

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

13 September 2023

To: MEMBERS OF THE COMMUNITIES AND ENVIRONMENT SCRUTINY
SELECT COMMITTEE

(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Communities and Environment Scrutiny Select Committee to be held in the Council Chamber, Gibson Drive, Kings Hill on Thursday, 21st September, 2023 commencing at 7.30 pm.

Members of the Committee 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.

Yours faithfully

JULIE BEILBY

Chief Executive

AGENDA

1. Guidance for the Conduct of Meetings

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PART 1 - PUBLIC

2. Apologies for absence
3. Notification of Substitute Members 9 - 10
4. Declarations of interest 11 - 12

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.

5. Minutes 13 - 18

To confirm as a correct record the Notes of the meeting of the Communities and Environment Scrutiny Select Committee held on 19 July 2023.

Matters for Recommendation to the Cabinet

6. Car Parking Proposals 19 - 34

This report brings forward a number of proposed changes to the Council's car parking service for consideration and recommendation to Cabinet. The report suggests taking the proposals forward to a formal public consultation exercise, with the outcome reported back to a future meeting of Cabinet.

7. Ground Maintenance Contract 35 - 48

This report advises Members on the retender of the Borough Council's Ground Maintenance Contract for Public Open Spaces and seeks Members' comments and recommendations to Cabinet with regard to the procurement process and timeframe, length of contract, standards and levels of service and the proposed evaluation of tenders/award of contract.

8. KCC Community Warden Consultation Response 49 - 100

This report provides details about the KCC Community Warden review currently out for consultation, along with a proposed response from Tonbridge & Malling Borough Council.

Matters submitted for Information

9. Key Performance Indicators 101 - 108

A number of Key Performance Indicators (KPIs) are presented to enable the Overview and Scrutiny Committee to assess and scrutinise performance.

If there are any questions regarding the KPIs provided, these should be submitted to the relevant Director/Chief Executive at least 2 days in advance of the Scrutiny Select Committee meeting in order to ensure that a suitable response can be provided at the meeting. If additional queries are raised at the Scrutiny Select Committee meeting, these will be responded to within 5 working days.

10. Waste Contract - Key Performance Indicators 109 - 116

To report on performance of the Waste Contract against a suite of Key Performance indicators.

11. Work Programme 2023/24 117 - 118

The Work Programme setting out matters to be scrutinised during 2023/24 is attached for information. Members can suggest future items by liaising with the Chair of the Committee.

12. Urgent Items 119 - 120

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

13. Exclusion of Press and Public 121 - 122

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

14. Urgent Items 123 - 124

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

MEMBERSHIP

Cllr S A Hudson (Chair)
Cllr Mrs S Bell (Vice-Chair)

Cllr A G Bennison
Cllr S Crisp
Cllr G B Hines
Cllr F A Hoskins
Cllr J R S Lark
Cllr A McDermott

Cllr Mrs A S Oakley
Cllr W E Palmer
Cllr M R Rhodes
Cllr Mrs M Tatton
Cllr K S Tunstall

GUIDANCE ON HOW MEETINGS WILL BE CONDUCTED

- (1) Most of the Borough Council meetings are livestreamed, unless there is exempt or confidential business being discussed, giving residents the opportunity to see decision making in action. These can be watched via our YouTube channel. When it is not possible to livestream meetings they are recorded and uploaded as soon as possible:

<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 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 Chair, 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 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 should attend in person. However, arrangements to participate online can be considered in certain circumstances. 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.

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Community and Environment Scrutiny Select Committee – Substitute Members (if required)

	Conservative	Liberal Democratic	Green	Ind. Kent Alliance	Labour
1	Chris Brown	David Thornewell	Lee Athwal		Paul Hickmott
2	Roger Dalton	Roger Roud	Kath Barton		Wayne Mallard
3	Dave Davis	Garry Bridge	Mark Hood		
4	Dennis King	Tim Bishop	Robert Oliver		
5	Colin Williams	Paul Boxall	Bethan Parry		

Members of Cabinet cannot be appointed as a substitute to this Committee

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITIES AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

MINUTES

Wednesday, 19th July, 2023

Present: Cllr S A Hudson (Chair), Cllr A G Bennison, Cllr S Crisp, Cllr R W Dalton (substitute member), Cllr G B Hines, Cllr F A Hoskins, Cllr J R S Lark, Cllr A McDermott, Cllr W E Palmer, Cllr M R Rhodes, Cllr Mrs M Tatton and Cllr K S Tunstall

(Note: As Councillor Mrs A S Oakley was unable to attend in person and participated via MS Teams, she was unable to vote on any matters).

In attendance: Councillors R P Betts, P M Hickmott, M A J Hood and D Keers were also present pursuant to Council Procedure Rule No 15.21.

Virtual: Councillors M D Boughton and M A Coffin participated via MS Teams in accordance with Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Mrs S Bell (Vice-Chair) and Mrs A S Oakley.

PART 1 - PUBLIC

CE 23/23 NOTIFICATION OF SUBSTITUTE MEMBERS

Notification of substitute members were recorded as set out below:

- Councillor R Dalton substituted for Councillor S Bell

In accordance with Council Procedure Rules 17.5 to 17.9 this Councillor had the same rights as the ordinary member of the committee for whom they were substituting.

CE 23/24 DECLARATIONS OF INTEREST

Councillor Keith Tunstall declared an Other Significant Interest in Leisure Trust (Agenda Item 7) as he was a Borough Council appointee to the Tonbridge and Malling Leisure Trust. He withdrew from the meeting during consideration of the item and took no part in the discussion and voting.

CE 23/25 MINUTES

RESOLVED: That the notes of the meeting of the Communities and Environment Scrutiny Select Committee held on 14 June 2023 be approved as a correct record and signed by the Chair.

MATTERS FOR RECOMMENDATION TO THE CABINET

CE 23/26 FIXED PENALTY NOTICES FOR WASTE DUTY OF CARE OFFENCES

(Decision Notice D230068MEM)

The report detailed the legal ‘duty of care’ of householders to ensure that they only gave their waste to a licensed waste carrier. Members were also asked to consider the level of Fixed Penalty Notices (FPN) for this offence and whether this should be altered from the current legal default level.

Details of the current FPN levels for other relevant offences adopted by the Borough Council was included at 1.2.3 of the report. A table showing the level of FPN for Household Duty of Care set by a number of other Kent authorities was included at 1.2.4 of the report for context.

Members were advised of the recent Government announcement in respect of the maximum amount that could be applied to FPNs for household waste Duty of Care offences which had been increased to £600 as of 31 July 2023.

Attention was drawn to the works undertaken by the Borough Council in raising householders’ awareness of their Duty of Care responsibilities and potential consequences of failing to take appropriate action when having their waste taken away, with particular reference made to a Duty of Care checklist to be made available for reference of members of the public.

RECOMMENDED*: That

- (1) with effect from 31 July 2023, the Household Duty of Care FPN level be set at the maximum amount of £600 as set by legislation;
- (2) an early payment discounted level for Household Duty of Care FPNs be agreed in principle, and authority delegated to the Cabinet Member for Transformation and Infrastructure, in liaison with the Director of Street Scene, Leisure and Technical Services, to set amounts once details of the new minimum and default levels had been confirmed by Government; and

- (3) following the increases in maximum levels recently released by Government, options for the setting of revised FPN levels for fly tipping and littering offences be provided at a future meeting of the Scrutiny Select Committee.

*** Decision Taken by Cabinet Member**

CE 23/27 LEISURE TRUST

(Decision Notice D230069MEM)

Members were presented with a Quarterly Update Report on the performance of the Tonbridge and Malling Leisure Trust (TMLT) covering the period from January to March 2023, as set out in Annex 1. Member approval was sought on the TMLT Business Plan covering a two-year period from 1 April 2023 to 31 March 2025 and the TMLT Annual Service Delivery Plan covering the period of 1 April 2023 to 31 March 2024, set out in Annexes 2 and 3 respectively.

Due to ongoing considerations of the impact of the pandemic, the war in Ukraine, the rise in utility costs and implications for the Angel Centre as part of the town centre review project, a two-year Business Plan was proposed, and it was anticipated that a new five-year Business Plan would be published from 1 April 2025.

Particular reference was made to the Energy Saving/Climate Change strategy as highlighted in the Business Plan and Members noted that the installation of solar panels at Tonbridge Swimming Pool and additional solar panels at Larkfield Leisure Centre were being considered, as well as applying for funding to support installation of heat pumps at both sites.

RECOMMENDED*: That

- (1) the Tonbridge and Malling Leisure Trust Quarterly Update Report covering the period of January to March 2023, attached at Annex 1, be noted;
- (2) the Tonbridge and Malling Leisure Trust Business Plan covering the period of April 2023 to March 2025, attached at Annex 2, be approved, subject to further investigation of climate change measures, including additional solar panels and heat pumps; and
- (3) the Tonbridge and Malling Leisure Trust Annual Service Delivery Plan covering the period of 1 April 2023 to 31 March 2024, attached at Annex 3, be approved.

*** Decision Taken by Cabinet Member**

**CE 23/28 CLIMATE CHANGE ACTION PLAN YEAR 4 AND CARBON AUDIT
2022-23**

(Decision Notice D230070MEM)

Member approval was sought for the publication of the Climate Change Action Plan Year 4 (2023/24) and Carbon Audit for year 3 (2022/23), set out in Annexes 1 and 2 respectively.

There were 44 actions in the draft 2023/24 Action Plan, 68% of which were ongoing from previous years or continuations of next phases or rounds of existing projects. Key actions this year focused on tackling the most significant source (Leisure Centres) as well as helping residents and businesses to tackle emissions and support with the cost-of-living crisis. A full list of actions was set out in Annex 1 and the key actions were summarised in 1.2.3 of the report.

The 2022/23 Carbon Audit showed that good progress had been made on emissions under the Borough Council's direct control, as listed under Scopes 1 and 2. Emissions that were under the Borough Council's indirect control or from the supply chain were listed under Scope 3.

RECOMMENDED*: That

- (1) the Climate Change Action Plan Year 4, as set out in Annex 1, be endorsed; and
- (2) the Carbon Audit (2022/23), as set out in Annex 2, be endorsed.

* **Decision Taken by Cabinet Member**

MATTERS SUBMITTED FOR INFORMATION

CE 23/29 WORK PROGRAMME 2023/24

The Work Programme setting out matters to be scrutinised during 2023/24 was attached for information. Members were invited to suggest future matters by liaising with the Chair of the Committee.

MATTERS FOR CONSIDERATION IN PRIVATE

CE 23/30 EXCLUSION OF PRESS AND PUBLIC

The Chairman moved, it was seconded and

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

PART 2 - PRIVATE

MATTERS FOR RECOMMENDATION TO THE CABINET

CE 23/31 GROUNDS MAINTENANCE CONTRACT - SERVICE DELIVERY REVIEW

(Reasons: LGA 1972 - Sch 12A Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information))

Careful consideration was given to the future delivery options of the grounds maintenance services, taking into account a review report provided by Waste Consulting LLP (WCL), attached at Annex 1, and a further options analysis report prepared by services, attached at Annex 2.

Service Specification of the current contract, as summarised in Annex 3, provided additional cost information to enable Members to review and identify potential areas of saving, in addition to the areas which had been identified and proposed by services as outlined in 1.5.3 of the report.

With regard to the environmental additions/improvements, a number of possible considerations were highlighted in the consultancy report, including the reduction in cutting frequency, replacing annual planting (bedding) with more sustainable options, reviewing the use of chemicals and additional tree planting. However, Members were reminded that consideration would need to be given to what was operationally achievable and financially deliverable.

There was an in-depth discussion on the additional potential areas of saving and the environmental considerations, with reference being made to preserving natural environment and seeking support from local businesses. Members were invited to put forward further suggestions to services for inclusion in the consideration of formal alterations to the service specification, which were anticipated to be brought to Members for approval at a future meeting of the Scrutiny Select Committee.

Members had due regard to the legal implications, financial and value for money considerations, risk assessment, equality impact assessment and policy considerations.

RECOMMENDED*: That

- (1) with regard to the option for future delivery of grounds maintenance services, an external procurement exercise be progressed, and the work previously undertaken by the external

consultants, WCL, be updated, including the preparation of a Public Sector Comparator;

- (2) the proposed list of potential areas of saving in respect of the service specification of the contract, as outlined in 1.5.3 of the report, be noted, and further consideration be given to additional potential areas of saving; and
- (3) further consideration be given to the current and future options within the contract with regard to the Climate Change agenda.

***Referred to Cabinet**

The meeting ended at 9.22 pm

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

21 September 2023

Joint Report of the Directors of Street Scene, Leisure & Technical Services and Finance and Transformation and the Cabinet Member for Transformation and Infrastructure

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 CAR PARKING PROPOSALS

Summary

This report brings forward a number of proposed changes to the Council's car parking service for consideration and recommendation to Cabinet. The report suggests taking the proposals forward to a formal public consultation exercise, with the outcome reported back to a future meeting of Cabinet.

1.1 Car Parking

- 1.1.1 The Council owns and manages 46 car parks across the borough to serve the needs of residents, businesses, visitors and workers. The aim is to balance the management of the car parks to meet the needs of all users, optimise the availability of parking, maximise income subject to market conditions and provide consistency across the assets in a fair commercial and efficient manner.
- 1.1.2 There are significant annual costs associated with the operation of the parking service such as the maintenance of car parks costing £320,000, enforcement costing £376,000 in salaries, business rates costing £295,000, lighting, security measures, renewal of signs and lines and considerable investment in the Parking Action Plan. These costs have increased on average by 10% over the last 2 years, whilst charges have remained unchanged.
- 1.1.3 It has been two years since the last review of parking charges and the next review is due, and a report will be presented to the next meeting of this Select Committee on 7th November 2023.

1.2 Charging Proposals

- 1.2.1 In advance of the review of existing charges a number of proposals are brought forward for Member consideration and recommendation to Cabinet. These proposals intend to assist in meeting the stated aims of the parking service and

generate additional income to the Council to meet the aforementioned rising costs of delivering the service. They are also intended to resolve some existing parking issues which have been reported to the Council in specific areas

a. Extension of car park charging periods

The Council's parking charges are in place Monday – Saturday, 8am – 6pm, with free parking from 6pm, overnight, Sundays and Bank Holidays (though there are exceptions to this such as Haysden Country Park and West Malling High street car park).

The basis for this has been historic, based on traditional “office hours” and the opening times of local shops. However, retail opening times have changed significantly – many shops are open later and some (large retail supermarkets) are open 24 hours. There is also significant demand for parking on Sundays – not driven by free parking, but by the opportunity to carry out tasks, participate in leisure activities and attend events on what is for most a non-working day. This is particularly an issue in the car parks serving the castle, the swimming pool and sportsground in Tonbridge where it can be extremely difficult to find a parking space on a Sunday for leisure activities.

It is commonplace for Local Authorities to have charges on Sunday (either at the same rate, or a flat “day rate”) and to have evening charges, with Bank Holidays also chargeable. At the present time only the Council's Country Parks charge on a Sunday and Bank Holidays. Looking at local authorities in Kent, Tonbridge and Malling is only one of 4 local authorities currently not applying evening, Sunday or bank holiday charges. Other Councils including Maidstone, Canterbury and Swale also apply overnight charges in their car parks but this is not suggested to be a position this Council takes at the present time.

It is suggested extending the chargeable periods – to include Sundays, evenings up to 8pm and Bank Holidays.

Estimated additional income from the above proposals is £319,670, based on the proposed charges detailed at **ANNEX 1**.

There are associated issues that need consideration in relation to the above suggestion, which are as follows. The Council's existing civil enforcement team consists of 8 CEOs and 2 Supervisors, working to the Parking Officer. This allows for 6-day cover, Mondays to Saturdays, with enforcement between 7am and 8pm Monday – Friday and 8am – 4pm on Saturdays. The staff are not currently contractually required to work on Sundays, Bank Holidays and Saturday evenings.

Extending the chargeable times and days may entail changes to the level of enforcement needed and may require the operation of an additional shift of 2 CEOs. This would need to be considered in liaison with the staff but an additional shift would have an additional annual revenue cost of approximately £70,000,

offset to some degree by additional income of £30,000 per CEO generated by the issuing of Penalty Charge Notices. There will also be additional costs of approximately £13,000 for maintenance of the parking areas and vehicles. Extending the charging periods may also require the alteration of nearby on-street parking controls that currently echo the existing car park arrangements, otherwise parking may displace out of the car parks.

There are also some car parks that have restrictive covenants on when charges can apply, for example, West Malling High Street short-stay car park. Whilst it will be possible to include Sunday and Bank holiday charges in West Malling short stay high street car park, the covenant does not allow parking past 5.30pm.

