

# TONBRIDGE & MALLING BOROUGH COUNCIL



## EXECUTIVE SERVICES

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**Chief Executive**  
Damian Roberts

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

23 August 2024

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

Dear Sir/Madam

Your attendance is requested at a meeting of the Cabinet to be held in the Council Chamber, Gibson Drive, Kings Hill on Tuesday, 3rd September, 2024 commencing at 7.30 pm.

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

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

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

Yours faithfully

DAMIAN ROBERTS

Chief Executive

## A G E N D A

1. Guidance for the Conduct of Meetings

7 - 10

## **PART 1 - PUBLIC**

2. Apologies for absence 11 - 12
3. Declarations of interest 13 - 14

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

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

4. Minutes 15 - 22

To confirm as a correct record the Minutes of the meeting of the Cabinet held on 8 July 2024

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

5. Capital Works - Car Parks 23 - 38

The report outlines a number of capital work schemes related to car parks.

### **Decisions taken in accordance with Part 3 of the Constitution**

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

6. July 2024 Budgetary Control 39 - 52

In accordance with the Council's Financial Procedure Rules this report informs Members of the current financial position to the end of July 2024 for the 2024/25 Financial Year.

7. Tonbridge Racecourse Sportsground Management Plan Consultation 53 - 80

Recommendation CE 24/27 of the Communities and Environment Scrutiny Select Committee of 17 July 2024 in respect of the Tonbridge Racecourse Sportsground Management Plan 2024-2028.

(Annex 3 – The Management Plan can be viewed as part of the Communities and Environment Scrutiny Select Committee [agenda](#))

8. Risk Management 81 - 106

Recommendation AU 24/28 of the Audit Committee of 22 July 2024 in respect of risk management.

## **Matters submitted for Information**

9. Decisions taken by Cabinet Members 107 - 108
- A record of the decisions taken by portfolio holders since the last meeting of Cabinet are attached.
10. Notice of Forthcoming Key Decisions 109 - 114
- The Notice for the period September to October 2024 is attached for information.
11. Urgent Items 115 - 116
- 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**

12. Exclusion of Press and Public 117 - 118
- 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**

### **Decisions taken in accordance with Part 3 of the Constitution**

#### **Executive Key Decisions**

13. Larkfield Leisure Centre Roof Re-felt and Insulation Upgrade 119 - 122  
Tender
- (Reasons: LGA 1972 - Sch 12A Paragraph 3 – Financial or business affairs of any particular person)
- This report sets out the tenders received for the roof re-felt and insulation upgrade works at Larkfield Leisure Centre and requests Cabinet to approve the award of contract.
14. Local Authority Housing Fund 123 - 142
- (Reasons: LGA 1972 - Sch 12A Paragraph 3 – Financial or business affairs of any particular person)
- The report provides details of grant funding opportunities offered by Round 3 of the Local Authority Housing Fund which could support refugee resettlement properties and temporary accommodation.

15. Housing Team Staffing 143 - 146

(Reasons: LGA 1972 - Sch 12A Paragraph 1 – Information relating to an individual and Paragraph 2 – Information likely to reveal the identity of an individual)

The report details proposals in respect of existing temporary staffing arrangements in place within the Housing Service.

16. Urgent Items 147 - 148

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

## MEMBERSHIP

Councillor M D Boughton, (Leader)  
Councillor R P Betts, (Climate Change, Regeneration and Property)  
Councillor M A Coffin, (Transformation and Infrastructure)  
Councillor D Keers, (Community Services)  
Councillor K B Tanner, (Finance and Housing)  
Councillor M Taylor, (Planning)

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

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## **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](mailto: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](mailto: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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Apologies for absence

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Declarations of interest

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## TONBRIDGE AND MALLING BOROUGH COUNCIL

### CABINET

### MINUTES

**Monday, 8th July, 2024**

**Present:** Cllr M A Coffin (Vice-Chair, in the Chair), Cllr R P Betts, Cllr D Keers, Cllr K B Tanner and Cllr M Taylor

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

**Virtual:** Councillors L Athwal, Mrs A S Oakley, W E Palmer and M R Rhodes participated via MS Teams and joined the discussion when invited to do so by the Chair in accordance with Access to Information Rule No 23.

An apology for absence was received from Councillor M D Boughton (Chair).

### **PART 1 - PUBLIC**

#### **CB 24/76 DECLARATIONS OF INTEREST**

For reasons of transparency, Councillor M Taylor declared an Other Significant Interest on the grounds of being the Chairman of Borough Green Parish Council who were referenced in the report on Community Development Grants (Item 7). He withdrew from the meeting during consideration of this item and took no part in the discussion and voting thereon.

#### **CB 24/77 MINUTES**

**RESOLVED:** That the Minutes of the meeting of the Cabinet held on 4 June 2024 be approved as a correct record and signed by the Chairman.

### **MATTERS FOR CORPORATE MONITORING**

#### **CB 24/78 CORPORATE KEY PERFORMANCE INDICATORS**

The report of the Management Team provided data on Key Performance Indicators (KPIs) that were aligned to the Corporate Strategy 2023 – 2027 and monitored on a quarterly or annual basis. The data provided related to the period up to the end of March 2024 and aimed to provide analysis about the performance of the Borough Council and support its improvement.

Members noted a number of positive trends including those relating to Affordable Housing delivery, the running of the Leisure Centres, Anti-Social Behaviour and residents signing up to Myaccount and the TMBC app. Conversely, decisions on planning applications had seen a negative trend, as had the number of fly tipping incidents in the borough. Further detail on these trends were set out at 1.1.2 to 1.1.5 of the report.

Questions were raised over KPI Refs 100 to 102 regarding planning applications and as advised by the Cabinet Member for Planning, Councillor M Taylor, officers would be requested to report on the slight downward trend at a future date. Reference was also made to the restricted contact hours currently in place to enable Planning officers to address case backlogs and support the implementation of the Agile system, for which Councillor Taylor undertook to investigate and report in due course. He also took the opportunity to provide a positive update on KPI Ref 032 in respect of Housing Land Supply which had since improved to 4.3 (years).

With regard to KPI Refs 013 and 014 regarding sickness absence, it was noted that whilst no emerging trend had been identified, sickness levels had been kept under regular review by the Management Team.

In response to a query raised over KPI Ref 029 regarding fly tipping incidents, the Deputy Leader confirmed that new signages would be installed to reflect the new increased fines and active enforcement would be imposed through any retendered contractor to ensure a strong message would be sent to any offenders.

Positive trends in respect of KPI Refs 005 and 006 in addressing Anti-Social Behaviour (ASB) cases and victim-based crimes were welcomed and the benefit of having an ASB Enforcement Team was acknowledged by Members.

## **MATTERS FOR RECOMMENDATION TO THE COUNCIL**

### **CB 24/79 DECARBONISING AND ENERGY EFFICIENCY CAPITAL PLAN SCHEMES**

Consideration was given to an updated 'Decarbonising the Council's Estate' List A Capital Plan scheme to cover all of the projects as outlined in the report, including a number of decarbonising and energy efficiency projects for which grant funding applications had been successful and several other projects being funded directly by the Borough Council, with a view to supporting delivery of the Climate Change Strategy.

Members welcomed the positive outcomes in relation to the external grant awards, details of which were set out in 1.2 of the report. In addition to the projects for which external funding had been obtained, a number of other projects which were either linked to those or had



already received approval by the Council utilising its own funding were set out in 1.3 of the report.

It was noted that the capital plan scheme 'Decarbonising the Council's Estate (P06AM)' was previously approved based on an estimate of an external funding of £800,000 and a Council contribution of £430,000, which figures now required updating following confirmation of the grant awards. A revised set of allocations to individual projects to be covered by the updated capital scheme were suggested in 1.4.3 of the report, with a total of £930,000 from TMBC funding and £1,644,799 from external grant funding.

Individual project evaluations for the new schemes were attached at Annexes 1 to 3 for information.

Although slight concern was expressed over the uncertainty around the noise level of the air source heat pumps to be installed at the Larkfield Leisure Centre, Members were assured that the level of noise would be taken into account as part of the planning process with due consideration given to mitigation measures if necessary.

In addition, particular reference was made to 1.6 of the report where the proposed procurement routes for the projects were set out and duly considered by Members.

**RESOLVED:** That quotations and tenders in respect of the following decarbonising and energy efficiency projects be sought and procurement routes be approved as required by paragraph 8.1 of the Borough Council's Contract Procedure Rules, including the use of frameworks where appropriate, as set out below and detailed in 1.6 of the report:

- (1) in respect of the re-felt work at Larkfield Leisure Centre, the LHC RS4 Roofing Systems Framework be utilised;
- (2) in respect of the installation of solar PV at Larkfield Leisure Centre, the Laser Consult, Design, Install Framework be utilised; and
- (3) in respect of the installation of air source heat pumps at Larkfield Leisure Centre, an open tender exercise be undertaken.

(Agreed by Cabinet under Decision Notice D240070CAB.)

**RECOMMENDED\*:** That

- (1) the List A capital plan scheme 'Decarbonising the Council's Estate' be updated to include all of the projects as outlined in the report;

- (2) a revised figure of £1,644,799 attributable to external grant funding, be reflected in the updated Capital Plan Scheme; and
- (3) an increased contribution of £500,000 by the Borough Council to the Capital Plan Scheme, with £225,000 being funded from the Revenue Reserve for Capital Schemes and £275,000 being funded from the Climate Change Reserve, be approved.

**\*Recommended to Council**

**DECISIONS TAKEN IN ACCORDANCE WITH PART 3 OF THE CONSTITUTION**

**EXECUTIVE KEY DECISIONS**

**CB 24/80 COMMUNITY DEVELOPMENT GRANTS**

(Decision Notice D240071CAB)

The report of the Deputy Chief Executive presented the assessment outcome of the applications for the second round of the Community Development Grant Scheme and sought approval of a set of grant allocations, attached at Annex 2.

The Community Development Grant Scheme was allocated with a total sum of £165,269 as part of the Borough Council's UK Shared Prosperity Fund Investment Plan and the first round of the Scheme had successfully allocated grants to support a number of local organisations and voluntary sector groups with a total sum of £33,962, leaving an allocation of £131,307 for the second round. During the 8-week application window, 45 eligible bids had been received for grant funding of up to £5,000 and were scored against the agreed criteria as set out in Annex 1. A scaled allocation approach had been adopted due to oversubscription of the Scheme and a schedule of suggested allocations including scoring were set out in Annex 2. Detailed summary of every eligible application was included in Annex 3.

Members welcomed the positive results arising from the implementation of the second round of the Scheme and recognised the significant benefits the Scheme would bring to contribute to the local communities in addressing the cost-of-living crisis for the vulnerable, supporting healthy lifestyles, improving community safety, helping people gain skills to access the workplace and supporting environmental and carbon reduction initiatives.

**RESOLVED:** That

- (1) the grant allocations, as set out in Annex 2 of the report, be endorsed.

**CB 24/81 HOUSEHOLD SUPPORT FUND**

(Decision Notice D240072CAB)

The report of the Director of Finance and Transformation presented a draft Tonbridge & Malling Borough Council Household Support Fund Scheme April – September 2024 (Annex 1) and sought Members' approval of the Borough Council's approach in use of the current grant of the Household Support Fund for the borough.

Following the agreement made in April for the Borough Council to accept a grant from the Fund of £139,263 and to use it in accordance with Government guidance, a Household Support Fund Scheme had been drafted to set out the proposed use of the fund, with an objective to provide crisis support for households. The strategy for direction of funding was based on successful outcomes of previous awards, statistical returns and experience.

Particular reference was made to the deadline for the grant to be used by 30 September 2024 as unspent grant could not be carried forward. It was expected that a minimum of 50% funding would be allocated to foodbanks and fuel voucher schemes under the proposed Scheme, which also allowed for a mechanism to adapt the direction of funds in response to changing or emerging priorities throughout the lifespan.

Furthermore, Members were assured that engagements would be made with foodbanks across the borough to ensure coverage of the Scheme and support for those who were most in need.

**RESOLVED:** That

- (1) the Household Support Fund Scheme April 2024 – September 2024, attached at Annex 1, be approved;
- (2) authority for the Director of Finance & Transformation to establish an effective operational scheme to disburse funds in accordance with that document, be granted; and
- (3) significant variance in direction of spend in response to any emerging events or needs over the lifetime of the Scheme and in line with the general parameters of the Household Support Fund, be allowed, subject to agreement of the Leader, the Cabinet Member for Finance & Housing, the Chief Executive and the Director of Finance & Transformation.

**EXECUTIVE NON-KEY DECISIONS****CB 24/82 2023/24 FINANCIAL OUTTURN AND MAY 2024 BUDGETARY CONTROL**

(Decision Notice D240073CAB)

The report of the Director of Finance and Transformation presented Members with the 2023/24 Financial Outturn and the current financial position to the end of May 2024 for the 2024/25 Financial Year, in accordance with the Borough Council's Financial Procedure Rules. It also provided details of the savings identified to date against the current year's savings target of £305,000 and sought advice from the Cabinet on a budget consultation in the lead up to the 2025/26 budget.

A detailed revenue and capital outturn position for the year 2023/24 was provided in the Revenue and Capital Outturn Booklet attached at Annex 1. Members were pleased with the positive revenue position for 2023/24, reported as a contribution to the Borough Council's General Revenue Reserve of £1,304,159 after taking into account the additional reserve movements as set out in 1.1.10 of the report. Details of the movements in reserve balances as at 31 March 2024 were set out in Annex 2 and a summary of the decisions taken by Cabinet and Committees with budget implications since the revenue budget was approved by Council in February 2024 to the end of May 2024 was attached at Annex 3.

Budgetary Control Monitoring Statements for Salaries and Incomes to the end of May 2024 were attached for information at Annex 4 and Annex 5 respectively. The 2024/25 revenue budget position was summarised in 1.7.1 of the report, which reflected a favourable net variance of £142,438 as at the end of May 2024.

At the request of the Director of Street Scene, Leisure and Technical Services and under the Constitution's Financial Procedure Rule 13.3, consideration was given to a virement of £60,000 in order to support the recommissioning of the Waste contract in 2027. It was noted that the £60,000 was achieved as a saving to the current year's budget due to the lower than anticipated inflation rate on the Street Cleansing, Refuse and Recycling Contract and this approach was supported by Members.

With regard to Business Rates monitoring, particular reference was made to the variation of £642,000 below the original estimate of an overall net income of £6,184,366, however, the delay in one business property in the Panattoni Park being rated by the Valuation Office due to the complexity of the assessment was noted and Members were made aware that the rates bill would be backdated as appropriate.

In terms of progressing towards the savings target of £1.7m as identified in the Borough Council's Medium Term Financial Strategy (MTFS),

Members were pleased to note that the savings target for the first tranche of £305,000 to be achieved before 1 April 2025 had been exceeded by approx. £409,000, therefore the remaining tranches for the savings target would need to be adjusted accordingly to take into account the additional savings and growth as identified in the report and any increased budgetary pressures above those identified in the 2024/25 MTFS.

Finally, having duly considered the recommendation from the External Auditors, Grant Thornton, to engage key stakeholders to determine local priorities for resources or opportunities for savings, Cabinet were content with their existing rigorous approach to decision making and the positive financial performance of the Borough Council and therefore did not consider it necessary to undertake a specific consultation leading up to the 2025/26 budget, although it was noted that they would keep the recommendation in mind.

**RESOLVED:** That

- (1) the year end position for 2023/24 be noted and the reserve movements as shown in paragraph 1.1.10 of the report be endorsed;
- (2) the virement of £60,000 proposed by the Director of Street Scene, Leisure and Technical Services in respect of support for the recommissioning of the Waste contract in 2027, as set out at paragraph 1.6.2 of the report, be approved;
- (3) as at the end of May 2024, a net favourable variance of circa £142k when compared to the proportion of the 2024/25 budget, as shown in paragraph 1.7.1 of the report, be noted;
- (4) the current business rate pool position as at the end of May 2024, as set out in paragraph 1.8.2 of the report, be noted;
- (5) the current progress on the current savings target of £1.7m, as set out in paragraph 1.9.4 of the report, be noted; and
- (6) there be no budget consultation to be planned in the lead up to the preparation of the 2025/26 budget.

**CB 24/83 TONBRIDGE AND MALLING DRAFT PRODUCTIVITY PLAN**

(Decision Notice D240074CAB)

The report of the Management Team presented a draft Tonbridge and Maling Productivity Plan (Appendix 1) for endorsement by Members before submission to the Government by the deadline of 19 July 2024.

Four themes were set out in the request letter from the Minister for Local Government to guide the responses that were being sought from local authorities: (1) transformation and use of resources; (2) taking advantage of technology; (3) plans to reduce wasteful spend; and (4) barriers preventing progress.

The proposed Productivity Plan centred around the above four themes and accorded closely with the following three key priorities as set out in the Tonbridge and Malling Corporate Strategy 2023 – 2027: Innovation, Transformation and Delivery.

During discussion, particular reference was made to the benefits of having remote working policies in place to allow for flexible working and productivity improvement and the advantage of having a longer than one year finance settlement to provide certainty.

**RESOLVED:** That

- (1) the Tonbridge and Malling Borough Council Productivity Plan, attached at Appendix 1, be endorsed.

#### **MATTERS SUBMITTED FOR INFORMATION**

##### **CB 24/84 MINUTES OF PANELS, BOARDS AND OTHER GROUPS**

The Minutes of the Parish Partnership Panel of 30 May 2024 and the Minutes of the Joint Transportation Board of 17 June 2024 were received and noted.

##### **CB 24/85 DECISIONS TAKEN BY CABINET MEMBERS**

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

##### **CB 24/86 NOTICE OF FORTHCOMING KEY DECISIONS**

Notice of Forthcoming Key Decisions for July to August 2024 was presented for information.

##### **CB 24/87 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.35 pm

## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

03 September 2024

#### Joint Report of the Director of Street Scene, Leisure & Technical Services and Director of Finance & Transformation

#### Part 1- Public

#### Matters for Recommendation to Council

### 1 CAPITAL WORKS – CAR PARKS

#### 1.1 Introduction

1.1.1 At the Cabinet Meeting on 30 April 2024, Cabinet made a number of decisions relating to parking proposals throughout the Borough. To allow the new charges to be implemented a number of fast-track capital plan schemes are required to be progressed to allow delivery this financial year.

1.1.2 There are three schemes that are currently held on List C of the Capital Plan. These are;

- Bailey Bridge East Car Park Improvements, Aylesford.
- Introduction of Automatic Number Plate Recognition (ANPR).
- Parking Amendments to Car Parks and On-Street Parking.

