40% of Eligible Costs, up to a maximum of £8,000
Quotes	A minimum of three quotes needed to demonstrate value for money.
Planning Permissions	Commentary whether Planning Permissions are necessary for your works will be required before your application can be considered. Upon approval of the Grant request the Applicant will obtain formal Permission(s) as required.
Timeframe to Deliver Project	If an applicant is successful in accessing a grant, they will have a maximum of 9 months (from the date of the Grant Offer Letter) in which to deliver their project
Payments	Will be made retrospectively on receipt of paid invoices, proof that any necessary permissions have been obtained and photographic evidence that the works have completed. In exceptional circumstances, the Borough Council will consider stage payments.

Summary of Scheme B – helping lower business premises’ carbon footprint	
Eligible Sectors	All sectors are eligible: preference given to the following in event of oversubscription. Food Production, Tourism and Hospitality, Distribution and Logistics, Construction, Independent Retail
Types of eligible businesses	All businesses that trade from Commercial premises.
Location	Tonbridge and Malling Borough, or Sevenoaks District
Tenure	Commercial property owners or tenants with a minimum of 2 years remaining on their lease.
Eligible Works	Those that reduce the Carbon Footprint of Commercial premises
Grant Value	40% of Eligible Costs, up to a maximum of £5,000
Quotes	A minimum of three quotes needed to demonstrate value for money.
Planning Permissions	Commentary whether Planning Permissions are necessary for your works will be required before your application can be considered. Upon approval of the Grant request the Applicant will obtain formal Permission(s) as required.
Timeframe to Deliver Project	If an applicant is successful in accessing a grant, they will have a maximum of 9 months (from the date of the Grant Offer Letter) in which to deliver their project
Payments	Will be made retrospectively on receipt of paid invoices, proof that any necessary permissions have been obtained and photographic evidence that the works have completed. In exceptional circumstances, the Borough Council will consider stage payments.

TERMS AND CONDITIONS

Businesses/organisations accepting grant offers from this Scheme will be required to abide by and agree to the following terms and conditions:

1. The approval or refusal of a grant is at the absolute discretion of Tonbridge & Malling Borough Council or Sevenoaks District Council ('the Council') and there will be no right to appeal process.
2. Grants will not be given for expenditure incurred prior to the grant offer being made and the Grant Offer Letter signed.
3. The grant is not payable to an un-discharged bankrupt.
4. The grant must be used for the purpose intended as outlined in the Grant Offer Letter (this will be supported by producing original invoices for the grant claim).
5. In the case of tenants, payment of grant requires the building owner's approval and providing proof of a minimum of a two-year lease for the building.
6. If the business/organisation ceases trading/operating within 2 years of the payment of the grant or the building is sold, the applicant must notify the Council within 14 days and in such circumstances The Council may require the applicant(s) to repay, in whole or part of, the grant paid.
7. The grant must not be used for improvements to residential property, external security features, CCTV systems or recoverable VAT.
8. If the applicant is registered for VAT this must be declared on the application form. If at any point the business/organisation becomes VAT registered, the applicant must inform The Council and discuss repayment of VAT expenses claimed.
9. **The Grant will only be paid to proposals which, where required, have been granted all relevant permissions (*Planning/Advertising etc*).** Nothing in the agreement or negotiation of the grant will affect the Council's decision over planning permission. Failure to provide satisfactory proof will result in a delay in payment being made and could result in Grant forfeiture.
10. All works are to be undertaken strictly in accordance with the specification and schedule of works agreed with the Council.
11. The Council's written approval must be obtained in advance of any amendments to the approved specification and schedule of works. Amendments include the omission or variation of the agreed works and the execution of additional works. Failure to comply with this condition may invalidate the grant offer even if the additional work is not grant aided.
12. Representatives of the Council must be allowed access to the property to carry out interim inspections of the works in progress, by appointment at any reasonable time.
13. There is no obligation on the Council to increase the grant if the costs of works increase, or if any additional work is undertaken.
14. A proportional reduction will be made in the grant if the actual cost of the eligible work proves to be less than estimated. Payment will be made in arrears upon the production of the grant claim form along with supporting documentation (*e.g., paid invoices*) subject to the percentage criteria.
15. The applicant must inform the Council of any changes to the business/organisation or changes of business address and/or telephone number.
16. The grant is made on the condition that the property will be maintained to a satisfactory standard for a minimum of two years.

17. Any grant must be taken up within the period stated in the Grant Offer Letter or the offer will lapse
18. Payments of grants to successful applicants will be made in arrears, in one sum on the receipt by the Council of evidence that the applicant has incurred the expenditure. A supporting statement should show how the expenditure relates to the individual items in the approved schedule of works together with all relevant supporting evidence
19. Expenditure must be incurred using a debit/credit card/cheque or direct Bank payment and evidenced through a bank statement. Payments of grants will not be made towards expenditure incurred using the payment method of cash.
20. Grants are dependent on applicants being required to complete a short questionnaire evaluation 6 months after the receipt of the grant.
21. The Council reserves the right to publish illustrations, photographs or other details of your project in promotional literature and other documents associated with Council grant schemes
22. Applicants will need to sign the contract within 28 days from the date offered otherwise the offer will be withdrawn.
23. If the applicant undertakes any work that, in the opinion of the Council, significantly alters or removes any elements of the grant aided work, the Council shall have the right to recover such proportion of the grant as it sees fit. This condition shall apply for a period of five years starting on the day on which the final grant payment is made.
24. Under s58(4) of the Planning (Listed Buildings and Conservation Areas) Act 1990, if any grant condition is contravened or not complied with, the Council reserves the right to recover the grant, or such part of it as the Council sees fit.

Green Business Grants Scheme

This application form is to be used when applying for the Tonbridge and Malling Borough Council and Sevenoaks District Council Green Business Grant Scheme, where eligibility criteria is met.

This grant is **ONLY** aimed at supporting businesses based in Tonbridge and Malling Borough and Sevenoaks District which either:

- A. Operate in the Green Sector OR**
- B. Are carrying out work on their premises to improve energy efficiency or move towards net zero.**

A serious misrepresentation in supplying the required information may have the following consequences for the signatory that made the misrepresentation:

- The Council may sue the signatory for damages under the Misrepresentation Act 1967
- If fraud, or fraudulent intent, can be proved, the signatory may be prosecuted and convicted of the offence of fraud by false representation under s.2 of the Fraud Act 2006, which can carry a sentence of up to 10 years or a fine (or both)
- The signatory may be excluded from bidding for Council contracts for three years, under regulation 57 (8) (h)(i) of the Public Contract Regulations 2015

Additionally;

Tonbridge and Malling Borough Council and Sevenoaks District Council will not accept deliberate manipulation and fraud. Any business caught falsifying their records to gain grant money may face prosecution and any funding issued will be subject to claw back.

Grant income received by a business might be taxable therefore funding paid under this scheme could be subject to tax.

Companies that are in Liquidation, Administration, are Insolvent or subject to a Striking-Off Notice are **NOT** eligible for funding through the Green Business Grant scheme.

Declaration

Name of person making declaration

Position in the business

I confirm that within the past 5 years my organisation or any person who has powers of representation, decision or control in the organisation has not been convicted of any offence listed in the List of Mandatory and Discretionary Exclusions document.

I confirm that in the last 5 years, my organisation has not been subject to formal investigation which resulted in a proven case of 'blacklisting'

I confirm that my organisation has relevant policies and procedures in place to prevent Tax Evasion to ensure the elimination of offences covered by the Criminal Finances Act 2017 from my organisation supply chains

I confirm that I have read the requirements for the Green Business Grants Scheme and am authorised to submit this application form on behalf of this business

I declare that my business meets the criteria for the grant I am applying for, and the information I have provided is complete and accurate. If any circumstances change, I will notify the Council of this change immediately.

I confirm that, including the payment of this grant, my business will not breach State subsidy regulations.

I confirm that I authorise the Economic Regeneration Team at Tonbridge & Malling Borough Council or Sevenoaks District Council to make any enquiries it considers necessary for the assessment of the application.

I confirm that this business is engaged in business activity and is not in Liquidation, Administration, Insolvent or has a Striking-Off Notice made against it.