The proposals would require public consultation in accordance with Traffic Regulation Orders using the procedures set out in the Local Authorities Traffic Orders (Procedure) (England & Wales) Regulations 1996. The outcome of this consultation would be reported back to a future meeting of Cabinet.

b. Removal of on-street charges in Avebury Avenue

Avebury Avenue is a location in Tonbridge where on-street parking charges are considered to be ineffective. The machines in Avebury Avenue (west of Holford Street) take annual income of £2160, but cost £4,800 to run. It is therefore suggested that these charges should be removed and the spaces changed to permit parking only (which would improve parking availability for residents in zone D1). This would enable the decommissioning and relocation of the existing pay & display machines with a subsequent saving in running and renewal costs. The change to a parking permit regime would be subject to public consultation and may also offer the opportunity to consider the business parking permits in this area.

c. Introduce new charges

As referenced earlier in this report car parking provision does not come for free, and the maintenance of the facilities provided are all at a significant cost to the Council.

There are several car parks, particularly in the north of the Borough, that have no charges but are well used. Some of these car parks also suffer from a low turnover, reducing the availability of spaces for all users. It is suggested that these should have charges introduced to generate income, recognise the value of parking in these areas and help ensure the car park is managed in a balanced manner. The suggested car parks are as follows and all the proposals would once again be subject to formal public consultation with a report back to a future meeting of Cabinet.

i) Larkfield - Martin Square

Martin Square car park has 89 ordinary spaces, 5 disabled spaces and

an intention to provide 6 EV charging spaces in the future. There are resident vehicles that park in the car park overnight, and a significant number of cars that park all day belonging to staff of nearby businesses. Restrictions are in place for 2 hours in the nearby supermarket, there is unrestricted on street parking availability nearby on Kingfisher Road and there are restrictions at Lawson House and Larkfield Health Centre.

Daytime parking is linked to customers for nearby businesses, the medical centre and also short-stay parent pick-up and drop-off parking for the nearby primary schools.

Projected annual income from the proposed charges shown at **Annex 1** is £31,919. A plan of the area where proposed charges would apply is shown at **Annex 2**. It would be the intention to introduce CCTV to improve security in the car park.

ii) Aylesford – Bailey Bridge Car Parks

Bailey Bridge (West) car park (on the village side of the road) has 71 ordinary spaces and 4 disabled spaces.

Bailey Bridge (East) car park (on the allotment side) has 49 spaces and 2 EV charging spaces.

Both car parks are well used by residents as ad-hoc residential parking, by staff working in the village and by visitors to Aylesford village, which includes an element of tourism. They are often heavily used as an overflow when Aylesford Football Club has tournaments or many matches at the same time. The Council has been approached by residents living on or around the High Street requesting permits because of the challenges in finding available parking.

Projected income from the proposed charges shown at **Annex 1** is £47,118. This includes income from season tickets which would be available to residents who currently struggle to find parking.

Works to the Bailey Bridge (East) car park including tarmacking and lining to provide better parking and increase capacity will be required. It is proposed that this be brought forward within the review of the capital plan to be completed as charges are introduced. The cost of the capital project is estimated to be £160,000.

iii) West Malling High Street (on-street) and Swan Street

West Malling High Street and Swan Street has 93 on-street shared-use parking bays that currently provide 1 hour free parking, as well as unlimited resident permit parking.

It is suggested that charges be introduced with charges set the same as the West Malling High Street car park. This will enable longer parking in the bays with a maximum stay of 4 hours, increasing the capacity for people to spend longer in the town.

Charges for on street bays in Tonbridge have been in place for a number of years including Avebury Avenue, Morley Road and the High Street.

Since the introduction of car parking charges in West Malling high street car park in 2016, there was no medium-term impact on vacancy rates on the High street with 0% reported in 2019. The current vacancy rate of 3.49% has increased since the Covid pandemic, but is still lower than the borough wide vacancy rate of 6.5%.

Projected annual income from the proposed charges shown at **Annex 1** is £50,829.

d. Tonbridge Castle Grounds – extension of charging

It is suggested that the “Gateway Visitor” parking spaces at the Castle, as shown on the plan at Annex 3, be changed to Pay and Display parking similar to the other parking spaces in the Castle Grounds. The Gateway is leaving the Castle next year, and through the Castle Study Group the use of the Castle is changing. There is also confusion by some drivers as to why there are different restrictions in place, and the parking arrangements are regularly abused.

This proposal would add a further 9 parking spaces. The existing 13 Pay and Display spaces in the Castle Grounds took £32,103 (before VAT) last calendar year – a surprising income for such a small facility, indicating its popularity based on its position close to the upper High Street.

Projected income from the proposed charges shown at **Annex 1** is £22,363.

1.3 Automatic Number Plate Recognition (ANPR)

- 1.3.1 It is recognised that ANPR is potentially a good idea for managing car parks of the right location and design. ANPR reads and checks car registration numbers which are recorded on entry and exit times of parked vehicles.
- 1.3.2 The Council could gain benefits by using ANPR in car parks where the entry and exit are barrier controlled as car registration plates can be recorded at the barrier on entry and on exit, and if payment has not been made on behalf of that registration, then the barrier stays shut. To remain under the regulations of the Road Traffic Act and Traffic Management Act, the use of barriers is required. This is an effective system and requires lower levels of enforcement input as you have

to pay to leave the car park and there are significantly fewer cases where a PCN could be issued for non-payment. This does not remove the need for CEO's as on-site staff may well be required to release cars if there are any technical issues or errors and we would still need to patrol to prevent irregular parking activities such as "out of bay".

- 1.3.3 When considering the types of car parks that make up our estate, a number could be considered suitable for ANPR and barrier control including Haysden Country Park, Western Road in Borough Green and Upper Castle Fields, Tonbridge as they have controllable entry and exit points. The Angel Car Parks are not currently felt to be appropriate due to the dual ticket system and the broader review of Tonbridge Town Centre. West Malling short stay car park has restrictions due to mixed land ownership. In Borough Green the village hall car park, owned by the Parish Council, is operated by ANPR so there is merit in having similar enforcement in both village car parks.
- 1.3.4 The cost of introducing an ANPR and barrier control system to a car park are not insignificant and require ongoing maintenance contracts and software support.
- 1.3.5 Consideration needs to be made in relation to disabled parking, as it is not possible to provide parking concessions for the disabled as this is done through the blue badge scheme and not through vehicle registrations, so disabled drivers would not be identifiable and would have to pay.
- 1.3.6 The Leisure Trust has recently installed ANPR at Leybourne Lakes Country Park . The Trust will be supplying the Council with feedback on the performance of the installation.
- 1.3.7 It is suggested that a capital plan proposal be brought forward within the forthcoming review of the capital plan to introduce ANPR systems at selected car parks on a trial basis The cost of this capital project has yet to be estimated.

1.4 Upper Castle Fields Car Park

- 1.4.1 At the present time the Upper Castle Fields Car Park is the most successful car park run by the Council in terms of income generation and occupancy. The occupancy of the car park is high with bays being sold 2-3 times a day with £7.03 generated daily for each bay provided. It is full on a number of occasions and has become increasingly popular with the growth of events at the Castle. 114 event days are now held throughout Tonbridge across the year with total visitor numbers estimated to be iro70,000. It is also well used on weekdays due to its proximity to Slade Primary school, and at weekends due to its proximity to Tonbridge Racecourse Sportsground, Tonbridge Swimming Pool and Tonbridge Juddians Rugby Club, with limited capacity at Lower Castle fields.
- 1.4.2 It is suggested that Members agree that within the forthcoming review of the Capital Plan for a scheme to extend the car park and provide additional parking be bought forward. Any new scheme would retain the provision of the swings on site

as these are extremely popular with the public. This is also important within the context of the Tonbridge Town Centre Asset review. The review is focussed on the land east of the high street, including Council owned car parks, and the need to better balance parking capacity between the east and west of the high street is important. The cost of the capital project is estimated to be £180,000.

- 1.4.3 This will help meet an identified need for additional parking and generate additional income to the Council.

1.5 Legal Implications

- 1.5.1 The powers allowing the Borough Council to carry out parking management activity are contained in the Road Traffic Regulation Act 1984, supplemented by formal agreement with Kent County Council as the Local Highway Authority, in respect of its powers under the Traffic Management Act 2004. In particular, section 122 of the Road Traffic Regulation 1984 Act imposes a general duty on local authorities exercising functions under the Act to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of safe and adequate parking facilities on and off the highway.
- 1.5.2 Changes to parking charges should be made via an Amendment Order to the Council's on and off-street parking Traffic Regulation Orders, using the procedures set out in the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996.

1.6 Financial and Value for Money Considerations

- 1.6.1 The Council currently applies a charging regime to the majority of its car parks generating an annual net income of £2,532,000.
- 1.6.2 The financial implications of the suggested proposals have been included in the relevant sub-sections of the report. It is essential that given the context of the MTFs that the Council seeks to ensure that the assets are managed in the most economically advantageous way, costs are recovered and income is optimised.
- 1.6.3 The estimated additional income is modelled on predicted future parking patterns and demand in line with current usage. There is always an immediate perception that new charges will impact negatively on usage levels and impact local businesses. This has not been the experience at Haysden Country Park and West Malling when the Council previously introduced new charges.
- 1.6.4 In addition to the aforementioned capital plan schemes, a separate capital scheme will also be required to enable the proposals to be implemented. This will include items such as signage, machines and CCTV. The cost of this capital scheme will be dependent on which proposals are progressed but could be up to £100,000. Each capital scheme will have a revenue impact based on the loss of investment income and replacement of equipment items within capital renewals.

1.7 Risk Assessment

- 1.7.1 There is a risk that the Councils aim of providing a balanced approach to the management of its car parks detailed at sub section 1.1.1 will not be met if the above proposals are not implemented.

1.8 Equality Impact Assessment

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

1.9 Policy Considerations

- 1.9.1 Asset Management, Communications, Customer Contact

1.10 Recommendations

- 1.10.1 Members of the Select Committee are requested to consider the suggested parking proposals outlined below, the implementation of a formal public consultation exercise, and make recommendations to Cabinet:
- the extension of parking charges to include Sundays, evenings up to 8pm and Bank holidays
 - remove the on street parking machines in Avebury Avenue Tonbridge (west of Holford Street) and the area be changed to permit parking only to add capacity to the D1 permit parking area.
 - introduce parking charges to Martin Square ,Larkfield
 - introduce parking charges to Bailey Bridge car parks in Aylesford
 - bring forward in the forthcoming capital plan review a project to improve the Bailey Bridge East car park
 - introduce charges to on street parking bays in West Malling High Street and Swan street.
 - introduce parking charges to the existing Gateway Visitor parking bays in Tonbridge Castle grounds.
 - bring forward in the forthcoming capital plan review a scheme to introduce ANPR systems at selected car parks on a trial basis
 - bring forward in the forthcoming capital plan review a scheme to extend the existing Upper Castle Field car park to provide additional parking.

- bring forward in the forthcoming capital plan review a scheme to enable the proposals to be implemented including CCTV, parking machines and signage.

Background papers:

contact: Andy Bracey

Nil

Robert Styles

Director of Street Scene, Leisure and Technical Services

Sharon Shelton

Director of Finance and Transformation

Martin Coffin

Cabinet Member for Transformation and Infrastructure

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CAR PARKING PROPOSALS
PROPOSED CHARGES

1. Larkfield/Martin Square

Martin Square	
Period	Proposed Charge
30 minutes	£0.60
1 hour	£1.20
2 hours	£2.00
3 hours	£2.90
4 hours	£3.80
All day (23 hours)	£5.80
Season ticket (monthly)	£29.00
Season ticket (annually)	£290.00

2. Aylesford/Bailey Bridge

Aylesford/Bailey Bridge	
Period	Proposed Charge
30 minutes	£0.60
1 hour	£1.20
2 hours	£2.00
3 hours	£2.90
4 hours	£3.80
All day (23 hours)	£5.80

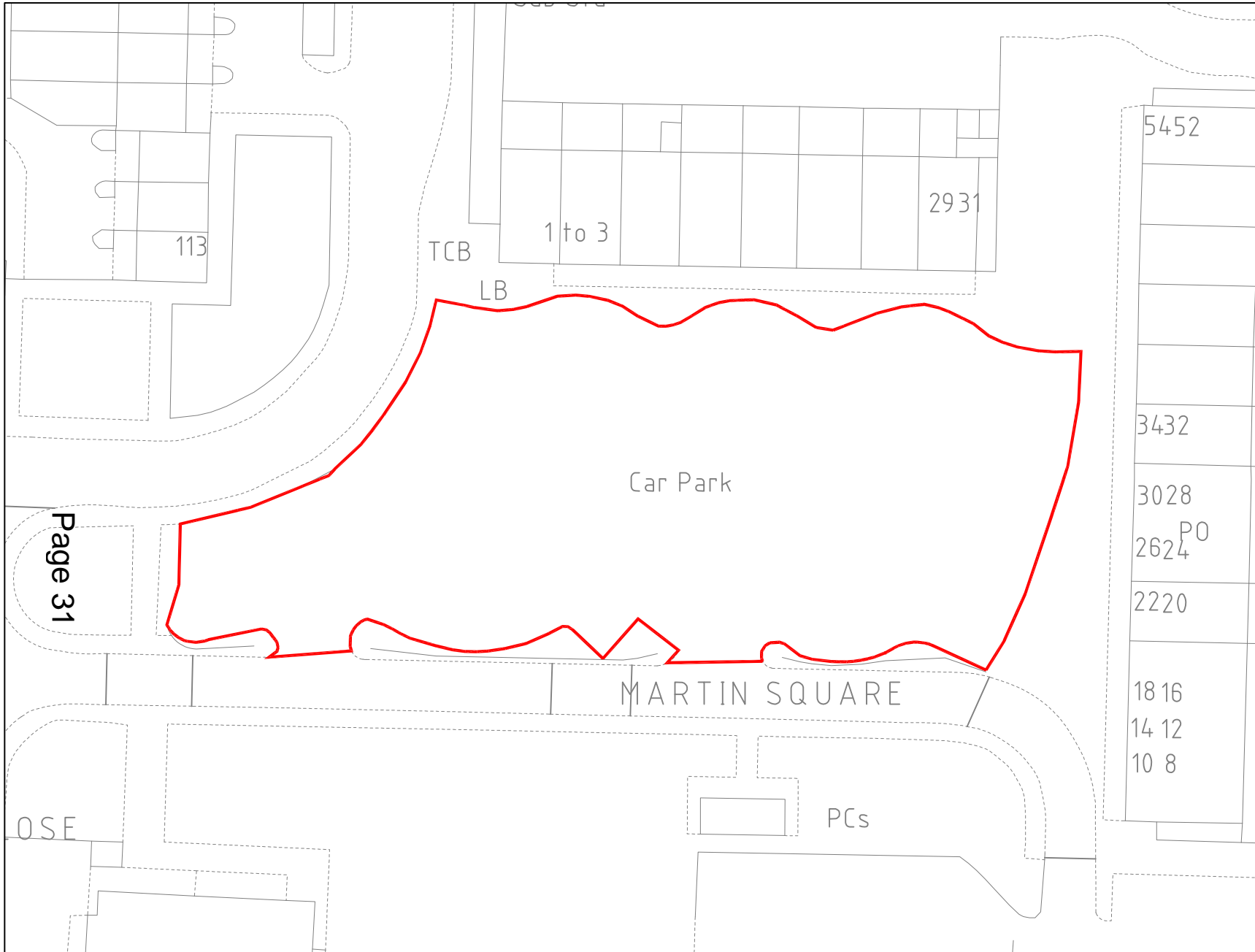
Season ticket (monthly)	£29.00
Season ticket (annually)	£290.00

3. West Malling (On-street)

West Malling (On-Street)	
Period	Proposed Charge
30 minutes	£0.60
1 hour	£1.20
2 hours	£2.00
3 hours	£2.90
4 hours	£3.80

4. Tonbridge Castle Grounds

Tonbridge Castle Grounds	
Period – Hours	Proposed Charge
30 minutes	£0.80
1 hour	£1.60
2 hours	£3.20
3 hours	£4.80
4 hours	£6.40
Additional hours	£3.20



Key
 Proposed area for charges

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STREETSCENE,
LEISURE & TECHNICAL
SERVICES