1.1.3 A fast track capital plan evaluation has been completed for each of the schemes and are shown in **Annexes 1, 2 & 3**.

#### 1.2 Legal Implications

1.2.1 The schemes have been developed to allow the implementation of the decisions taken at the Cabinet meeting on 30 April 2024. Procurement will be undertaken in accordance with the Council's Procurement rules with the assistance of the Mid Kent Procurement Partnership.

1.2.2 A planning application will be required for the scheme at Aylesford and Cabinet's approval to submit the application is sought.

#### 1.3 Financial and Value for Money Considerations

1.3.1 Cabinet will note from Annexes 1,2 and 3 that the total cost of the capital schemes proposed is £530,000 which can be funded from the revenue reserve from capital

schemes. Revenue funding of £15,000 is also required for external support to progress design work.

- 1.3.2 The aim of the new parking charges is to balance the management of parking to meet the needs of all users, optimise the availability of parking, maximise income subject to market conditions and provide consistency across the Council's parking assets in a fair commercial and efficient manner.
- 1.3.3 It is worthy of note that many of the Council's car parks represent a significant asset in terms of resale and for development. It is essential given the context of the Medium Term Financial Strategy that the Council seeks to ensure that the assets are managed in the most economically advantageous manner.

## 1.4 Risk Assessment

- 1.4.1 The capital plan schemes need to be fast-tracked to allow the delivery of the decisions already taken by Cabinet within financial year. Without the capital works the new parking charges cannot be delivered.

## 1.5 Equality Impact Assessment

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

## 1.6 Policy Considerations

- 1.6.1 Asset Management
- 1.6.2 Community
- 1.6.3 Procurement

## 1.7 Recommendations

- 1.7.1 **CABINET** is requested to recommend to **COUNCIL** that;
- i) The three fast track capital schemes shown in **Annexes 1, 2 & 3** be transferred to List A of the capital planning this financial year to enable the introduction of new parking charges;
  - ii) Capital funding of £530,000 for the capital works be met from the revenue reserve from capital schemes;
  - iii) Authority be granted to the Director of Central Services/Deputy Chief Executive to submit a planning application for the scheme in the Bailey Bridge East car park Aylesford ; and
  - iv) Revenue funding of £15,000 be included in the revised revenue estimates to appoint external consultants to assist in the design of the schemes.



Background papers:

contact: Andy Edwards

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

Sharon Shelton

Director of Finance and Transformation

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## CAPITAL PLAN LIST C – EVALUATIONS

	Project <b>Technical Services: Bailey Bridge East Car Park Improvements</b>		
1	<b>Specification:</b>		
	(i)	<b>Purpose of the scheme</b>	Improvement works to facilitate introduction of pay and display charges and formalise existing parking arrangements.
	(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National: N/A (b) Council: Increase parking revenue to meet growing costs Management of car park to address local parking issues. Upgrade car park to meet required standard of provision.
	(iii)	<b>Targets for judging success</b>	(a) Generate additional income from car park. (b) Increased number of available spaces within car park. (c) Car park upgraded to meet standard required.
2	<b>Description of Project / Design Issues:</b> Formalisation of existing grass overflow area in Bailey Bridge East car park with appropriate new surface and marked parking bays. Additional car park lighting to be added, together with extension of existing CCTV system, new pay and display machines and associated signage to make car park suitable for the introduction of new charges. Surface of car park area to be evaluated and considered in liaison with local Members and Cabinet Member. Project will require planning approval.		
3	<b>Milestones / Risks</b> Works to be completed in advance of new charges being introduced. Project to be procured in accordance with contract procurement rules. Receipt of planning approval.		
4	<b>Consultation:</b> Proposed new charges were subject to formal public consultation and approval by Cabinet. Design of car park considered in liaison with local Members.  The EA have been consulted with regards FRAP (Flood Risk Activity Permit) and have confirmed it is not required for site subject to the existing ground levels not changing adjacent to flood bund.		

**CAPITAL PLAN LIST C – EVALUATIONS**

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5	<b>Capital Cost:</b> £300,000.00					
6	<b>Profiling of Expenditure</b>					
	<b>2023/24 (£'000)</b>	<b>2024/25 (£'000)</b>	<b>2025/26 (£'000)</b>	<b>2026/27 (£'000)</b>	<b>2027/28 (£'000)</b>	<b>2028/29 (£'000)</b>
		£300				
7	<b>Capital Renewals Impact:</b> P&D machines every 10 years and proposed value £6k Lighting lanterns every 10 years and proposed value £5k Lighting columns every 20 years and proposed value £10k CCTV assets every 10 years and proposed value £10k					
8	<b>Revenue Impact:</b> Revenue budget for parking income estimated to increase by £18,559 net of Vat per annum. Pay back on expenditure of 16.2 years. One-off revenue spend of £10k to employ consultant for detailed design and tender document preparation. 4% of capital value will equate to £12,000 of lost interest.					
9	<b>Partnership Funding:</b> N/A					
10	<b>Project Monitoring / Post Implementation Review:</b> Project will be overseen by the Council's Engineering Manager. Post implementation review 12 months after completion.					
11	<b>Screening for equality impacts:</b>					
	<b>Question</b>			<b>Answer</b>	<b>Explanation of impacts</b>	
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?			No	Parking available for everyone to use.	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?			Yes	The increased parking will allow more people to access facilities and amenities in the local community.	
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?			n/a			

**CAPITAL PLAN LIST C – EVALUATIONS**

	12	<b>Recommendation:</b> Fast-Track Transfer to List A of the Capital Plan for implementation in current financial year and allocation of funding of £10k in revised revenue budget for consultancy support.
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## CAPITAL PLAN LIST C – EVALUATIONS

Project <b>Technical Services: Introduction of Automatic Number Plate Recognition (ANPR)</b>						
1	<b>Specification:</b>					
	(i)	<b>Purpose of the scheme</b>	Trial of ANPR parking management in two of the Council's car parks (to include Haysden Country Park Tonbridge and Western Road Borough Green car parks subject to assessment) to protect revenue and better manage the car park.			
	(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National:	N/A		
			(b) Council:	Potential additional revenue from better management of parking restrictions. Transformation project in terms of potential future operational arrangements.		
	(iii)	<b>Targets for judging success</b>	(a)	Monitor income		
			(b)	Monitor and compare parking enforcement resources		
2	<b>Description of Project / Design Issues:</b> Introduce and manage the operation of an ANPR system in two Council car parks. This will include the installation of required equipment (new entry/exit point camera, barrier, payment point and signage), management of the system and collection of revenue. The project will enable an assessment of whether the more widespread introduction of ANPR across other Council's car parks should be considered. This may be achieved by using a third party to deliver and manage the project on our behalf.					
3	<b>Milestones / Risks</b> Installation of new system and review success of trial after 12 months. Scheme will be delivered in accordance with Council's contract procedure rules.					
4	<b>Consultation:</b> None					
5	<b>Capital Cost:</b> £70,000.					
6	<b>Profiling of Expenditure</b>					
	<b>2023/24 (£'000)</b>		<b>2024/25 (£'000)</b>		<b>2025/26 (£'000)</b>	
			£70			
	<b>2026/27 (£'000)</b>		<b>2027/28 (£'000)</b>		<b>2028/29 (£'000)</b>	

**CAPITAL PLAN LIST C – EVALUATIONS**

7	<p><b>Capital Renewals Impact:</b>                  Barrier every 3-5 years and proposed value £8k                  Pay point every 7-10 years and proposed value £12k                  ANPR camera and associated equipment every 5-7 years and proposed value £10k                  Camera posts every 20 years and proposed value £5k                  Signage to comply with current regulations every 3 years and proposed value of £2k</p> <p>Capital renewal costs have been provided for two new sites.</p>														
8	<p><b>Revenue Impact:</b>                  One-off revenue spend of £5k to create options report and the production of a specification to seek quotations.                  4% of capital value of £70k will equate to £2,800 of lost interest.                  Additional new fees added for the operation and management of the ANPR system.                  Increase maintenance costs due to vandalism or damage.</p>														
9	<p><b>Partnership Funding:</b>                  N/A</p>														
10	<p><b>Project Monitoring / Post Implementation Review:</b>                  Post implementation review 12 months after completion. The project will be overseen by the Council’s Engineering Manager.</p>														
11	<p><b>Screening for equality impacts:</b></p> <table border="1" data-bbox="304 927 2094 1393"> <thead> <tr> <th data-bbox="304 927 1285 963">Question</th> <th data-bbox="1285 927 1453 963">Answer</th> <th data-bbox="1453 927 2094 963">Explanation of impacts</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 963 1285 1134"> <p><b>a.</b> Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?</p> </td> <td data-bbox="1285 963 1453 1134">Yes</td> <td data-bbox="1453 963 2094 1134">Currently disabled drivers with a blue badge, can park for free using their blue badge. If we move to numberplate enforcement, these blue badges can’t be identified and they will need to pay at the ANPR sites.</td> </tr> <tr> <td data-bbox="304 1134 1285 1203"> <p><b>b.</b> Does the decision being made or recommended through this paper make a positive contribution to promoting equality?</p> </td> <td data-bbox="1285 1134 1453 1203">Yes</td> <td data-bbox="1453 1134 2094 1203">The same enforcement and charges will be encountered by all users.</td> </tr> <tr> <td data-bbox="304 1203 1285 1393"> <p><b>c.</b> What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?</p> </td> <td data-bbox="1285 1203 1453 1393">n/a</td> <td data-bbox="1453 1203 2094 1393"></td> </tr> </tbody> </table>			Question	Answer	Explanation of impacts	<p><b>a.</b> Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?</p>	Yes	Currently disabled drivers with a blue badge, can park for free using their blue badge. If we move to numberplate enforcement, these blue badges can’t be identified and they will need to pay at the ANPR sites.	<p><b>b.</b> Does the decision being made or recommended through this paper make a positive contribution to promoting equality?</p>	Yes	The same enforcement and charges will be encountered by all users.	<p><b>c.</b> What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?</p>	n/a	
Question	Answer	Explanation of impacts													
<p><b>a.</b> Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?</p>	Yes	Currently disabled drivers with a blue badge, can park for free using their blue badge. If we move to numberplate enforcement, these blue badges can’t be identified and they will need to pay at the ANPR sites.													
<p><b>b.</b> Does the decision being made or recommended through this paper make a positive contribution to promoting equality?</p>	Yes	The same enforcement and charges will be encountered by all users.													
<p><b>c.</b> What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?</p>	n/a														



**CAPITAL PLAN LIST C – EVALUATIONS**

	12	<b>Recommendation:</b> Fast-Track Transfer to List A of the Capital Plan for implementation in current financial year and provision of revenue funding of £5k for external consultancy support.
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## CAPITAL PLAN LIST C – EVALUATIONS

Project <b>Technical Services: Parking amendments to Car Parks and On-Street Parking</b>			
1	<b>Specification:</b>		
	(i)	<b>Purpose of the scheme</b>	Upgrade car parks and on-street parking sites to a standard suitable for introduction of pay and display charges.
	(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National: N/A (b) Council: Increase parking revenue. Management of the parking to address local parking issues. Upgrade car park and on-street parking to meet required standard of provision.
	(iii)	<b>Targets for judging success</b>	(a) Income generation. (b) Number of available parking spaces available for public use (c) Parking upgraded to meet standard required.
2	<b>Description of Project / Design Issues:</b> Works to make existing car parks and on-street parking suitable for introduction of pay and display charges.  <b>Tonbridge Castle Gateway car park</b> - New pay and display machine and associated signage. <b>West Malling on-street parking in High Street and Swan Street</b> - New pay & display machines and associated signage. <b>Avebury Avenue Tonbridge on-street parking</b> - Removal and repurposing of low use existing pay and display machines and make good the area. <b>Baily Bridge West Aylesford car park</b> - Drainage improvement works to prevent flooding, new pay & display machines, and associated signage. <b>Martin Square car park</b> - Installation of new passive CCTV system, new pay & display machines, and associated signage. <b>West Malling short stay car park</b> - New pay and display machines and associated signage due to age of machines.		
3	<b>Milestones / Risks</b> Works completed in advance of charges being introduced. Works will be overseen by Engineering Manager. Works will be progressed in accordance with Council's contract procedure rules.		

**CAPITAL PLAN LIST C – EVALUATIONS**

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4	<b>Consultation:</b> Proposed new charges were subject to formal public consultation and approved by Cabinet. The proposals will not require planning approval.					
5	<b>Capital Cost:</b> £160,000.00					
6	<b>Profiling of Expenditure</b>					
	<b>2023/24 (£'000)</b>	<b>2024/25 (£'000)</b>	<b>2025/26 (£'000)</b>	<b>2026/27 (£'000)</b>	<b>2027/28 (£'000)</b>	<b>2028/29 (£'000)</b>
		<b>£160</b>				
7	<b>Capital Renewals Impact:</b> P&D machines every 10 years and proposed value £96k Signage and posts every 10 years and proposed value £7.5k CCTV assets every 10 years and proposed value £25-30k					
8	<b>Revenue Impact:</b> Revenue budget for parking income estimated to increase by £59,906 net of Vat per annum. Pay back on expenditure of 2.7 years. 4% of capital value will equate to £6,400 of lost interest.					
9	<b>Partnership Funding:</b> N/A					
10	<b>Project Monitoring / Post Implementation Review:</b> Post implementation review 12 months after completion.					
11	<b>Screening for equality impacts:</b>					
	<b>Question</b>			<b>Answer</b>	<b>Explanation of impacts</b>	
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?			No	Parking available for everyone to use.	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?			Yes	The management of this parking will allow more people to access facilities and amenities in the local communities.	
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?			n/a			

**CAPITAL PLAN LIST C – EVALUATIONS**

	12	<b>Recommendation:</b> Fast-Track Transfer to List A of the Capital Plan for implementation in current financial year.
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## TONBRIDGE & MALLING BOROUGH COUNCIL

### CABINET

03 September 2024

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

#### Part 1- Public

#### Executive Non Key Decisions

#### 1 JULY 2024 BUDGETARY CONTROL

In accordance with the Council's Financial Procedure Rules this report informs Members of the current financial position to the end of July 2024 for the 2024/25 Financial Year.

#### 1.1 2024/25 Budgetary Control to end May 2024

1.1.1 In February 2024 the Council set a revenue budget of £11,671,480 with a contribution to the General Revenue Reserve of £1,064,824 giving a Council tax requirement of £12,736,304.

1.1.2 Since this meeting a number of Cabinet and Committee decisions have been taken. These decisions have been detailed in full in **[Annex 1]** to this report and currently amount to £1,190,557. These movements have been split between Non-Salary and Salary adjustments. **However, after additional reserve contributions the net effect of all of the changes on the revenue budget is reduction of £3,192.**

#### 1.2 Salary Monitoring to end July 2024

1.2.1 Appended for information at **[Annex 2]** is the budgetary control statement covering Salaries to the end of July 2024 against the proportion of the current estimate allowing for the staffing changes agreed in the decisions taken above.

1.2.2 The original estimate, set in February 2024, for salaries was £12,966,100. Adding agreed adjustments of £569,800 gives a total of running total of £13,535,900, although the majority of this increase will be funded from earmarked reserves.

1.2.3 Cabinet will note that this shows **an underspend of £69,750** against the current estimates proportioned to the end of July 2024.

#### 1.3 Income Monitoring to end July 2024

1.3.1 Appended for information at **[Annex 3]** is the budgetary control statement covering income, fees, and charges from the major income streams to the end of July 2024 against the proportion of original estimate set in February 2024.

- 1.3.2 The original estimate set in February 2024 for these major income streams was £7,662,450. No agreed changes have been made to the budget at this time.
- 1.3.3 Cabinet will note the actual to the end of July 2024 is **£26,345 less than the apportioned estimate**. Under recovery on areas covering the Housing Market, such as fees for Planning Applications, Building Control and Land Charges being offset by additional income on the other major income streams.

#### 1.4 Investment Income Monitoring to end July 2024

- 1.4.1 Due to the reporting nature of Treasury Management, provided below is an update on core and cashflow funds. Long Term Property Funds are reported quarterly and Multi Asset Diversified Income Funds monthly the information shared below for the end of June 2024.
- 1.4.2 Core funds currently stand at £30m, a decrease of £2m on the sums invested at the 31 March 2024. Income generated on these investments amount to £552,220 representing a return of 5.53%, generating a positive variance of £326,880 when compared to the original estimate to the end of July 2024. The positive variance is due to the Council's ability to hold investment funds in core longer than anticipated when setting the original budget. It is expected that core investments will reduce as the need for cashflow in the current year increases to commence capital project works.
- 1.4.3 Cashflow funds currently stand at £20.92m, an increase of £7.01m on the sums invested at the 31 March 2024. Income generated on these investments amount to £439,420 representing a return of 5.41%, providing a negative variance of £38,240 when compared to the original estimate to the end of July 2024.
- 1.4.4 In the case of both Core and Cashflow funds the amounts shown above the proportion of the original estimate are because of continued high base rates.
- 1.4.5 Multi Asset Funds are showing a balance of £3.78 million to the end of July 2024 and we have received £58,980 in dividends representing a return of 4.16%. This is a negative variation of £2,180 against the proportion of the original estimate to the end of July 2024.
- 1.4.6 Property Fund's Net Asset Value (NAV), excluding Lothbury, are showing a balance of £2.62 million to the end of **June 2024**. Lothbury has continued to distribute income from the sale of assets and has currently paid back £883,850 from our capital investment with them. The Lothbury fund continues to be reported to the Audit Committee in detail. To the end of **June** we have received £40,320 in dividends representing a return of 3.21%. This is a negative variation of £5,930 against the proportion of the original estimate.



## 1.5 Other revenue budgetary control

1.5.1 As of the end of May the following areas have been identified as variations to the original estimate:-

1.5.2 Service fee to the Leisure Trust - the fee payable to the Trust is based upon an agreement covering the utility costs usage following the significant increases in energy prices occurring in 2022. Since this time energy prices have fallen and the installation of energy efficiency measures at the buildings operated by the Trust has resulted in a fall in the service fees payable, based upon current information on tariffs and usage it is predicted that the Service Fee for the 2024/25 financial year will be in the region of £330,000, some **£80,000 below** the original estimate set in February 2024. This figure could be subject to change depending on future changes in energy tariffs for the winter period.

1.5.3 At the last Cabinet meeting officers verbally updated members on the issues on Homelessness spend. Both Housing and Finance teams have subsequently examined the current and likely levels of need.