The Green Business Grant Scheme

Business Location: *(please tick)*

Tonbridge and Malling Borough

Sevenoaks District

DETAILS

Contact Name	
Contact Address	
Name of Business	
Type of Business	Limited Company/Sole Trader/Charity/Other
Business Address	
Company Registration Number (CRN) (where applicable)	
Business Rates Number (where applicable)	
Telephone Number	
Email Address	
Business Sector	
Total Number of Employees	
Turnover Per Annum (£)	

Is your business VAT registered? (Please tick one)

Yes

No

The scheme is divided into two components aimed **(A) Businesses in the Green Economy and (B) Local Businesses looking to reduce their carbon footprint**

Section A - Supporting Businesses in the Green Economy:

This section of the scheme is specifically aimed at businesses based in Tonbridge and Malling Borough and Sevenoaks district that operate in the Low Carbon and Renewable Energy Economy (LCREE) economy to help build short-term resilience and provide the foundations for future growth.

Under the LCREE definition (as produced by the Department for Business, Energy and Industrial Strategy (BEIS)), businesses must trade in one of the following 17 sectors:

Low Carbon & Renewable Energy Economy		
Offshore Wind	Bioenergy	Carbon capture and storage
Onshore Wind	Alternative Fuels	Nuclear
Solar Photovoltaic	Renewable Heat	Fuel Cells and Energy storage
Hydropower	Energy Efficient Lighting	Low emission vehicles and infrastructure
Other renewable Electricity	Renewable Combined Heat and Power	Energy Monitoring, Saving or Control systems
Other Energy Efficient products	Low Carbon Financial and Advisory services	

For these businesses grant support of up to £8,000 will be provided to contribute up to 40% towards any of the following activities that support resilience and growth in the following areas:

- i) Research & Development
- ii) Physical infrastructure – including new premises to accommodate growth or improvement to existing premises.
- iii) Equipment and Machinery

Section B – Reducing the Carbon Footprint of the Local Economy

This section of the scheme is available to Tonbridge and Malling Borough and Sevenoaks District based businesses looking to improve their energy efficiency and reduce the environmental footprint of their commercial premises.

In the event of over-subscription the following sectors will be given priority:

- i) Food Production
- ii) Tourism and Hospitality

- iii) Distribution and Logistics
- iv) Construction
- v) Independent Retail

This section of the Scheme will provide Grant support of up to £5,000 to contribute up to a maximum of 40% towards any of the following activities:

- i) Physical Infrastructure – energy efficiency measures to existing commercial premises.
- ii) Equipment and Machinery – that improves the energy efficiency.

How We Will Use Your Information

We will use your information to assess your application for financial support. We will confirm information about you and your account from credit referencing agencies and information held by Tonbridge and Malling Borough Council or Sevenoaks District Council to confirm account validity and your identity.

If you provide false or inaccurate information, we will record this.

The data you provide in your application will be shared with the Cabinet Office for the National Fraud Initiative, other Local Authorities and Law Enforcement Agencies for fraud prevention and detection.

Which part of the Green Business Grant Scheme are you applying to? (tick box)

Section A - Supporting Businesses operating in one of the 17 LCREE sectors
 Section B – Reducing Carbon Footprint in local Businesses

Category of Business:

Please choose one of the following options (tick box)

Business in the Green Economy	<input type="checkbox"/>
Business in the Tourism and Hospitality Sector	<input type="checkbox"/>
Business in the Food Production Sector	<input type="checkbox"/>
Business in the Distribution and Logistics Sector	<input type="checkbox"/>
Business in the Construction Sector	<input type="checkbox"/>
Business in the Independent Retail Sector	<input type="checkbox"/>
Other (describe below)	<input type="checkbox"/>

Please provide an overview of the nature of your business (if a business in the Green Economy please explain how your business fits the LCREE definition):

What is your interest in the commercial premises from which your business operates?

Owner

Tenant

Other (Please specify)

If you are a tenant, please give the number of years left on your lease:

Contact Details of the Landlord:

Proposal Outline

Please provide a detailed description of the initiative(s) you are proposing for which you are requesting Green Business Grant support.

STATEMENT OF WORKS

Please fully describe the changes that you propose to make including:

- **Forecast outcome of Research and Development**
- **Alterations/Improvements/Extensions to existing infrastructure**
- **Whether any energy efficiency measures are included in the works (either internally or externally) and anticipated percentage improvement**

Description of Work	Quoted Costs
TOTAL COST	

Please upload any sketches/plans of your proposed works. In respect of infrastructure works provide pictures of the existing area in question (give them the opportunity to upload up to 3 documents)

Evidence that you have sourced at least three quotes from contractors, you should state which contractor is preferred and why.

Please upload three quotes (up to 3 documents)

What is your expected start date for the work?

When do you expect to complete the work?

Do you require any of the following permissions? (Please refer to Section 8 of the Guidance as you will need to opine whether your proposals require planning permission before submitting your application)

Type of Permission	Y/N/ TBC	Comment (<i>required for all options</i>)
Planning Permission		
Building Control Approval		
Listed Building Consent		
Advertising Consent		

What environmental and economic outcomes do you expect directly from the delivery of your proposals? To include expected drop in Greenhouse Emissions as a percentage.

Will this project lead to the creation of any jobs in your organisation	Yes/No <i>(if yes how many)</i>
Will your project lead to the safeguarding of any jobs in your organisation	Yes/No <i>(if yes how many)</i>
Will your project lead to your organisation adopting any new technologies or processes	Yes/No <i>(if yes – describe/detail)</i>

Have you or the applicant business applied for or received any public sector funds within the last three years?

Yes

No

If yes, what is the total amount you have received over the past three years? *(this should include all payments, such as Job Retention Scheme (furlough scheme), Self-Employment Income Support Scheme, Covid-19 Grants and other sources of State/European Aid)*

If you do not have a Company Registration Number (CRN) via Companies House, please provide an Individual Identifier from the list below:

Choose: VAT Registration Number; Self Assessment/Partnership Number; National Insurance Number; Unique Taxpayer Reference; Registered Charity Number

Enter number in here

Name of Bank or Building Society

Account Holder's Name

Account Number

Sort code

Upload – Please upload latest business bank statements (showing account details and transactions). If you are entitled to a payment, we will pay it into this bank account.

General Business Support Questions:

Would you like to be notified about the release of future grant opportunities and further business support by the Council?

Yes

No

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

07 March 2023

Report of the Chief Executive

Part 1- Public

Executive Non Key Decisions

1 CORPORATE STRATEGY – COMMUNITY CONSULTATION

This report provides an update on the Corporate Strategy Community Consultation which was undertaken during January – February 2023, and seeks approval to make final amendments to the Corporate Strategy ahead of it being finalised.

1.1 Background:

In December 2022, Report C22/108 set out progress on developing the emerging Corporate Strategy and provided details on the upcoming community consultation. With the community engagement now completed, analysis work of the responses has now been carried out and improvements to the strategy have been identified that are proposed for the final draft of the document.

1.2 Corporate Strategy – Community Consultation

1.2.1 Following feedback received from Overview and Scrutiny Committee, members of staff and Cabinet, a consultation draft of the Corporate Strategy was produced (see Appendix 1). This formed the basis for the Community Consultation that was undertaken from 06 January 2023 – 10 February 2023.

1.2.2 On the day of the launch, direct emails went out to Borough Councillors, Parish Councils, community groups, housing associations, schools and colleges. A reminder was also sent half-way through the consultation. In addition, the consultation was promoted through the council's social media channels on a regular basis and the business bulletin.

1.2.3 For residents that wanted to engage with the consultation, but were unable to use the technology in order to fill in the online survey, hard copies of the draft Corporate Strategy and the survey form were also made available at the Kings Hill reception and Tonbridge Castle.

1.2.4 A virtual public meeting also took place on 17 January 2023 to encourage engagement. In total 29 people attended this meeting, with a recording of the meeting also being made available online for people that were unable to make it on the day.