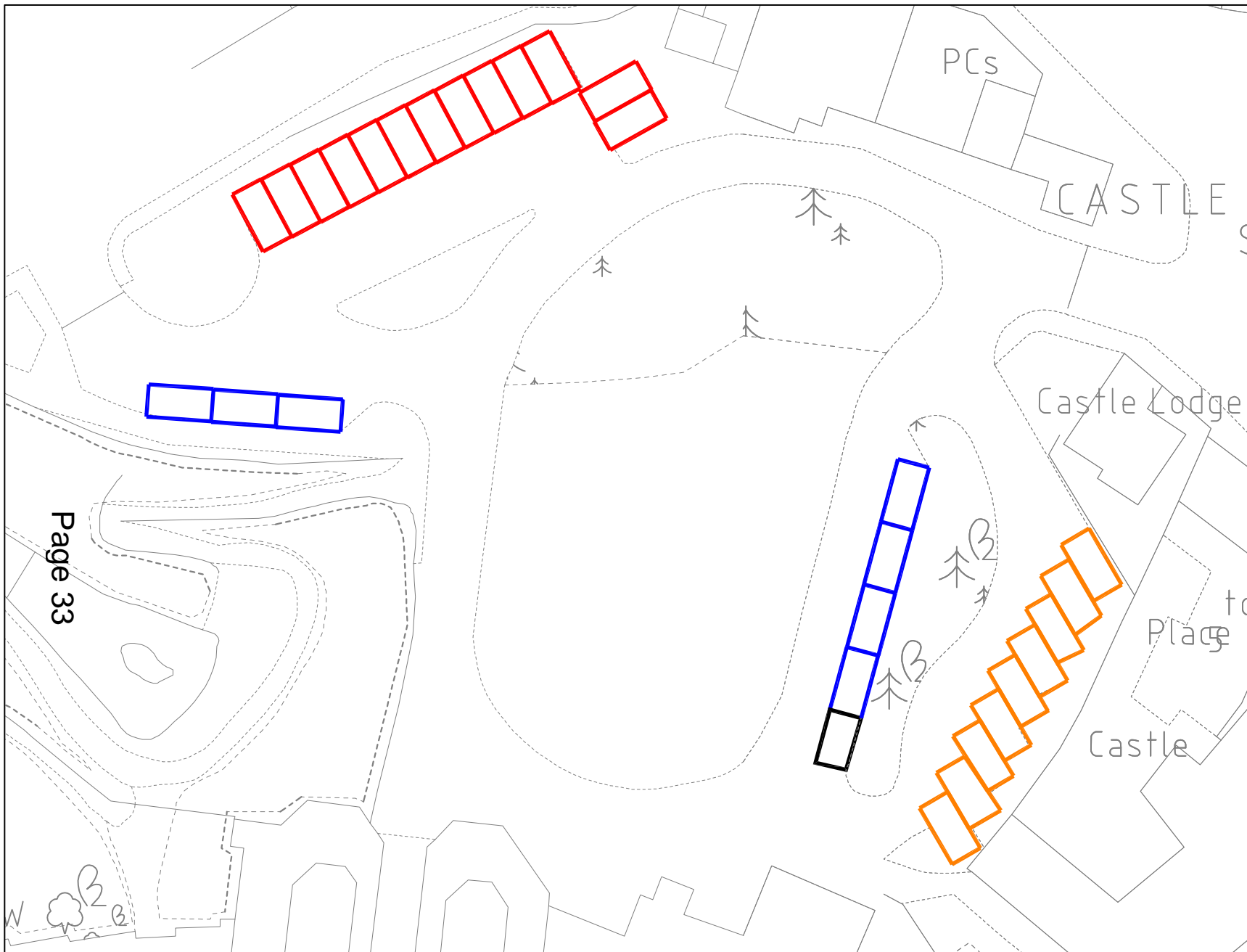
Technical Services
 Gibson Building
 Gibson Drive
 Kings Hill
 West Malling
 Kent ME19 4LZ
 Tel: 01732 844522

Project Title
 Larkfield
 Martin Square car park

Drawing Title
 Extents of car park

Drawn SM	Checked	Date
Scale		
Drawing No.		Rev

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- Existing chargeable bays
- Charges extended to cover this area
- Disabled bays
- Motorbike bay

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STREETSCENE,
LEISURE & TECHNICAL
SERVICES

Technical Services

Gibson Building
Gibson Drive
Kings Hill
West Malling
Kent ME19 4LZ
Tel: 01732 844522

Project Title

Tonbridge
Castle Grounds car park

Drawing Title

Extents of car park

Drawn SM	Checked	Date
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Scale

Drawing No.	Rev
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TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

21 September 2023

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

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision

1 GROUND MAINTENANCE CONTRACT

Summary

This report advises Members on the retender of the Council's Ground Maintenance Contract for Public Open Spaces. The report seeks Members comments and recommendations to Cabinet in regard to the procurement process and timeframe, length of contract, standards and levels of service and the proposed evaluation of tenders/award of contract.

1.1 Background

1.1.1 The current Ground Maintenance Contract is delivered by Landscape Services and was awarded on 1 January 2014. The contract was tendered for a five-year period, with an optional five-year extension. Following Cabinet approval of the five-year extension the current contract is due to expire on 31 December 2024.

1.1.2 The annual cost of the contract is currently £698,000 and generally covers ground maintenance of the following areas:

- Tonbridge Castle Grounds
- Tonbridge Cemetery
- Sportsgrounds in Tonbridge
- Amenity areas/Public open spaces
- Inspection of Council's tree stock

At the last meeting of this Committee Members considered strategic options for the future delivery of the services, potential savings to the contract and future measures to help address climate change. The Committee recommended to Cabinet that 'the Council progresses the external procurement of the Grounds Maintenance contract and updates the work previously undertaken by external consultants WCL including the preparation of a Public Sector Comparator. The cost of the consultancy work is £10,493.75.

1.2 Services Provided

1.2.1 The current contract covers a variety of ground maintenance services that generally consist of the following:

- grassed amenity area grass;
- hedge maintenance;
- shrub bed maintenance;
- planting and maintenance of annual bedding schemes;
- maintenance and inspection of trees, ditches, ponds, watercourses, weed
- control, cleansing of paths and internal roads;
- maintenance and inspection of children's play areas and equipment.

1.2.2 A full costed summary of the current specification was reported to the last meeting of this Committee.

1.2.3 The Council has appointed a temporary officer to audit the current areas covered by the contract to ensure the specification and bills of quantity are as accurate as possible and up to date. The officer will complete the audit by the end of the calendar year and amendments will subsequently be made to the documentation to be sent out to tenderers.

1.2.4 At the last meeting of this Committee a full copy of the current costed contact specification was presented to Members alongside potential specification alterations. Further to this, Members were asked to consider and bring forward any further alterations to the specification ahead of this Committee meeting. No such requests have been received and therefore the proposed alterations presented to Members at the last Committee are shown at **Annex 1** for Member consideration and recommendation to Cabinet. The only exception is the deletion of proposals for removal of flower beds and instead Officers will work with the incoming successful contractor to increase the use of perennials in the future design of flower bed displays. It is hoped that the savings resulting from this will equate to a saving in the region of £65,000 though no such saving can be guaranteed and will be dependent on how tenders approach and cost their bids. This figure is higher than previously advised as contract indexation has now been added.

1.2.5 At the previous meeting Members also agreed to progress the increase in Roadside Nature Reserves (RNR's) managed under the Contract. It is, therefore, proposed that the ambition to increase RNR's during the Contract term is reflected in the contract documentation and Officers identify potential sites with the support

of relevant Local Members and implement in liaison with the successful incoming Contractor.

- 1.2.6 Pesticide use was also previously raised and it is confirmed that use will continue at the minimal level and annual reviews on the requirement of application will be undertaken, specifically in regard to sports pitches. It is also proposed that contractors offer alternative costed methods through the tender for consideration.
- 1.2.7 The appointed contractor has use of maintenance storage buildings at Tonbridge Racecourse Sportsground, Tonbridge Farm Sportsground and Tonbridge Cemetery. These buildings are owned by the Borough Council and are made available to assist in the delivery of the contract.

1.3 Procurement/Timeframe

- 1.3.1 The contract will be retendered in line with the Council's Procurement Guidance, and in close liaison with the Directors of Finance & Transformation and Central Services.
- 1.3.2 With regard to external procurement a 'Framework' has been identified for potential use. The Kent Commercial Services framework provides the opportunity to seek tenders from a list of contractors which have already undergone thorough financial and quality appraisals. Seven companies are on the framework including the Council's existing contractor. The suitability of the framework has been considered by Dartford Borough Council and the Chief Solicitor and it has been agreed by them that the framework meets the authority's procurement rules. There is no additional cost to using the Framework.
- 1.3.3 It is the intention to procure and administer the contract with the assistance of Dartford Borough Council (DBC). This approach has been adopted previously on other major contracts led by this Council and DBC has proven to offer an efficient and value for money service. The cost of this assistance is £1,500.
- 1.3.4 An outline tender timescale has been developed which meets the requirements of the Council's Contracts Procedure Rules and takes into account programmed meetings of this Committee, Cabinet and Council. A copy of the timescale is attached at **Annex 2**, with Award of Contract being considered by this Committee in May 2024.
- 1.3.5 Over the next few months, the tender documents will be produced by members of the Officer Group overseeing the contract retender.

1.4 Type of Contract

- 1.4.1 Consideration has been given to the type of contract specification to be used and the relative benefits of each; these being frequency (i.e., cut the grass on a specified number of occasions per year) and performance (i.e., maintain the grass at a level no higher than a specific height). There are concerns that using a solely

performance related specification could create uncertainty for the contractor and could lead to a higher contract price.

- 1.4.2 It is noted, however, that there may be benefits to a performance specification in relation to specialised areas of maintenance such as fine turf and sports pitches. Frequency based contracts can remove ambiguity therefore tender evaluation can be carried out more confidently. It is suggested that a contract combining both types of specification would be appropriate and would offer a balanced approach. Whilst a predominantly frequency-based contract would be specified, the opportunity will also be taken to utilise performance related elements where appropriate. This hybrid approach is similar to the approach adopted in the Council's current grounds maintenance contract, which has generally served the Council well to date.

1.5 Length of Contract

- 1.5.1 The Council's current contract is for a 5-year plus 5-year option to extend. It is suggested that a minimum of 5 years should be applied and there should be caution to a single contract period over 10 years as it will remove flexibility for the Council should we decide to opt for another route at a later time or at the expiry of the 5-year term. Contractors understandably find it beneficial if contract duration is related to the average life of larger front-line machinery (five to seven years), and the Council would want the opportunity to retender after 5 years if significant changes occur in vehicles and equipment that support its environmental aspirations in the next few years. It is therefore suggested that a 5 plus 5-year contract be considered for the new contract.

1.6 Contract Evaluation

- 1.6.1 There are two possible award criteria: price and the Most Economically Advantageous Tender ("MEAT"). Price alone will rarely be a suitable criterion to adopt as it does not allow any aspects of the quality of the bid to be taken into account. It is therefore proposed that the award criteria for this contract should be MEAT, weighted 50%-50% between quality and price to ensure value for money is achieved and that the quality of the bids can be evaluated.
- 1.6.2 Factors that will be taken into account in determining the quality of the bids will include Tender presentation, Staffing Structure and Qualifications, Plant and Machinery, Health and Safety and Environmental Considerations. Quality elements will be evaluated using a weighted scoring matrix. This evaluation process, combining with the pricing score, will result in the contractor achieving the highest overall score being awarded the contract. The proposed criteria and weighing for tender assessment is shown at **Annex 3** for Members consideration.
- 1.6.3 In addition to the above, due diligence checks will also be undertaken on all tenderers to include financial stability, health and safety and previous experience. These will not be scored as part of the evaluation criteria though will be considered as pass/fail.

1.7 Lease of Maintenance Buildings

1.7.1 Under the existing grounds maintenance contract, a lease of Council owned maintenance buildings/facilities is granted to the contractor to use to deliver the contract. These include Tonbridge Racecourse Sportsground maintenance building, part of Tonbridge Farm Pavilion and areas at Tonbridge Cemetery.

1.7.2 It is assumed these facilities will be required by the contractor in the next contract and therefore a new lease will need to be granted on the following terms:

- Tenant – the contractor appointed to perform the grounds maintenance contract
- Term – to match the grounds maintenance term (10 years)
- Rent - £1 p.a. (if demanded). The alternative approach would be to charge a 'market rent' for the facilities, however that would simply result in the level of rent being added to contractor's tender. In this situation it is common practice to simply charge £1 p.a.
- Contracted Out – the lease will be 'contracted out' of the Landlord & Tenant Act 1954, which means at the end of the term the contractor is not automatically guaranteed a new lease, on the basis the overarching contract would have expired
- Break Clause – in the event a 5 + 5 year contract is awarded, the Council will have the ability to break the lease at the expiry of 5 years should the contract not be extended by a further 5 years
- Surrender – in the event the contract is determined the contractor shall surrender the lease

1.8 Legal Obligations

1.8.1 Legal obligations are met and adhered to the Council's Contract Procedure Rules.

1.8.2 Waivers to the Council's Contract Procedure rules will be required for the use of the Framework and the appointment of WCL and these will be sought from the Council's Statutory Officers.

1.9 Financial and Value for Money Considerations

1.9.1 At the last meeting of this Committee Members were advised of the current ground maintenance market and the potential impact this may have on the final contract price.

1.10 Risk Assessment

1.10.1 Liaison with the Chief Solicitor has been undertaken to ensure that the procedures applied fully conform to the Council's procurement rules and timeframe. The use

of an established framework ensures all required checks of the contractors have been undertaken and by working with Dartford Borough Council, full compliance with the administration of the contract will be met allowing the necessary compliance required for this type of tender. Full liaison with Services across the Council will be achieved via the Officer Group and Members will be fully updated throughout. Failure to do so could result in time delays causing a financial loss in a competitive market or an external challenge to our procedure.

1.11 Equality Impact Assessment

1.11.1 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.

1.12 Policy Considerations

1.12.1 Asset Management, Community and Healthy Lifestyles.

1.13 Recommendations

1.13.1 It is RECOMMENDED that Members of this Committee consider the proposed approach to the procurement of the ground maintenance contract outlined in this report, and make recommendations to Cabinet based on the following suggestions-

- Kent Commercial Services Framework is used for the external procurement.
- Length of contract will be five-years plus five-years.
- The Contract will be awarded based on the most economically advantageous tender and be evaluated on 50% price and 50% quality.
- The quality assessment criteria be agreed as set out in Annex 3.
- A lease be granted to the successful contractor as per the terms detailed in the report.

Background papers:

contact: Darren Lanes

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

GM CONTRACT RE-PROCUREMENT ANNEX 1 - PROPOSED LEVELS OF SERVICE AND POTENTIAL SAVINGS

No.	Current Level of Service	Proposed Level of Service	Implications	Potential Saving
1	Grass cutting – frequency for general open spaces (including car parks) at 15 cuts per year.	Reduce frequency to 12 cuts per year (March to November)	Longer grass and the potential for an increase in the number of complaints.	£12,307.07
2	Grass cutting (Cemetery and Closed Churchyards) – Inter/Full Lawn Plots cut once a fortnight (18 cuts).	Reduce frequency to 15 cuts per year (March to November)	Longer grass and the potential for an increase in the number of complaints.	£6,073.69
3	Grass cutting (Sportsgrounds) – General grass areas cut once a fortnight (18 cuts).	Reduce frequency to 15 cuts per year (March to November)	Longer grass and the potential for an increase in the number of complaints.	£8,822.00
4	Sweeping of hard surface (Tonbridge Cemetery) - twice a week.	Reduce frequency to once per month	Potential increase in accumulation of debris on paths in high profile and sensitive areas within the contract which could lead to an increased number of complaints	£2,419.35
5	Shrub bed maintenance (all areas) once per year.	Remove the requirement for bark to be applied to shrub beds.	Potential increase in number of weeds within shrub beds, decrease in moisture retention and reduction in aesthetic value.	£21,603.82
6	Shrub bed maintenance (all areas) once per year.	Remove fertilising of shrub beds.	It is not felt that this amendment would have a significant impact.	£1,709.62
7	Seat/bench cleaning (all areas) once per month.	Reduce frequency of seat/bench cleaning to once per year	Potential for seats and benches to become dirtier between cleans. Potential for an increase in the number of complaints.	£5,905.77
8	Cleansing of litter bins (all areas) once per months.	Reduce frequency of bin cleansing to once per year	Potential for litter bins to become dirtier between cleans. Potential for an increase in the number of complaints.	£3,619.38
9	Cleansing of signs and notices (all areas) once per month.	Remove requirement to cleanse of signs and notices.	Officers will clean signs and notices on an annual basis. Potential for signs and notices to become dirtier between cleans, which could lead to an increase in number of	£2,323.20
10	Cleansing of lifebuoys (all areas) once per month.	Reduce frequency of cleansing of life buoys to once per year	Potential for lifebuoys to become dirtier between cleans. Potential for an increase in the number of complaints.	£405.79
Total Potential Savings				£65,189.69