1.5.4 As at the end of July there were 141 clients in Temporary Accommodation (compared to an estimate based upon 100 clients in TA), the net expenditure incurred by the end of July was £260,000 compared to a profiled budget of £102,000 **an overspend of £158,000**. If the client levels, cost of TA and debt recovery were to continue at the current levels until the end of the financial year **without any mitigating intervention** the overspend against the agreed budget would be in the region of £665,000. Cabinet is of course aware that a number of strands of work are in progress to try to mitigate cost in this regard.

## 1.6 Revenue Budget 2024/25 Summary

1.6.1 The table below brings together the areas highlighted above.

Description	Budget to July £	Actual to July £	Variance £
Salaries Monitoring Statement	4,508,450	4,438,700	(69,750)
Income Monitoring Statement	(2,816,450)	(2,790,105)	26,345
Treasury Management	(825,830)	(1,090,940)	(265,110)
Approved Variations to the Revenue Budget (not included in above)		(60,420)	(60,420)
Revenue Budgetary Control (net)		78,000	78,000
<b>Net Variance</b>	<b>866,170</b>	<b>575,235</b>	<b>(290,935)</b>

Figures in brackets represent favourable variance.

## 1.7 Business Rates Monitoring to end July 2024

- 1.7.1 Members will remember that the Original Estimate set an overall net income expectation of £6,184,366. This allowed for the release of an unused appeals provision and the rating of properties in Panattoni Park being undertaken by the Valuation Office.
- 1.7.2 At the end of July the current position shows an overall net income of £5,700,000, a variation below the original estimate of £484,000. It should be noted, however, that the Amazon property on Panattoni Park still remains unrated by the Valuation Office due to the complexity of the assessment. We are regularly chasing for this evaluation to be prioritised and will provide further information at the meeting if it is available. Nevertheless, this property has been occupied since October 2023 and the rates bill will be backdated to that date. The rates due on this particular building that will accrue to the Council are expected to exceed the negative variation of £484,000 mentioned above.

## 1.8 Capital Expenditure

- 1.8.1 In February 2024 the Council agreed a capital budget for 2024/25 of £7.283m, but following the outturn for 2023/24 and the slippage for projects being undertaken this has increased to £8.505m. In addition to this slippage **[Annex 1]** identifies an additional spend of £607,500 on agreed capital projects bringing the total to £9.113m.
- 1.8.2 Spend to the end of July 2024, shown in **[Annex 4]** was £763,000, but Members are reminded that the larger projects being undertaken this financial year are yet to start. Further updates will be shared with Members in due course.

## 1.9 Savings

- 1.9.1 As set out in the previous cabinet report on 8 July 2024, the NET savings identified to date (after allowing for approved growth) amount to £714,000.
- 1.9.2 In addition, approved reductions in voluntary grant levels adds a further £10,240 to this sum bringing the total net savings to a figure of circa £724,000. This will of course be reflected in the base budget for 2025/26 as the work on the budget preparations commence (see below).
- 1.9.3 Cabinet is aware that, although this exceeds the first tranche target (£305,000) to be achieved by April 2025, there is still some way to go with identifying options to close the overall funding gap of £1.7m which was acknowledged by Council in February 2024 when setting the Budget.
- 1.9.4 A review and refresh of the Medium Term Financial Strategy (MTFS) will of course be undertaken in preparation for the 2025/26 Budget taking on board achievements to date and any 'new' information/demands.

- 1.9.5 To assist with the identification of options to close the funding gap, it is suggested that Cabinet might wish to request the three Scrutiny Select Committees discuss and put forward options for proper evaluation in the forthcoming months.
- 1.9.6 Cabinet is therefore asked to consider this suggestion and, if agreed, **request** that Members of the three Scrutiny Select Committees consider and propose options for evaluation in the forthcoming months to assist in bridging the current funding gap.

## **1.10 2025/26 Budget preparations**

- 1.10.1 Due to the External Audit of the Financial Statements now not taking place until October to December 2024, both the Accountancy Team and Services have commenced with the preparation of the Revised Estimate for 2024/25 and the Original Estimate for 2025/26. At the present time Services have been preparing these estimates to reflect current volumes for service delivery; but not to allow for inflation at this stage.
- 1.10.2 The MTFs prepared in February 24 reflected inflation for prices and fees and charges of 3% for the 2025/26 financial year, the latest information available when writing this report gives a CPI inflation rate of 2.2% as at July 2024, with Core and Service CPI inflation being assessed as 3.3% and 5.2% respectively. Therefore, some analysis of potential inflationary effects will be undertaken to adjust the MTFs to the most appropriate inflation prediction for 2025/26.

## **1.11 Legal Implications**

- 1.11.1 This report fulfils the requirement of the Local Government Act 2003 which places a statutory duty on the authority to monitor income and expenditure against budget and to take action if overspends or shortfalls in income emerge. If monitoring establishes that the budget situation has deteriorated, authorities are required to take such action as they consider necessary. This might include action to reduce spending in the rest of the year, to increase income or to finance all or part of the shortfall from reserves.

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

- 1.12.1 As set out above.

## **1.13 Risk Assessment**

- 1.13.1 Budgetary control is a prerequisite of good financial management, financial planning and control and needs to be kept under review to ensure it remains effective and relevant.
- 1.13.2 Achievement of the target set within the Savings and Transformation Strategy remains a red risk on the Strategic Risk Register until such time as options for full delivery of the 'gap' have been identified.

## 1.14 Equality Impact Assessment

1.14.1 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.

## 1.15 Policy Considerations

1.15.1 Budgetary and policy framework is relevant to all areas of the Council's business.

## 1.16 Recommendations

1.16.1 Cabinet is **RECOMMENDED** to:

- 1) **Note** that, as at the end of July 2024, there is a net favourable variance of circa £291,000 when compared to the proportion of the 2024/25 budget as shown in paragraph 1.6.1.
- 2) **Note** the potential issues surrounding the impact of the current client levels, cost of TA and debt recovery within the revenue budget for Homelessness Accommodation.
- 3) **Note** the current business rate pool position as at the end of July 2024 as set out in paragraph 1.7.2.
- 4) **Note** the current spend on Capital projects for 2024/25.
- 5) **Note** the current position of the Savings Target.
- 6) **Consider** whether Members of the three Scrutiny Select Committees should be requested to propose options for evaluation in the forthcoming months to assist in bridging the current funding gap.

Background papers:

contact: Paul Worden  
Sharon Shelton

Nil

Sharon Shelton  
Director of Finance & Transformation

**Decision Notices with budget implications**  
**Period Ending July 2024**  
**2024/25 Financial Year**

Decision Note Reference	Cabinet Member / Officer	Decision Notice Title	Brief description of decision made	Date of Decision	Revenue Impact	Capital Impact	Financed from Reserves? Y/N
<b>Non-Salaries</b>							
D240020CAB	Cabinet	Recycling Bring Sites	Removal of all Bring Sites - Income saving less removal cost in 24/25.	13/02/2024	(£50,000)	£0	N
D240029CAB	Cabinet	Windmill Lane Gypsy and Traveller Site	Future management of the gypsy site at Windmill Lane to be carried out by KCC in 2024/25.	05/03/2024	£63,651	£0	Y
D240031MEM	Cabinet Member for Finance and Housing	Agile - Enhancements Project	To fund project costs to deliver enhanced functionality in the Agile operating system.	18/03/2024	£74,460	£0	Y
D240036CAB	Cabinet	Empty Homes	To fund work that enabled the facilitation of empty homes being brought back into use.	19/03/2024	£30,000	£0	Y
D240038CAB	Cabinet	Procurement support	To enter into an agreement with the Mid Kent Procurement Partnership.	01/04/2024	£88,848	£0	Y
D240033MEM	Cabinet Member for Climate Change, Regeneration and Property	Electric vehicle pathway	To bridge the funding gap between the purchase price of combustion engine vehicles and electric vehicles for the purpose of replacing two of the existing Council owned vehicles due for replacement in 2024/25.	02/04/2024	£0	£27,000	Y
D240042CAB	Cabinet	Gibson Building, Gibson Drive	A payment to be made to Kent County Council in respect of the Gibson site.	02/04/2024	£400,000	£0	Y
D240037CAB	Cabinet	Voluntary Sector Grants	Removal of some grants.	02/04/2024	(£10,420)	£0	N
D240046MEM	Cabinet Member for Community Services	Tonbridge Farm Sportsground	Appointment of Chartered Town Planners to Undertake Work on a Masterplan.	16/05/2024	£14,750	£0	Y
D240047MEM	Cabinet Member for Finance and Housing	Upgrade to Integra Centros Financial Management System	Upgrades to current reporting software and the additional modules requested by Services.	16/05/2024	£0	£80,500	Y
D240070CAB	Cabinet	De-carbonising & Energy Efficiency Capital Plan	Revised costs for these capital schemes.	08/07/2024	£0	£500,000	Y
D240082MEM	Cabinet Member for Finance and Housing	Extension of Customer Portals in Jadu	Expansion of lookup functionality to a national database.	31/07/2024	£9,450	£0	Y
					<b>£620,739</b>	<b>£607,500</b>	
<b>Salaries</b>							
D240024MEM	Cabinet Member for Planning	Planning Backlog And Digital Transformation Preparation Resource	Development Management - temporary staff resource.	28/02/2024	73,987	£0	Y
GP24/15	General Purposes Committee	Establishment Report	Licensing - regrade.	13/03/2024	3,827	£0	N
GP24/15	General Purposes Committee	Establishment Report	Housing Solutions - 6 new posts.	13/03/2024	257,674	£0	Y
GP24/15	General Purposes Committee	Establishment Report	IT Development / Technical Support - restructure.	13/03/2024	(3,396)	£0	N
CB24/44	Cabinet	Tonbridge Town Centre Programme Manager	Estates - fixed term post (3 years).	02/04/2024	76,108	£0	Y
CB24/45	Cabinet	Empty Homes	Private Sector Housing - fixed term post (2 years).	02/04/2024	45,619	£0	Y
GP24/21	General Purposes Committee	Establishment Report	Economic Development - fixed term post extended for 2 further years (from December 2024).	12/06/2024	11,948	£0	Y
GP24/21	General Purposes Committee	Establishment Report	Electoral Registration - regrade.	12/06/2024	2,799	£0	N
GP24/21	General Purposes Committee	Establishment Report	Media & Communications - fixed term post to be made permanent.	12/06/2024	4,357	£0	N
GP24/21	General Purposes Committee	Establishment Report	Revenue & Benefits - restructure.	12/06/2024	9,148	£0	N
GP24/21	General Purposes Committee	Establishment Report	Accountancy - fixed term post (3 years).	12/06/2024	32,714	£0	Y
GP24/21	General Purposes Committee	Establishment Report	Exchequer - restructure.	12/06/2024	40,493	£0	N
D240075MEM	Cabinet Member for Community Services	Safeguarding Officer	Safeguarding Officer - fixed term post (2 years).	10/07/2024	14,540	£0	Y
					<b>£569,818</b>	<b>£0</b>	
			Total Growth/(Saving)		1,190,557	607,500	
			Funded from Reserves		(1,193,749)	(607,500)	
			<b>MTFS Impact</b>		<b>(3,192)</b>	<b>0</b>	

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**Salaries Budgetary Control Monitoring Statement**

Annex 2

**Period Ending July 2024****2024/25 Financial Year**

Service	Annual Budget As amended £	2024/25		Above (Below) Budget (b - a) £
		Budget to end of May (a) £	Actual to end of May (b) £	
<b>Central</b>				
Administration & Property	1,136,700	379,700	308,650	(71,050)
Legal	719,800	239,950	254,250	14,300
Personnel & Customer Services	711,750	237,250	231,300	(5,950)
<b>Executive</b>	679,550	222,350	238,150	15,800
<b>Finance &amp; Transformation</b>				
Finance	1,966,250	639,150	619,450	(19,700)
Information Technology	1,245,200	415,050	366,100	(48,950)
<b>Planning, Housing &amp; Environmental Health</b>				
Environmental Health & Housing	1,990,800	661,650	707,950	46,300
Planning	2,926,450	1,036,850	1,036,550	(300)
<b>Street Scene, Leisure &amp; Technical</b>	2,159,400	719,800	730,000	10,200
Sub-total	13,535,900	4,551,750	4,492,400	(59,350)
Non-budgeted spend on recruitment & other expenses to the end of May				12,500
Budgeted ring-fenced sum to the end of May				(4,700)
Adjustments for expenditure funded from reserves or grants				(66,200)
Budgeted management savings to the end of May				48,000
<b>Above / (Below) Budget</b>				<b>(69,750)</b>

Please note that service expenditure includes the one off £150 paid to staff members in July. The funding for which is included in the £66,200 below the line.

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**Income Budgetary Control Monitoring Statement**

Annex 3

**Period Ended July 2024**

**2024/25 Financial Year**

Service	Annual Budget £	2024/25		(Above) Below Budget (b - a) £
		Budget to end of July (a) £	Actual to end of July (b) £	
<b>Central</b>				
Land Charges	(230,000)	(71,250)	(58,732)	12,518
Licensing	(361,700)	(111,950)	(110,001)	1,949
Sub-Total	<u>(591,700)</u>	<u>(183,200)</u>	<u>(168,733)</u>	<u>14,467</u>
<b>Planning, Housing &amp; Environmental Health</b>				
Planning Applications	(1,290,000)	(430,000)	(290,426)	139,574
Building Regulations	(421,000)	(140,350)	(109,666)	30,684
Sub-Total	<u>(1,711,000)</u>	<u>(570,350)</u>	<u>(400,092)</u>	<u>170,258</u>
<b>Street Scene, Leisure &amp; Technical</b>				
Garden Waste Collection	(1,390,000)	(976,800)	(1,075,497)	(98,697)
Recycling Performance Payment	(628,000)	0	0	0
Bulky Refuse Collection	(157,300)	(52,450)	(47,314)	5,136
Tonbridge Cemetery	(128,550)	(42,850)	(41,066)	1,784
Short Stay Car Parking	(1,730,000)	(548,000)	(536,331)	11,669
Long Stay Car Parking	(600,000)	(195,000)	(212,663)	(17,663)
Penalty Charge Notices	(380,000)	(126,650)	(168,326)	(41,676)
Car Parks Season Tickets	(120,000)	(40,000)	(43,777)	(3,777)
Residents Parking Permits	(140,000)	(50,000)	(58,874)	(8,874)
Haysden Country Park Parking	(93,500)	(31,150)	(37,431)	(6,281)
Sub-Total	<u>(5,367,350)</u>	<u>(2,062,900)</u>	<u>(2,221,279)</u>	<u>(158,379)</u>
<b>Grand Total</b>	<u><b>(7,670,050)</b></u>	<u><b>(2,816,450)</b></u>	<u><b>(2,790,104)</b></u>	<u><b>26,346</b></u>

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**2024/25 Capital Monitoring Statement - 31 July 2024**  
**Service Summary**

	Expenditure To 31/03/2024	2024/25 Estimate Inc Prior Year Slippage	2024/25 Actual to 31 July 2024	2024/25 Actual to 31 July 2024	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total Estimate
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>											
Planning, Housing & Environmental Health	1,318	101	(6)	(6)	30	30	30	30	30	30	1,599
Street Scene, Leisure & Technical Services	780	1,939	340	18	350	159	159	174	159	159	3,879
Corporate	203	3,912	282	7	60	0	0	0	0	0	4,175
Sub-total	2,301	5,952	616	10	440	189	189	204	189	189	9,653
<b>Capital Renewals</b>											
Planning, Housing & Environmental Health	n/a	0	0	0	16	0	0	21	21	0	58
Street Scene, Leisure & Technical Services	n/a	2,522	135	5	312	432	581	782	762	0	5,391
Corporate	n/a	639	12	2	292	118	121	242	300	0	1,712
Sub-total	0	3,161	147	5	620	550	702	1,045	1,083	0	7,161
<b>Total</b>	2,301	9,113	763	8	1,060	739	891	1,249	1,272	189	16,814

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## TONBRIDGE RACECOURSE SPORTSGROUND MANAGEMENT PLAN CONSULTATION

### Item CE 24/27 referred from Communities and Environment Scrutiny Select Committee of 17 July 2024

The report of the Director of Street Scene, Leisure and Technical Services presented comments received as part of the public consultation exercise on the draft Tonbridge Racecourse Sportsground Management Plan.

A summary of the comments received, Officer responses and any proposed changes were detailed in Annex 2 and these were given careful consideration by the Committee. It was noted that the responses covered a variety of topics including active travel, improvements to the children's play area, biodiversity, footpath widening, reuse of the bowling green area, tennis court improvements and flooding.

There was detailed discussion on footpaths which respondents felt needed to be widened to accommodate pedestrians, runners, cyclists, prams and disabled buggies. Whilst the comments were noted, it was explained that as the site was on a flood plain there were restrictions on building so widening the paths all the way around the site was unlikely to be realistic. It was noted that a correction was required in Annex 2 to change 'likely to be realistic' to 'unlikely to be realistic'.

Members hoped that a number of issues could be considered as part of the Management Plan and these included encouraging more volunteers to the site, creating more activities for young people and addressing the issues around the use of the slipway impacting on the Borough Council owned car park. The Borough Council were in the process of reviewing its Sport Strategy which could highlight options for the area and Members would have opportunity to comment on any proposals.

Other points raised for future consideration related to improved security and lighting and cycle paths. With regard to the latter, Members were advised that project 62 in the Action Plan committed to a review of cycling provision on site.

**\*RECOMMENDED:** That it be commended to Cabinet that

- (1) the proposed amendments to the draft Management plan, as set out in Annex 2, be approved, subject to amending the proposed responses in respect of footpaths and active travel to read 'unlikely to be realistic'.
- (2) the draft Management Plan for Tonbridge Racecourse Sportsground 2024-28 (attached at Annex 3) be approved.

**\*Recommended to Cabinet**

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**TONBRIDGE & MALLING BOROUGH COUNCIL**

**COMMUNITIES AND ENVIRONMENT SCRUTINY SELECT COMMITTEE**

**17 July 2024**

**Report of the Director of Street Scene Leisure and Technical Services**

**Part 1- Public**

**Matters for Recommendation to Cabinet – Non Key Decision**

**1 TONBRIDGE RACECOURSE SPORTSGROUND MANAGEMENT PLAN CONSULTATION**

**SUMMARY**

This report brings forward comments received as part of the public consultation exercise on the draft Tonbridge Racecourse Sportsground Management Plan. The Committee is invited to consider the responses and make recommendations on any proposed amendments to the Plan to Cabinet.

**1.1 Background**

1.1.1 In advance of public consultation, the draft Management Plan for Tonbridge Racecourse Sportsground was considered by the Communities and Environmental Scrutiny Select Committee on 7 February 2024 and subsequently by Cabinet (Decision Notice **D240017MEM**).