1.3 Community Consultation - Feedback:

1.3.1 In total, there were 229 responses to the consultation exercise. The survey asked some questions relating to the demographic make-up of the people responding, as well as some information about where they lived and their thoughts on their local area. Table 1 provides an overview of this contextual information:

Question	Feedback
Where do you live?	Responses came from all over the borough (and some from adjoining boroughs). The biggest response came from resident of Tonbridge (32%) followed by West Malling (11.5%), Hildenborough (8%) and Aylesford (6.5%), although responses were received from 28 different settlements across the borough.
Overall, how do you feel about the area in which you live?	Most people were very positive about the area in which they live with 83% either liking or loving their area. Only 4% don't like or strongly dislike where they live.
What gender do you identify as?	45.5% of people responding said 'woman', 49% said 'man'; 0.5% identified as non-binary and 5% preferred not to say.
What age range group do you fit into from the following?	1.5% of responders were under 24 years old, 19.5% were 25-44 years old, 43.5% 45-64 years old and 35.5% were 65+ years old.
What is your ethnic background?	93.5% stated 'White/Caucasian'; 1% 'Black/African/Caribbean/Black British'; 1% 'Asian/Asian British'; 0.5% 'Mixed/Multiple Ethnic Groups' and 4% stated 'Other'.

Table 1: Demographic/Contextual Information

1.3.2 The overall conclusions from the above information are that:

- There was a good geographical spread of responses across the borough.
- People that responded were overwhelmingly positive about where they live.
- Whilst the gender and ethnic background make-up of people that responded is broadly in line with the overall population of the borough, the age of responders was skewed more towards people aged 45 years and over.

1.3.3 In terms of feedback about the Corporate Strategy specifically, Table 2 sets out the key messages from the consultation:

Question	Response
Is this the right vision for the Council?	In total, 59% of responders agreed with the vision, 6% did not agree with the vision and 35% were unsure.
Explanation of response about the vision.	<p>A number of positive comments about being positive about the area and supporting residents, but those that were unsure about the vision or didn't agree with it highlighted the following:</p> <ul style="list-style-type: none"> - Too ambitious given public finances. - Too vague/just words. - Support for vision depends on how it is delivered. - Feeling that council's shouldn't 'lead', that they should listen to residents and focus on delivering core services.
Do you think the values of Innovation, Transformation and Delivery are the right ones for the borough?	44% of responders thought they were the right ones, 10% did not agree with the values, and 46% were unsure.
Explanation of response about the values.	<ul style="list-style-type: none"> - Need to have values that show we care for residents, for example, inclusivity and equality could be values. - Confusion as to whether innovation and transformation are actually different values. - Would support values if they were implemented but not sure they will be. - A number of people responding wanted more information about what detail/definitions lies behind the values before saying they were supportive. - Concern that delivery means building more housing locally, but if it means delivering much needed infrastructure then supportive.
In what order would you rank the	Top Priority: Delivering Efficient Services for all our residents

priorities in this strategy?	<p>Second Priority: Sustaining a Borough which cares for the Environment</p> <p>Third Priority: Investing in our Local Economy</p> <p>Fourth Priority: Improving Housing Options for Local People</p>
Explanation of ranking of priorities.	<ul style="list-style-type: none"> - Many people responding thought they were all important. - A lot of support for delivering efficient services in particular especially with reference to waste collection. - Some people unclear about what investing in the local economy actually means. - Concern that 'improving housing options' would mean building a lot more housing and lead to overcrowding and an impact on the environment.
Are there any measures missing from this strategy that you think could help the borough council meet its priorities? If so, please explain.	<ul style="list-style-type: none"> - Recognising the ageing population and the changing needs of people. - Need for more infrastructure to support local people - More community engagement/listening to locals - Greater emphasis on sustainability - Improving public transport - Acknowledge deprivation and cost of living crisis - Safer communities/high streets - Supporting rural communities
Are there any other comments you would like to make about this strategy?	<ul style="list-style-type: none"> - Residents need to see positive change happen. - Period up to 2025 is too short, should be longer.

Table 2: Community Consultation Feedback

1.3.4 Overall, the feedback received from local residents was broadly positive, however there were a number of points or proposed improvements raised. These can be broadly grouped into the following:

- That the language used is too vague or that there are too many 'buzzwords'.
- The strategy doesn't provide concrete measures that will deliver the priorities.

- The need to ensure that residents are central to the strategy and that their views are heard.
- Need to effectively measure delivery to ensure we are on track to meet our targets.
- Proposed minor amendments and additions.

1.3.5 Regarding the above consultation feedback, the following response is proposed:

Category	Response
That the language used is too vague or that there are too many 'buzzwords'.	Every effort has been made to make the strategy as legible as possible. Following this consultation process a number of minor changes have been made to try and make the document easy to read (see below)
The strategy doesn't provide concrete measures that will deliver the priorities.	This is a high-level document, and it is only once it has gone through consultation and the vision and priorities have been finalised that a short annual action plan can be developed to set out priority actions for delivering the strategy. In addition, sitting under the Corporate Strategy are a number of thematic strategies which set out greater detail.
The need to ensure that residents are central to the strategy and that their views are heard.	This is noted and additional emphasis on the importance of serving our residents has been added through the amendments in the last section of this table (see below)
Need to effectively measure delivery to ensure we are on track to meet our targets.	Agreed. Whilst corporate Key Performance Indicators (KPIs) have been developed and are already being captured, there is a recognition that these need to evolve once the Corporate Strategy has been finalised, in order to ensure that they reflect the priorities set out in the document. Section 1.4 sets out the approach to KPIs in more detail.
Proposed minor amendments and additions.	Proposed amendments: 'Innovation' definition: "Embracing new ideas and technology, and proactively finding solutions that improve our services to residents"

	<p>'Delivery' definition: "Ensuring we set ambitious targets that we strive to meet, in order to provide high quality public services for our residents"</p> <p>Priority 'Improve air quality in the borough by tackling sources of pollution' expanded to "Improve environmental quality in the borough by tackling sources of pollution" in order to give recognition to other types of pollution.</p> <p>Priority 'Investing in our local economy' expanded to "Investing in our local economy to help support residents and businesses and foster sustainable growth"</p> <p>Merge last two bullet points on page 8 to state "Further move the borough council forward so its services are delivered innovatively and in the most cost-effective and efficient way"</p> <p>On page 9, change 'Deliver climate change plans which focus on cutting emissions, increasing biodiversity and facilitating healthy and active lifestyles' to 'Deliver climate change plans which focus on cutting emissions and increasing biodiversity' as 'healthy and active lifestyles' is already picked up in the priority 'Efficient services for all residents, maintaining an effective Council' on page 8.</p> <p>On page 10, change text to "We will bring forward plans to help people onto the housing ladder.....focus on affordable housing in the borough <i>whilst protecting our outdoor areas of importance</i>" in order to provide additional emphasis.</p> <p>On page 11, change text to "Local businesses have faced tough challenges in recent years and continue to do so. We want to support businesses which are the lifeblood of the local economy and help them adapt and grow in the future"</p>
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Table 3: Incorporating resident feedback into the consultation document.

- 1.3.6 In addition, given the comments received about the short timescale covered by the consultation draft document, it is suggested that the period covered by the Corporate Strategy could be extended to 2023-2027. However, the views of Cabinet are sought on how long they consider the strategy should be adopted for.

1.4 Key Performance Indicators

- 1.4.1 As mentioned earlier in the report in Table 3, with the completion of the community consultation and resultant proposed changes to the Corporate Strategy, the timing is right to review the current Key Performance Indicators (KPIs) that are used by

the council to measure and manage performance. The main emphasis being on ensuring that the KPIs are measuring the council's priorities in the most effective and straightforward way possible.

1.4.2 Appendix 2, sets out a Gap Analysis of KPIs, which identifies the areas where there are no measures to provide oversight of our priorities, and also where there are KPIs that are currently measured but don't directly relate to a specific priority.

1.4.3 As a result of this exercise, the following potential changes are identified:

- A slight reduction in the overall number of KPIs from 72 to 68 – specific areas where there were a number of KPIs covering one particular area have been a focus for rationalisation.
- Each priority in the Corporate Strategy has at least one KPI linked to it in order to demonstrate improved alignment between the aspirations of the council and the activities it is measuring. New KPIs arising through this gap analysis work have been highlighted in bold red italics in the 'Overall New KPIs' column.
- There are also a small number of KPIs that do not fit directly under a specific action in the Corporate Strategy, but are nonetheless useful in assessing performance (predominantly in Planning, Customer Services and Licensing). As such it is proposed to retain these for information unless it is felt that these would be better shared via different means.

1.4.4 Specific KPIs will then be shared as a standing item with the scrutiny select committees and the Overview and Scrutiny Committee (as illustrated in Appendix 2). The KPIs will also become a standing item at Management Team and Service Management Team meetings in order to ensure that they are embedded within the day-to-day running of the Council.