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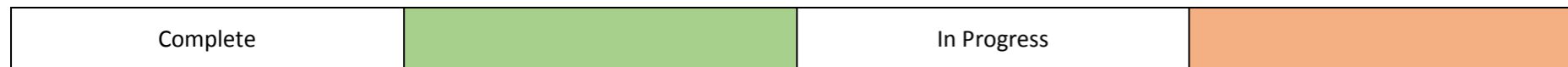
		2023												2024												2025	
Grounds Maintenance Retender		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	
1.	Grounds Maintenance Officer Study Group meeting.					x																					
2.	Grounds Maintenance Officer Study Group meeting.							x																			
3.	Seek Member recommendation to Cabinet for approval of the strategic approach to procurement and guidance on specification savings at Communities and Environment Scrutiny Select Committee.							x																			
4	Review current contract documentation, establish proposed level of service and social environmental considerations in liaison with Council Officer Study Group.							x	x	x																	
4.	Remeasure contract for revised contract specification and bills of quantity.								x	x	x																
5.	Grounds Maintenance Officer Study Group meeting.									x																	
6.	Seek Cabinet approval for item 3 above.									x																	
7.	Seek Member recommendation to Cabinet for approval of levels of service, specification amendments and terms of contract at Communities and Environment Scrutiny Select Committee on 21 st September.									x																	

GM Contract Re-Procurement Annex 2 - Timeframe for use of Procurement Framework

	Grounds Maintenance Retender	2023												2024												2025
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
8.	Preparation of contract tender documentation.								X	X	X	X	X	X												
9.	Seek Cabinet approval for item 7 above on 3 rd October.									X																
10.	Grounds Maintenance Officer Study Group meeting.									X																
11.	Grounds Maintenance Officer Study Group meeting.										X															
12.	Grounds Maintenance Officer Study Group meeting.											X														
13.	Grounds Maintenance Officer Study Group meeting.												X													
14.	Grounds Maintenance Officer Study Group meeting.													X												
15.	Commencement of tender within framework.													X												
16.	Grounds Maintenance Officer Study Group meeting.														X											
17.	Tenders returned														X											
18.	Tender evaluation														X	X										
19.	Grounds Maintenance Officer Study Group meeting.															X										
20.	Grounds Maintenance Officer Study Group meeting.																X									
21.	Seek Member recommendation to Cabinet for approval of successful contracts at Communities and Environment Scrutiny Select Committee on 22 nd May.																X									

GM Contract Re-Procurement Annex 2 - Timeframe for use of Procurement Framework

	Grounds Maintenance Retender	2023												2024												2025
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
22.	Seek Cabinet approval for item 10 above on 4 th June.																	X								
23.	Seek full Council approval for Item 11 above on 9 th July.																		X							
24.	Contractor mobilisation/lead in time																		X	X	X	X	X	X	X	
25.	Contract commences																								X	



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GM Contract Re-Procurement Annex 3 - Evaluation Criteria Summary

	EVALUATION CRITERIA SUMMARY	WEIGHTING	SCORE
1.	PRICE: Annual Price/Total Contract Price	50%	/50
2.	QUALITY: Tender presentation and information supplied.	5%	/5
3.	QUALITY: Health and safety.	7%	/7
4.	QUALITY: Details of the management and staffing structure(s) which are intended to be used use to deliver the contract including the previous relevant experience and qualifications of the proposed contract manager and senior staff.	15%	/15
5.	QUALITY: Details of the planned resources including vehicles, plant and equipment that are intended to be used to carry out the contract works.	15%	/15
6.	QUALITY: Social value / environmental factors including the how the organisation plans to reduce Carbon emissions from commencement of contract, how it aligns with The Councils adopted aim to be Carbon neutral by 2030 and details of how the sustainability of operations are to be monitored and improved during the term of the contract.	8%	/8
	Total Score	100%	/100

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TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

21 September 2023

Report of the Director of Central Services and Deputy Chief Executive

Part 1- Public

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

1 KCC COMMUNITY WARDEN CONSULTATION RESPONSE

Report providing details about the KCC Community Warden review currently out for consultation, along with a proposed response from Tonbridge & Malling Borough Council.

1.1 Background to the consultation

1.1.1 To help meet the financial challenge Kent County Council is facing, the Community Warden service has been asked to reduce its annual budget by £1 million by 2024-25. To achieve this level of saving, they will need to redesign the service and are currently asking for views through a consultation process. The consultation will run from 12 July to 3 October 2023.

1.1.2 The Consultation document, which is available online, provides information on:

- The current Community Warden service, including what it does and how it operates.
- Why KCC are proposing to make changes and how they have developed their proposals.
- The proposed changes to the service and details of other options that have been considered.

1.1.3 The proposals presented in the consultation have been developed with information from service users and input from staff and partners.

1.1.4 Most of the service's £2.4 million budget provides the salaries of community wardens. To reduce the service budget by the required £1 million, staffing reductions are needed. In summary, they are proposing to:

- Redesign the service, ensuring there is a core Community Warden presence across the county, with teams covering two districts. There would be a

minimum of three wardens per team plus a team leader who will also provide a uniformed presence and work operationally.

- Retain the remit and community-based way the service currently works but cover fewer communities. All wardens will have an area in which they are based but wardens would need to work more flexibly, responding outside of these areas when the need arises.
- Use data and information to identify where to place wardens for most impact.

1.2 The work of the Community Wardens across Kent and within Tonbridge & Malling

- 1.2.1 The Community Warden service was established by KCC in 2002. Today, the service is structured with 70 wardens (including six team leaders), two area managers, one volunteer and apprenticeship scheme manager and one business coordinator.
- 1.2.2 When the Community Warden service was first established, its main aim was to form a key part of the KCC's response to its statutory responsibilities under the Crime and Disorder Act 1998 (amended by the Police and Justice Act 2006). The service's remit has evolved and expanded from the initial crime and disorder focus and the service now also contributes to their duties under the Care Act 2014. Today, the wardens provide a proactive and visible service that helps in a variety of ways to improve residents' quality of life and allow their communities to thrive.
- 1.2.3 Most wardens are based within a particular community. Historically, they have been deployed in rural communities or areas at the very edge of towns serving a population of between 2,500 and 5,000 residents. The areas served were identified by their community safety issues using crime and disorder statistics, referrals to social services, unemployment levels and deprivation statistics.
- 1.2.4 Today, there are six teams covering two districts each. The service operates with most wardens assigned to a particular area but also flexibly responding to needs beyond this, allowing for coverage of most of the county. The Wardens of Tonbridge & Malling are together with Maidstone, where there is one Team Leader and 13 Wardens.
- 1.2.5 The Wardens are an invaluable resource which is available to the Borough Council via the Community Safety Partnership. At present there are 6 Wardens covering Aylesford, Burham and Eccles, Borough Green and Wrotham, Ditton, East Malling, East Peckham and Hadlow and Snodland and Holborough. There is also a District Support Warden who can go into areas not covered by the area specific Wardens.
- 1.2.6 During 2021/22 (the latest data available), the Community Wardens undertook 1,531 tasks in 2021/22. 30% of the operational tasks undertaken in Tonbridge and

Malling in 2021/22 were general operational tasks. 70% related to work for a specific resident, including vulnerable persons.

- 1.2.7 The majority of the tasks that the wardens undertook in Tonbridge and Malling in 2021/22 were self/KCWS initiated (79%) due to the community based, proactive nature of the service. Members of the public are the second biggest source of referrals (5% in 2021/22). However, working in partnership they also received referrals from a variety of sources, including requests from charities, community groups, councils and councillors, community safety units, schools, and Kent Police.
- 1.2.8 Of the operational tasks carried out by wardens in Tonbridge and Malling in 2021/22, the 457 'general operational' (non-resident specific) were assigned a category. 33% were related to crime prevention and ASB, 26% were related to the environment, 28% were related to vulnerable people, and 13% were related to youth.
- 1.2.9 A total of 1,138 of the operational tasks that the wardens undertook in Tonbridge and Malling in 2021/22 recorded client profile data. Multiple options can be selected for a given task. 35% of the tasks related to persons aged over 55, while 27% related to those with general health needs.
- 1.2.10 Of the 1,531 operational tasks in Tonbridge and Malling in 2021/22, 82% did not require an onward referral. A 10% increase versus the previous financial year.
- 1.2.11 The highest share of referrals for Tonbridge and Malling went to the NHS (20%), followed by Kent Police (20%) and KCC Adult Social Services (18%).

1.3 The proposed cuts to the service

- 1.3.1 As mentioned, most of the service's £2.4 million budget provides the salaries of community wardens. To reduce the service budget by the required £1 million, staffing reductions are needed.
- 1.3.2 KCC know from the feedback they've received that what the wardens do and how they do it is largely viewed as being valuable and effective. They are therefore proposing to retain the service's wide remit and the community-based proactive nature of the service.
- 1.3.3 They are also proposing to retain a presence in all 12 districts. However, with fewer wardens, coverage across the county would be reduced.
- 1.3.4 They are therefore proposing a minimum service level across the county with more warden presence in areas of highest need. The service would continue with six teams, covering two districts each. There would be a minimum of three wardens per team plus a team leader who also provides a uniformed presence and works operationally. Additional wardens (14 under the below proposed

reductions) would be placed within teams based on need using a proposed Geographical Allocation Policy.

- 1.3.5 All wardens will have an area in which they are based but wardens would need to work more flexibly, responding outside of these areas when the need arises. This would allow the wardens to maintain their local knowledge, links with Community Safety Units (CSUs) and community groups, take referrals or respond at times of crisis across all districts. It will also allow districts with greater levels of need to receive a greater level of support.
- 1.3.6 It is proposed to allocate wardens to electoral wards. There is a lot of data available at ward level that can help identify areas of need. There are 271 wards in Kent with population sizes varying from 2,000 to 12,000. A ratio of 6,000 to 12,000 residents per warden would be manageable. This would mean some smaller wards may need to be grouped. To identify which wards will have a warden allocated to them (for both the minimum service level, and the additional wardens), KCC have used a variety of data and information to see where there is the greatest need for the service (known as the Geographical Allocations Policy).
- 1.3.7 The Geographical Allocations Policy (GAP) will use indicators, such as the percentage of people over 65 living alone, the percentage of lone parents with dependent children, the levels of domestic abuse, levels of anti-social behaviour, the index of multiple deprivation and distance from GP, urgent care and A & E to help rank the wards by need for each district, as well as across the county as a whole.
- 1.3.8 Under these proposals 32 warden posts would be removed. The minimum number of wardens per team (three) and the additional wardens (14) would be allocated to wards across the county using the GAP. The GAP is part of this consultation and therefore subject to change.

1.4 What other options did KCC consider?

- 1.4.1 Before deciding on the proposal discussed above, KCC did consider other options and these are listed below:
- 1.4.2 **Making savings by other means than reducing the number of wardens/staff.** The £135,000 of the service budget that does not cover staffing is not large enough for the size of savings required. These costs relate to uniform, equipment, training, and materials. There would be some savings in this area due to reduced warden numbers.
- 1.4.3 **Narrowing service remit.** KCC considered narrowing the service's broad remit (objectives) so that the existing level of county coverage could be maintained. For example, if wardens were to only support the elderly and vulnerable, and not cover safety, resilience or community wellbeing anymore, they may in theory be able to do this over more areas. However, staff and stakeholder feedback in the pre-consultation engagement valued the range and flexibility of warden support,

allowing adaptation to different community needs. They also felt that all of the service's objectives are connected and dependent on each other. Previous surveys of service users and case studies show demand across all the service's objectives.

- 1.4.4 **Moving away from being a proactive, community-based service.** They considered the possibility of wardens being centrally managed and only responding to referrals and requests. This would in theory allow the service to maintain coverage across the majority of the county as wardens would not be based in particular areas. However, staff and stakeholders in pre-consultation feedback valued the community-based proactive approach as it means wardens have local knowledge, relationships and trust built within those communities, which partners can rely upon.
- 1.4.5 **Simple and equal distribution across teams.** Having the same number (or as near to as possible) of wardens in each district was considered. However, this wouldn't take into account the different levels of need between districts, including criteria such as deprivation and elderly populations.
- 1.4.6 **High need ward coverage only.** Using only high need criteria such as deprivation, and not ensuring a minimum service level across the county, would result in the majority of the service being focused in East Kent. However, most stakeholders said that there should be wardens in all districts to allow the service to maintain their local knowledge, links with Community Safety Units (CSUs) and community groups, take referrals or respond at times of crisis.
- 1.4.7 **Reducing management and support roles.** KCC are proposing a reduction of managers from three to one. There is only one business coordinator post, which they are proposing to retain. Without this post, administrative tasks would fall to operational team leaders and wardens reducing the amount of time they can be out in the community.
- 1.4.8 Reducing team leader posts is also considered to be undesirable as they are the key point of contact across two districts for CSUs and they provide close supervision and support to wardens who increasingly work with individuals with complex needs. Team leaders will also be expected to be operational, providing additional, visible uniformed presence.

1.5 Response from Tonbridge & Malling Borough Council

- 1.5.1 Tonbridge & Malling Borough Council is very supportive of the work of the Community Wardens and notes the huge amount and variety of work that they do, often un-noticed for our residents. They are working to prevent longer term issues, as well as supporting work to tackle anti-social behaviour.
- 1.5.2 We also appreciate, that like many public bodies, KCC are having to make difficult decisions on cost savings. However, there is a concern that cutting the Community Warden service will lead to increased costs in other organisations and

that whilst in the short term, money will be saved, in the longer term it may actually increase costs such as for Adult Social Care or Policing. There may also be the expectation that Local Authorities will fill some of the gaps, especially in those areas where Wardens will be withdrawn. Local Authorities do not have the resources or capacity to fill these gaps or provide the Warden service.

- 1.5.3 It should be noted that KCC are also making cuts to the Kent Homeless Connect Service and supported housing. These services support some of the most vulnerable in society, and together with the planned cuts to the Warden service, may mean that vulnerable people slip will not get the support they need.
- 1.5.4 It is however, pleasing to see that in the proposals Tonbridge & Malling will still have some Warden coverage, as it needs to be recognised that there are vulnerable residents within the borough who continue to need the support from the Wardens.
- 1.5.5 Members will need to consider how they want to respond to the consultation and a copy of the consultation questionnaire is attached at Annex 1. Members may wish to consider the following options in response to the consultation.
- (a) Members may choose to agree fully with the proposals as suggested by KCC. This does ensure that Tonbridge & Malling will receive some Warden coverage and that those residents who need support will continue to receive this.
 - (b) Members may wish to disagree with all of the proposals put forward and recommend that there are no changes to the Warden service. However, the consultation document does not offer any alternative suggestions, other than the proposed cuts to the service.
 - (c) Members may wish to agree with some of the proposal but highlight the concerns mentioned within this paper (such as the concerns that other agencies will have to pick up the work of the Wardens) and the impact that this will have on these agencies (and on residents).

1.6 What happens next within KCC?

- 1.6.1 The responses to the consultation will be analysed and presented in a consultation report to KCC Members in January 2024 for their consideration and recommendation. Following this meeting a decision is expected to be taken by the Cabinet Member for Community and Regulatory Services. KCC will publish details of the decision on the consultation webpage.
- 1.6.2 Any changes to warden allocations would most likely take effect in Spring 2024.

1.7 Legal Implications

- 1.7.1 The Community Warden service is a discretionary service, which means KCC is not legally required to provide it. It is acknowledged that the service contributes to

their statutory duties under the Crime and Disorder Act and the Care Act. However, they do not solely rely on the service to prevent and reduce crime and disorder, promote wellbeing, or prevent needs for care and support.

- 1.7.2 The proposals are designed to enable the reduced Community Warden service to achieve all it can under these duties. For example, retaining the service's remit and community-based approach makes the service particularly effective in contributing to these duties.

1.8 Financial and Value for Money Considerations

- 1.8.1 The proposals will lead to a cost saving for KCC but could lead to increased costs within other agencies/organisations who may have to pick up the gaps in provision/service.

1.9 Risk Assessment

- 1.9.1 KCC have carried out risk assessments as appropriate.
- 1.9.2 The impact on the duty by Tonbridge & Malling Borough Council to discharge its important Safeguarding role will be severely impacted.
- 1.9.3 The proposed move from one Team Leader and thirteen Wardens to one Team Leader and three wardens covering Maidstone and Tonbridge & Malling will severely stretch the resources in place, especially factoring in holidays, sickness etc.
- 1.9.4 There is a high risk of vulnerable persons not being visited and referrals not being made, and these people will miss the care and support they so desperately require.

1.10 Equality Impact Assessment

- 1.10.1 Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this paper directly impact on end users. The impact has been analysed and varies between groups of people. The results of this analysis are set out immediately below.
- 1.10.2 An Equality Impact Assessment (EqIA) has been carried out by KCC to assess the potential impacts of the proposals being put forward in this consultation on the protected characteristics. These are: age, disability, sex, gender identity, race, religion/belief or none, sexual orientation, pregnancy and maternity, and marriage and civil partnership. They also examine carers' responsibilities.