**1.2 Consultation Process**

1.2.1 The draft Management Plan was circulated/made available for comment between 4 April and 10 May 2024. An email was circulated to key stakeholders, as listed at **[Annex 1]**, advising that copies of the Plan were available on the Council's website and hard copies were available to view at Tonbridge Castle and at the Council Offices, Kings Hill.

1.2.2 In addition, posters were displayed around the site advising visitors where the Plan could be viewed and how feedback could be provided during the consultation process. Posts were also made on social media to promote the consultation.

**1.3 Consultation Response**

1.3.1 Social Media posts were made reaching 17,380 people with 500 people following the link to the consultation webpage. The website page had 2159 visits. In response to the consultation 45 people and 2 stakeholders provided feedback, with 117 individual comments returned. Most people responding (30) were nearby residents.

- 1.3.2 From those responding, there was an average rating of 3.09 out of 5 for ease of understanding the document. The document is a complex operational plan for the site, which is designed to meet the requirements of and most comments received were supportive of the Plan. All comments received have been carefully considered and, where appropriate, amendments to the Plan have been proposed. A summary of the comments received, Officer responses and any proposed amendments can be found at **[Annex 2]** for Members consideration.
- 1.3.3 Members will note that the comments received cover a whole variety of topics including active travel, improvements to the children's play area, biodiversity, footpath widening, reuse of the bowling green area, tennis court improvements and flooding.

## **1.4 Legal Implications**

- 1.4.1 The Tonbridge Racecourse Sportsground Management Plan has been prepared using the guidance produced by the Commission for Architecture and the Built Environment (CABE) Space – A guide to producing Park and Green Space Management Plans.
- 1.4.2 There are a number of legal provisions and statutory obligations that affect delivery of services in open spaces and this need to be duly reflected in the management plan.
- 1.4.3 These statutory provisions enable local authorities to hold land, provide services, enforce orders and in some cases impose fines.
- 1.4.4 Consultation is vital to the process of producing a robust management plan and the council has engaged with stakeholders as appropriate. The council has amended the draft management plan to reflect any proposed changes that have been agreed following consultation.

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

- 1.5.1 Once approved, general works will fall within the Council's Budget and Policy Framework and be delivered using existing revenue/capital funding where possible.
- 1.5.2 It should be noted that the delivery of many projects will be subject to sourcing additional or external funding such as developer contributions.

## **1.6 Risk Assessment**

- 1.6.1 The Council's Health and Safety Officer has been consulted on the draft Plan.

## **1.7 Equality Impact Assessment**

- 1.7.1 An approach has been taken to the public consultation to reach a broad audience with 12 local disability organisations on the key stakeholders list.



- 1.7.2 The decisions recommended through this paper have remote or low relevance to the substance of the Equality Act. There is no perceived impact to end users.
- 1.7.3 The proposals aim to extend and provide additional/improved facilities with free public access for all. An access audit has been undertaken for the site which forms part of the Plan.

## 1.8 Policy Considerations

- 1.8.1 Biodiversity & Sustainability, Climate Change, Community, Crime & Disorder Reduction, Equalities/Diversity, Health and Safety, Healthy Lifestyles, Young People

## 1.9 Recommendations

- 1.9.1 Subject to comments by the Committee it be recommended to Cabinet that the proposed amendments to the draft Management Plan as shown in **[Annex 2] be made**, and that the Management Plan for Tonbridge Racecourse Sportsground 2024-28 **[Annex 3] be approved**.

Background papers:

Market survey of Tonbridge Racecourse Sportsground  
Record of Decision Notice **D240017MEM**

contact: Chris Fox  
Leisure Services Officer

Robert Styles  
Director of Street Scene, Leisure, and Technical Services

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**List of key stakeholders**

Name of Stakeholder
Charities and disabled organisations
Emergency services
Environment Agency
Friends of the Earth
Walks for wellbeing - One you
Kent County Council – West Kent Area Office (Public Rights of Way)
Kent Wildlife Trust
Landscape Services
Local schools
Medway Valley Countryside Partnership
Mini Soccer Alliance
Network Rail
Parkrun
South East Water
SHS
Tonbridge and District Angling and Fish Preservation Society
Tonbridge and Malling Leisure Trust (TMActive)
Tonbridge & Tunbridge Wells Dementia Friendly Community
Tonbridge Baseball Club
Tonbridge Canoe Club
Tonbridge Civic Society
Tonbridge Juddians Rugby Football Club
Tonbridge Lions
Tonbridge Model Engineering Society
Tonbridge Sports Association (representing the sports clubs)
Tonbridge Town Lands and Richard Mylls Charity

Tonbridge Volleyball club

Upper Medway Internal Drainage Board

Urbaser Ltd

Footpaths and Active travel

Comment	Proposed Response
I would like to see a designated cycle path to connect North and South Tunbridge without cyclists having to go down the dangerous High Street.	Comment noted. Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.
Dedicated cycling path so they keep away from pedestrians.	Comment noted. There is already a designated cycle route on-site and Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.
The footpaths are not a cycle paths, except the well-marked cycle path in Deacons Field. Please add signage to tell cyclist not to cycle on the footpaths. Often cyclists seem to think that they have right of way on the footpaths, which is inconsiderate, and at times dangerous.	Comment noted, though no change proposed. As explained in the plan the site is on flood plain which has restrictions on building, so widening the paths all the way around the site is unlikely to be realistic. See Projects 6 and 20. Consideration will also be given to installing signage to promote awareness of other users.
It would be great if Tonbridge Park could incorporate elements of Gravesend cyclopark with areas for children to cycle.	Comment noted. Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.
Could there be a design for a separate bike track. Mixing pedestrians with cyclists is unsafe and stressful for walkers especially with children. With a proper cycle track it might also get cyclists off the roads too, which are also too dangerous. It could be a money earner if done correctly.	Comment noted. Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.
A separate cycle track is needed.	Comment noted. There is already a designated cycle route on-site and Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.
I think active travel is missing from the list	<p>In the accessibility section of the plan (on pages 5 and 6) and on our website we list all the alternative methods of travel to the site.</p> <p>Accordingly in the plan there are projects covering a variety of methods of travel including Projects on cycling, car parking, and wayfinding pedestrian routes.</p>
Review cycling provision within the site (page 54). There is plenty of space within the park for additional (not shared use) paths specifically for cycles. Thinking mainly of children that intensively use the park, I think I'm right in saying technically they cannot ride their bikes with parents to the playground. Also, a cycle link avoiding the traffic of the High Street could be possible - when I cycle with my	Comment noted. Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.

children from north to south Tonbridge there is no quiet or traffic free route.	
The community do not want the car parks extended. Please stop paving over things. Add more bike racks instead.	Comment noted. Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.
Improve active travel.	Comment noted. Project 62 in the plan commits to a review of cycling provision on-site. No change proposed.
The footpath around the Racecourse ground is not wide enough. In these times of accessibility and inclusivity it should be wide enough for two wheelchairs or pushchairs to pass. As it stands, there is sometimes hardly room for two pedestrians to pass without one or other walking in the grass which may be very muddy after heavy rainfall such as we have just seen.	Comment noted, though no change proposed - As explained in the plan, the site is on flood plain which has restrictions on building, so widening the paths all the way around the site is likely to be realistic. Project 6 will consider facility improvements and project 20 will assess the need for path repairs/improvements.
The paths around and running through the sportsground need to be widened to at least 3m where that is possible to allow runners and cyclists to mix safely with pedestrians. We should consider new downlit illumination along the main pathway between the Swimming Pool and Avebury Avenue to provide safe access but minimise light pollution.	Comment noted, though no change proposed - As explained in the plan, the site is on flood plain which has restrictions on building, so widening the paths all the way around the site is likely to be realistic. Project 6 will consider facility improvements and project 20 will assess the need for path repairs/improvements.
Prioritise the widening of the pathways throughout to encourage healthier lifestyles encourage cyclists and accommodate Tonbridge Park Run.	Comment noted, though no change proposed - As explained in the plan, the site is on flood plain which has restrictions on building, so widening the paths all the way around the site is likely to be realistic. Project 6 will consider facility improvements and project 20 will assess the need for path repairs/improvements.
I note the plan to make wider footpaths which is welcomed.	Comment noted, though no change proposed - As explained in the plan, the site is on flood plain which has restrictions on building, so widening the paths all the way around the site is likely to be realistic. Project 6 will consider facility improvements and project 20 will assess the need for path repairs/improvements.
Paths need widening for disabled buggy.	Comment noted, though no change proposed - As explained in the plan, the site is on flood plain which has restrictions on building, so widening the paths all the way around the site is likely to be realistic. Project 6 will consider facility improvements and project 20 will assess the need for path repairs/improvements.
Important that paths are wider. Far too narrow especially in winter when ground is wet / flooded and people can't get past each other.	Comment noted, though no change proposed - As explained in the plan, the site is on flood plain which has restrictions on building, so widening the paths all the way around the site is likely to be realistic. Project 6 will consider facility improvements and project 20 will assess the need for path repairs/improvements.

## Play Areas

Comment	Proposed Response
<p>I love the idea of improving the play area to include more sensory activities, maybe more "attractive" and natural looking play areas. Such as natural-looking boulders, tunnels to crawl through, more natural sandpits. Look to Priory Farm's Discovery Land, Hever Castle's playground and Hobbledown for inspiration when it comes to making play areas not jar with the environment around them.</p>	<p>Comment noted. The provision of sensory play equipment will be considered within projects 33-34. No change proposed.</p>
<p>Page 56/57- examples of new equipment. Adding something like a chess table is a great way to improve the variety of uses of the park. Sensory play equipment can be used by all visitors to the park, using the current park on a regular basis I see people interacting with the gym equipment and the interactive bird noise machines. Expanding on this with more sensory play equipment would be a benefit for everyone.</p>	<p>Comment noted. The provision of sensory play equipment will be considered within projects 33-34. No change proposed.</p>
<p>There absolutely should be water fountain in the children's play area, in the summer it gets really hot there.</p>	<p>Comment noted. Project 71 will investigate the feasibility of a water bottle filling station on-site. No change proposed.</p>
<p>I am happy with most of the plan. I would like to suggest that a water bottle refill station/drinking fountain be installed somewhere fairly close to the children's play area. If it is easier to install just outside the public toilets that would also be fine.</p>	<p>Comment noted. Project 71 will investigate the feasibility of a water bottle filling station on-site. No change proposed.</p>
<p>Generally speaking the sportsground is well used and popular, with an excellent children's play area. it is admired by visitors and residents alike and with a little improvement could provide an even better space for everyone to enjoy.</p>	<p>Comment noted. The plan identifies several projects that would improve the sportsground. No change proposed.</p>
<p>A covered bench close to the skate park area would held youth and parents with using this amenity.</p>	<p>Comment noted. A shelter already exists on-site. No change proposed.</p>
<p>The skate park is very basic and would benefit from an extension to be designed in partnership with the young people who use it.</p>	<p>Comment noted. See Project 34, which considers improvements to the play area, skate park and ballcourt.</p>
<p>Working with young people to design an improved skatepark and providing better places for visitors to meet than the very basic shelter.</p>	<p>Amend plan to include reference to the fact that the Council worked with young people on original layout, add design proposals to be considered by the public.</p>
<p>Reintroduce a drinking fountain/water filling station without further delay.</p>	<p>Comment noted. Project 71 will investigate the feasibility of a water bottle filling station on-site. No change proposed.</p>
<p>Project Number 71 (Water bottle filling station) - We would support this initiative and the sustainable and efficient use of water. We would welcome further engagement and dialogue with TMBC to see if this could align with any initiatives and water efficiency programmes that we are delivering.</p>	<p>Comment noted. Project 71 will investigate the feasibility of a water bottle filling station on-site. No change proposed.</p>

Water bottle filling station (page 55). Yes. It seems crazy not to have a water fountain	Comment noted. Project 71 will investigate the feasibility of a water bottle filling station on-site. No change proposed.
We need a water fountain to refill water bottles in a more environmentally friendly way.	Comment noted. Project 71 will investigate the feasibility of a water bottle filling station on-site. No change proposed.
More sun protection in the playground especially over the sand pit. It's so exposed.	Comment noted. Project 22 commits to the planting of more trees and hedges to create shade. No change proposed.



Public Safety

Comment	Proposed Response
<p>As a woman I do not feel that it is safe to walk through the park at night. It's completely dark and impossible to see anything. There should be more lighting, at least on the main path between the castle/swimming pool and the exit towards the High Street and Barden area.</p>	<p>Comment noted, amend plan to include a project to investigate additional lighting.</p>
<p>Policing of younger people smoking drugs can always smell it walking round yet no one does anything!</p>	<p>Comment noted. The support of the police is acknowledged in the plan, and the Council will continue to work in partnership with them to reduce anti-social behaviour in the park.</p>
<p>More streetlights</p>	<p>Comment noted, amend plan to include a project to investigate additional lighting.</p>
<p>To make it the best and safest Park, in the whole of Kent/SE. Just like the town</p>	<p>Comment noted.</p>

## Habitats & Biodiversity

Comment	Proposed Response
I think that it would be to have more trees, longer and more natural	Comment noted. Project 22 commits to planting new trees and hedges. Project 48 considers maintenance of the site boundaries however there are limited opportunities for planting on this site due to its primary use as sports pitches. No change proposed.
Plant mature trees around the edge and between the pitches. We desperately need more shade in the park. Plant mature trees around the edge and between the pitches.	Comment noted. Project 22 commits to planting new trees and Project 48 considers maintenance of the site boundaries however there are limited opportunities for planting on this site due to its primary use as sports pitches. No change proposed.
I love the idea of increasing biodiversity and planting more trees.	Comment noted.
More hedge rows to encourage biodiversity and reduce wind would be welcome.	Comment noted. Project 22 commits to planting new trees and hedges. No change proposed.
The footpath would also benefit from the planting of more trees, perhaps in groups to provide shade in summer and to soak up some of the water in periods of heavy rain.	Comment noted. Project 22 commits to planting new trees and hedges. No change proposed.
It is past time to please stop using pesticides, they kill wildlife indiscriminately.	Comment noted. By law and because of the water extraction on the site the council uses the minimal amount of pesticides necessary to achieve the objectives of providing surfaces for field sports. Project 47 reviews the use of existing chemicals and investigates alternative methods of weed control. Therefore no change proposed.
Interplanting clover with grass would keep the grassy areas greener and more usable during the summer.	Comment noted, though no change proposed – Whilst good for biodiversity unfortunately, clover would not provide a hard-wearing robust winter field sports surface.
More trees is an excellent idea.	Comment noted. Project 22 commits to planting new trees and hedges. No change proposed.
More bug hotels would be welcome, as well as log piles and underplanting trees with bulbs. Local children could be involved in these projects.	Comment noted. There is already a bug hotel at the site and more can be created.
I increase variety of tree planting and shrub planting to increase biodiversity.	Comment noted. Project 22 commits to planting new trees and hedges. Project 48 considers maintenance of the site boundaries however there are limited opportunities for planting on this site due

	to its primary use as sports pitches. No change proposed.
Increased planting of trees and hedgerows to provide long term improvement in biodiversity and tree cover.	Comment noted. Project 22 commits to planting new trees and hedges. Project 48 considers maintenance of the site boundaries however there are limited opportunities for planting on this site due to its primary use as sports pitches. No change proposed.
More wildflowers around margins and inside miniature train track more trees all to promote wildlife.	Comment noted. Project 29 will consider alternative methods of habitat methods at the park. No change proposed.
Better nature planting	Comment noted, though no change proposed. Projects 22 (Plant more hedges and trees), 29 (Habitat Management), 48 (Review site boundaries) and 53 (River planting and bank protection) will all consider appropriate planting for the site. No change proposed.
<p>There is huge scope for significant biodiversity improvement throughout the sportsground. There could be a line of trees running alongside the perimeter pathways and an avenue running through the middle with additional planting in the hedgeline and another parallel to that.</p> <p>There could be a rewilding strip 5m wide on each side of the line of trees stretching from Tonbridge Juniors FC Clubhouse to the bank opposite Barden Boatyard.</p> <p>There is an opportunity to plant a wildlife garden next to the Riverside Bowls Club and we should encourage a Friends of Tonbridge Racecourse group to help manage this. We need to place biodiversity at the centre of future management and we could have strips running around the sportsground left uncut for the summer to encourage increasing the number of species in the sward to attract far more butterflies</p>	<p>Comment noted, though no change proposed. Projects 22 (Plant more hedges and trees), 29 (Habitat Management), 48 (Review site boundaries) and 53 (River planting and bank protection) will all consider appropriate planting for the site. No change proposed.</p>
We have to do much more to reduce the use of pesticides and herbicides in the Sportsground so that we do not have a space dominated with a sterile monoculture of grass with biodiversity confines to the edges. We could introduce more standard trees in the larger open spaces in a way that would not make maintenance any harder.	Comment noted. Projects 22 (Plant more hedges and trees), 29 (Habitat Management), 48 (Review site boundaries) and 53 (River planting and bank protection) will all consider appropriate planting for the site. Therefore, no change proposed.
There is a huge opportunity to increase biodiversity throughout	Comment noted. Projects 22 (Plant more hedges and trees), 29 (Habitat Management), 48 (Review site boundaries) and 53 (River planting and bank protection) will all consider appropriate planting for the site. Therefore, no change proposed.