1.5 Annual Action Plan

1.5.1 Appendix 3 provides a high-level annual action plan setting out some of the key activities that will be required in order to contribute towards the delivery of the Corporate Strategy.

1.5.2 This action plan will be reported to Cabinet on a 6-monthly basis, providing a RAG rating for each strategic project, along with some narrative to explain progress.

1.5.3 It will be reviewed on an annual basis throughout the course of the Corporate Strategy.

1.6 Proposed Next Steps

1.6.1 Subject to the approval of Cabinet, the Corporate Strategy will go to Overview and Scrutiny Committee on 06 April 2023, before going back to Cabinet and then on to Council at dates to be determined (but likely to be in June 2023):

Meeting	Date
Overview and Scrutiny Committee	06 April 2023
Cabinet	June 2023 (TBC)
Council	June 2023 (TBC)

Table 4: Decision-making Timetable

1.7 Legal Implications

1.7.1 The matters raised in this report are considered to be routine, uncontroversial or not legally complex and a legal opinion has not been sought on these proposals.

1.8 Financial and Value for Money Considerations

1.8.1 None arising directly from this report.

1.9 Risk Assessment

1.9.1 Reputational risk if the Council fails to meet targets set out in the Corporate Peer Review Action Plan and undertake the recommendations suggested by the Peer Team.

1.10 Policy Considerations

1.10.1 Business Continuity/Resilience

1.10.2 Communications

1.10.3 Communities

1.10.4 Planning and Housing

1.10.5 Environment

1.10.6 Economy

1.11 Recommendations

1.11.1 That the report **BE NOTED**.

1.11.2 That the Corporate Strategy as set out in Appendix 1, but including the suggested amendments set out in Table 3, **BE ENDORSED**.

1.11.3 That the period covered by the strategy, as referenced in 1.3.6 **BE CONSIDERED**.

1.11.4 That the proposed new Key Performance Indicators, as set out in Appendix 2, **BE ENDORSED**.

1.11.5 That Overview and Scrutiny Committee **BE INVITED** by Cabinet to consider views on the Corporate Strategy 2023/24 Action Plan, as set out in Appendix 3.

1.11.6 That delegated authority **BE GRANTED** to the Chief Executive in liaison with the Leader of the Council to approve any necessary further minor changes to the Corporate Strategy that may be required solely for reasons of clarity or presentation.

Background papers:

contacts:
Jeremy Whittaker, Strategic
Economic Regeneration
Manager

Julie Beilby
Chief Executive

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Innovation, Transformation and Delivery

Corporate Strategy - Consultation Draft
2023 - 2025



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Innovation, Transformation and Delivery

Corporate Strategy - Consultation Draft 2023 - 2025

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Foreword from the Leader and Chief Executive

Tonbridge and Malling is a great and safe place to live, work and socialise. Our historic environment, heritage and countryside has attracted investment for many years.

Since 1974, Tonbridge and Malling Borough Council has been there to support residents, businesses and anyone visiting the area. It delivers its core service well. The borough council has helped so many people and organisations through the challenges of recent years. But there is more that can, and needs, to be done.

As the council approaches its 50th birthday, this Corporate Strategy catapults the borough council into a new era - leading in investing and delivering for the towns and villages that make up this beautiful area.

There are three key values that define our approach:

Innovation, Transformation and Delivery

By pro-actively encouraging these values, we can transform our council and the towns and villages that make up our borough. This allows us to deliver modern and successful public services that help to meet our four key priorities for the borough:

- 1 **Efficient** services for all our residents, maintaining an effective council
- 2 **Sustaining** a borough which cares for the environment
- 3 **Improving** housing options for local people whilst protecting our outdoor areas of importance
- 4 **Investing** in our local economy

To be an effective community leader, we must continue to provide these services to the standards that residents expect. We know expectations have, rightly, risen. Our challenge is to use new approaches to meet this.

We've got to be flexible in dealing with the challenges we face, both locally and across the country, even the world. Using our ambitious sustainability plans as a base, we can help to transform our community to one which puts greater emphasis on the health of the environment. This will mean acknowledging the importance of our green spaces when taking a balanced approach between the need to tackle the housing crisis and protecting our countryside.

And by leading as an ambassador for business in West Kent, we can demonstrate why Tonbridge and Malling has such a great track record of investment, regardless of economic conditions.

This Corporate Strategy marks a change in the approach of Tonbridge and Malling Borough Council. It is a clear indication of where we wish to take this council, to clearly communicate and lead in the delivery of public services and investment in the community.

As a bold, forward looking Corporate Strategy this sets the benchmark for delivery over the next few years. We are ambitious for Tonbridge and Malling to meet its potential, and look forward to sharing this journey with you all.



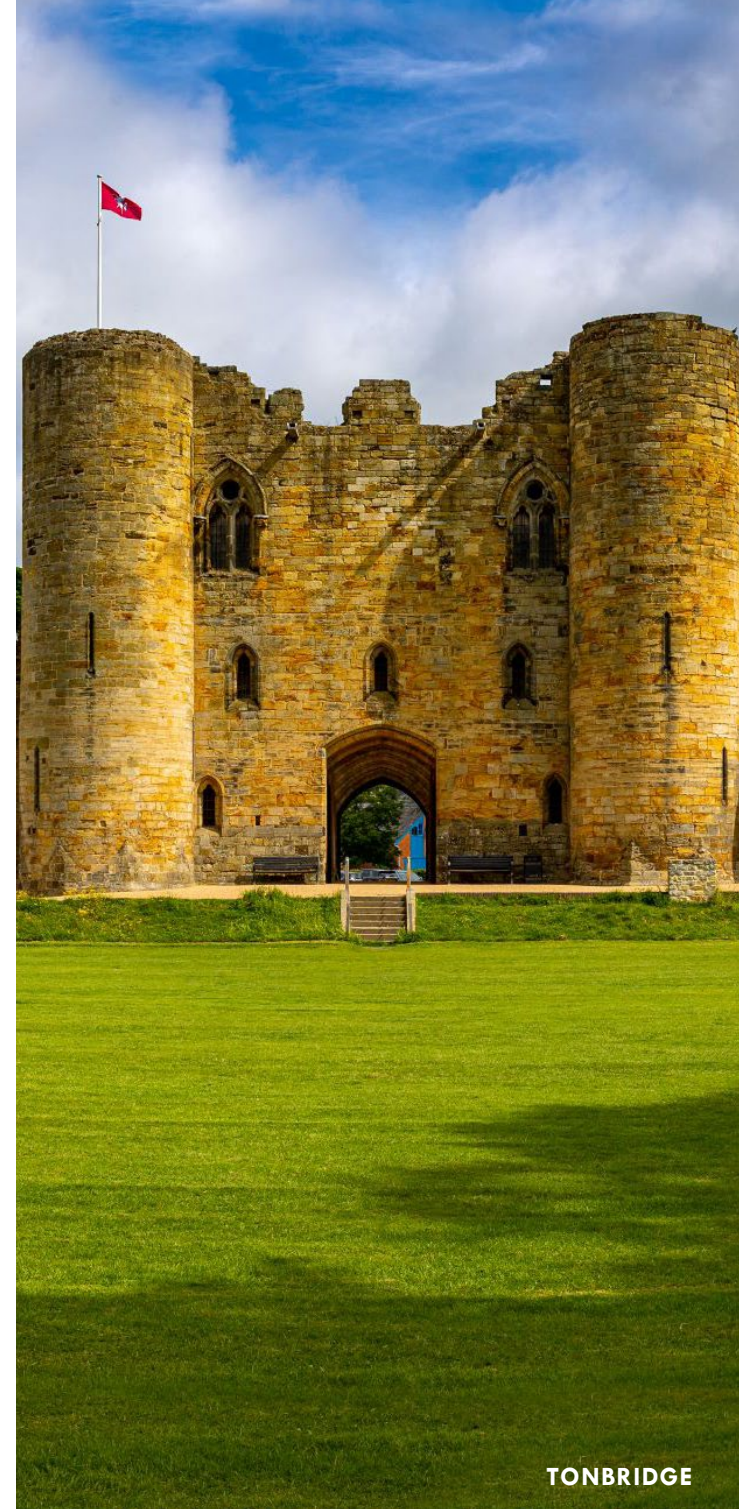
Cllr Matt Boughton

Leader of Tonbridge & Malling
Borough Council



Julie Beilby

Chief Executive of Tonbridge & Malling
Borough Council



Our Vision

To be an innovative and forward-thinking council, that leads the people and businesses of the borough towards a vibrant, prosperous and sustainable future.