- 1.10.3 The scale of the savings needed are not possible without significantly reducing the number of community wardens. Unfortunately, this means that there would be an adverse impact on some protected groups.
- 1.10.4 The proposed Geographical Allocation Policy would ensure wardens, though reduced in number, are targeted to where they are most needed. This would result in some communities losing their warden. However, it may also result in some areas which currently don't receive support, doing so in the future. Therefore, there is potential for a positive impact, although not on the same scale as the overall negative impact.
- 1.10.5 Four groups, older people, females, people with a disability or long-term impairment, and those with carer's responsibilities have been identified as being more impacted by these proposals as they represent the majority of the wardens' current service users. Approximately 80% of the service users are 55 or over and 46% are 75 or over. 63% are female. 30% would describe themselves as disabled. 17% have caring responsibilities.
- 1.10.6 The feedback from the consultation will be used to review and update the EqIA, which will be considered before any decisions are taken.

1.11 Policy Considerations

- 1.11.1 Community, Crime & Disorder Reduction

1.12 Recommendations

- 1.12.1 The Committee is requested to consider this report and the options given at 1.5.5 above, and to make recommendations to Cabinet on the response to the consultation.

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

Background papers:

Nil

contact: Anthony Garnett,
Head of Licencing, Community
Safety and Customer Services
and Alison Finch, Safer &
Stronger Communities
Manager

Adrian Stanfield
Director of Central Services and Deputy Chief Executive

Kent Community Warden Service Review

Consultation document and questionnaire



Have your say!

We are proposing to make savings by redesigning the Kent Community Warden Service.

Find out more and tell us your views at

kent.gov.uk/communitywardenreview

Consultation open from 12 July to 3 October 2023.



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1. Introduction

We are running a consultation on proposed changes to our Community Warden service. We want to share our proposals with you and invite your views.

This consultation document provides information on:

- the current Community Warden service, including what it does and how it operates
- why we are proposing to make changes and how we have developed our proposals
- the proposed changes to the service and details of other options that have been considered
- how service users and other interested parties can participate in the consultation and tell us how these changes could impact them.

There is a glossary on page 14 which will give you more information on some of the words in this document. These words are highlighted in **bold**.

2. The Community Warden service

Background

The Community Warden service was established in 2002. Today, the service is structured with:

- 70 wardens (including six team leaders)
- two area managers
- one volunteer and apprenticeship scheme manager
- one business coordinator.

The service's £2.4 million budget mostly covers these staffing costs. The remaining £135,000 of this budget is used for uniforms, equipment, training, materials, vehicles, and travel expenses.

What does the service do?

When the Community Warden service was first established, its main aim was to form a key part of the Council's response to its **statutory** responsibilities under the Crime and Disorder Act 1998 (amended by the Police and Justice Act 2006).

Under Section 6 of the 1998 Act, we must work with the other responsible authorities, such as Kent Police and Kent Fire and Rescue Service, to tackle local crime and disorder. Under Section 17 of this Act, we must consider crime and disorder implications for all of our functions and decisions.

The service's remit has evolved and expanded from the initial crime and disorder focus and the service now also contributes to our duties under the **Care Act 2014**.

Under Section 1 of this Act, we must promote individual wellbeing, and under Section 2, we must prevent needs for care and support. This means we have to consider:

- what services, facilities and resources are already available in the area (for example local voluntary and community groups), and how these might help local people
- identifying people in the local area who might have care and support needs that are not being met
- identifying carers in the area who might have support needs that are not being met.

Wardens contribute to these duties by having knowledge of the communities they serve and being able to connect residents to what will promote their wellbeing or prevent care and support needs. This could be financial support, housing, information and advice, carers support, social connections, and activities.

Today, the wardens provide a proactive and visible service that helps in a variety of ways to improve residents' quality of life and allow their communities to thrive. The current service remit can be described by its four key objectives:

Objective 1 - Strengthening community resilience to ensure 'Stronger, Safer Communities'. Helping residents feel safer and be resilient at times of challenge.

Objective 2 - Supporting the elderly and vulnerable. Facilitating access to the right support, care and services.

Objective 3 - Fostering community cohesion and wellbeing. Working across communities to help build a sense of community.

Objective 4 - Assisting residents to navigate public services.

The service works closely with district **Community Safety Units (CSUs)** and receives requests from multiple different partners such as Adult Social Care, Kent Police, Trading Standards, district and borough councils, parish and town councils, community groups, schools, health services (e.g. GPs) and Kent Fire and Rescue Service. These requests can be to:

- provide local knowledge or advice
- support community safety and engagement initiatives
- assist partner organisations to engage with hard-to-reach residents
- provide one to one support to the partner organisation's clients where they are limited due to capacity or eligibility

- provide support to clients which only the wardens can provide due to their trusted community position
- provide support during emergency incidents.

Where does the service operate?

Most wardens are based within a particular community. Historically, they have been deployed in rural communities or areas at the very edge of towns serving a population of between 2,500 and 5,000 residents. The areas served were identified by their community safety issues using:

- crime and disorder statistics
- referrals to social services
- unemployment levels
- deprivation statistics.

Decisions were made by KCC with Kent Police in consultation with district, borough, parish and town councils.

In recent years, allocations of warden posts have been reviewed and updated at times of recruitment based on the service’s understanding of changes in communities and their needs.

Today, there are six teams covering two districts each. The service operates with most wardens assigned to a particular area but also flexibly responding to needs beyond this, allowing for coverage of most of the county.

The table below shows the current team staffing levels:

District teams	Number of staff
Ashford and Swale	1 team leader, 8 wardens*
Canterbury and Thanet	1 team leader, 11 wardens*
Dartford and Gravesham	1 team leader, 5 wardens*
Dover and Folkestone & Hythe	1 team leader, 11 wardens
Maidstone and Tonbridge & Malling	1 team leader, 13 wardens
Sevenoaks and Tunbridge Wells	1 team leader, 6 wardens*

*There are currently vacancies within these teams which means that the current staffing number is 60.

A full breakdown of current warden allocations can be found in Appendix A from page 39 and on our service webpage: www.kent.gov.uk/communitywardens.

3. Why are we proposing changes?

In February 2023, our **Members** approved the Council’s planned budget for 2023-24. The budget takes into account a £182 million rise in the cost of services, fuelled

by inflation, market conditions and additional demands on council services from an ageing population with increasing complexity of need. Increased funding from the government and council tax provide £124 million. This leaves a shortfall of £58 million over the next financial year, which will need to be found from spending reductions, increased income and some use of reserves (our savings) to balance the budget. This means that we are having to make savings across a whole range of services, including the Community Warden service. To achieve the level of savings required, we will need to redesign the service.

4. How have we developed our proposals?

We have engaged with key stakeholder organisations, Community Warden service staff, and other services within KCC to help develop the proposals presented in this consultation. We have also used feedback previously received from service users and partners to help inform our thinking.

The majority of staff and partners felt that the service's objectives are right; that the wardens' broad remit, autonomy, and ability to respond flexibly is a strength of the service.

Over 3,000 service users have been surveyed since November 2020. 76% of responses said useful information was provided by the warden and 41% said the warden helped them access services that they had struggled to access on their own. Many respondents said that the visit made them feel happier (94%), safer (80%), less worried (89%) and that the visit will improve their quality of life (76%). These outcomes, along with the reasons given for wardens providing support, span all four of the service's objectives, showing residents both use and value the broad remit of the service.

A large majority of the partners felt that wardens should continue to be based within communities and that there should be a warden presence in all districts. Most staff felt that the service should not move to being solely reactive. There was also agreement that key criteria to use when identifying where a warden should be based are:

- high levels of deprivation
- high elderly populations
- barriers to accessing services
- low life satisfaction
- rural areas.

5. How do we propose to make savings?

Most of the service's £2.4 million budget provides the salaries of community wardens. To reduce the service budget by the required £1 million, staffing reductions are needed.

We know from the feedback we've received that what the wardens do and how they do it is largely viewed as being valuable and effective. **We are therefore proposing to retain:**

- **the service's wide remit**
- **the community-based proactive nature of the service.**

We are also proposing to retain a presence in all 12 districts. However, with fewer wardens, coverage across the county would be reduced.

We are proposing the following changes:

A minimum service level across the county with more warden presence in areas of highest need. The service would continue with six teams, covering two districts each. There would be a minimum of three wardens per team plus a team leader who also provides a uniformed presence and works operationally. Additional wardens (14 under the below proposed reductions) would be placed within teams based on need using the proposed Geographical Allocation Policy (see below).

All wardens will have an area in which they are based but wardens would need to work more flexibly, responding outside of these areas when the need arises. This would allow the wardens to maintain their local knowledge, links with Community Safety Units (CSUs) and community groups, take referrals or respond at times of crisis across all districts. It will also allow districts with greater levels of need to receive a greater level of support.

Reducing the service by 32 warden posts and two management posts.

Proposed structure:

- 38 wardens (including six team leaders)
- one operational manager
- one business coordinator.

This level of staffing would support the proposed operating model, streamline management roles to retain as much frontline staff as possible, and retain sufficient support, supervision, day-to-day organisation and prioritisation of the teams' workload through the team leader posts.

Allocate wardens to wards. It is proposed to allocate wardens to **electoral wards**. There is a lot of data available at ward level that can help identify areas of need. There are 271 wards in Kent with population sizes varying from 2,000 to

12,000. A ratio of 6,000 to 12,000 residents per warden would be manageable. This would mean some smaller wards may need to be grouped.

Introduce a Geographical Allocation Policy (GAP). To identify which wards will have a warden allocated to them (for both the minimum service level, and the additional wardens), we will use a variety of data and information to see where there is the greatest need for the service.

The Community Warden service’s broad remit means there is a wide range of data which could be used. The data we have selected are from KCC, the Police, the Office for National Statistics and the 2021 Census.

We have selected the indicators (types of data) we feel are the most relevant to the service’s objectives. We would use these to rank wards according to need to help identify where wardens should be based.

Proposed indicators
<p>Objective 1 – Community safety and resilience</p> <ul style="list-style-type: none"> • % of lone parent households with dependent children • % of people over 65 living alone • % of people providing 50+ hours of unpaid care per week • Level of domestic abuse • Level of children’s social care referrals progressing to assessment • Level of anti-social behaviour • Level of scams reported to Trading Standards
<p>Objective 2 – Supporting the elderly and vulnerable</p> <ul style="list-style-type: none"> • Indicators of loneliness (widowhood, housing tenure, poor self-reported health and household size) • Level of Homecare clients • % of people over 55 • % of people with a disability or long-term impairment
<p>Objective 3 – Foster community cohesion and wellbeing</p> <ul style="list-style-type: none"> • Indicators of low wellbeing • Low levels of community engagement (sport, hobby, youth club and social club and community organisation membership)
<p>Objective 4 – Assist with navigating public services</p> <ul style="list-style-type: none"> • Index of Multiple Deprivation: Barriers to housing and services domain, 2019 • Distances from nearest GP, urgent care and A&E (accident and emergency)

To arrive at a total score for each ward, so that they can be ranked by need, we would take the following steps:

1. Convert the indicators from their different formats (rates, numbers, percentages) into an index score, which would allow the indicators to be compared and combined.
2. Combine the indicator scores for each objective, giving them equal importance, to arrive at a score for each objective.
3. Combine the scores for each objective, giving each equal importance, to arrive at a score for each ward.

The wards can then be ranked by need within each district (for the minimum service level allocations) as well as across the county as a whole (for the additional allocations).

The Community Warden service has always had a strong emphasis on partnership working. Therefore, alongside this modelling of data, final allocation decisions will take into account:

- changes to public transport and community buildings (which may highlight communities at greater risk of isolation)
- conversations with Adult Social Care (including impact of new **locality model**)
- Kent Police's new neighbourhood policing model
- areas of high crime for which warden placements are not appropriate
- areas already well supported by services whose remit overlaps with the Community Warden service
- engagement with district and borough councils and local CSUs
- engagement with Kent Association of Local Councils (KALC).

Under these proposals 32 warden posts would be removed. The minimum number of wardens per team (three) and the additional wardens (14) would be allocated to wards across the county using the GAP. The GAP is part of this consultation and therefore subject to change.

If these proposed changes were to go ahead, it is likely there would be a change in the level of service you or your community receive from the Community Warden service.

The following table shows the current and proposed staffing arrangements:

District teams	Current staffing	Proposed future minimum staffing	Proposed future additional staffing
Ashford and Swale	1 team leader, 8 wardens*	1 team leader, 3 wardens	To be determined**
Canterbury and Thanet	1 team leader, 11 wardens*	1 team leader, 3 wardens	To be determined**
Dartford and Gravesham	1 team leader, 5 wardens*	1 team leader, 3 wardens	To be determined**
Dover and Folkestone & Hythe	1 team leader, 11 wardens*	1 team leader, 3 wardens	To be determined**
Maidstone and Tonbridge & Malling	1 team leader, 13 wardens	1 team leader, 3 wardens	To be determined**
Sevenoaks and Tunbridge Wells	1 team leader, 6 wardens*	1 team leader, 3 wardens	To be determined**
Total	60	24	14

*Teams with vacant posts

**14 wardens to be placed in teams according to need identified by the GAP (some teams will then have more than three wardens).

Legal requirements

The Community Warden service is a **discretionary service**, which means KCC is not legally required to provide it. It is acknowledged that the service contributes to our statutory duties under the Crime and Disorder Act and the Care Act. However, we do not solely rely on the service to prevent and reduce crime and disorder, promote wellbeing, or prevent needs for care and support.

The proposals are designed to enable the reduced Community Warden service to achieve all it can under these duties. For example, retaining the service's remit and community-based approach makes the service particularly effective in contributing to these duties.

Summary of proposed changes

<p>Positives</p> <ul style="list-style-type: none"> • The valued community-based approach would be retained. • The valued wide remit (objectives) of the service would be retained. • There would be a presence in all districts across Kent, placed in the areas of greatest need for each district. • The additional 14 wardens would be placed where need is greatest.
<p>Negatives</p> <ul style="list-style-type: none"> • There would be fewer uniformed wardens (reduced from 70 to 38). • Fewer communities would be allocated a warden. • Many areas currently allocated a warden would lose their warden.

6. What other options have we considered?

Before deciding on our proposals in section 5 we considered and discounted a number of other options to make savings. These were:

1. Making savings by other means than reducing the number of wardens/staff. The £135,000 of the service budget that does not cover staffing is not large enough for the size of savings required. These costs relate to uniform, equipment, training, and materials. There would be some savings in this area due to reduced warden numbers.

2. Narrowing service remit. We considered narrowing the service's broad remit (objectives) so that the existing level of county coverage could be maintained. For example, if wardens were to only support the elderly and vulnerable, and not cover safety, resilience or community wellbeing anymore, they may in theory be able to do this over more areas. However, staff and stakeholder feedback in the pre-consultation engagement valued the range and flexibility of warden support, allowing adaptation to different community needs. They also felt that all of the service's objectives are connected and dependent on each other. Previous surveys of service users and case studies show demand across all the service's objectives.

The recent Positive Wellbeing **social prescribing** project that wardens participated in also highlighted that wardens were particularly effective as social prescribers due to their:

- trusted community presence and relationships, which allow them to identify and engage with potential service users who would benefit
- good local knowledge of what is available to 'prescribe' to.

3. Moving away from being a proactive, community-based service. We considered the possibility of wardens being centrally managed and only responding to referrals and requests. This would in theory allow the service to maintain coverage across the majority of the county as wardens would not be based in particular areas. However, staff and stakeholders in pre-consultation feedback valued the community-based proactive approach as it means wardens have local knowledge, relationships and trust built within those communities, which partners can rely upon.

The Positive Wellbeing social prescribing project also highlighted that wardens were particularly effective as social prescribers due to their integral presence in communities.

4. Simple and equal distribution across teams. Having the same number (or as near to as possible) of wardens in each district has been considered. However, this wouldn't take into account the different levels of need between districts, including criteria such as deprivation and elderly populations.

5. High need ward coverage only. Using only high need criteria such as deprivation, and not ensuring a minimum service level across the county, would result in the majority of the service being focused in east Kent. However, most stakeholders said that there should be wardens in all districts to allow the service to maintain their local knowledge, links with Community Safety Units (CSUs) and community groups, take referrals or respond at times of crisis.

6. Reducing management and support roles. We are proposing a reduction of managers from three to one. There is only one business coordinator post, which we are proposing to retain. Without this post, administrative tasks would fall to operational team leaders and wardens reducing the amount of time they can be out in the community.

Reducing team leader posts is also considered to be undesirable as they are the key point of contact across two districts for CSUs and they provide close supervision and support to wardens who increasingly work with individuals with complex needs. Team leaders will also be expected to be operational, providing additional, visible uniformed presence.