<p>Management of biodiversity - Himalayan Balsam seedlings and small plants can be pulled up in April / May very effectively. The root plate is very small, and little or no soil comes up with the root, therefore not damaging the soil, and river bank, which is ideal. Leaving control of these plants until later in the summer enables them to get more established and difficult to remove. Please consider controlling Himalayan Balsam in April / May not June.</p>	<p>Comment noted. The Council are reliant on volunteers to complete this task and aim to do this early in the year subject to resources.</p>
<p>Some of the trees need better management</p>	<p>Comment noted. Projects 15 and 16 commit to basic and expert tree inspections in accordance with the Councils Tree Safety Policy. No change proposed.</p>
<p>Whilst there is significant provision for wildlife, I wonder if there could be a more educational section or community space. A community orchard or food forest, a wildlife area for young kids to access easily in town with insect hotels, etc etc. Of course there is provision in many country parks, but that's not always accessible to all.</p>	<p>Comment noted. There is already a bug hotel at the site and more can be created. We encourage the community to use the site and nearby schools were invited to comment on the plan.</p>
<p>Regarding maximising the biodiversity potential (and also improving climate resilience), there are peripheral areas such as the area between the river and the tennis courts &amp; skate park that could be meadow rather than amenity grassland. Similarly, other areas on the edge of the park could be improved for wildlife from this point of view. Longer vegetation helps prevent run-off and has a greater capacity to take in water than amenity grassland.</p>	<p>Comment noted. Project 29 considers appropriate biodiversity enhancements for the site. Therefore no change proposed.</p>
<p>Appendix 8 - it is positive that the use of chemicals is always under review, but I would question the use of chemicals on the playing fields and around the play areas given that children use these areas and are more sensitive to chemicals than others. Have any non-chemical alternatives been trialled or at the very least demonstrated?</p>	<p>Comment noted. Project 47 reviews the use of existing chemicals and investigates alternative methods of weed control.</p>
<p>We support the aims and objectives of the management plan in respect to it being well managed, safe and secure, well maintained and clean, environmentally managed and addresses biodiversity, landscape and heritage. These are objectives that align with our own aspirations and will ensure that proposals contained within the plan do not adversely impact on our current operations for the abstraction wells.</p>	<p>Comment noted.</p>
<p>Project Number 29 (Habitat Management) - As part of the development of the plan, we would welcome further engagement and dialogue with TMBC to investigate opportunities to create nature based solutions to protect groundwater quality, for example this could include wild grassland/wild meadowland in the immediate locality of our abstraction wells.</p>	<p>Amend the plan Make specific mention in Project 29 of the groundwater source protection zones (SPZs) around abstraction wells.</p>

<p>Project Number 47 (Pesticide and chemical usage) - Compliance with the groundwater source protection zones (SPZs) around our abstraction wells is critical for us to ensure the water quality of our abstractions is maintained. As part of the development of the plan, we would welcome further engagement and dialogue with TMBC to investigate alternative pest, weed control methods and the chemicals used in the management of the sportsground.</p>	<p>Amend plan Project 47 add engage with SE water</p>
<p>Habitat Management (page 49) could be bolstered, particularly alongside "Sustainability". These suggestions appear vague.</p>	<p>Comment noted.</p>
<p>More tree, scrub and hedge planting</p>	<p>Comment noted, though no change proposed. Projects 22 (Plant more hedges and trees), 29 (Habitat Management), 48 (Review site boundaries) and 53 (River planting and bank protection) will all consider appropriate planting for the site. No change proposed.</p>
<p>Project - 71 water bottle refills facilities at key points is a great idea. Maybe someone creative could design children and adult (maybe dogs) bottles with a Race course/ Tonbridge logo for purchase in the cafe:)</p>	<p>Comment noted. Project 71 will investigate the feasibility of a water bottle filling station on-site. No change proposed.</p>
<p>Make the strip from the football club to the river wider and better protected, and have a corresponding one the other side, with a proper path next to it. Make all the paths wider. There are lots of joggers and dog walkers, in wet weather it's impossible to pass each other.</p>	<p>Comment noted, though no change proposed – Projects 6 (Facility Improvements) and 20 (Paths) consider improvements to facilities – including paths. The site is located on a flood plain which has restrictions on building, so widening the paths all the way around the site is likely to be unrealistic. Project 29 considers areas that would be appropriate for enhancement to increase biodiversity.</p>

## Flooding

Comment	Proposed Response
<p>The site is within the watershed catchment area for the Board and of arterial importance and so is a 'maintained watercourse'. Reminded us of the Byelaws that apply, including the consent required for certain changes and activities. Maintenance is carried out by the board to meet water level management requirements but not necessary annually.</p>	<p>Proposed plan amendment Amend the document to give a brief summary of functions of the UMIDB</p>
<p>No just keep the drainage in mind, and better security</p>	<p>Comment noted.</p>
<p>Leave it as it is unspoilt also acts as part of the flood plain</p>	<p>Comment noted.</p>
<p>Leave well alone this open space regularly floods even more these days with the overdevelopment of areas along the river bank</p>	<p>Comment noted.</p>
<p>There needs to be a specifically stated project to fix the problem with flooding of the Railway Entrance (no. 7) every time it rains heavily in winter. This is the only access point between the Sportsground and Barden Lake/Haysden Country Park, so is a very critical pathway, yet very often visitors are deterred from exploring further because of an inability to pass through the entrance without soaked and/or muddy footwear. If the inadequate drainage cannot be solved, maybe build a shallow bridge maybe only 6-12 inches high over the puddle?</p>	<p>Comment noted. Amend plan to include reference to the fact that this land is owned by Network Rail.</p>

<p>Page 21 indicates that the play areas can hold flood water for weeks, however it often holds water for months because of poor drainage, rendering the play areas unusable for much of the year.</p>	<p>Comment noted, though no change proposed Flooding is recognised as an issue at the park given its status as a flood plain, although the duration of flooding can vary.</p>
<p>P61 the existing drainage at the play areas is not effective, meaning that the play areas are unusable, often for months. Access through the park from the play areas towards the swimming pool is also impacted. The council ought to look at methods of improving or replacing the drainage in this area to ensure flood water can be moved into the river after a flood event.</p>	<p>Amend plan - Consider bolstering section on flooding on Page 13 and explain that the EA control the river level and utilise the flood plain at their discretion. Explain that the Council have no control over this and that work has been carried out to improve the drainage following a flood event. The site has natural undulations which hold water and this would be difficult to remedy without reducing flood capacity and compensating elsewhere on-site.</p>
<p>The park is environmentally important as a flood plain but also provides recreational facilities for all ages</p>	<p>Comment noted.</p>
<p>Improve drainage near putting green to toilet area we walk there often flooded</p>	<p>Amend plan - Consider bolstering section on flooding on Page 13 and explain that the EA control the river level and utilise the flood plain at their discretion. Explain that the Council have no control over this and that work has been carried out to improve the drainage following a flood event. The site has natural undulations which hold water and this would be difficult to remedy without reducing flood capacity and compensating elsewhere on-site.</p>
<p>The route under the railway bridge must be maintained for access during wet weather. Currently is impassable during wet spells</p>	<p>Comment noted. Amend plan to include reference to the fact that this land is owned by Network Rail.</p>
<p>The park needs a viable drainage management plan. The park is flood too many times to mention and left unusable.</p>	<p>Amend plan - Consider bolstering section on flooding on Page 13 and explain that the EA control the river level and utilise the flood plain at their discretion. Explain that the Council have no control over this and that work has been carried out to improve the drainage following a flood event. The site has natural undulations which hold water and this would be difficult to remedy without reducing flood capacity and compensating elsewhere on-site.</p>
<p>Improve the recovery of the site after flooding</p>	<p>Amend plan – as above.</p>

<p>The plan, needs to be sent to residents, but where you are at well you need to sort out the drainage as its bad. It needs a much better revamp</p>	<p>Amend plan – as above.</p>
<p>I would further like to see the ground level on the path under the railway bridge leading out to Haysden country park raised and/or drainage improved so that it isn't flooded so often.</p>	<p>Comment noted. Amend plan to include reference to the fact that this land is owned by Network Rail.</p>



## Waste Management

Comment	Proposed Response
Project 21 - additional bins which are emptied more frequently at weekends, holidays and special occasions would be great.	Comment noted, though no change proposed. The frequency of bin emptying can be reviewed if needed.
I would like bins for separate recyclable and ordinary rubbish.	Comment noted, though no change proposed.
We should be recycling waste at the bins in the sportsground especially as this has been requested by Mochafella.	Amend plan Under waste minimisation add an ambition to reduce waste from the site as opposed to recycling. Consider additional signage in play area to promote reductions in waste at the site.
Environmental management - please install larger dog poo bins, as the ones provided are often filled up, especially in the summer. Please also consider installing waste bins which include recycling bins for plastic, glass and tins. Both of the above are used in Wandsworth Council public areas, and the public do use them.	Comment noted. Project 25 considers the usage, capacity and location of general waste and dog waste bins at the site. No change proposed.
Well maintained and clean. Is of utmost importance. It needs more and bigger bins. That are emptied regularly, especially in the warmer months	Comment noted, though no change proposed. The frequency of bin emptying can be reviewed if needed.

## Use of Bowls Green

Comment	Proposed Response
<p>I see the bowling lawn is to be repurposed but no opportunities are proposed. Perhaps padel courts should be considered with suitable flooding mitigation measures. Padel courts have been suggested to TMBC before (a few years ago) and it is a shame this suggestion was not considered further as the private facility at Tonbridge Golf Centre is extremely popular so the demand is there and it would generate good income for the Council.</p>	<p>Comment noted. See Project 64 - reuse of the Bowling green area will be considered by Members of the Council. No change proposed.</p>
<p>Table 12, no 64 - new uses for the bowling green area - please don't put an ugly building on here. Consider instead turning the hut into a tearoom with a garden and a maze - children love mazes.</p>	<p>Comment noted, though no change proposed. – See Project 64 - reuse of the Bowling green area will be considered by Members of the Council</p>
<p>The Riverside Bowls Club should be repurposed to become a Sustainability Centre to host the Tonbridge Mens' Shed, Tonbridge Repair Cafe, Tonbridge Maker Space and Tonbridge Library of Things. There could be a cafe on the Riverside Bowls Club site to provide somewhere for young people to socialise safely especially through the dark winter afternoons and evenings.</p>	<p>Comment noted, though no change proposed. – See Project 64 - reuse of the Bowling green area will be considered by Members of the Council</p>
<p>The use of the Riverside Bowls Club should focus on community cohesion and environmental sustainability. We have an opportunity to create a vibrant spaces for multiple uses and provide a safe space for young people to call their own and fill the void left by the closure of the Teen and Twenty Club for older teenagers especially. This should also be financially sustainable.</p>	<p>Comment noted, though no change proposed. – See Project 64 - reuse of the Bowling green area will be considered by Members of the Council</p>
<p>The bowls club area should be the subject of a working group of members, officers and community groups to explore the possibility of establishing a Sustainability Centre.</p>	<p>Comment noted. Project 64 - reuse of the Bowling green area will be considered by Members of the Council. No change proposed.</p>

## Volunteer Engagement

Comment	Proposed Response
<p>Setting up a Friends of Tonbridge Racecourse Sportsground to help bring in volunteers to help maintain the largely empty bedding next to the bowls club and tennis courts to support wildlife friendly planting and improve amenity throughout the year through a well presented and flowering border.</p>	<p>Comment noted. Project 10 involves exploring volunteering opportunities at the site. Project 29 considers habitat management. No change proposed.</p>
<p>Encourage/plan more volunteers. Get together days/weeks so people can get involved making it part of the community</p>	<p>Comment noted. Project 10 involves exploring volunteering opportunities at the site. No change proposed.</p>

## Additional Comments

Comment	Proposed Response
<p>I think a main priority should be looking into a bigger cafe, or a second cafe with indoor seating in the park. It would be hugely popular and a big draw for the public. looking grasses and more attractive areas for the public to choose to sit.</p>	<p>Comment noted, though no change proposed. A project to consider a bigger café could be added to plan however this will be challenging due to the high water table, flooding and costs.</p>
<p>Project 6 - I've been to several south and north London parks where cafes have been a key focus of the environment bringing together friends and families. I'm sure that this would also generate funds at the same time. Maybe a building could be leased to an interested party. If the little coffee van is open when we walk round or through the park, we invariably stop to buy a seated area would be welcome although there are benches nearby.</p>	<p>Comment noted. Project 6 will consider improvements to facilities, therefore, no change proposed.</p>
<p>Road signage (page 52) this seems very slow in delivery. We need to connect the town (eg the station, High Street, River Walk) to the Racecourse. Many people comment that "they didn't know the Racecourse was there" when visiting the town, even though this is an amazing and special feature of Tonbridge.</p>	<p>The site is promoted on various websites. Appendix 13 the Interpretation and marketing plan includes projects to promote the site.</p> <p>There is already some road signage and pedestrian waymarking routes present around the town with maps in certain locations but we acknowledge that signage could be improved in Project 52</p> <p>Amend the plan Project 52 is proposed to be implement in 2027-28 amend to 2025-26.</p>
<p>Tennis courts:</p> <p>These are identified in the SWOT analysis as an opportunity area.</p> <p>As an active tennis player and committee member at Tonbridge Tennis Club I am pleased to see these poorly maintained courts, which flood most winters, are identified as an opportunity area. However, given the courts were noted as a number 1 priority area in the 2019-23 Management Plan, and no improvements have happened, I hope this is more than a token gesture.</p> <p>I have already suggested to Council officers that before there is significant capital investment in these courts there should be a discussion with Tonbridge Tennis Club to explore ideas and see both parties can work co-operatively to the benefit of both and the wider community i.e. better and more accessible facilities for all and at shared expense.</p> <p>Finally, I was recently asked to meet a Council appointed</p>	<p>Comment noted, though no change proposed – The SWOT and Project 28 already identifies opportunity for the tennis courts as priority 1 in Laison with the Leisure Trust.</p> <p>The Audit referred to will form part of the emerging Council's new Local Plan which is a Planning policy document, and so outside of the scope of this management plan at the current time.</p>

consultant (Tony Ploszajski of Plc Leisure Consulting) who I understand was instructed to undertake an audit of sports facilities in the Borough and I very much hope this draft Management Plan has taken into consideration the findings of Plc Leisure Consulting rather than be produced independent of their conclusions.	
<p>Tennis courts:</p> <p>1. Table 12 (point 28)</p> <ul style="list-style-type: none"> <li>- Improvements were a priority in the 2019-23 plan but nothing has happened</li> <li>- The courts flood almost every year so is it prudent to invest significantly in resurfacing (this will cost about £75,000) and a smart gate (this will cost about £5,000).</li> <li>- Tonbridge Tennis Club would be interested in discussing coming together and exploring ideas around a new joint facility with member and community access. There could be numerous benefits to both parties."</li> </ul>	Comment noted. Whilst a lot of projects were achieved in the last 5 years, we experienced a global pandemic during that period and funding was constrained. No change proposed.
I am actually blown away with the amount of time, consideration and effort that has been put into the plan. Like many well oiled wheels, the efficiency is just expected because it works without the public even thinking or knowing about all the work behind the scenes. I'm thinking particularly about general maintenance of the grounds including trees etc.	Comment noted.
Hard work for a layman to work through, this response needs to be simpler.	Comment noted. We have provided an executive summary of the plan. This is a detailed operational plan, which is necessary to achieve the Green Flag Award and run the site successfully. No change proposed.
There should be active management of the people using the slipway, they block the car park and especially the paths regularly.	Comment noted. There is a Licence in place which is monitored
A large, secure area for dogs to play/exercise - like you already have for children - would be just fantastic.	Comment noted, though no change proposed.
It is impossible to remember exactly which bit was where, there plan was so heavily written. Please consider making these plans more accessible.	Comment noted. We have provided an executive summary of the plan. This is a detailed operational plan, which is necessary to achieve the Green Flag Award and run the site successfully. No change proposed.
Part 3 Must be measurable	Comment noted. The objectives within the plan have been scheduled across the life of the plan. Progress is measured annually. No change proposed.
Improve toilets	Amend plan to include toilets in Project 6 Facility improvements
Its a great space, a valuable asset to the town and people's well being.	Comment noted.

<p>The overall aim seems good, but wanting more money out of clubs when the whole community is in an economic crisis. Please do not ask for much.</p>	<p>Comment noted.</p>
<p>No extensions to the car parks, actively encourage and provide alternatives!</p>	<p>Comment noted. The plan contains projects around active travel and cycling provision. No change proposed.</p>
<p>Improved toilets</p>	<p>Comment noted. Project 6 considers facility improvements for the site. No change proposed.</p>
<p>There is very little for teenagers in town and of course in the summer months, they tend to hang out either in the park or (in some ways more dangerous) at the lock just outside. It would be nice to see that addressed by creating a more welcoming place for them to be teens without being in conflict with the playground for the younger kids and whilst being safe themselves (I have two teens myself). The plan seems to address all sorts of age groups that actually have more provision in town already.</p>	<p>Comment noted. A separate area for teenagers is already provided around the skatepark and ball court. Projects 34 and 70 will consider additional provision. Therefore, no change proposed.</p>
<p>An enclosed dog training area. There are too many dogs off lead that are not sufficiently trained and that approach either kids or other potentially reactive dogs (like ours) without recall. An area might address that as not everyone may be able to afford a dog field hire.</p>	<p>Comment noted, though no change proposed.</p>
<p>Looking back to my upbringing in Europe, such spaces are often more welcoming with more seating in larger groups as well, possibly some seating under cover as well as wind protected to enable people to utilise the park in more weather conditions (and makes it easier for parents that are waiting for their kids during matches/sport), it also creates a community space.</p>	<p>Comment noted. Projects 6 and 21 consider Facility improvements and seats. Therefore, no change proposed.</p>
<p>Continuously review to improve and implement what is needed</p>	<p>Comment noted. Progress is reviewed annually. Therefore, no change proposed.</p>
<p>Everyone should be working together to make it the best, along with the town. Keeping it all to a high, productive and positive standard. Plant more trees! Bird/bat boxes, hides and nature reserve sections.</p>	<p>Comment noted.</p>
<p>As South East Water, we maintain and operate the abstraction wells within the Tonbridge Racecourse Sportsground. As part of the development of the Management Plan, we would welcome further engagement and dialogue with TMBC to ensure that proposals contained within it do not adversely impact on our current operations for the abstraction wells.</p>	<p>Comment noted. SE water are an identified stakeholder in Table 10 of the plan and would be consulted on relevant projects. No change proposed.</p>
<p>The car parks don't need expanding, encourage public transport, run a bus service direct to the swimming pool.</p>	<p>Comment noted.</p>
<p>I would welcome additional areas of shade in the racecourse park, to enable more of the park to be used to the height of summer when it is too hot to be in the sun. Thanks.</p>	<p>Comment noted. Project 22 commits to the planting of more trees and hedgerows. Therefore, no change proposed.</p>

<p>Facility Improvements (page 45) seems unambitious and lacks detail.</p>	<p>Comment noted.</p> <p>Any facility improvements identified within Project 6 (Facility Improvements) are dependent upon funding available over the period of the plan.</p> <p>More details for larger projects will be developed and considered by the members as projects progress via the capital plan evaluation process.</p>
<p>Tonbridge Canoe Club have requested an alternative description of their club on page 24 of the plan.</p>	<p>Amend the plan to read:</p> <p>Tonbridge Canoe Club – Formed in 1977, a small and vibrant Canoe Club, which promotes the various disciplines of canoeing from its base on the River Medway opposite Tonbridge Castle. The Club meets every Saturday morning throughout the year, and on various weekday evenings for race training and general Club sessions. The club assist with community river litter picks often getting to places inaccessible by land. During this plan period the club aims to develop the site and the clubhouse to provide improved sporting facilities and to facilitate enhanced use by other water sports organisations and local community groups. Their website can be found at <a href="http://www.tonbridgecanoeclub.org.uk/">http://www.tonbridgecanoeclub.org.uk/</a>.</p>

Comments received that are not within the scope of the plan

Comment	Proposed Response
<p>I don't believe that extending the car park into the Castle fields will improve the town; and it will certainly destroy a lovely little playground for children. Why not put your car park on the playing fields? There's enough space there for car parking AND leisure activities.</p>	<p>Comment noted. This comment is outside of the scope of this consultation and outside the boundary. No change proposed.</p>
<p>I would like a confirmed cycle path with lighting between Slade and Barden. This is already used by cyclists frequently. If it could be different colored flooring to make a distinction between the area for cyclists and area for pedestrians and dogs that would be helpful. A line of white paint to make the distinction, as elsewhere, doesn't seem to work.</p>	<p>Comment noted. This comment is outside of the scope of this consultation and outside the boundary. No change proposed.</p>



## RISK MANAGEMENT

### Item AU 24/28 referred from Audit Committee of 22 July 2024

The report of the Management Team provided an update on the risk management process and the Strategic Risk Register (SRR).