Our Values

Innovation

Being willing to look at new ideas, and being proactive in identifying solutions that look to the future to enable our services to develop.

Transformation

Adapting so we can meet the standards residents, businesses and all those involved with the borough council rightly expect.

Delivery

Ensuring that we are set up to make sure our public services are the envy of other areas, providing services that set ambitious targets that we strive to meet.

Our Priorities

1

Efficient services for all our residents, maintaining an effective council

2

Sustaining a borough which cares for the environment

3

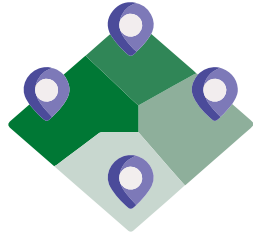
Improving housing options for local people whilst protecting our outdoor areas of importance

4

Investing in our local economy



132,600
Population (2020)



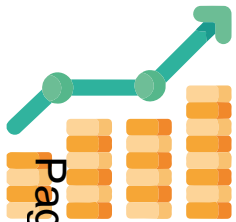
92.71
Square Miles



62,000
Employee Jobs in
the Borough (2020)



Enterprises (2020)



Page 78
84.1%

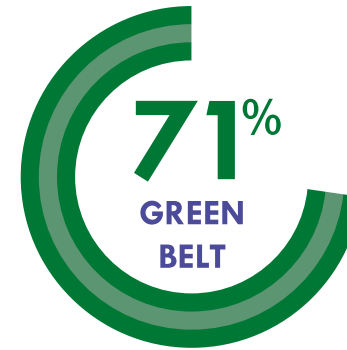
Economically active
16-64 year olds (2020)



19
**ELECTORAL
WARDS**
(from 2023)



£392,914
Average House
Price (2021)



71%
GREEN
BELT



56,096
HOUSEHOLDS



£689.90
Average Weekly
Resident Salary
(Full-Time) (2020)



Average Age
40.9
YEARS
(from 2020)

We receive
10.9p
of every £1
of Council Tax
(2021)



2 AREAS OF OUTSTANDING
NATURAL BEAUTY IN THE BOROUGH
(**KENT DOWNS & HIGH WEALD**)

About Tonbridge and Malling



Over
75,000
phone calls
answered by
our Contact Centre per year



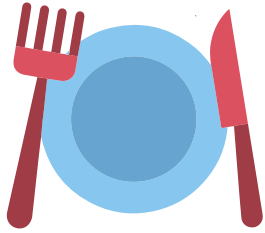
31
independent
businesses
supported
through shopfront improvement grants



Over
£40m
distributed to local
businesses in grants
during COVID-19

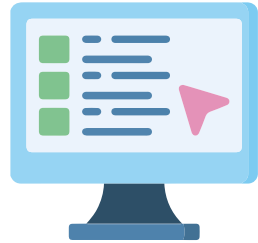


1751
roads
cleansed

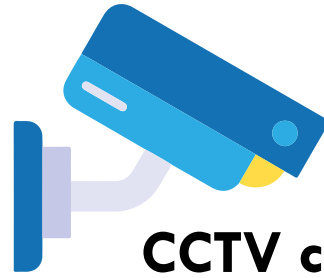


Over
500
food

businesses inspected annually



25,725
myaccount
users



68
CCTV cameras
covering facilities and town centres

Responsible for maintaining



400
areas of
public open
space

Page 79

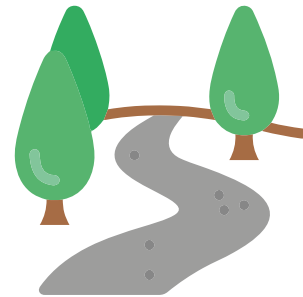


Over
3000
planning
applications
processed per year

Running and maintaining



43 car parks
with
3258
spaces

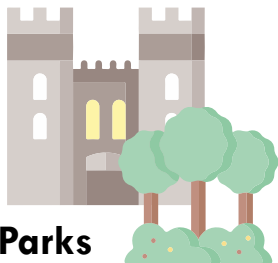


355
miles of
footways
cleansed



Over
1200
business
license
applications processed per year

Providing
2 x Country Parks
3 x Leisure Centres
a Castle & a Golf Course



Achieving the best
recycling rates in Kent



Over
£1.25m
to grants in the
community &
voluntary
organisations
inc. Community Development Grants,
Disabled Facilities Grants, Housing Assistance Grant,
CSU Mediation Service Grant

What
We Do



PETERS BRIDGE

08 Meeting our Priorities

Efficient services for all our residents, maintaining an effective Council.

We want the people of Tonbridge and Malling to enjoy good quality public services, to feel safe and enjoy the benefits that digital technologies offer. Between now and 2025 we will:

- Promote well-being and help people, especially our most vulnerable residents, to live healthy and active lifestyles. This includes facilitating good quality leisure facilities and services across Tonbridge and Malling.
- Through key partnership working with Kent Police and other partners, support residents and ensure safeguarding is an integral part of Council activity.
- Make our services and advice available to residents 24 hours a day through digital innovation, and ensure the borough council is able to respond efficiently to the needs of local residents.
- Identify new and innovative ways to deliver our services in the most cost-effective and efficient way.
- Further move the borough council forward so its services are delivered effectively, bringing value for money and being keen to adopt new ideas and innovations for Tonbridge and Malling.



Sustaining a borough which cares for the environment.

We're committed to creating a borough which protects the environment and provides beautiful spaces for our residents and visitors to enjoy. Between now and 2025 we will:

- Deliver climate change plans which focus on cutting emissions, increasing biodiversity and facilitating healthy and active lifestyles.
- Build on our track record of recycling more than anywhere else in Kent with measures to further improve rates while reducing overall levels of waste and fly-tipping.
- Improve air quality in the borough by tackling sources of pollution such as car idling and taxi emissions, backed up by design-led approaches in new developments and encouraging sustainable travel.
- Continue our successful management of parks, open spaces and leisure centres so the best recreational facilities are available to everyone.
- Recognise and support our local built heritage to give people pride in the place they live.



Improving housing options for local people, whilst protecting our outdoor areas of importance.

We will bring forward plans to help people onto the housing ladder, improve standards in the rented sector and support those at risk of homelessness through ensuring a strong focus on affordable housing in the borough. Between now and 2025 we will:

- Develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community.
- Ensure a supply of affordable housing for people who would struggle to buy on the open market
- Use every power we can to support those who are most in need of housing support and at risk of becoming homeless.
- Improving standards in rented accommodation, including offering help to make flats and houses more energy efficient.



Investing in our local economy

Many local businesses have faced tough challenges over recent years, not least the profound changes brought about by the shift to online shopping. We want to support businesses which are the lifeblood of the local economy and help them adapt and grow in the future. Between now and 2025 we will:

- Deliver a range of measures to help our local economy bounce back from the covid-19 pandemic and current economic pressures.
- Identify ways we could use our land and other assets better, especially in Tonbridge town centre.
- Develop proposals to raise the profile of Tonbridge Castle and all council assets, boosting income generation opportunities and our reputation as a partner to work with.
- Strengthen our links with strategic partners and funding bodies in the public and private sectors to maximise the support available for our local economy.

Annex 1: Our Key Strategies

Our Corporate Strategy does not stand-alone – there are a whole host of key strategies that underpin this document and deliver for the benefit of our residents, visitors and businesses. Some of these key strategies are:

- Climate Change Strategy – sets out an aspiration for the borough council to be carbon neutral by 2030, with an action plan that illustrates key steps required to contribute towards this goal.
- Community Safety Partnership Strategy – creating a safer and more resilient Tonbridge and Malling.
- Digital and IT Strategy – aims to allow the communities and businesses we serve to be able to engage and transact with us responsively and seamlessly.
- Economic Recovery Strategy – aims to help create a dynamic and inclusive economy that fosters sustainable growth.
- Housing Strategy – improving housing supply and options for the community.
- Local Plan – will guide development across the borough through to 2040 and will include policies on great design, delivering the services communities need, affordable housing and regenerating Tonbridge Town Centre.
- Medium-Term Financial Strategy – a financial framework within which financial stability can be achieved to deliver the council's key priorities.
- Savings and Transformation Strategy – aims to bridge the funding gap identified in the Medium-Term Financial Strategy through savings and transformation.