7. Equality analysis

An Equality Impact Assessment (EqIA) has been carried out to assess the potential impacts of the proposals being put forward in this consultation on the protected characteristics. These are: age, disability, sex, gender identity, race, religion/belief or none, sexual orientation, pregnancy and maternity, and marriage and civil partnership. We also examine carers' responsibilities.

The scale of the savings needed are not possible without significantly reducing the number of community wardens. Unfortunately, this means that there would be an adverse impact on some protected groups.

The proposed Geographical Allocation Policy would ensure wardens, though reduced in number, are targeted to where they are most needed. This would result in some communities losing their warden. However, it may also result in some areas which currently don't receive support, doing so in the future. Therefore, there is potential for a positive impact, although not on the same scale as the overall negative impact.

Four groups, older people, females, people with a disability or long-term impairment, and those with carer's responsibilities have been identified as being more impacted by these proposals as they represent the majority of the wardens' current service users. Approximately 80% of the service users are 55 or over and 46% are 75 or over. 63% are female. 30% would describe themselves as disabled. 17% have caring responsibilities.

The feedback from this consultation will be used to review and update the EqIA, which will be considered before any decisions are taken.

The full EqIA is available to view online at kent.gov.uk/communitywardenreview or in hard copy on request.

8. How to have your say

Before any decisions are made, we want to hear your views on:

- how the proposed reductions and approach to allocating the wardens could impact you
- any additional information that you think we need to consider
- any alternative suggestions for how the service could make the saving
- the assumptions we have made in the draft Equality Impact Assessment (EqIA).

Please let us know your views by visiting kent.gov.uk/communitywardenreview and completing the online questionnaire. Alternatively, complete the questionnaire starting on page 15 of this document.

This consultation will run for 12 weeks from 12 July until 3 October 2023.

Contact details

If you would like to request paper copies of the consultation material, or if you have any questions about this consultation, please contact us by:

Speaking to your local warden: If you have a warden you already know.

Email: CommunityWardenReview@kent.gov.uk

Telephone: 03000 42 26 88 (this number goes to an answer machine which is monitored during office hours).

Easy Read and Large Print versions of this document are available from our website or on request.

If you need any of the consultation material in any other format or language, please email alternativeformats@kent.gov.uk or telephone on 03000 42 15 53 (text relay service 18001 03000 42 15 53). This number goes to an answer machine, which is monitored during office hours.

What happens next?

The responses to this consultation will be analysed and presented in a consultation report. This report will be published on the consultation webpage and presented, along with an updated EqIA, to **Members** of the Growth, Economic Development and Communities Cabinet Committee in January 2024 for their consideration and recommendation. Following this meeting a decision is expected to be taken by the Cabinet Member for Community and Regulatory Services. We will publish details of the decision on the consultation webpage.

Any changes to warden allocations would most likely take effect in Spring 2024.

9. Glossary

Care Act 2014: The law that sets out how Adult Social Care in England should be provided. It requires local authorities to make sure that people who live in their areas receive services that prevent their care needs from becoming more serious or delay the impact of their needs.

Community Safety Partnership (CSP): A multi-agency partnership including the local authority, police, fire and rescue services, health, and probation, which formulate strategies for the reduction of crime.

Community Safety Unit (CSU): An operational group that sits below the Strategic **Community Safety Partnership** for a district or borough. The CSU includes various partners such as: police, district/borough council services, housing associations, community wardens, fire and rescue services, substance misuse services and charities (e.g. Age UK). They undertake multi-agency initiatives and operations throughout the year to tackle community safety related issues.

Discretionary service: A service that the Council chooses to provide but does not legally have to.

Electoral wards: Kent is made up of 271 wards which are small sub-divisions of the county's 12 districts.

Equality Impact Assessment (EqIA): We use EqIAs to capture and evidence our equalities analysis of the impact of our actions on service users, residents and staff with protected characteristics. In this way, completion of an EqIA contributes toward compliance with the **Public Sector Equality Duty**.

Locality model: KCC's Adult Social Care and Health service changed its operating model in the last year to a 'locality operating model' which means having place-based teams aligned to local communities.

Members: KCC's elected politicians/councillors.

Public Sector Equality Duty: Ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

Social prescribing: A process of referring and helping individuals to access a variety of activities and local sources of support to address issues such as loneliness and wellbeing.

Statutory: Something that the Council has to do or provide because government regulations say that all Councils must do. For example, KCC as a whole must promote wellbeing when carrying out any of their care and support functions in respect of a person, but we do not have to provide a community warden service.

10. Questionnaire

This questionnaire can be completed online at kent.gov.uk/communitywardenreview

Alternatively, fill in this paper form and return to: **Freepost COMMUNITY WARDENS**. Please make sure that the address is written in capitals and that your response reaches us by the **3 October 2023**.

Privacy: Kent County Council (KCC) collects and processes personal information in order to provide a range of public services. KCC respects the privacy of individuals and endeavours to ensure personal information is collected fairly, lawfully, and in compliance with the United Kingdom General Data Protection Regulation and Data Protection Act 2018. Read the full Privacy Notice at the end of this document.

Section 1 – About You

Q1. Are you responding as...?

Please select the option from the list below that most closely represents how you will be responding to this consultation. Please select **one** option.

<input type="checkbox"/>	Yourself (as an individual)
<input type="checkbox"/>	On behalf of someone who uses the Community Warden service. <i>Please answer all the questions using their details and not your own.</i>
<input type="checkbox"/>	A partner agency (e.g. Kent Police, Kent Fire and Rescue Service, Health services/provider)
<input type="checkbox"/>	A representative of a local community group or residents' association
<input type="checkbox"/>	On behalf of a Parish / Town / Borough / District Council in an official capacity
<input type="checkbox"/>	A Parish / Town / Borough / District / County Councillor
<input type="checkbox"/>	On behalf of a charity or voluntary, community and social enterprises (VCSE)
<input type="checkbox"/>	A Kent Community Warden service member of staff
<input type="checkbox"/>	A KCC employee
<input type="checkbox"/>	An educational establishment, such as a school or college
<input type="checkbox"/>	On behalf of a business
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

Q1a. If you are responding on behalf of an organisation (partner agency, community group, council, VCSE, educational establishment or business), please tell us the name of the organisation here:

Q2. Please tell us the first five characters of your postcode:

Please do not reveal your whole postcode. If you are responding on behalf of someone else, provide their postcode. If you are responding on behalf of an organisation, use your organisation's postcode. We use this to help us to analyse our data. It will not be used to identify who you are.

Q3. How did you find out about this consultation? Please select all that apply.

<input type="checkbox"/>	Facebook
<input type="checkbox"/>	Twitter
<input type="checkbox"/>	Nextdoor
<input type="checkbox"/>	From a friend or relative
<input type="checkbox"/>	From a community warden
<input type="checkbox"/>	An email from KCC's Community Warden service
<input type="checkbox"/>	An email from Let's talk Kent or KCC's Engagement and Consultation team
<input type="checkbox"/>	Kent.gov.uk website
<input type="checkbox"/>	KCC County Councillor
<input type="checkbox"/>	Town, Parish, District or Borough Council / Councillor
<input type="checkbox"/>	Newspaper
<input type="checkbox"/>	Poster / postcard
<input type="checkbox"/>	KCC's staff intranet
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

Q4. Have you, or the person / organisation you are responding on behalf of, received support or a service from the Community Wardens?

Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

If you have answered 'No' or 'Don't know', please go to Section 2, Q8 on page 21.

If you have answered 'Yes', please continue to Q5 on the next page.

If you are responding on behalf of someone else, please remember to answer all of these questions using their details.

Q5. What support / service did the Community Wardens provide to you or the person / organisation you are responding on behalf of?

Please select **all** that apply.

<input type="checkbox"/>	Help with community safety issues or providing advice, for example, support relating to anti-social behaviour, scams, rogue traders, flooding, the pandemic or low-level crime.
<input type="checkbox"/>	Personal, one to one support for wellbeing and quality of life, such as linking to financial support, housing, information and advice, carers support or social connections and activities.
<input type="checkbox"/>	Help with community engagement either by; setting up and / or supporting events, groups, clubs, projects, or volunteering activities in the community.
<input type="checkbox"/>	Facilitating my organisation in accessing other partners, such as liaising with councils and the police.
<input type="checkbox"/>	Partnering with my organisation (this could be to provide local knowledge, advice, support for community safety initiatives, support for emergencies or support for the welfare of clients).
<input type="checkbox"/>	Other, please tell us: <input data-bbox="662 1059 1390 1202" type="text"/>

Q6. Please tell us how often you or the person / organisation you are responding on behalf of has been supported by the Community Warden service?

Please select **one** option.

- A single occurrence
- More often

Q6a. If you have answered 'More often' to Q6, please tell us how often:

Please select **one** option.

- At least once a week
- Once a fortnight
- Once a month
- Twice a year
- Less regularly
- Have been supported in the past. Please tell us how long this was for.
- Other, please tell us:

Q7. How do you or the person / organisation you are responding on behalf of benefit from engaging with / receiving support from the Community Warden service?

Please select **all** that apply.

<input type="checkbox"/>	Gain useful information / community updates / advice or guidance
<input type="checkbox"/>	Gain access to services / care / support that I was not aware of or had difficulty in accessing
<input type="checkbox"/>	Feeling safer
<input type="checkbox"/>	Feeling less lonely / socially isolated
<input type="checkbox"/>	Feeling of improved wellbeing
<input type="checkbox"/>	No benefit (please go to Q8)
<input type="checkbox"/>	Don't know
<input type="checkbox"/>	Other, please tell us: <input data-bbox="667 943 1390 1048" type="text"/>

Q7a. If you would like to tell us more about how you or the person / organisation you are responding on behalf of has benefitted from engaging with / receiving support from the Community Warden service, please use the box below. Please do not include any personal information that could identify you or anyone else within your response.

Section 2 – Our Proposals

This document provides details of the proposed changes to where and how the Community Warden service operates (see pages 6 to 9).

We have proposed not to change the service’s current remit and objectives. This means the range and variety of ways wardens can support an individual or community would be the same.

Q8. To what extent do you agree or disagree with the service maintaining its current remit and objectives?

Please select **one** option.

<input type="checkbox"/>	Strongly agree
<input type="checkbox"/>	Tend to agree
<input type="checkbox"/>	Neither agree nor disagree
<input type="checkbox"/>	Tend to disagree
<input type="checkbox"/>	Strongly disagree
<input type="checkbox"/>	Don't know

Q8a. Please tell us the reason for your answer to Q8 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

We have proposed for wardens to continue to be community-based, so they can continue to be proactive in the support they provide to communities.

Q9. To what extent do you agree or disagree with wardens being community-based?

Please select **one** option.

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

Q9a. Please tell us the reason for your answer to Q9 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

We have proposed to retain six teams covering two districts each, with a minimum of one team leader and three wardens per team, and to distribute the further 14 wardens across the teams according to need.

Q10. To what extent do you agree or disagree with this approach?

Please select **one** option.

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

Q10a. Please tell us the reason for your answer to Q10 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

We have proposed to reduce the Community Warden service by 32 warden posts and two management posts to achieve the savings required.

Q11. To what extent do you agree or disagree with this approach to achieve the £1 million saving?

Please select **one** option.

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

Q11a. Please tell us the reason for your answer to Q11 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

To retain a community-based approach, we have proposed to allocate wardens to electoral wards. Wards may be grouped to reach a population ratio of approximately 6,000 to 12,000 residents per warden.

Q12. To what extent do you agree or disagree with our proposals to ...?

Select **one** option per proposal/row.

Proposals	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
Allocate wardens to electoral wards						
Group wards to reach a population ratio of approximately 6,000 to 12,000 residents per warden.						

Q12a. Please tell us the reasons for your answers to Q12 in the box below.

If your comment relates to a specific proposal in Q12, please make that clear in your answer.

We have proposed to identify the wards in which to base all wardens using data and information as described in the Geographical Allocation Policy on pages 7 to 9.

Q13. To what extent do you agree or disagree with this approach?

Please select **one** option.

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

Q13a. Please tell us the reason for your answer to Q13 in the box below.

If you think we have missed out any data, information, or considerations from the proposed Geographical Allocation Policy, please include these in your answer.

Q14. Please tell us how the proposed service changes could affect you or the person / organisation you are responding on behalf of.

Please do not include any personal information that could identify you or anyone else within your response.

Due to the size of the changes being proposed to the Community Warden service (reduction in numbers and changes to allocations) it is quite possible for there to be changes to the level of service you currently receive.

Q15. What would you like us to ensure is considered or put in place if wardens need to be withdrawn from an area?

Please do not include any personal information that could identify you or anyone else within your response.

Q16. If the Community Warden service is withdrawn from your area, what alternative sources do you think you would turn to?

Please select **all** that apply.

<input type="checkbox"/>	Adult Social Care services
<input type="checkbox"/>	Charities or voluntary sector organisations
<input type="checkbox"/>	Community groups
<input type="checkbox"/>	District / Borough council
<input type="checkbox"/>	Doctor / GP
<input type="checkbox"/>	Kent Police
<input type="checkbox"/>	Parish / Town council
<input type="checkbox"/>	Don't know
<input type="checkbox"/>	Other, please tell us: <input data-bbox="612 967 1391 1057" type="text"/>

We have completed a consultation stage Equality Impact Assessment (EqIA) on the proposed changes to the Community Warden service.

An EqIA is a tool to assess the impact any service change, policy or strategy would have on age, sex, gender identity, disability, race, religion / belief or none, sexual orientation, pregnancy or maternity, marriage and civil partnership and carer's responsibilities.

The equality impacts are summarised on page 12. The full EqIA is available online at kent.gov.uk/communitywardenreview or in hard copy on request.

Q17. We welcome your views on our equality analysis and if you think there is anything else we should consider relating to equality and diversity. Please add any comments below:

Please do not include any personal information that could identify you or anyone else within your response.

Q18. Do you have any additional feedback on our proposals and/or suggestions on how else we could make savings to our Community Warden service budget?

Section 3 – More About You

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We will only use this information to help us make decisions and improve our services.

If you would rather not answer any of these questions, you don't have to.

It is not necessary to answer these questions if you are responding on behalf of an organisation.

Q19. Which of the following best describes your working status? Please select one option.

<input type="checkbox"/>	Working full time
<input type="checkbox"/>	Working part time
<input type="checkbox"/>	On a zero-hours or similar casual contract
<input type="checkbox"/>	Temporarily laid off
<input type="checkbox"/>	Freelance / self employed
<input type="checkbox"/>	Unemployed
<input type="checkbox"/>	Not working due to a disability or health condition
<input type="checkbox"/>	Carer
<input type="checkbox"/>	Homemaker
<input type="checkbox"/>	Retired
<input type="checkbox"/>	Student
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

Q20. Are you...? Please select **one** option.

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	I prefer not to say

Q21. Is your gender the same as your birth? Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Q22. Are you ...? Please select **one** option.

<input type="checkbox"/>	Heterosexual / Straight	
<input type="checkbox"/>	Bi / Bisexual	
<input type="checkbox"/>	Gay man	
<input type="checkbox"/>	Gay woman / Lesbian	
<input type="checkbox"/>	I prefer not to say	
<input type="checkbox"/>	Other, please tell us:	<input type="text"/>

Q23. Which of these age groups applies to you? Please select **one** option.

0-15	<input type="checkbox"/>	16-24	<input type="checkbox"/>	25-34	<input type="checkbox"/>	35-49	<input type="checkbox"/>	50-59	<input type="checkbox"/>
60-64	<input type="checkbox"/>	65-74	<input type="checkbox"/>	75-84	<input type="checkbox"/>	85+ over	<input type="checkbox"/>	I prefer not to say	<input type="checkbox"/>

The Equality Act 2010 describes a person as disabled if they have a long standing physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example) are considered to be disabled from the point that they are diagnosed.

Q24. Do you consider yourself to be disabled as set out in the Equality Act 2010? Please select **one** option.

- Yes
- No
- I prefer not to say

Q24a. If you answered 'Yes' to Q24, please tell us the type of impairment that applies to you.

You may have more than one type of impairment, so please select all that apply. If none of these applies to you, please select 'Other' and give brief details of the impairment you have.