The executive summary of the RED risks was attached at Annex 1 of the report and a full update of the current strategic risks and how they were being managed as at the time of the report being written was attached at Annex 1a.

Members received an update on the risk management process and the Strategic Risk Register (SRR). In April 2024, there were 4 risks categorised as RED as summarised below:

- Savings and Transformation Strategy
- Local Plan
- Implementation of the Agile software system
- Procurement

Following the detailed training the Committee received earlier in the year, together with the recommendations made by the risk consultant from Zurich, Management Team had commenced a review of all the risks contained within the Strategic Risk Register with a view to achieving a more streamlined version, highlighting only the strategic risks to the Council over the one to two year horizon. A number of changes had been made to the current Register, including the deletion of some risks that were no longer felt to be strategic risks and the titles of some of the risks. The risks deleted were:

- IT Infrastructure
- Compliance with legislation
- Devolution
- Elections
- Partnerships including shared services
- Flooding

The RED risks at the time of the publication of the report were:

- Achievement of Savings and Transformation Strategy
- Failure to agree a Local Plan
- Implementation of the Agile software system
- Contract/Contractor Procurement

A schedule of ongoing risks identified by Service Management Teams and Management Team since the last report to the Committee in January 2024 was set out in Annex 2 of the report.

During discussion, Members were advised of the potential risks associated with the continuation of the Local Plan at this stage and were reminded of the importance of an effective Local Plan to manage development.

**RECOMMENDED\*:** That

- (1) the review undertaken by Management Team in streamlining the Strategic Risk Register, be noted; and
- (2) the updates to the Strategic Risk Register since the last iteration with particular emphasis on those risks categorised as RED, be noted.

**\*Referred to Cabinet**

# TONBRIDGE & MALLING BOROUGH COUNCIL

## AUDIT COMMITTEE

22 July 2024

### Report of the Management Team

#### Part 1- Public

#### Matters for Recommendation to Cabinet

## 1 RISK MANAGEMENT

**The report provides an update on the risk management process and the Strategic Risk Register.**

### 1.1 Introduction

- 1.1.1 The Risk Management Strategy sets out the Council's risk management objectives and details the roles and responsibilities of officers, Members and the Council's partners in the identification, evaluation and cost-effective control of risks.
- 1.1.2 The Council's risk management arrangements are designed to ensure that risks are reduced to an acceptable level or, where reasonable, eliminated thereby safeguarding the Council's assets, employees and customers and the delivery of services to the local community. Examples of risk include budget deficit, cyber/data loss, environmental and reputational.
- 1.1.3 The Council endeavours to pursue a forward-looking and dynamic approach to delivering services to the local community and will not be averse to taking a degree of commercial risk. However, it will always exercise a prudent approach to risk taking and decisions will be made within the parameters of the Council's internal control arrangements, i.e. Constitution, Procedural Rules, etc. These arrangements will serve to ensure that the Council does not expose itself to risks above an acceptable level.
- 1.1.4 The current Risk Management Strategy was endorsed by this Committee in January and subsequently adopted by Full Council on 20 February 2024.

### 1.2 Risk Management Escalation Process

- 1.2.1 Effectively risks are assessed/scored in terms of their likelihood/impact.
- 1.2.2 Any risk evaluated as 'High Risk' (score of 15 or above) will be deemed by the Council to be beyond 'risk tolerance' and to have exceeded its 'risk appetite' and will be escalated immediately. Such risks should be added to the service's risk register and discussed at the earliest opportunity within the Service Management

Team (SMT) to inform a decision as to whether this should be escalated to Management Team by the respective Service Director. Management Team should then consider whether the risk is significant enough for inclusion in the Strategic Risk Register and action this if relevant. A record should be maintained of risks discussed at both SMTs and Management Team and the outcome of those discussions.

- 1.2.3 Similarly risks identified as “Medium Risk” may be escalated to the appropriate SMT for advice and to ensure they are kept fully aware of the current risks being faced. Risks determined as “Low Risk” should be managed within the service team. It is recommended that SMTs consider periodic review or moderation processes for Service Risk Registers to ensure they are happy with the scores risks have been given and confirm whether there are ‘Medium’ or ‘Low’ risks they wish to consider further.

### 1.3 Strategic Risk Register

- 1.3.1 The Strategic Risk Register (SRR) is considered to be a ‘live’ document and is updated, as often as is required, by the Management Team. An executive summary of the **RED** risks has been provided at **[Annex 1]** and a full update of the current strategic risks and how they are being managed as at the time of writing is appended at **[Annex 1a]**.
- 1.3.2 As part of the Zurich review Officers have reviewed the scoring on all of the risks identified in order to ensure that the scoring reflects the current position of the risk considered.
- 1.3.3 For completeness the risks that were categorised as **RED** at the time of the April meeting is given below.
- 1) Savings and Transformation Strategy
  - 2) Local Plan
  - 3) Implementation of the Agile software system
  - 4) Procurement
- 1.3.4 Following the detailed training the Committee received earlier in the year, together with the recommendations made by the risk consultant from Zurich, Management Team has commenced a review of all the risks contained within the Strategic Risk Register **with a view to achieving a more streamlined version, highlighting only the strategic risks to the Council over the one to two year horizon.**
- 1.3.5 A number of changes have been made to the current Register, including the deletion of some risks that are no longer felt to be strategic risks and the titles of some of the risks. Those risks being deleted are:
- Corporate Strategy

- IT Infrastructure
- Compliance with legislation
- Devolution
- Elections
- Partnerships incl shared services
- Flooding

1.3.6 Any of these items can of course be added back to the register by Management Team if the position changes. In total, there are now 17 strategic risks on the register.

1.3.7 Members will note from the notes in **red font** on the Register identifying current mitigations and updates to the strategic risks. In terms of '*direction of travel*' there has been no significant movement in the risks.

1.3.8 The **RED** risks at the time of publishing this report are:

- 1) Achievement of Savings and Transformation Strategy
- 2) Failure to agree a Local Plan
- 3) Implementation of the Agile software system
- 4) Contract/Contractor Procurement

1.3.9 At the last meeting, the Senior Responsible Officer for the *Agile* project attended the meeting in order to update the Committee on the management of this risk, which remains **RED**. If Members wish to seek further detail about any risk, Management Team can arrange for an appropriate 'lead' risk owner to attend a meeting of the Audit Committee.

#### **1.4 Ongoing Risks and Risks Identified by Service Management Teams and Management Team**

1.4.1 To give Members some reassurance as to the effectiveness of risk management outcomes from the risk management escalation process are reported to the meetings of this Committee unless that is there is something that needs to be brought to Members' attention in the interim.

1.4.2 A schedule of ongoing risks and risks identified by Service Management Teams and Management Team since the last report to this Committee in January is appended at **[Annex 2]**.

## 1.5 Legal Implications

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

## 1.6 Financial and Value for Money Considerations

- 1.6.1 Financial issues may arise in mitigating risk which will be managed within existing budget resources or reported to Members if this is not possible.
- 1.6.2 Effective risk management arrangements make a positive contribution to ensuring value for money is provided in the delivery of services.

## 1.7 Risk Assessment

- 1.7.1 Sound risk management arrangements aid the Council in effective strategic decision-making. The Council's approach to risk should be reviewed on a regular basis to ensure it is up to date and operating effectively.
- 1.7.2 A specific item for 'Risk Management' appears on all Management Team and Service Management Team agendas.

## 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. There is no perceived impact on end users.

## 1.9 Policy Considerations

- 1.9.1 Risk management is relevant to all areas of the Council's business.

## 1.10 Recommendations

- 1.10.1 Members are asked to
- 1) **NOTE** the review undertaken by Management Team in streamlining the Strategic Risk Register; and
  - 2) **NOTE** the updates to the Strategic Risk Register since the last iteration with particular emphasis on those risks categorised as RED.

Background papers:

Nil

contact: Sharon Shelton  
Paul Worden

Sharon Shelton

Director of Finance and Transformation on behalf of the Management Team

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No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score (1-6)	Impact score (1-4)	Overall risk score	Current Mitigation	Desired Likelihood Score (1-6)	Desired Impact score (1-4)	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Direction of Travel	Review Date
		F, R, S	Coronavirus pandemic and the subsequent economic crisis has significant economic implications for the Council, businesses and residents.		4	4	16	<p>for Corporate priorities. <b>STS statement reported to Members in Feb 24</b></p> <p>MTFS and STS updated and approved by Council in Feb 2024. Funding gap estimated to be £1.7m.</p> <p>Take all opportunities to maximise income receipts</p> <p><b>Withdrawal of Bring Recycling Bank Sites from April 2024 and changes to parking charges agreed. Grounds Maintenance tender outcome was positive.</b></p>	3	3	9	<p>made in order to ensure that by the end of MTFS we have a balanced budget again. <b>Since Budget was set, contributions to the funding gap have been approved. These are: bring sites, parking charges and letting of Grounds Maintenance contract. However, there are growth demands which are counterbalancing this. Constant monitoring and identification of options for delivery of savings is needed by Members and officers. The outcome of the General Election could have an impact on the financial picture for the Council, either adversely or positively. It will be some time before we know how this will impact.</b></p>				
6	Failure to agree Local Plan	F, R	Lack of sound legal footing for Plan through inadequacies in evidence base, legal advice or process, including duty to cooperate. Leading to widespread public concern, or risk of failure at Examination. External factors or widespread planning reforms leading to delays to timetable, reputational risks around plan-making and impacts on development management processes through protracted period with no up-to-date plan. Absence of corporate or external co-ordination leading to a lack of infrastructure to support future development.	4/1/2017, reviewed and updated March 24	4	4	16	<p>Members are updated via informal email updates and reports to the Housing &amp; Planning Scrutiny Select Committee</p> <p>Reg 18 concluded in late 2022</p> <p>Revised LDS adopted summer 2023</p> <p>The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework. It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Timing is of the essence as the Local Plan will need to be submitted to the PI by 30th June 2025. The Council has recently engaged Towers and Hamlins Law Firm to advise and support the Planning Policy Team in order to progress matters up until the Adoption stage of the Local Plan. <b>The Planning Policy Manager position is now filled.</b></p> <p>Proposed informal engagement with members on emerging spatial strategy in Autumn 2023</p> <p>Current Risk score to remain until conclusion of Regulation 19 consultation.</p>	3	3	9	<p>Regular review of Government policy announcements that may impact on delivery, including housing standard methodology and WMS relating to Planning</p> <p>Ongoing engagement with Counsel</p> <p>Ongoing engagement with Members</p> <p>Regular analysis of budget position and priority given to finding a permanent Planning Policy Manager. Regular review of hours of Interim Planning Policy Manager to ensure capacity is available within the team.</p> <p>Regular analysis of programme - within Policy team on a weekly basis, reporting to Head of Planning/DPHEH bi-weekly.</p>	Local Plan assists in economic growth, delivering the supply of future housing and addressing affordability. Procedures set by National Government	Director of Planning, Housing and Environmental Health	↔	Aug-24
14	Implementation of Agile system	F, S	Service impacts from level of staff time required to develop the Agile product for use as operating system.  Significant level of concern from staff about implementation process results in a lack of confidence in implementation, which will adversely impact service delivery and record keeping	01/11/2022	5	3	15	<p>Programme of liaison meetings with Agile in place including Board and weekly catch ups</p> <p>Employment of Business Change PM to manage project on behalf of TMBC and coordinate all issues</p> <p>Regular updates for CM for Finance &amp; Housing, who is the Cabinet Lead for Agile.</p> <p>Internal meetings with staff, managed by Business Change Project Manager</p> <p>Issues log in use</p> <p>Issues escalated to Agile management</p> <p>Post-implementation review of APAS implementation being carried out by internal Audit</p> <p>Agreement to deliver enhancement project in Q1/Q2 of 24/25 financial year</p> <p>APAS (Planning) Module now live. Placis Module currently in implementation phase</p>	2	2	4	<p>Further escalation of issues to Agile CEO</p> <p><b>At least 2 stand ups per week between Business Change PM and SRO (DPHEH) in September to oversee APAS go live by end of September</b></p> <p>PLACIS delivery plan updated by Agile following review of data migration approach</p> <p>Weekly review of project plan and considerations of service impacts required to meet go live programme - to be reported into MT and informal Cabinet on a regular basis</p> <p>Review of project governance and use of Project Board for escalation of issues</p> <p>Completion of all modules for go live</p>	Digital Strategy	Director of Planning, Housing and Environmental Health	↔	Aug-24
17	Contract/Contractor Procurement		Failure to appoint suitably experienced and qualified contractors leading to poor quality of service, reputational damage and increased costs to the Council.	01/02/2024				<p>Compliance with Council's adopted Procurement Rules and Strategy.</p> <p>Consultation undertaken with Property and Legal Services to ensure appropriate Lease/License/Contract arrangements are in place.</p> <p>Procedure adopted and monitored for the engagement of contractors setting out and seeking minimal requirements including Risk Assessment and Public Liability.</p>				<p>Corporate Procurement Rules &amp; Strategy being addressed by Corporate Procurement Group as currently out of date. <b>Now being reviewed and updated following appointment of Mid Kent Partnership</b></p> <p>Corporate Procurement Group addressing adequacy of corporate procurement support.</p>	Procurement Strategy. Compliance with legislation. Health and Safety.	Director of Street Scene, Leisure & Technical Services	↔	Sep-24

Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

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		F, R			4	4	16	Establishment of cross-departmental working groups for key contracts and projects. Contracts awarded on an evaluation of 'most economically advantageous' and 'best value' and not solely on financial benefit. Directorate representatives on the Council's Procurement OSG. Use of external specialist consultant (Dartford Borough Council) in the administration of contract procurement. Use of specialist advisors on major contracts. Contracts to include break clause and/or extension periods based on performance. Contracts to include break clause and/or extension periods based on performance. Use of contract frameworks where appropriate. Risk assessment approach to appointment of contractors. Risk assessment approach to appointment of contractors.	1	3	3	Cabinet 2 April for procurement resources through Mid Kent Partnership agreed				

Chief Executive  
Central Service  
Finance and Transformation  
Planning, Housing and Environmental Health  
Street Scene, Leisure and Technical Services  
Elections

reviewed 03/06/24 AS  
reviewed 03/06/24 AS - TTC added 13/06/24 SE  
reviewed 12/6 SS  
reviewed 19/06/24 EH  
reviewed 03/06/24 AS

reviewed 03/06/24 AS  
reviewed 03/06/24 AS - TTC added 13/06/24 SE  
reviewed 12/6 SS  
reviewed 19/06/24 EH  
reviewed 03/06/24 AS



Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

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1	Safeguarding and PREVENT	S, R	Significant impact should a child, young person or adults at risk come to harm, including radicalisation and child sex exploitation, and TMBC are unable to demonstrate appropriate processes are in place with adequate staff resource to ensure safeguarding procedures are consistently being followed.	01/04/2017	3	4	12	<p>The overall responsibility for safeguarding lies with the Chief Executive, rather than individual services.</p> <p>The Council has undertaken the following actions to mitigate risk</p> <ul style="list-style-type: none"> <li>Carried out audit review of procedures to identify and address weaknesses</li> <li>Provided training to all licenced Dual, Hackney Carriage and Private Hire Drivers</li> <li>Provides a secure database for the recording and sharing of safeguarding concerns.</li> <li>Officer Study Group with safeguarding champions across services who are able to provide advise and support regarding safeguarding issues</li> <li>Management Team have approved the recruitment of a dedicated safeguarding officer (October 2023). Included in the service aspirations list for consideration by Members.</li> <li>Training provided to staff</li> </ul>	3	4	12	<p>Continue to refer Safeguarding concerns to appropriate agencies where necessary and also raise with partners at the weekly CSU meetings.</p> <p>Undertake actions from the latest Safeguarding Audit and update Safeguarding Policy.</p> <p>Consideration for additional resourcing (supported by Management Team in October 2023).</p>	Safeguarding Policy	Chief Executive	↔	Sep-24
2	Financial position/budget deficit	F, R	<p>Financially unstable organisation. Failure to deliver a balanced budget, detrimental impact on quality of service, increased intervention and/or s114 notice.</p> <p>This includes</p> <ul style="list-style-type: none"> <li>Failure to maximise New Homes Bonus (for as long as it exists).</li> <li>Assessment of the current economic implications of higher inflation and interest rates</li> <li>Failure to deliver identified savings / Additional income</li> </ul>	01/04/2017	3	4	12	<p>The Council provides an annual statement (as a minimum) on the following areas:</p> <ul style="list-style-type: none"> <li>Treasury Management and Investment Strategy.</li> <li>Robustness of estimates and adequacy of reserves (s25 statement)</li> <li>Medium Term Financial Strategy (MTFS)</li> <li>Savings and Transformation Strategy (STS)</li> </ul> <p>Statement of Accounts containing Audit and Value for Money Opinion. 2023/24 accounts closed in accordance with statutory requirements, and a positive position noted.</p> <p>Growth in business rate income above baseline is assisting overall financial position in current year 24/25 .</p> <p>The Council also considers it has the following</p> <ul style="list-style-type: none"> <li>Effective Budgetary control and reporting procedures covering areas such as Leisure Trust Utility costs</li> <li>Effective monitoring covering Business Rates and Council Tax income including reporting to the Kent Pool.</li> </ul> <p>Regular reviews undertaken on the forecast of the Local Government Settlement.</p> <p>2023/24 outturn was positive, mainly due to continued high interest rates. This has enabled some additional funds for reserves serving important priorities, but cannot provide a long term solution.</p> <p>Minimum level of General Revenue Reserve maintained at £3m. In addition, a Budget Stabilisation Reserve is held.</p> <p>Current financial position within MTFS shows balanced budget for final year. This is after allowing for assumptions made on long term resourcing issues covering Fair Funding, Business Rates reset and allows for increased contract costs on major council contracts.</p>	3	3	9	<p>The 2024/25 Budget is balanced with contribution to General Revenue Reserve, as well as significant contributions to Earmarked Reserves in order to support Corporate priorities. Council tax increase of 3% approved for 2024/25. <b>Members need to monitor budget carefully during year</b></p> <p>It is expected that once the Fair Funding Review has been undertaken, the position will dramatically switch and expenditure will outstrip external funding. Therefore savings needs to be made in order to ensure that by the end of MTFS we have a balanced budget again. <b>Outcome of General Election and any national priorities and actions need to be carefully tracked.</b></p> <p>Ensure that Business Rate income is maximised for benefit of TMBC prior to any Reset by <b>any incoming Government</b> (expected post 25/26)</p> <p>Maximise receipts through business rates via pooling and prior to any business rates reset</p> <p>Await and assess the outcome of the Government's consultation and review of New Homes Bonus. This was anticipated Spring 2023, but was not forthcoming. <b>Outcome of general election could impact this.</b></p> <p>Three key financial risks were highlighted to Members: namely Waste (including the proposed Extended Producer Responsibility scheme which has been delayed) , Homelessness and Local Plan. All three have significant financial implications for the Council in different ways and need to be continually assessed and managed.</p> <p>MT and Cabinet continuing to work with LGA to consider the best way of delivering transformation which could also to assist with identification and delivery of efficiencies</p> <p>Savings, contained with MTFS and Saving and Transformation Strategy , must be achieved in a timely manner in order to ensure that MTFS targets maintained. <b>Recent decisions taken removing bring banks, parking charges and grounds maintenance contract have assisted in bridging the funding gap. However, there are growth demands (GP Committee reports refer) which counterbalance some of the progress. Further reports will be brought forward as options are assessed.</b></p>	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"	Director of Finance and Transformation	↔	Sep-24