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Appendix 2 Corporate Plan Priorities - KPIs

Priorities	Actions	Existing KPIs	Gaps in KPIs/Issues	Overall New KPIs	Comments	Scrutiny Select Committee	Data Frequency						
Efficient Services for all our Residents	Promote well-being and help people live healthy and active lifestyles.	Number of food safety inspections due risk category A-C	Possibly a need to streamline these KPIs into one/two	% of due food safety inspections undertaken (Risk Category A-C)	Covers a wide range of health/fitness related KPIs - food safety, leisure centre attendance, one you, and waste collection.	CESSC	Quarterly						
		Number of food safety inspections undertaken risk category A-C		% of due food safety inspections undertaken (Risk Category D-E)				CESSC	Quarterly				
		Number of food safety inspections due risk category D-E	Also fits into action re. running leisure centres	Total attendance at LLC/AC/TSP/PWGC		CESSC	Quarterly						
		Number of food safety inspections undertaken risk category D-E		Waste as a health/well-being matter.				Total number of actual missed collections (waste)	CESSC	Annually			
		Total attendance at LLC/AC/TSP/PWGC	Number of clients referred into the One You service	Number of clients referred into the One You service		CESSC	Quarterly						
		Total number of actual missed collection (waste)		Spoken to the CSU about whether there are better indicators re. our work with the police - not at present				Total number of ASB cases	CESSC	Quarterly			
		Number of clients referred into the One You service	Currently no Safeguarding KPI			No red flags on our annual safeguarding self-assessment framework.	Priority is to ensure that there are no fundamental issues.	CESSC			Annually		
	Through key partnership working with Kent Police and other partners, support residents and ensure safeguarding is an integral part of council activity.	Total number of ASB cases	Need to streamline to ensure KPIs remain a dashboard of performance.	Social media clicks/engagement	No comment	O&S			Quarterly				
		Total number of victim-based crimes		Website top tasks			O&S	Quarterly					
			Website Myaccount Registrations	O&S						Quarterly			
	Make our services and advice available to residents 24 hours a day through digital innovation.	My TMBC app downloads	Need to condense down to fewer KPIs to reflect that staff resources are in place to deliver effectively.		My TMBC app downloads	Gives a better indication of staff resources than headcount.	O&S	Quarterly					
		Further move the borough council forward so its services are delivered innovatively and in the most cost-effective and efficient way.		Staff Numbers (Headcount)	Staff Numbers (FTE)				Needed to give an indication of recruitment issues/turnover	O&S	Quarterly		
				Staff Numbers (FTE)	Vacant Posts (FTE)							No comment	O&S
				Sickness absence (days) - Short-term	Sickness absence (days) - medically signed off				No comment	O&S	Annually		
				Sickness absence (days) - Medically signed off	Gender Pay Gap - Median							Suggest median as less skewed by anomalies	O&S
				Gender Pay Gap - Mean	Salary Monitoring data (£)				Will likely need to condense these finance KPIs down further, also recognising that	FRPSSC	Quarterly		
				Gender Pay Gap - Median	Income Monitoring data (£)							FRPSSC	Quarterly
				Salary Monitoring data (£)	Council Tax collection (%)								
				Income Monitoring data (£)									
				Council Tax collection (%)									

		NNDR collection (%)		NNDR collection (%)	<i>financial data is reported in detail on a regular basis through other means.</i>	FRPSSC	Quarterly
		Sales ledger - outstanding debt (£)		Sales ledger - outstanding debt (£)		FRPSSC	Quarterly
Sustaining a borough which cares for the environment	Deliver climate change plans which focus on cutting emissions and increasing biodiversity.	T&M carbon dioxide emissions data (ktCO2e)		T&M carbon dioxide emissions data (ktCO2e)	Aligned so using the same units.	CESSC	Annually
		TMBC annual carbon audit emissions data (tCO2e)		TMBC annual carbon audit emissions data (ktCO2e)		CESSC	Annually
			<i>Need to include a biodiversity KPI</i>	Achievement of 10% biodiversity net gain on all development sites.		CESSC	Annually
	Build on our track record of recycling more than anywhere else in Kent.	% of household waste sent for recycling and composting	<i>Covers what is required - will need benchmarking.</i>	% of household waste sent for recycling and composting	Can seemingly be relatively light touch on waste collection etc, as this will be reported in to CESSC in detail on a regular basis.	CESSC	Annually
	Improve environmental quality in the borough by tackling sources of pollution.	Number of contaminated land enquiries	<i>Existing KPIs cover more general pollution issues rather than solely air pollution, however priority should really be more wide ranging. Needs a KPI looking at air quality specifically.</i>	Number of contaminated land enquiries.	NB change in priority to "Improve environmental quality in the borough by tackling areas of pollution"	CESSC	Annually
		Total number of service requests leading to investigation		Total number of service requests leading to investigation		CESSC	Annually
		Number of enforcement notices served		Number of enforcement notices served		CESSC	Annually
				% of AQMAs with improved air quality		CESSC	Annually
	Continue our successful management of parks, open spaces and leisure centres.	Total attendance at LLC/AC/TSP/PWGC	<i>Current KPIs only really cover attendance and less so on 'successful management' - possibly awards is a good indication of quality.</i>	Total attendance at LLC/AC/TSP/PWGC	Duplicate - also covered in line 11	CESSC	Quarterly
				No of parks with Green Flag status	Also a link with lines 62 and 63 re. leisure centres	CESSC	Annually
Improving housing options for local people	Develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community.	Housing Land Supply (years)		Housing Land Supply (years)	Retain as it is for time being (may change if scrapped by planning reforms)	HPSSC	Annually
			<i>KPI needed on alignment with Local Development Scheme.</i>	Milestones achieved on delivering the T&M Local Development Scheme	The LDS provides the key milestones on delivery of the Local Plan so would seem an important KPI to measure.	HPSSC	Quarterly
	Ensure a supply of affordable housing for people who would struggle to buy on the open market		<i>KPI currently missing on this priority - obvious measure would be delivery of affordable housing or total quantum of provision.</i>	Number of affordable homes built out per annum	Subject to the information being available on a timely basis.	HPSSC	Annually
	Use every power we can to support those who are most in need of housing support and at risk of becoming homeless.	Number of people on housing register	<i>Ideally reduce to streamline number of KPIs but all relevant</i>	Number of people on housing register	No comment	HPSSC	Quarterly
		Number of housing register applications received		Number of housing register applications received		HPSSC	Quarterly
		Waiting time for assessment of applications (days)		Waiting time for assessment of applications (days)		HPSSC	Quarterly
		Number of people in Temporary Accommodation		Number of people in Temporary Accommodation		HPSSC	Quarterly
Improving standards in rented accommodation.	Number of properties where property conditions have been improved		Number of properties where property conditions have been improved	No comment	HPSSC	Quarterly	