- Physical impairment
- Sensory impairment (hearing, sight or both)
- Longstanding illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy
- Mental health condition
- Learning disability
- I prefer not to say
- Other, please tell us:

Q25. To which of these ethnic groups do you feel you belong? Please select **one** option. (Source 2011 Census)

White English	<input type="checkbox"/>	Mixed White & Black Caribbean	<input type="checkbox"/>
White Scottish	<input type="checkbox"/>	Mixed White & Black African	<input type="checkbox"/>
White Welsh	<input type="checkbox"/>	Mixed White & Asian	<input type="checkbox"/>
White Northern Irish	<input type="checkbox"/>	Mixed Other*	<input type="checkbox"/>
White Irish	<input type="checkbox"/>	Black or Black British Caribbean	<input type="checkbox"/>
White Gypsy/Roma	<input type="checkbox"/>	Black or Black British African	<input type="checkbox"/>
White Irish Traveller	<input type="checkbox"/>	Black or Black British Other*	<input type="checkbox"/>
White Other*	<input type="checkbox"/>	Arab	<input type="checkbox"/>
Asian or Asian British Indian	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Asian or Asian British Pakistani	<input type="checkbox"/>	I prefer not to say	<input type="checkbox"/>
Asian or Asian British Bangladeshi	<input type="checkbox"/>		
Asian or Asian British Other*	<input type="checkbox"/>		

*Other - If your ethnic group is not specified on the list, please describe it here:

Q26. Do you regard yourself as belonging to a particular religion or holding a belief? Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Q26a. If you answered 'Yes' to Q26, which of the following applies to you?

*Please select **one** option.*

<input type="checkbox"/>	Christian
<input type="checkbox"/>	Buddhist
<input type="checkbox"/>	Hindu
<input type="checkbox"/>	Jewish
<input type="checkbox"/>	Muslim
<input type="checkbox"/>	Sikh
<input type="checkbox"/>	I prefer not to say
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

A Carer is anyone who provides unpaid care for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Both children and adults can be carers.

Q27. Are you a Carer? Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Thank you for taking the time to complete this questionnaire, your feedback is important to us.

All feedback received will be reviewed and considered in the development of our proposals.

We will report on the feedback we receive, but details of individual responses will remain anonymous, and we will keep your personal details confidential.

Consultation Privacy Notice

Last updated: 30 April 2023

Who are we?

We, Kent County Council (KCC), take our privacy obligations seriously and we've created this privacy policy to explain how we treat your personal information collected in this questionnaire. Personal information is information we hold which is identifiable as being about you.

Our collection, use and disclosure of your personal information is regulated under the United Kingdom Data Protection Regulation and the Data Protection Act 2018. We are responsible as 'controller' of that personal information for the purposes of those laws. Our Data Protection Officer is Benjamin Watts.

The personal information we collect and use

Information collected by us

In the course of responding to consultations published by Kent County Council we collect the following personal information when you provide it to us:

- responses to questionnaire / consultation
- equalities data collected through questionnaire response - age, sex, gender identity, ethnicity, religion or belief, sexuality, disability, pregnancy or maternity or if you are a Carer
- employment and education details
- postcode.

We ask you not to provide information that will identify you in your response in this questionnaire.

You do not need to submit any equalities or postcode information if you do not want to. KCC is committed to the principle that all our customers have the right to equality and fairness in the way they are treated and in the services that they receive. Any information you do give will be used to see if there are any differences in views for different groups of people, and to check if services are being delivered in a fair and reasonable way.

We will not ask you to provide your name, email or full home address. If you provide this information, it will not be entered into spreadsheets or databases used to process response data and will not be used in producing reports. We will follow our Data Protection policies to keep your information secure and confidential. Your equality data will be anonymised before it is shared with external organisations who have been commissioned on individual projects to undertake analysis and reporting on our engagement and consultation activities.

How we use your personal information

We collect and use this information in order to:

- understand your views about a particular topic or KCC activity
- analyse consultation and engagement activity
- inform KCC's future strategy, policy, service design and budget planning
- undertake equality monitoring.

We may use your postcode to analyse the geographical spread of responses and in some cases to understand in more detail how responses are impacted by location. We will only ask you for the first five characters of your postcode to avoid being able to identify specific households in less populated areas.

We may use your postcode to carry out a type of profiling to estimate which one of a number of lifestyle groups you are most likely to fall into. We do this using geodemographic segmentation tools. We do not make any decisions about individual service users based solely on automated processing, including profiling.

How long your personal data will be kept

We will hold any personal information provided by you in this questionnaire for up to six years following the closure of a consultation. Our Retention Policy is available from our website or on request.

We rely on UK GDPR Article 6(1)(e): 'processing is necessary for the performance of a task carried out in the public interest' and Article 6(1)(c) 'for compliance with a legal obligation to which the controller is subject' as our lawful basis.

We rely on Article 9(2)(g) 'processing is necessary for reasons of substantial public interest' (statutory etc. and government purposes, equality of opportunity or treatment) as the lawful basis on which we collect and use your special category data.

The processing is necessary for our statutory purposes including equalities monitoring or to understand the potential impact of proposals on conditions related to special category data within your response (e.g. when identifying or keeping under review the existence or absence of equality of opportunity or treatment between groups of people with the view to enabling such equality to be promoted or maintained.) It is necessary for identifying or keeping under review the existence or absence of equality of opportunity or treatment between groups of people with the view to enabling such equality to be promoted or maintained. You can read [KCC's Equality Policy on our website](#) or on request.

Who we share your personal information with

We may share your personal data with those listed below:

- services within the Council who are responsible for the management of the engagement or consultation activity
- a third-party supplier who has been contracted to independently analyse the consultation responses
- organisations such as schools and academies with whom we may be consulting in partnership or on behalf of

- district or borough councils or government departments with whom we may be consulting in partnership or on behalf of.

We will share personal information with law enforcement or other authorities if required by applicable law.

Any personal information provided that could identify you will be removed before consultation results are published.

We use a system to log your feedback, which is provided by Granicus.

Your rights

Under UK GDPR you have a number of rights which you can access free of charge which allow you to:

- know what we are doing with your information and why we are doing it
- ask to see what information we hold about you
- ask us to correct any mistakes in the information we hold about you
- object to direct marketing
- make a complaint to the Information Commissioner's Office.

Depending on our reason for using your information you may also be entitled to:

- ask us to delete information we hold about you
- have your information transferred electronically to yourself or to another organisation
- object to decisions being made that significantly affect you
- object to how we are using your information
- stop us using your information in certain ways.

We will always seek to comply with your request, however, we may be required to hold or use your information to comply with legal duties.

For further information about your rights, including the circumstances in which they apply, see the [guidance from the UK Information Commissioner's Office \(ICO\)](#) on individuals' rights under UK GDPR.

If you would like to exercise a right, please contact the Information Resilience and Transparency Team at data.protection@kent.gov.uk.

Keeping your personal information secure

We have appropriate security measures in place to prevent personal information from being accidentally lost or used or accessed in an unauthorised way. We limit access to your personal information to those who have a genuine business need to know it. Those processing your information will do so only in an authorised manner and are subject to a duty of confidentiality.

We also have procedures in place to deal with any suspected data security breach. We will notify you and any applicable regulator of a suspected data security breach where we are legally required to do so.

Who to contact

Please contact the Information Resilience and Transparency Team at data.protection@kent.gov.uk to exercise any of your rights, or if you have a complaint about why your information has been collected, how it has been used or how long we have kept it for.

You can contact our Data Protection Officer, Benjamin Watts, at dpo@kent.gov.uk. Or write to Data Protection Officer, Kent County Council, Sessions House, Maidstone, Kent, ME14 1XQ.

The United Kingdom General Data Protection Regulation also gives you the right to lodge a complaint with the Information Commissioner who may be contacted at <https://ico.org.uk/concerns> or telephone 03031 231113.

For further information visit <https://www.kent.gov.uk/about-the-council/about-the-website/privacy-statement>.

Appendix A - Current area allocations

Team - Ashford and Swale (1 team leader, 8 wardens)

Areas covered	Area type	Allocated?
Aldington, Brabourne, Smeeth, Mersham and Sevington	Villages / Civil Parishes	Vacancy or routinely covered by neighbouring wardens
Bethersden, High Halden, Hamstreet and Woodchurch	Villages / Civil Parishes	Warden allocated
Charing, Hothfield and Challock	Villages / Civil Parishes	Warden allocated
Faversham and Sittingbourne	Towns	Warden allocated
Iwade and Kemsley	Village / Civil Parishes and Suburbs	Vacancy or routinely covered by neighbouring wardens
Kingsnorth and Stanhope	Villages / Civil Parishes	Warden allocated
Leysdown and Warden	Villages / Civil Parishes	Vacancy or routinely covered by neighbouring wardens
Minster (Swale)	Towns	Warden allocated
Newington (swale)	Villages / Civil Parishes	Vacancy or routinely covered by neighbouring wardens
Sheerness	Towns	Warden allocated
Tenterden, Appledore, Wittersham and Stone	Towns / Villages / Civil Parishes	Warden allocated
Wye, Chilham and Godmersham	Towns / Villages / Civil Parishes	Warden allocated

Team - Canterbury and Thanet (1 team leader, 11 wardens)

Areas covered	Area type	Allocated?
Acol, Cliffsend, Pegwell, Manston and St Nicholas at Wade	Villages / Civil Parishes	Vacancy or routinely covered by neighbouring wardens
Bekesbourne, Littlebourne, Patrixbourne, Barham and Bridge	Villages / Civil Parishes	Warden allocated
Birchington	Villages / Civil Parishes	Warden allocated
Chartham, Waltham and Petham	Villages / Civil Parishes	Warden allocated
Greenhill	Suburb	Warden allocated
Herne and Broomfield	Villages / Civil Parishes	Warden allocated
Margate Taskforce Support Warden	Towns	Warden allocated
Minster (Thanet)	Villages / Civil Parishes	Warden allocated
Newington (Thanet)	Suburb	Warden allocated
Seasalter	Villages / Civil Parishes	Warden allocated
Sturry and Hersden	Villages / Civil Parishes	Warden allocated
Westgate	Towns	Warden allocated

Team - Dartford and Gravesham (1 team leader, 5 wardens)

Areas covered	Area type	Allocated?
Higham, Chalk, Cobham and Sole Street	Villages / Civil Parishes	Vacancy or routinely covered by neighbouring wardens
Istead Rise	Villages / Civil Parishes	Warden allocated
Longfield, New Barn, Darenth and Bean	Villages / Civil Parishes	Warden allocated
Meopham, Culverstone and Vigo	Villages / Civil Parishes	Warden allocated
Stone	Villages / Civil Parishes	Warden allocated
Swanscombe and Greenhithe	Villages / Civil Parishes	Warden allocated
Temple Hill and Joyce Green	Suburb	Vacancy or routinely covered by neighbouring wardens
Westcourt	Suburb	Vacancy or routinely covered by neighbouring wardens

Team - Dover and Folkestone & Hythe (1 team leader, 11 wardens)

Areas covered	Area type	Allocated?
Ash, Eastry and Sandwich	Towns / Villages / Civil Parishes	Warden allocated
Capel Le Ferne and Hawkinge	Towns / Villages / Civil Parishes	Warden allocated
Cheriton	Suburb	Warden allocated
Dymchurch, Lypne and West Hythe	Villages / Civil Parishes / Hamlet	Warden allocated
Elham, Etchinghill and Lyminge	Villages / Civil Parishes	Warden allocated
Eythorne, Elvington and Shepherdswell	Villages / Civil Parishes	Warden allocated
Folkestone East	Town	Warden allocated
Kingsdown, Ringwould Millhill and Walmer	Towns / Villages / Civil Parishes	Warden allocated
Lydd	Town	Warden allocated
New Romney	Town	Vacancy or routinely covered by neighbouring wardens
St Margarets at Cliffe	Villages / Civil Parishes	Warden allocated
St Radigunds and Tower Hamlets	Suburbs	Warden allocated

Team - Maidstone and Tonbridge & Malling (1 team leader, 13 wardens)

Areas covered	Area type	Allocated?
Aylesford, Burham, Eccles	Villages / Civil Parishes	Warden allocated
Bearsted	Villages / Civil Parishes	Warden allocated
Borough Green and Wrotham	Villages / Civil Parishes	Warden allocated
Boughton Monchelsea, Chart Sutton and Loose	Villages / Civil Parishes	Warden allocated
Coxheath	Villages / Civil Parishes	Warden allocated
Ditton	Villages / Civil Parishes	Warden allocated
East Malling	Villages / Civil Parishes	Warden allocated
East Peckham and Hadlow	Villages / Civil Parishes	Warden allocated
Harrietsham and Lenham	Villages / Civil Parishes	Warden allocated
Headcorn	Villages / Civil Parishes	Warden allocated
Marden and Staplehurst	Towns / Villages / Civil Parishes	Warden allocated
Snodland and Holborough	Towns	Warden allocated

Team - Sevenoaks and Tunbridge Wells (1 team leader,6 wardens)

Areas covered	Area type	Allocated?
Cranbrook, Benenden, Frittenden and Sissinghurst	Towns / Villages / Civil Parishes	Warden allocated
Eynsford, Farningham and Crockenhill	Villages / Civil Parishes	Vacancy or routinely covered by neighbouring wardens
Goudhurst, Lamberhurst and Hawkhurst	Villages / Civil Parishes	Warden allocated
Paddock Wood	Town	Vacancy or routinely covered by neighbouring wardens
Pembury	Town	Warden allocated
Rusthall and Sherwood	Villages / Civil Parishes	Vacancy or routinely covered by neighbouring wardens
Shoreham and Otford	Villages / Civil Parishes	Warden allocated
Swanley St Mary's and Hextable	Villages / Civil Parishes	Warden allocated
Westerham	Town	Vacancy or routinely covered by neighbouring wardens
West Kingsdown and Hartley	Villages / Civil Parishes	Warden allocated

For queries or to request hard copies of the consultation material, please email **CommunityWardenReview@kent.gov.uk** or phone **03000 422688**. For any alternative formats, email **alternativeformats@kent.gov.uk** or call **03000 421553** (text relay service number **18001 03000 421553**). This number goes to an answering machine, which is monitored during office hours.



TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES AND ENVIRONMENT SELECT COMMITTEE

21 September 2023

Report of the Chief Executive

Part 1- Public

Matters for Information

KEY PERFORMANCE INDICATORS

Following the Peer Challenge Review in 2022, the Council established a Corporate Performance Framework which provides visibility and a formal mechanism to track progress across a number of aspects of its work. This covering report and appendix provides data on Key Performance Indicators (KPIs) that are monitored on a quarterly or annual basis and made available to the select committees on an ongoing basis.

1.1 Overview of KPIs and Next Steps

- 1.1.1 The KPI dataset that is provided represents the key strategic indicators that the Council reports on to various Government departments and bodies. They are not designed to provide detailed service specific indicators.
- 1.1.2 The KPIs are provided in **Appendix 1**. A baseline covering April-June 2022 has been used, with the data for April-June 2023 representing the most up-to-date available statistics in most instances, although due to the lag in some statistics the previous quarter represents the most up to date figures.
- 1.1.3 Now that the KPIs have been collated and reported on for over a year, there are some trends that can be identified and highlighted in this report. These include:
- Both ASB cases and victim-based crimes increased this quarter, however the figures are very similar to Q1 in 2022/23 (the baseline).
 - Complaints and missed collections relating to the waste service all decreased in 2022/23 in comparison to 2021/22 (the baseline).
 - Income from events increased from £35,000 in 2021/22 to just over £39,000 in 2022/23.
 - Leisure Centre income was 117% of the profile for Jan-March 2023, with expenditure at 110%. There were 1,191,704 visits to Leybourne Lakes, Angel Centre, Tonbridge Swimming Pool and Poulton Wood Golf Course in 2022/23.

- 1.1.4 Unfortunately, there are some gaps in the data as things stand due to lags with certain datasets, however most KPIs provide indications of trends.
- 1.1.5 This current KPI reporting (as set out in Appendix 1) represents the first stage of a programme of activity to action the recommendation from the Peer Challenge Review. With the Corporate Strategy 2023-2027 (along with action plan and KPIs) now adopted, the planned changes to the KPIs will come into effect in the next quarterly cycle of reporting, resulting in them better reflecting our strategic priorities. The new suite of KPIs, as approved by Council will be reported on in the next quarter. For this committee, the new list of KPIs is provided in **Appendix 2**.
- 1.1.6 At the same time, work is being undertaken to access background/raw data relating to KPIs in order to ensure data quality. This is an ongoing process.
- 1.1.7 Future steps, many of which will happen now the Corporate Strategy has been approved, are likely to include;
- Quarterly review of the KPIs at Management Team, having been discussed at Service Management Teams in order to ensure that the KPIs are embedded within the organisation.
 - Where available, providing comparator baselines for other Kent districts and other similar authorities (for example, our CIPFA grouping).
 - Agreeing KPI targets relating to improvement or maintenance of service delivery standards.
 - Exploring opportunities for benchmarking offered by the LGA's performance management function.