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3	Economic Stability	F	Financial impact and effect on the economy as well as uncertainty around current EU legislation, i.e. what replaces it, could have a significant financial impact and lead to legislative changes impacting on finance and resources. A number of key threats to business continuity including: border delays and congestion impacts on the Kent road network creating difficulties for local businesses, TMBC staff and potential air quality issues; loss of KCC staff e.g. welfare/social services support; potential loss of TMBC waste contract workforce, general increase in costs as imports become restricted.  inflation coupled with higher interest rates than have been seen for a number of years likely to have wider impact on community and businesses. The Council's own collection of council tax and business rates could be affected	01/04/2017	3	4	12	Kent-wide working to understand, plan for and react to pressures. Partnership working with KCC on household support fund for benefit of residents.  Regular review of;  MTFS reflecting economic factors  Treasury Management and Investment strategies.  Collection performance for council tax and business rates monitored  All staff equipped to be able to work from home and deliver public services and arrangements set out in adopted working policy  Inflation falling, with May CPI now at BoE target level of 2%. Bank of England interest rate however still remains at 5.25%  GP Committee approved additional part time resource in Revenue and Benefits team to assist with recovery of council tax and business rates	3	4	12	Council continuing to work with Kent Resilience forum and County Partnership groups as needed  Keep Business Impact assessments under review.  Business continuity planning updated to ensure smooth running of services to public.  Work with KCC to roll out tranche 5 of Household Support Fund. Cabinet to consider and approve delivery of HSF5 on 8 July  Continued focus on homelessness prevention work. Consultants recommendations on how to improve/maintain position received Jan 2024. Assessment of options for new TA accommodation underway following report to H&PSSC. Ensure delivery of accommodation with funding set aside in earmarked reserve	N/A - external risk.	Chief Executive / Director of Finance and Transformation/ Management Team	↔	Sep-24
4	Performance Management	F,R,S	Without an effective performance management framework in place, the authority will not be able to understand any required improvements or achieve value for money.	30/08/2023 (separated from Corporate Plan)	3	3	9	As mentioned above, with the adoption of the new Corporate Strategy, the authority has also set in place new aligned KPIs to monitor progress, and provide detail on direction of travel, and targets. Further work has been undertaken on benchmarking following the purchase of LGInform Plus and also on instilling the KPIs within the culture of the organisation.  At present the KPIs are initially discussed at SMTs, before being presented to Management Team and Informal Cabinet before being shared with the Scrutiny Select Committees, O&S and Cabinet on a quarterly basis.  An internal audit review of performance management was undertaken from November 2023 - March 2024, finding substantial assurance with very good prospects for improvement.	2	3	6	The main action arising from the internal audit is ensuring greater engagement from Members and embedding the KPIs within the culture of the organisation - additional work on benchmarking and presenting the data in reports has been undertaken to improve engagement.	One of the priorities in the new Corporate Strategy is "Efficient services for all our residents, maintaining an effective council"	Chief Executive/ Management Team	↔	Sep-24
5	Achievement of Savings and Transformation Strategy	F, R, S	Failure to meet objectives and/or make savings. Impact on quality of service, budget overspends, salami slicing, etc. staff motivation impacted and increased risk of fraud or error.  Coronavirus pandemic and the subsequent economic crisis has significant economic implications for the Council, businesses and residents.	01/04/2017	4	4	16	STS reviewed and updated in line with review of MTFS. With regular reports to update MT and Members The 24/25 Budget is balanced with contribution to General Revenue Reserve and significant contributions to Earmarked Reserves for Corporate priorities. s25 statement reported to Members in Feb 24  MTFS and STS updated and approved by Council in Feb 2024. Funding gap estimated to be £1.7m.  Take all opportunities to maximise income receipts  Withdrawal of Bring Recycling Bank Sites from April 2024 and changes to parking charges agreed. Grounds Maintenance tender outcome was positive.	3	3	9	It is expected that after 24/25 once the Fair Funding Review has been undertaken subject to the outcome of the General Election, the budget position will dramatically switch and expenditure will outstrip external funding. Therefore savings needs to be made in order to ensure that by the end of MTFS we have a balanced budget again. Since Budget was set, contributions to the funding gap have been approved. These are: bring sites, parking charges and letting of Grounds Maintenance contract. However, there are growth demands which are counterbalancing this. Constant monitoring and identification of options for delivery of savings is needed by Members and officers. The outcome of the General Election could have an impact on the financial picture for the Council, either adversely or positively. It will be some time before we know how this will impact.	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"	Chief Executive / Director of Finance and Transformation/ Management Team	↔	Sep-24

Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

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6	Failure to agree Local Plan	F, R	Lack of sound legal footing for Plan through inadequacies in evidence base, legal advice or process, including duty to cooperate. Leading to widespread public concern, or risk of failure at Examination. External factors or widespread planning reforms leading to delays to timetable, reputational risks around plan-making and impacts on development management processes through protracted period with no up-to-date plan. Absence of corporate or external co-ordination leading to a lack of infrastructure to support future development.	4/1/2017, reviewed and updated March 24	4	4	16	Members are updated via informal email updates and reports to the Housing & Planning Scrutiny Select Committee  Reg 18 concluded in late 2022  Revised LDS adopted summer 2023  The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework. It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Timing is of the essence as the Local Plan will need to be submitted to the PI by 30th June 2025. The Council has recently engaged Towers and Hamlin Law Firm to advise and support the Planning Policy Team in order to progress matters up until the Adoption stage of the Local Plan. <b>The Planning Policy Manager position is now filled.</b>  Proposed informal engagement with members on emerging spatial strategy in Autumn 2023  Current Risk score to remain until conclusion of Regulation 19 consultation.	3	3	9	Regular review of Government policy announcements that may impact on delivery, including housing standard methodology and WMS relating to Planning  Ongoing engagement with Counsel  Ongoing engagement with Members  Regular analysis of budget position and priority given to finding a permanent Planning Policy Manager. Regular review of hours of Interim Planning Policy Manager to ensure capacity is available within the team.  Regular analysis of programme - within Policy team on a weekly basis, reporting to Head of Planning/DPHEH bi-weekly.	Local Plan assists in economic growth, delivering the supply of future housing and addressing affordability. Procedures set by National Government	Director of Planning, Housing and Environmental Health	↔	Aug-24
7	Organisational development inc. staff recruitment and retention/skills mix. Impact of loss of capacity caused by recruitment difficulties upon delivery of corporate objectives. Increase in rate of inflation and consequent pressure on level of pay award.	F, R, S	Lack of resources or the right skills to deliver required outcomes, loss of key professionals/senior officers due to pay constraints and pressures, reduced staff morale and quality of work, leading to financial loss, reputational damage and detrimental impact on staff wellbeing.	01/04/2017	3	4	12	Review of staff resources and skills via service reviews.  Organisational structure reviews are part of S&TS to achieve efficiency, coordinated service delivery and reflect changing legislative and policy requirements and priorities.  New market supplement and 'golden hello' recruitment and retention salary package offer being proposed to General Purposes Committee on 3 July 2023. Focused on the recruitment and retention of RTP1 qualified planning staff. Wider market supplement policy approved by General Purposes committee in October 2023.  Specific workstream on Building Control due to Building Safety Act requirements for all surveyors to be recertified - looking at different certification routes and HR processes for staff.	3	4	12	Succession planning along with Development of further skills and expertise through strategies such as shared services and specialist Commissioning.  Engagement of external consultants and specialists where required.  Resilience and rationalisation of existing structures.  Recruitment and retention strategy reviewed by MT. R&R report to be submitted to GP Committee and Council in October 2023 re hard to recruit to posts  Pay award for 2024/25 5% or £1,900 (whichever is higher) for all staff, from April 2024. <b>GP Committee approved one-off reward payment to all staff of £150 at June Committee</b>  Structural reviews approved by Members on an ongoing basis.  HR staff recruited with specialist experience in recruitment. This was demonstrated with a revised methodology for the recruitment of the DPEHH and Head of IT.  Workforce Strategy approved by General Purposes Committee in June 2022  Ongoing workstream on Building Control	HR Strategy Savings and Transformation Strategy	Director of Central Services and Deputy Chief Executive/ Chief Executive	↔	Sep-24

Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

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8	Health and Safety	F, R, S	Significant reputational impact should a service user, officer, member or contractor come to harm and TMBC are unable to demonstrate appropriate processes were in place.	01/04/2017	3	4	12	<p>Lone working policy and service based practices to be continuously monitored.</p> <p>Health and Safety considered by management at weekly SMT meetings.</p> <p>Staff involvement with Health &amp; Safety Group</p> <p>Ongoing review undertaken to react to potential key risk areas.</p> <p>Organisational learning and response to national events.</p> <p>Incident and near miss reporting.</p>	2	3	6	<p>Embedding and dissemination of good practice through staff briefings.</p> <p>Corporate Health and Safety Group (chaired by DPHEH) identifying cross organisational issues with feedback to Management Team and Health and Safety Officer.</p> <p>All services have reviewed all their Health &amp; Safety local Procedures in particular Lone working and service specific risk assessments.</p> <p>Staff survey on H&amp;W completed spring 2021, results reviewed and a future survey will be incorporated into general staff survey approach</p> <p>Corporate Health &amp; Safety Policies and procedures are up to date and reviewed regularly which all staff can access.</p> <p>Continuing focus on risk assessment process including reviews as a result of Coronavirus pandemic. Further staff wellbeing survey to focus on working at home and wellbeing.</p>	Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives	Director of Planning, Housing and Environmental Health	↔	Ongoing
9	Cyber Security	F, R	Loss of data and legislative breach, leading to financial penalties and reputational impact.	01/04/2017	3	4	12	<p>The Council has; Information Security Policy deployed via Policy Management System.</p> <p>Implemented network security measures including access controls.</p> <p>Considered cyber insurance.</p> <p>Established an Information Governance Group.</p> <p>Appointed a Member Cyber Champion.</p> <p>Rolled out Cyber awareness training to all staff and Members via eLearning.</p> <p>Deployed 'Next generation' Palo Alto firewall technology for improved visibility and control.</p> <p>Deployed software solution to identify potential confidential data held on file servers.</p> <p>Implemented secure email in accordance with NCSC guidelines.</p> <p>Maintained dual level firewall security with the KPSN gateway being primary and the Council's own firewalls secondary.</p> <p>Implemented Solarwinds Security Event Manager.</p> <p>1 member of IT team obtained Certified Information Systems Security Professional (CISSP) qualification October 2020.</p> <p>Implemented cloud backup and DR facilities to improve resilience; and embedded cyber security into DR and BCP processes.</p> <p>Continued to monitor Cybersecurity alerts via LGA Cyber Security email; through membership of IAN AMAPP and CSPO and other bodies.</p> <p>Cloud based web and email filtering has been deployed to improve availability and resilience.</p> <p>Completed firewall ruleset review following migration to Cloud to ensure our configuration is in line with best practice guidelines.</p> <p>Carried out phishing simulation exercises for awareness training for staff and members, to highlight areas of risk and to identify training needs. Subsequent online training sent out to all staff and members.</p> <p>Developed and deployed wallpaper/ lock screen to all TMBC laptops and PCs, with cyber security reminder to further reduce risk by increasing awareness.</p> <p>Head of IT appointed Senior Information Risk Owner (SIRO) from October 22. This role has responsibility for information and data risk and protection.</p> <p>Obtained Cyber Essentials accreditation in November 2022, demonstrating that our technical controls are designed to defend against the most common cyber threats.</p>	3	3	9	<p>The Council has; Prioritised the resources (both financial and staff) to ensure relevant updates and security mitigations are carried out in a timely manner.</p> <p>Scheduled annual IT Health Check (ITHC), quarterly PCI scans, and monthly vulnerability scans, feeding into remediation plans. July 2022 PCI scan passed. Investigating and resolving detected security issues from last ITHC 8/8/22 - 12/8/22. New ITHC completed August 2023, including the TMBC Microsoft 365 environment, report pending.</p> <p>Regular email messages are sent out to all staff and Members on cyber security vigilance.</p> <p>Continuing to investigate emerging threats and cyber alerts, communicating with 3rd party suppliers to check compliance/obtain security updates and implementing mitigations as required to reduce likelihood of compromise.</p> <p>Training for IT staff on security aspects of Cloud environment is underway.</p> <p>Investigating further improvements to DR capability with specific regard to recovery from cyber incidents.</p> <p>Ensuring new staff have been invited to undertake training cyber security training. Further training and audits will follow to ensure the Council is as aware and prepared as possible to respond to potential cyber attacks.</p> <p>Procured NCSC approved cyber security training for staff and members, deployed during 2023.</p> <p><b>As at June 2024, All staff, with exception of new starters have completed Cyber Training. As at June 2024 only 11 Members have completed the training, a further 16 have started but have yet to complete leaving 17 members yet to start.</b></p> <p>Phishing simulations are carried out on an ad-hoc basis, without prior notification, to check effectiveness of training, and as regular assurance of staff and member awareness.</p> <p><b>We are currently working towards meeting the requirements for resubmission for Cyber Essentials accreditation. Submission is pending removal of legacy software associated with the IDOX DMS and Uniform systems. Cyber Essentials accreditation passed 07/05/2024. Cyber Essentials plus to take place 18th July 2024</b></p> <p>Enrolment and management of devices in Intune is now live. It has replaced SCCM for deployment of all line of business apps to PCs and laptops, and Microsoft Defender for Endpoint is being used to leverage additional security features including</p>	IT Strategy	Director of Finance and Transformation	↔	Sep-24



Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score (1-6)	Impact score (1-4)	Overall risk score	Current Mitigation	Desired Likelihood Score (1-6)	Desired Impact score (1-4)	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Direction of Travel	Review Date
	Cyber Security. Continued							<p>NCSC approved cyber security training has been evaluated and made available via the Council's new LMS.</p> <p>Achieved 'Substantial' rating for Cyber Security at Internal Audit Report TM19-2023 &amp; TM07-2023 - Cyber Security and ICT Infrastructure (Combined Report).</p> <p>An in-depth phishing training package, to highlight specific risks and increase staff awareness, was deployed to all staff and followed up by phishing simulations to check effectiveness of training.</p>				<p>network blocking when malware is detected. Enforcement of encryption as a potential replacement for Checkpoint is under test.</p> <p>Test restore to sandbox environment carried out November 2023 to validate our ability to recover successfully from a cyber incident. Areas for improvement identified, documentation of process underway and training for all technical support staff planned for Q2 2024/25.</p> <p>Continued ongoing development training to ensure that knowledge is kept up to date.</p> <p>Investigating Microsoft Defender for Cloud to further enhance security of the Council's Azure IaaS infrastructure.</p> <p>PCI DSS accreditation is pending implementation of Smartpay 6 - Completed Pending update of Jadu servers due to be completed June 2024.</p> <p>Investigating preventative analysis, monitoring and remediation of suspected malicious network activity and NCSC approved cyber incident response retainer services to allow on hand cyber experts to assist with any Cyber Incident that may occur.</p> <p>Investigating and working towards the new government framework Cloud Assessment Framework (CAF) to ensure critical systems are documented and robust.</p>				
10	Business Continuity and Emergency Planning (incl Civil Contingencies)	F, R, S	Failure to provide statutory service or meet residents' needs resulting in additional costs, risk of harm and reputational impact. Impact/pressures on services and resources. Failure to ensure proper safeguards to prevent or to respond adequately to a significant disaster/event e.g. terrorist attack at a large scale public event, fire or flood	updated January	3	4	12	<p>The Council has in place:</p> <ul style="list-style-type: none"> <li>Business Continuity Plan.</li> <li>Corporate Business Continuity Risk Register</li> <li>Emergency Plans</li> <li>Disaster Recovery Plans</li> <li>Inter-Authority Agreements</li> <li>Mutual Aid Agreement</li> <li>Partnership agreement with Kent Resilience Team.</li> <li>Emergency Planning Support Officer.</li> <li>Duty Emergency Coordinator System and Duty Officer System introduced to provide greater resilience.</li> <li>Covid Secure rest centre plan has been developed</li> <li>Flood Risk Assessments along with Support from Parishes with Flood Wardens</li> <li>EA support for expansion of Leigh Storage Area and works to Medway River Wall</li> </ul>	3	4	12	<p>Emergency planning documentation undergoing constant review and key aspects exercised .</p> <p>Increase % of staff trained in roles identified in the Emergency Plan</p> <p>Training organised by Kent Resilience Team . Business Continuity working group established to review and update existing Plan. Updated plan to be considered by Management Team and tested by a training exercise.</p> <p>Duty Officer rota in place to support Duty Emergency Coordinators out of hours. All staff fully trained before commencing duties.</p> <p>Out of Hours Manual reviewed and regularly updated.</p> <p>DSSLTS sits on Kent Resilience Forum Strategic Board.</p> <p>Actions taken in response to the Covid 19 pandemic will be reviewed and lessons learnt for the future. Any approved changes will be reflected in the Corporate Business Continuity Plan. Business Continuity Group including all members of Management Team meets twice weekly to oversee and coordinate response to pandemic.</p> <p>Annual Emergency planning review to be reported to Management Team.</p> <p>Pandemic response dealt with as emergency through Kent Resilience Forum. Reports regularly presented to Cabinet. More detailed reports covering Review Reorientation and Recovery presented to relevant Advisory Boards.</p> <p>Recruitment into roles in the Emergency Plan is ongoing. Emergency Planning Officer's hours increased to full time during pandemic.</p> <p>Virtual Emergency Management systems are being developed to allow a virtualised Emergency Control Room and data handling.</p> <p>Funding allocated in Council's Capital Plan to support works to Leigh Flood storage area which will be completed by 2025.</p> <p>Possible partnership working with EA in improving flood resilience in Wouldham linked to the replacement of the river wall.</p>	Business continuity underpins the delivery of the Council's essential services and is a core of the authorities risk management	Director of Street Scene, Leisure & Technical Services		Sep-24