		Number of enforcement notices served		Number of enforcement notices served	No comment	HPSSC	Quarterly	
			<i>Number of disabled facilities grants distributed in the borough.</i>	Number of disabled facilities grants distributed in the borough.	May be overlap with 'Number of properties where property conditions have been improved'	HPSSC	Annually	
Investing in our Local Economy to foster sustainable growth	Deliver a range of measures to help our local economy bounce back.	Median gross weekly workplace earnings - Full Time (£)	<i>These KPIs provide a good overview of the economy but not really in terms of measures we are undertaking. Needs both wider economic measures and deliverables.</i>	Number of economic projects delivered through the UKSPF and REPF	Amended to reflect a more balanced indication of our own delivery and the performance of the local economy.	FRPSSC	Quarterly	
		Unemployment Rate (%)		Ratio of enterprise births to deaths		FRPSSC	Annually	
		Town Centre Vacancy Levels (%)		Town Centre Vacancy Levels (%)		FRPSSC	Annually	
		18-24 year olds claiming out of work benefits (%)		Unemployment rate (%)		FRPSSC	Quarterly	
	Identify ways we could use our land and other assets better, especially in Tonbridge Town Centre.	% Occupation of rental properties	<i>Needs a KPI specifically regarding Tonbridge Town Centre Asset Review</i>	% Occupation of rental properties	Progress made on Tonbridge Town Centre Regeneration Plans.	May be more of a narrative for Tonbridge Town Centre initially as plans and timescales are worked up.	FRPSSC	Quarterly
				FRPSSC			Quarterly	
	Develop proposals to raise the profile of Tonbridge Castle and all council assets.	Total income from weddings booked at Castle	<i>Need to streamline KPIs - as such suggest "total income generated by the castle" (weddings/conferences/castle attraction/shop sales)</i>	Total income generated by Tonbridge Castle (£)	If required, any specific information about weddings, conferences, shop sales or the castle attraction can be provided in the narrative.	FRPSSC	Annually	
		Total income from conferences booked at Castle				FRPSSC		
		Total income from people visiting castle attraction				FRPSSC		
		Total income from shop sales				FRPSSC		
		Leisure Centres - overall income	Leisure Centres - overall income	An important indicator on the profile/usage of key council leisure assets	FRPSSC	Quarterly		
		Leisure Centres - overall expenditure	Leisure Centres - overall expenditure		FRPSSC	Quarterly		
		Total income from council run/supported events	Total income from council run/supported events	No comment	FRPSSC	Annually		
			<i>Need a KPI that demonstrates wider portfolio</i>	Total income generated from property rentals (£)	included to cover the catch all '...and all council assets'...	FRPSSC	Annually	
Strengthen our links with strategic partners and funding bodies.		Currently no existing KPIs that address this priority.	External funding received for economic initiatives (£)	This would include BRRP, UKSPF, REPF predominantly.	FRPSSC	Annually		
			No of projects jointly delivered with strategic partners.	Strategic Partners re the economy needs to be defined but could include: NIAB EMR, RBLI, DWP, KCC, WKP (inc. SDC and TWBC), LiK, VK, FSB, KICC.	FRPSSC	Annually		

Other KPIs - Useful Data for Monitoring

Corporate/Other KPIs	Useful data that will give an indication of performance within specific parts of the borough council	Planning			These KPIs do not fit neatly under any one priority, but are instead potentially relevant to all four priority areas.		
		% against Government target of 60% (for major apps)				HPSSC	Quarterly
		% against Government target of 65% (for minor apps)				HPSSC	Quarterly
		% against Government target of 80% (for 'others')				HPSSC	Quarterly
		Number of appeals received				HPSSC	Quarterly
		Number of appeals determined - allowed				HPSSC	Quarterly
		Number of appeals determined - dismissed				HPSSC	Quarterly
		Number of planning enforcement cases opened				HPSSC	Quarterly
		Number of planning enforcement cases closed				HPSSC	Quarterly
		Number of planning enforcement notices served				HPSSC	Quarterly
		Customer Services and Licensing					
		% Handled rate (Customer Services)			O&S	Quarterly	
		% emails responded to within 24 hours (Customer Services)			O&S	Quarterly	
		% webchat answer rate (Customer Services)			O&S	Quarterly	
		Total number of licenced drivers			O&S	Quarterly	
		Total number of vehicle licences			O&S	Quarterly	
		Total number of premises licences			O&S	Quarterly	

Propose not to include:

		Total number of formal complaints - refuse and recycling			Already being reported separately to CESCC	
		Total number of complaints - street cleansing				
		Total number of complaints (including missed collections)				
		Number of major applications determined			Focus instead on % of planning applications determined within Government set deadlines.	
		Number of minor applications determined				
		Number of others determined				

Appendix 3 - Corporate Strategy Action Plan 2023/24 (to be reviewed annually)

Priorities	Actions	Strategic Project	Owner	Timescale
Efficient Services for all our Residents	Promote well-being and help people live healthy and active lifestyles.	Delivering cost efficient leisure centres through capital investment that improves their financial and environmental sustainability.	CM for Community Services and CM for Finance, Innovation and Property	Ongoing
		Deliver One You Public Health Initiative		Ongoing
	Through key partnership working with Kent Police and other partners, support residents and ensure safeguarding is an integral part of council activity.	Delivery and implementation of the annual Community Safety Partnership Plan, including measures to tackle anti-social behaviour and domestic violence.	CM for Community Services	Ongoing
	Make our services and advice available to residents 24 hours a day through digital innovation.	Implementation of the Communications Strategy 'strategic themes' specifically building digital reach through social media channels and the MyTMBC app.	CM for Finance, Innovation and Property	Ongoing
		Adoption and implementation of a new Digital Strategy		2023
	Further move the borough council forward so its services are delivered innovatively and in the most cost-effective and efficient way.	Additional resource/staffing to be allocated to delivering innovative change through the council's transformation agenda.	CM for Finance, Innovation and Property	2023
Implementation of the Medium Terms Financial Strategy and the Savings and Transformation Strategy		Ongoing		
Sustaining a borough which cares for the environment	Deliver climate change plans which focus on cutting emissions and increasing biodiversity.	Implementation of the Climate Change Strategy Action Plan – including measures that cover sustainable development, transport, housing, waste, business and property.	CM for Environment and Climate Change	Ongoing
		Partnership working with KCC, the Kent Local Nature Partnership and Kent Wildlife Trust to identify sites for a high level of biodiversity net gain.		Ongoing
	Build on our track record of recycling more than anywhere else in Kent.	Continue to increase kerbside recycling.	CM for Technical and Waste Services	Ongoing
		Promote recycling and waste minimisation.		Ongoing
	Improve environmental quality in the borough by tackling sources of pollution.	Implementation of Air Quality Action Plan	CM for Environment and Climate Change and CM for Technical and Waste Services	Ongoing
		Review enviro-crime enforcement agency.		2023
	Maintain Green Flag Award status for our parks.		Ongoing	

	Continue our successful management of parks, open spaces and leisure centres.	Delivering cost efficient leisure centres through capital investment that improves their financial and environmental sustainability.	CM for Technical and Waste Services	Ongoing
Improving housing options for local people	Develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community.	Regulation 19 consultation on a draft Local Plan for the borough.	CM for Strategic Planning and Infrastructure	Autumn 2023
		Examination in Public of the Local Plan		2024
	Ensure a supply of affordable housing for people who would struggle to buy on the open market	Investigate use of council owned assets for use to deliver affordable housing through joint working with Registered providers.	CM for Housing	2023
	Use every power we can to support those who are most in need of housing support and at risk of becoming homeless.	Manage our temporary accommodation provision to support vulnerable residents.	CM for Housing	Ongoing
		Develop and implement a Homelessness and Rough Sleeping Strategy and Action Plan		2023
	Improving standards in rented accommodation.	Delivery of the Housing Upgrade Grant Project	CM for Housing	Up to March 2025
Work with partner organisations and Registered providers to provide advice and signpost to available support.		Ongoing		
Investing in our local economy to help foster	Deliver a range of measures to help our local economy bounce back.	Implementation of the T&M UK Shared Prosperity Fund Investment Plan and REPF Addendum.	Leader of the Council	Up to March 2025
		Produce and implement a new Economic Development Strategy for 2024-2027.	CM for Economic Regeneration.	Adopt September 2023.
	Identify ways we could use our land and other assets better, especially in Tonbridge Town Centre.	Tonbridge Town Centre Review (inc. Tonbridge Farm)	CM for Finance, Innovation and Property	Ongoing
		Progress plans for Kings Hill Offices		Ongoing
	Develop proposals to raise the profile of Tonbridge Castle and all council assets.	Agreement of future plans for Tonbridge Castle and develop implementation strategy.	CM for Community Services	During 2023
		Put new plans in place for the Castle.		From 2024

sustainable growth	Strengthen our links with strategic partners and funding bodies.	Ongoing engagement with strategic partners such as RBLI, NIAB EMR and the Kent and Medway Economic Partnership to ensure investment in the borough.	CM for Economic Regeneration	During 2023
		Refocus the West Kent Partnership to move from predominantly skills and employability measures to a broader economic development approach that includes promotion and investment.		During 2023

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Executive Decisions Record - February 2023

Decision Number	Title	Cabinet Member	Date of Decision	Date Published	Call-in period ends	Called in	Scrutiny Committee Consideration	Referred back to Cabinet	Referred back to Council	Council referred to Cabinet	Date Decision Effective
D230007MEM	Amendment to portfolio of Cabinet Member for Environment and Climate	Leader	01/02/23	02/02/23	09/02/23						10/02/23
D230008MEM	Climate and Biodiversity Action	Environment and Climate Change	08/01/23								
D230009MEM	Applications for Discretionary Rate Relief	Finance, Innovation and Property	08/02/23	09/02/23							
D230010CAB	Response to DLUHC NPPF Consultation	Cabinet	14.02.23	16.02.23	23.02.23						24.02.23
D230011CAB	Public Space Protection Orders										
D230012CAB	Lease Renewal 1-5 Martin Square, Larkfield										
D230013CAB	Lease Renewal 17 Martin Square Larkfield										
D230014MEM	Council Tax debts for write off										
D230015MEM	Busines Rates for write off	Cabinet Member for Finance, Innovation and Property	10.2.23	13.2.23	20.2.23						21.02.23
Decision pending	Call in period	Key Decision	Private	Urgent							
	Subject to call in										

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Agenda Item 9

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

PARISH PARTNERSHIP PANEL

MINUTES

Thursday, 9th February, 2023

Present: Cllr R W Dalton (Chair), Cllr Mrs J A Anderson, Cllr R P Betts, Cllr M A Coffin, Cllr Mrs F A Kemp, Cllr B J Luker, Cllr M R Rhodes and Cllr M Taylor.