Background papers:

Nil

contact: Jeremy Whittaker,
Strategic Economic
Regeneration Manager

Appendix 1 – Communities and Environment Key Performance Indicators

	BASELINE				2022/23			2023/24		TREND	NOTES
	Value	Date	Frequency	Source	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept		
INDICATORS - Community and Environment											
Community Safety											
Total number of ASB cases	86	Apr-June 2022	Quarterly	ASB Database (Excel)	126	50	78	94		↓	ASB cases reported to the Borough Council continue to be relatively high, although this is subject to seasonal peaks and troughs with Apr-Jun 2023 having a similar value to Apr-Jun 2022.
Total number of victim-based crimes	1,982	Apr-June 2022	Quarterly	Kent Police	2,040	1,868	1,894	1,868		↓	Victim based crime continues to be relatively low and Tonbridge & Malling remains one of the lowest areas in Kent for crime.
Climate Change											

Number of food safety inspections due risk category A-C	35	Apr-Jun22	Quarterly	IDOX Uniform	36	44	33	30		→	
Number of food safety inspections undertaken risk category A-C	62	Apr-Jun 22	Quarterly	IDOX Uniform	65	41	47	34		→	
Number of food safety inspections due risk category D-E	36	Apr-Jun22	Quarterly	IDOX Uniform	65	91	49	45		→	
Number of food safety inspections undertaken risk category D-E	79	Apr-Jun22	Quarterly	IDOX Uniform	68	90	85	91		→	
Page 105 One You											
Number of clients referred to the service	182	Apr-June 2022	Quarterly	Refer All OYWK database	141	185	214	199		→	Slight drop in numbers but overall trend is around 200 per quarter.
Waste Services											
Total number of actual missed collection	14,954	2021/22	Annually	Whitespace Analytics	N/A	N/A	13,217	N/A		↑	Due to lag in data, Jan-March figures are the most recent figures.
Total number of formal complaints - refuse and recycling	525	2021/22	Annually	Whitespace Analytics	N/A	N/A	274	N/A		↑	
Total number of complaints - street cleansing	256	2021/22	Annually	Whitespace Analytics	N/A	N/A	214	N/A		↑	

Total number of complaints (including missed collections)	15,765	2021/22	Annually	Whitespace Analytics	N/A	N/A	13,957	N/A		↑	
% of household waste sent for recycling and composting	51.60%	2020/21 (audited)	Annually	Waste Data Flow (Defra)	N/A	N/A	N/A	N/A			
Leisure Services/Centres											
Total income from events	£35,000	2021/22	Annually	Integra	N/A	N/A	£39,244	N/A		↑	
Overall income (% to profile)	102%	Apr-Jun 2022	Quarterly	TMLT Management System	103%	105%	117%	N/A		↑	Figures for Jan-Mar 2023 now available. NB although costs have exceeded profile, income has exceeded profile to a greater degree.
Overall expenditure (% to profile)	108%	Apr-Jun 2022	Quarterly	TMLT Management System	108%	108%	110%	N/A		↓	
Total Attendance - LLC, AC, TSP and PWGC (cumulative for year by quarter)	275,578	Apr-Jun 2022	Quarterly	TMLT Management System	601997	862706	1,191,704	N/A			Difficult to assess trend for one yearly cycle of attendance.

Appendix 2 – CESSC Key Performance Indicators

Corporate Strategy Actions	Corporate KPI Ref No	Aligned KPI	Scrutiny Select Committee	Frequency
Promote well-being and help people live healthy and active lifestyles.	1	% of due food safety inspections undertaken (Risk Category A-C)	CESSC	Quarterly
	2	% of due food safety inspections undertaken (Risk Category D-E)	CESSC	Quarterly
	3	Total attendance at LLC/AC/TSP/PWGC (cumulative for year by quarter)	CESSC	Quarterly
	4	Total number of actual missed collections (waste)	CESSC	Annually
	5	Number of clients referred into the One You service	CESSC	Quarterly
Through key partnership working with Kent Police and other partners, support residents and ensure safeguarding is an integral part of council activity.	6	Total number of ASB cases	CESSC	Quarterly
	7	Total number of victim-based crimes	CESSC	Quarterly
	8	No. of red flags on our annual safeguarding self-assessment framework (SAF) and Section 11 audit.	CESSC	Annually
Deliver climate change plans which focus on cutting emissions and increasing biodiversity.	22	T&M carbon dioxide emissions data (tCO ₂ e)	CESSC	Annually
	23	TMBC annual carbon audit emissions data (ktCO ₂ e)	CESSC	Annually
	24	Biodiversity KPI - TBC	CESSC	TBC

Build on our track record of recycling more than anywhere else in Kent.	25	% of household waste sent for recycling and composting	CESSC	Annually
Improve environmental quality in the borough by tackling sources of pollution.	26	Number of contaminated land enquiries.	CESSC	Annually
	27	Total number of service requests leading to investigation	CESSC	Annually
	28	Number of enforcement notices served	CESSC	Annually
	29	Number of AQMA's in the Borough (currently 6) where NO2 results exceed the National Air Quality objective for which they were declared	CESSC	Annually
Continue our successful management of parks, open spaces and leisure centres.	30	Total attendance at LLC/AC/TSP/PWGC (duplicate)	CESSC	Quarterly
	31	No of parks with Green Flag status	CESSC	Annually

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

21 September 2023

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

Part 1- Public

Matters for Information

1 WASTE CONTRACT - KEY PERFORMANCE INDICATORS

To report on performance of the Waste Contract against a suite of Key Performance indicators.

1.1 Background

1.1.1 As part of the ongoing monitoring & management of the Waste Contract, currently delivered by Urbaser, a suite of Key Performance Indicators is measured and areas for improvement identified. This is in addition to day-to-day management of the contract through site inspections; health & safety checks; spot checks on crews; and morning, midday, and end of day updates on collection progress.

1.1.2 As recommended by Members of this Committee on 7 July 2022, and subsequently approval by Cabinet on 7 September, the Overview & Scrutiny – Cabinet Protocol established that the Scrutiny Work Programme will have, as a standing item, Key Performance indicators relating to the service areas covered by each Scrutiny Select Committee. A corporate suite of KPIs to cover all service areas is also being reported to meetings of each relevant Scrutiny Select Committee.

1.2 Key Performance Indicators

1.2.1 The data included within this report for each Key Performance Indicator is for the period April to July 2023, with comparative data for April to July 2022, together with percentage variance when compared with the previous performance. The exceptions are for those relating to recycling & composting performance, where the data for April 2022 to March 2023 is the most recent audited data available. These are shown in comparison with the previous financial year, again with the percentage variance.

1.2.2 Narrative for key issues is provided below this table:

Description	April 2022 - July 2022	April 2023 – July 2023	%age Variance in Performance
Completion of scheduled collections (%age of rounds completed on scheduled collection day)	96.5%	99.7%	+3%
Missed Collections – total number of reports	5,778	3,932	-32%
Missed Collections - % of jobs not actioned within SLA - (24 hrs)	100%	100%	0%
Formal complaints – (inc. Intents to default) - Refuse & Recycling	113	69	-39%
Formal complaints – (inc. Intents to default) - Street Cleaning	12	14	+17%
Report – Overflowing Litter Bin	n/a	6	n/a
Report – Overflowing Dog Waste Bin	n/a	3	n/a
Green Box Requests – total number	995	977	-2%
Green Box requests - %age of jobs not actioned within SLA - (5w/days)	38%	12%	-68%
Bin Requests (inc. new properties, replacements & repairs) – total number	2,682	2,833	+6%
Bin Requests (inc. new properties, replacements & repairs) - % of jobs not actioned within SLA - (5 w/days)	46%	39%	-15%
Bulky Collections (inc. fridges/freezers) – total number	1,134	1,143	+1%
Bulky Collections (inc. fridges/freezers) - % of jobs not actioned within SLA - (scheduled collection date)	4%	1%	-75%
Fly Tipping – total number of incidents reported (April to June – audited Defra data)	246	259	+5%

	2021/22	2022/23	%age Variance in Performance
Recycling Performance – total % of waste recycled or composted	45.3%	48.9%	+8%
Recycling Performance - % of waste recycled	22.6%	23.5%	+4%
Recycling Performance - % of waste composted/anaerobic digestion	22.7%	25.4%	+12%
Total waste collected (tonnes)	48,732	50,136	+3%
Kerbside Collections:			
Recycling (tonnes)	9,818	9,728	-1%
Food waste (tonnes)	3,469	2,755	-21%
Garden waste (tonnes)	7,605	9,962	+31%
Refuse - black bin (tonnes)	24,620	24,511	-0.4%

1.2.3 Members will be aware of the recent rescheduling of collection rounds (from June) and the implementation of a new fleet of vehicles for refuse, food waste & recycling collections. Currently an interim fleet of vehicles has been deployed until the brand-new vehicles are all received, but many of these interim vehicles are almost brand new. This is reflected in the improvement in the daily completion rate, as the number of incidents of vehicle defects has significantly reduced, meaning fewer vehicles having to be off road to be repaired.

1.2.4 The implementation of the new collection rounds has gone very smoothly, with Urbaser and T&M staff working together to prevent issues such as repeat missed collections, missed assisted collections, etc reoccurring. This is reflected in the reduced number of missed collections during the reporting period, which is 32% down on the same period last year. Given that there are around 514,000 scheduled refuse, recycling, food waste & garden waste collections in each month, there would have been approximately 2,056,000 scheduled for this reporting period. This equates to a missed collection rate of 0.19% compared with 0.28% in the same period last year. We will continue to work with Urbaser to further reduce the rate of missed collections, particularly for vulnerable residents on our assisted collection service, and for repeat misses at the same property.

- 1.2.5 The %age of missed collections completed within the SLA is difficult to assess, as currently the back-office system does not always recognise when missed collections have been completed by the same crew who missed it on the collection day, or if they have been completed by a different “missed collection” crew. Urbaser are currently looking into this issue with the systems, but until this is resolved, TMBC will continue to report using the data that is available.
- 1.2.6 The number of formal complaints relating to collections has also continued to reduce compared with last year, from 28 per month to 17 per month. These complaints will include issues such as poor bin placement, spillage of waste, repeat missed collections, behaviour of crew, alleged mixing of waste, etc. The client team will continue to carry their schedule of proactive monitoring & spot checks and ensure that Urbaser also monitor “hot spot” properties.
- 1.2.7 The number of formal complaints relating to street cleaning issues has increased from 3 to 4 per month. Members requested that for future KPI reports, specific details of reports of overfull litter & dog waste bins were provided. These are now detailed in the table above, following some amendments to the online reporting procedure and to phone call classifications. They are not included in the formal complaints data to avoid double-counting. 1,211 litter bins and 600 dog waste bins are provided & serviced across the borough. The dog waste collection vehicle now has a dedicated member of staff on it, who has also trained another operative on the round to ensure continuity when one is off. The trained bin installing operative has also now been released from some of his other duties and is now able to keep on top of new or replacement bins that are raised through an Additional Works instruction. We would encourage residents & Members to report any overfull dog waste & litter bins using the online form at <https://www.tmbc.gov.uk/forms/littering>. This will enable officers to monitor any specific service-related issues and identify any trends.
- 1.2.8 Due to the number of bin requests increasing, particularly over the last year with new builds being completed, Urbaser are currently bulking up bin orders to deliver them by area, including carrying out deliveries on Saturdays. This includes each month’s Garden Waste bin requests from new subscribers. This is considered more efficient than carrying them out in order of the request being made, which leads to increased mileage & driving time. As such, some deliveries have to be made outside of the current SLA.
- 1.2.9 Members will note that the number of incidents of fly tipping has seen a small overall increase in this reporting period compared with the previous year. Although TMBC continues to have one of the lowest levels of fly tipping in Kent, it remains a significant issue for both Members & residents particularly in “hot spot” areas.

Authority	Fly Tip Incidents - Apr-June 2023
Tunbridge Wells Borough Council	156

Sevenoaks District Council	167
Swale Borough Council	174
Dover District Council	229
Tonbridge and Malling Borough Council	259
Ashford Borough Council	282
Folkestone and Hythe District Council	372
Dartford Borough Council	479
Thanet District Council	520
Gravesham Borough Council	610
Maidstone Borough Council	758
Canterbury City Council	993

1.2.10 As approved by Members of this Committee, the current temporary pilot scheme for the enforcement of littering & fly tip offences is being extended to allow time for officers to procure a longer-term contract. Officers will continue to work with local partners such as the Police, KCC's Intelligence Unit and fellow district councils to deliver further initiatives aimed at deterring fly tippers, educating residents about their Duty of Care responsibilities to ensure their waste is disposed of legally and increasing the number of enforcement activities, such as Operation Assist where waste carriers are stopped, and their documentation checked. Such initiatives in the borough have previously resulted in the seizure of vehicles, issuing of Fixed Penalty Notices and act as a deterrent through the awareness of increased levels of enforcement.

1.2.11 The KPIs relating to tonnages of refuse & recycling are being reported for the full 2022/23 financial year as these have now been audited by Defra. It is pleasing to note that there has been an increase in the overall percentage of waste collected for recycling or composting compared with 2021/22, and that the Council remains one of the higher performing councils in Kent:

Authority	%age recycled/composted 2022/23
Ashford Borough Council	51.0%
Maidstone Borough Council	49.4%

Tonbridge & Malling Borough Council	48.9%
Tunbridge Wells Borough Council	47.8%
Folkestone & Hythe District Council	44.6%
Canterbury City Council	44.5%
Dover District Council	43.2%
Gravesham Borough Council	40.4%
Swale District Council	40.1%
Sevenoaks District Council	35.5%
Thanet District Council	35.4%
Dartford Borough Council	23.5%

1.2.12 However, the amount of waste collected for recycling has dipped slightly compared with last year. This has been reported as a national trend, and may be related to the current economic situation, as well as to packaging manufacturers making changes to their production methods, such as light-weighting of glass bottles for example. In order to help maintain the current level of performance and to improve it, further promotional & engagement activities will be implemented in addition to those already taking place & planned for the future. This will include diverting more recyclable material from the black bin into the kerbside recycling containers, as well as waste minimisation initiatives such as encouraging reuse of items rather than disposal.

1.2.13 Members will note that food waste tonnages have dropped significantly compared with the previous year. Although some of this reduction may be caused by residents reducing their food waste through changes to buying habits, sample waste audits carried out last year indicated that around 27% of the black bin waste was made up of food waste, both packaged & unpackaged. Diverting more of this food waste out of the black bin will not only help to increase recycling rates, but will also help to reduce disposal costs, by around £65 per tonne. As such, the Waste Contract Officer is currently surveying areas with relatively low food waste participation rates, and attaching bin hangers to those properties where no food waste bin is being placed out, reminding residents of the advantages of the weekly food waste collections, and urging them to contact the Council if they don't have a food waste bin. The economic situation is also likely to be impacting on food waste arisings, as well as other material streams. This will continue to be monitored as these factors are likely to impact on recycling performance not just in Tonbridge & Malling but elsewhere in Kent and nationally.

1.2.14 The significant increase in garden waste tonnages reflects the period of suspension during the summer of 2021.

1.3 Legal Implications

1.3.1 The measuring & monitoring of Key Performance Indicators complies with the legal obligations of the Waste Contract with Urbaser. The continued monitoring of recycling & composting performance will assist in delivering the Council's obligations set out in the legally binding Inter-Authority Agreement between the Council and Kent County Council (KCC).

1.4 Financial and Value for Money Considerations

- 1.4.1 The monitoring & management of the performance of the Waste Contractor, Urbaser, will assist in delivering value for money for the Council and its residents.
- 1.4.2 Improved recycling & composting performance, and reductions in black bin waste will assist in maximising the potential of the Performance Payments received from KCC.

1.5 Risk Assessment

1.5.1 Contractual performance is monitored at varying frequencies and varying levels, from the three daily update briefings to monthly Operational and Steering Group meetings.

1.6 Policy Considerations

1.6.1 Community

Background papers:
Nil

contact: David Campbell-
Lenaghan

Robert Styles
Director of Street Scene, Leisure and Technical Services

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COMMUNITIES AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

WORK PROGRAMME 2023/24

Standing items:

- **Record of Executive (Cabinet and Cabinet Member) Decisions Taken;**
- **Record of Officer Decisions Taken (If any);**

Meeting Date	Matter for Discussion	Requested by:	Director/Officer
8 November 2023	Improvement on reporting and cleaning of graffiti	Chair	Alison Finch
	Tonbridge Castle Update – to be confirmed		
	Corporate Key Performance Indicators		Jeremy Whittaker
	Waste Contract Key Performance Indicators		David Campbell-Lenaghan
	Work Programme		Gill Fox/DS
7 February 2024			
	Corporate Key Performance Indicators		Jeremy Whittaker
	Waste Contract Key Performance Indicators		David Campbell-Lenaghan
	Work Programme		Gill Fox/DS

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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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Agenda Item 13

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 14

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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