Together with Addington, Aylesford (2nd Vice-Chair), Birling, Borough Green, Ditton, East Malling and Larkfield, East Peckham, Hadlow, Hildenborough, Ightham, Offham, Platt, Plaxtol, Shipbourne, Stansted Parish Councils and County Cllr Mrs S Hohler, County Cllr S Hudson and County Cllr H Rayner

Councillors T Bishop, M Boughton D A S Davis, M A J Hood and J R S Lark were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Mrs M Tatton (Vice-chair), Mrs S Bell and A P J Keeley

PART 1 - PUBLIC

PPP 23/1 MINUTES

RESOLVED: That the Minutes of the meeting held on 3 November 2022 be approved as a correct record and signed by the Chairman.

PPP 23/2 UPDATE ON ACTION IDENTIFIED IN THE LAST MINUTES

- **Minute Number PPP 22/24 – Update on Climate Change Strategy**

The Chair advised that an update on the Borough Council's Climate Change Strategy originally requested by the Kent Association of Local Councils (KALC) (Tonbridge and Malling) was no longer required and this item had been removed from the agenda.

PPP 23/3 ELECTION BILL CHANGES

The Chief Executive and Director of Finance and Transformation, in their roles as Returning Officer and Deputy Returning Officer, advised of the recent changes arising from the Election Bill and summarised the implications for the local elections in May 2023.

The three changes to be made in advance of the election related to mandatory voter identification, accessibility and the number of subscribers for candidates. There were no changes to postal votes and the verification process remained the same.

Electors would have to show an approved form of photo identification before voting. This could be either a driving licence, passport or immigration document. There were a number of documents that could be used as voter identification and more information was available from the Elections Office. If electors could not provide one of the required forms of identification as set out in legislation, they would be able to apply for a free Voter Authority Certificate from their Elections Returning Officer.

The process for managing voter identification at polling stations was summarised and it was noted that the final details were still to be refined. It was also explained that poll cards would now be in the form of a letter in a buff envelope due to the level of detail required.

There was a national campaign to publicise the introduction of voter identification together with information on the Borough Council website and social media channels.

Reference was also made to the legal obligation to take reasonable steps to support voters with disabilities and to facilitate access to polling stations for wheelchair users. A polling station review had been undertaken and the Returning Officers were confident that Tonbridge and Malling met this obligation.

There had also been a significant change in the number of subscribers required when seeking nomination for a parish council election. To encourage more people to stand individuals only required a proposer and a seconder.

Finally, Members were reminded that following the local election the Borough Council would have a reduced number of elected Members (down to 44 from 54). The Notice of Election would be published on 13 March 2023 and the nominations period would run from 14 March to 4 April 2023. A briefing session for potential candidates and agents was arranged for 1 March 2023.

The Panel asked that contact details to apply for Voter Authority Certificates and a copy of the presentation be provided out of meeting. Concerns in respect of any potential postal strike and implications for postal votes and delivering poll cards were raised. At the current time there were no plans in place to deal with this scenario although there would be a national position if this arose.

Parish/Town Councils were asked to communicate the changes to their residents. If there were any concerns raised when canvassing these should be directed to the Elections Office as soon as possible.

PPP 23/4 PLANNING ENFORCEMENT STRUCTURE AND REGULATIONS

In response to a matter raised by KALC in advance of the meeting, the Cabinet Member for Strategic Planning and Infrastructure (Cllr D Davis) outlined the recent changes to Planning Enforcement within the Borough Council.

Details of the changes had been considered by the [Overview and Scrutiny Committee on 6 October and approved by Cabinet on 8 November 2022](#). As a result of these proposals, there was increased staffing to support enforcement activity. Unfortunately, recruitment into planning roles remained challenging. The impact of not having an adopted Local Plan on recruitment was also recognised.

The Cabinet Member outlined the Borough Council's role in enforcement and advised that any action had to be taken under planning law as set out by Government. All investigations required good evidence which sometimes took a while to gather.

Any specific concerns in respect of enforcement should be raised with planning enforcement officers. However, the Cabinet Member welcomed the opportunity to discuss any concerns out of meeting.

Reference was made to submitting responses to planning applications and all were encouraged to use the planning portal.

Finally, Aylesford Parish Council asked how the requirement for developers to reduce the carbon footprint of new houses could be enforced by the Borough Council. It was explained that climate change/biodiversity measures would be reviewed as part of the application process. The enforcing of building regulations was not the role of the planning enforcement team and came under the remit of the Building Control team.

PPP 23/5 LOCAL PLAN UPDATE

The Cabinet Member for Strategic Planning and Infrastructure (Councillor D Davis) advised that the Regulation 18 consultation in respect to the Local Plan and the associated Interim Sustainability Appraisal had finished on 3 November 2022. The Housing and Planning Scrutiny Select Committee of 6 December 2022 had reviewed the high-level summaries and statistics of the responses received and the key themes identified. Further detailed analysis would be presented to a future meeting of the Housing and Planning Scrutiny Select Committee.

A majority of the comments were in response to the Local Plan rather than the Interim Sustainability Appraisal and the key matters raised had been noted by the Housing and Planning Scrutiny Select Committee in December. The Panel was advised that the call for sites process had been reopened alongside the Regulation 18 Consultation and a further 52 potential new sites had been identified (once duplicates had been removed).

Particular reference was made to recent announcements made by the Secretary of State for Levelling Up, Housing and Communities indicating new measures in the Levelling Up and Regeneration Bill, which could have implications for housebuilding targets, the Green Belt and the duty to co-operate as there was an emphasis on local decision making.

It was reported that the Borough Council's response to the National Planning Policy Framework (NPPF) consultation would be considered by Cabinet at its meeting on 14 February 2023 and the papers were now available on the Borough Council's [website](#).

The potential for consultation on the 52 additional sites identified in the revisited Call for Sites exercise was discussed. However, this was dependent on the final detail of the Bill and whether the Regulation 18 consultation should be revisited or Regulation 19 consultation should commence. The Borough Council were proceeding with caution on planning for a Regulation 19 consultation in Autumn 2023 with the Local Plan adopted in summer 2024.

The main areas to be addressed were better engagement with residents and improved infrastructure to support any additional housing. There were also significant pressures on the housing register and temporary accommodation. Whilst the need for new houses in Tonbridge and Malling was recognised it needed to be balanced with infrastructure constraints. The lack of a Local Plan and a five year housing land supply meant that the Borough Council were in a difficult position in respect of planning applications.

PPP 23/6 ANY OTHER BUSINESS

(1) Date of next meeting

Members were advised that due to the local Elections in May 2023, the next meeting of the Panel was provisionally scheduled for 15 June. The programme of meetings for 2023-2025 was due to be considered and endorsed in principle by Council in April and dates would be confirmed as soon as possible.

Anyone wishing to submit items for a future meeting should do so as soon as possible and these would be considered for the next available meeting.

(2) Tonbridge and Malling Newsletter

The representative of KALC welcomed the introduction of a regular newsletter and parish/town councils were encouraged to promote this to residents.

(3) Access to Committee papers

Members were reminded that all parish/town councils received an email notification on the publication of agenda papers. These were sent direct to the parish/town clerk for onward cascade to parish councillors.

The Principal Democratic Services Officer also reminded Members that they could subscribe to updates via the committee management area on the [website](#).

The meeting ended at 9.17 pm

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Agenda Item 10

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 11

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 12

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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