No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score (1-6)	Impact score (1-4)	Overall risk score	Current Mitigation	Desired Likelihood Score (1-6)	Desired Impact score (1-4)	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Direction of Travel	Review Date
11	Housing need, Homelessness and Welfare Reform	F, R, S	<p>Safeguarding impact on TMBC residents due to reduction in benefits, introduction of UC and increase in applications for DHP, etc. Failure to adequately understand and meet housing needs and return unsuitable properties to use leading to increase in homelessness or occupation of unsuitable homes. Financial impact of increased emergency accommodation .</p> <p>Current economic situation has implications for residents and businesses</p> <p>Ukrainian refugee temporary resettlement program - We are awaiting full guidance on Local Authority responsibilities. Kent Resilience Forum are acting as lead.</p>	01/04/2017	4	3	12	<p>Cross sector working (e.g. welfare reform group) to identify issues and solution. New partners joining group</p> <p>Providing advice to residents on welfare and housing issues, or signposting to relevant providers. <b>Council has joined the ReferKent network</b></p> <p>Working with partners to identify land and funding opportunities.</p> <p>Working with Registered Provider Partners to ensure needs of residents are being met.</p> <p>Working with owners to bring long term empty properties back into use. Report to H&amp;PSSC March 24 recommended fixed term post of Empty Homes Officer to assist. Council in February 24 agreed empty homes premium and second homes premium.</p> <p>Work with consultancy firm Altair on options for longer term TA provision -consideration now being given to delivery following report to Members and allocation of £1.3m through 24/25 budget</p> <p>commissioned consultancy work in respect of Homelessness function (TA). Recommendations being implemented</p> <p>Concessionary charges for key services. EQIA assessment of key decisions included in all Board reports.</p> <p>Signposting now to UC rather than HB for new working age claimants. Keeping track of welfare statistics</p> <p>CTR Scheme approved for 24/25 .</p> <p><b>Working with KCC on tranche 5 of Household Support Fund</b></p> <p>New housing panel in place to work alongside RPs in considering best use of available properties.</p> <p>Significant focus on temporary accommodation and in borough provision as well as framework agreement with private providers.</p>	3	3	9	<p>Improved working with TA providers leading to more guarantees of available accommodation and developing a TA Procurement Strategy</p> <p>Improved working with main housing provider to identify trends/specific cases across borough to jointly agree approach to preventing homelessness using housing provider mechanisms, DHP payments and homeless prevention funding where needed.</p> <p>Consideration by Members of report from Altair on options for TA provision (Dec 23)</p> <p>Continue to facilitate Welfare Reform group and widen participation from external partners so as to ensure best support for those affected by welfare reforms in T&amp;M.</p> <p>Work with Kent councils collaboratively to ensure grants and support targeted to those most in need</p> <p>Continued focus on homelessness prevention</p> <p>Consideration of use of DHP to encourage downsizing to free up under occupied property. Report to be brought forward to Members in due course</p> <p>Focus on Empty properties in the Borough and how they can be brought back into use. Report to Cabinet April 2024</p> <p>Deliver District responsibilities of Ukrainian resettlement scheme.</p> <p><b>Work with KCC to deliver Household Support Fund 5</b></p>	Promoting Fairness - acting transparently at all times and being accountable for what we do, and promoting equality of opportunities. Embracing Effective Partnership Working - achieving more by working and engaging effectively with a wide range of local partners from the private, public, voluntary and community sectors.	Director of Planning, Housing and Environmental Health/ Director of Finance & Transformation	↔	Sep-24
12	Political factors including stability of political leadership and decision making	F, R	<p>Decisions required to achieve objectives including corporate strategy and savings and transformation may not be made and therefore required savings not achieved.</p>	01/04/2017	3	4	12	<p>Close liaison with Leader, Deputy Leader and Cabinet in developing the Savings &amp; Transformation Strategy.</p> <p>Clear and comprehensive reports to support Members in making appropriate decisions to support the S&amp;TS.</p> <p>Regular Group Leader meetings in place and stability of leadership following election. Regular pattern of informal MT/Cabinet meetings to provide stability and cohesiveness</p>	3	3	9	<p>Member briefings and training sessions.</p> <p>Training for Officers has been arranged for September 2023 by the LGA - 'working in a no overall control council'</p> <p>Top Team awayday between Cabinet and MT took place in December 2023. Actions arising from that awayday are being implemented</p> <p><b>Induction training to be delivered for new Councillor following by-election 4 July</b></p>	Underpins delivery of overall strategy and Savings and Transformation.	Chief Executive	↔	Sep-24
13	Homes for Ukraine Scheme	F, R, S	<p>Districts are required to undertake home assessments for potential host households to support Ukrainian refugees fleeing the conflict. Increased workload expected as likelihood of breakdown in housing arrangements as we approach the 2 year mark (and the end of thank you payments to hosts). There is a risk of homelessness and duty to place in T.A. therefore work needs to be undertaken to or support into private rented sector. This is an escalating risk given the longevity of the hosting arrangements. As of 1 April 2023, TMBC have taken on wider support role for Ukrainians in the borough under HFU scheme.</p>	01/09/2022	3	4	12	<p>Some reserve host families have been identified but larger families pose a bigger risk. Re-matches are unsustainable in the longer term. Work underway to support more families into PRS.</p> <p>Funding being rolled over to 2024/25 with around 40 families/individuals remaining with host families.</p>	3	4	12	<p>Additional support into Private Rented Sector required. Full time Resettlement Worker has been in post for some time.</p>		Chief Executive	↔	Nov-24



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14	Implementation of Agile system	F, S	Service impacts from level of staff time required to develop the Agile product for use as operating system.  Significant level of concern from staff about implementation process results in a lack of confidence in implementation, which will adversely impact service delivery and record keeping	01/11/2022	5	3	15	Programme of liaison meetings with Agile in place including Board and weekly catch ups  Employment of Business Change PM to manage project on behalf of TMBC and coordinate all issues  Regular updates for CM for Finance & Housing, who is the Cabinet Lead for Agile.  Internal meetings with staff, managed by Business Change Project Manager Issues log in use  Issues escalated to Agile management  Post-implementation review of APAS implementation being carried out by internal Audit  Agreement to deliver enhancement project in Q1/Q2 of 24/25 financial year  APAS (Planning) Module now live. Placis Module currently in implementation phase	2	2	4	Further escalation of issues to Agile CEO  At least 2 stand ups per week between Business Change PM and SRO (DPHEH) in September to oversee APAS go live by end of September  PLACIS delivery plan updated by Agile following review of data migration approach  Weekly review of project plan and considerations of service impacts required to meet go live programme - to be reported into MT and informal Cabinet on a regular basis  Review of project governance and use of Project Board for escalation of issues  Completion of all modules for go live	Digital Strategy	Director of Planning, Housing and Environmental Health	↔	Aug-24
15	Carbon Neutral 2030 Aspiration	F, R, S	Significant reputational risk, particularly if other similar councils have achieved similar goals or targets. Significant financial cost to purchasing offsets to meet carbon neutral. High cost of increased frequency and intensity of extreme events (floods, heat waves) that increase costs and disrupt service delivery.	01/09/2023	3	3	9	Development of climate evidence (e.g. for the Local Plan), partnerships (residents, community and other Councils) and pathway analysis to support move towards transformative and larger-scale emissions reductions  Increased contributions to Climate Change Reserve to Support match funding as well as capital projects.  Grant Award received for Energy Efficiency measures for Sports Facilities.	3	2	6	Ongoing commitment by Members, senior management and services to new actions beyond 'business as usual'. Improved understanding of financial returns from climate mitigation measures that can be reinvested. Innovative thinking and delivery of services and mitigation options. Successful outcomes in bids for significant additional grant funding.  Funding is dependant on successful applications and awards being achieved, otherwise Council Resources will be needed.  Gap analysis report endorsed at Overview and Scrutiny Committee January 24.	Climate Change Strategy, Corporate Strategy 2023 - 2025	Chief Executive	↔	Sep-24
16	Waste/Recycling Income	F	Risk associated to the outcome of current government consultations including Collection Consistency and Extended Producer Responsibilities. High potential for alteration to levels and mechanisms for Council income associated to these areas including, but not restricted to, KCC Performance Payments.	01/09/2023	4	3	12	Consultations currently being monitored through the KRP and direct through DEFRA briefings/updates by Waste and Financial Services and updates being channelled through the Kent Chief Executives meetings.	4	3	12	Whilst consultations and implementation plans will be monitored, the influence on government policy may be limited. This restricts the ability for the Council to directly control the level of this risk and is why the risk remains the same following mitigations.	Statutory Requirement	Director of Street Scene, Leisure and Technical Services	↔	Sep-24
17	Contract/Contractor Procurement	F, R	Failure to appoint suitably experienced and qualified contractors leading to poor quality of service, reputational damage and increased costs to the Council.	01/02/2024	4	4	16	Compliance with Council's adopted Procurement Rules and Strategy.  Consultation undertaken with Property and Legal Services to ensure appropriate Lease/License/Contract arrangements are in place.  Procedure adopted and monitored for the engagement of contractors setting out and seeking minimal requirements including Risk Assessment and Public Liability.  Establishment of cross-departmental working groups for key contracts and projects.  Contracts awarded on an evaluation of 'most economically advantageous' and 'best value' and not solely on financial benefit.  Directorate representatives on the Council's Procurement OSG. Use of external specialist consultant (Dartford Borough Council) in the administration of contract procurement.  Use of specialist advisors on major contracts.  Contracts to include break clause and/or extension periods based on performance. Contracts to include break clause and/or extension periods based on performance.  Use of contract frameworks where appropriate.  Risk assessment approach to appointment of contractors. Risk assessment approach to appointment of contractors.	1	3	3	Corporate Procurement Rules & Strategy being addressed by Corporate Procurement Group as currently out of date. <b>Now being reviewed and updated following appointment of Mid Kent Partnership</b>  Corporate Procurement Group addressing adequacy of corporate procurement support.  <b>Cabinet 2 April for procurement resources through Mid Kent Partnership agreed</b>	Procurement Strategy, Compliance with legislation, Health and Safety.	Director of Street Scene, Leisure & Technical Services	↔	Sep-24

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**Ongoing Risks and Risks Identified by Service Management Teams and Management Team**

	Risk Identified	Background	Removed or ongoing	Reason for removal / ongoing
<p align="center">Page 101</p> <p align="center">Central and Exec</p>	Homes For Ukraine Scheme	Moved to Strategic Risk Register		
	UK Shared Prosperity Fund Programme (inc. Rural England Prosperity Fund)	Having had our T&M Investment Plans approved by DLUHC, implementation of projects required over the next few years (up to March 2025)	Ongoing.	Need to keep under review to ensure that delivery on track so that future years funding is not compromised (based on annual funding award). UKSPF Year 1 (2022/23) and 2 (2023/24) progress was substantially on track with 100% of budget spent, however Year 3 may well prove to be more challenging as there are a lot more projects to deliver. REPF (used to create the West Kent Rural Grants Scheme) - Year 1 (2023/24) was 100% allocated by September 2023 but c.70% spent by end of year with underspend carried over into Year 2 (2024/25).
	Gibson Building - unable to deliver financial saving which has been assumed within MTFS	Cabinet agreed in Sept 2022 that the main offices of the Council should remain located at Kings Hill and that Officers should investigate the feasibility of progressing option 4 set out in the report.	Updated	Need to keep under review to ensure that changes in office accommodation deliver value for money and deliver identified savings. Deal now agreed with KCC in respect of covenants, subject to completion of legal agreement. Risk of capital cost for works to Gibson East exceeding previously agreed budget.
	Tonbridge Castle Gatehouse Roof - costs of resolving roof issue	Water ingress from roof in Great Hall. Feb 2023 rot discovered in roof beam ends. Facility now open following completion of remedial works in July 2023. Permanent works in autumn 2024 to now be scoped	Ongoing	Extent to permanent works required still unknown and therefore operational and financial risk remains
	Elections	Introduction of Elections Bill changes Tranche 2	Ongoing	All Election Act changes up and running and being improved including new Postal vote portal, Postal vote renewals changing to every 3 years Proxy Vote changes. Overseas electors renewal every 3 years, the last one EU citizenship eligibility starts 7/5/24. Some training has been undertaken for this.
	Elections	Changes to Parliamentary boundaries	Ongoing	Work completed and register changed 1/2/24, in readiness for a Parliamentary election.
	Elections	Parliamentary Election	Ongoing	Parliamentary Election to take place on 04/07/24 together with by-election for vacant seat in Judd Ward. Concern over lack of PO's and Count supervisors, due to Polling and Count being on the same day.
	Climate Change Action Scorecard	Climate Emergency UK conduct an annual review of all local authority's climate actions. For 2022-23, the Right to Reply process revealed that TMBC is likely to score only around 25% and, as such, we should expect to be one of the lower scoring authorities. Climate Emergency UK will seek national media coverage for its findings and publish its results in Autumn 2023, posing a reputational risk to TMBC.	Ongoing	Scorecard results not yet published so level of media interest and final TMBC score unknown. Climate Emergency UK will carry out the annual process again for 2023/24 and while some further actions will result in a higher score (e.g. we have started climate literacy training) it is hard to assess progress relative to other authorities at this stage.

**Ongoing Risks and Risks Identified by Service Management Teams and Management Team**

	<b>Risk Identified</b>	<b>Background</b>	<b>Removed or ongoing</b>	<b>Reason for removal / ongoing</b>
Page 102 Finance and Transformation	IT Security (formerly COCO Compliance)	Review of IT Infrastructure identified several areas of weakness for IT standards compliance	Ongoing	Number of risk removed, expected that remaining risks, once removed, will allow full compliance.
	Economic Stability	Economic issues surrounding Council Finances	Ongoing	Part of Strategic Risk Register.
	Staffing	Year end processes are a significant demand on staffing resources.	Ongoing	This has been exhibited but staff shortages at the present time. Workloads will be monitored closely to ensure service delivery maintained.
	Corporate Insurance	Increases and changes to premiums for 2023/24 insured year	Ongoing	The Councils Insurers have made changes to the charges included within the premiums. Therefore changes will be required to capital and revenue project evaluations to include insurance assessment.
	Payroll	Key information being supplied to Payroll in a timely manner, causing risk of staff and members not being paid.	Ongoing.	The Payroll Team pay over 250 Staff and Councillors on a monthly basis. Due to the date of payment, being the closest working day to the 15th of the month, information to be included in the pay run must be received no later than three working days into the month. In recent months some delays have occurred on the submission of data due to incomplete or incorrect information being supplied. this has jeopardised the payment to all staff requiring addition unsocial hours to be worked by the payroll team.
	IT Resources	Resource capacity for Development Staff	Ongoing	The current demands on IT Development Staff are placing increased pressures on the resource capacity on the staff given competing demands of corporate systems being reviewed and implemented.
	GDPR Compliance findings	Redacted information being stored with unredacted information	Ongoing	Access being restricted and will be removed once uniform is fully deactivated.
	Security and Access to Information	Access to information with shared access with DWP	Ongoing	Review of staff access to be carried out and further additional checks to be carried out.
	Back Scanning	Additional requirements identified, resource assessment and funding to be identified	New	Review of volumes being undertaken to assess resource need to enable Gisbon East redevelopment.
Supported Accommodation	The Supported Housing (Regulatory Oversight) Act 2023 came in to force August 2023. Assessment of the act has been ongoing and a consultation on how the act will regulated in practice. The practice is likely to involve a Licensing duty for the responsibility of the Council. Further implications could effect Housing Benefit payments to Landlord where care levels are considered to be unsuitable for the tenant.	Ongoing	Further investigation work will need to be undertaken following the practice regulation are issued, this will involve potentially new service staffing and income to the council. Greater working relationship with Adult Social Care Services will need to be considered and protocols arranged.	

**Ongoing Risks and Risks Identified by Service Management Teams and Management Team**

Risk Identified	Background	Removed or ongoing	Reason for removal / ongoing
Temporary Accommodation (TA)	TA consultancy review undertaken Dec 2021, actions implemented in 2022. Cost of living crisis and DA legislation implementation are impacting on maintaining TA levels within the agreed range.	Ongoing	TA costs remain high, as does level of need. Project underway to look at sustainable TA portfolio approach to help manage unit costs for TA. This is alongside ongoing work/training in service to support demand.
Temporary Accommodation (TA)	Personal injury claims	Ongoing	Updated inspection regime being developed by officers.
Food & Safety	Increased risk of food complaints/poisoning. Additional resources to manage backlog of inspections.	Ongoing	During the Covid-19 crisis the ceasing/reduction in the food hygiene inspection regime may result in food safety issues. There will also be a backlog of food safety inspections due to restrictions on visiting/businesses closed. Agreed catch up programme in place utilising COMF funding.
Increased number of planning appeals/inquiries	Application determination timescales not being met, more speculative development, creates reputational risks and increases likelihood of appeals.	Ongoing	Volume and complexity of applications coming forward in parallel with local plan progression and given current uncertainties in timescales for adoption. MT agreed agency planning funding for short term. Head of Planning conducting service review summer 2022
Staffing challenges in Planning services	Ongoing recruitment and retention difficulties in the sector and in T&M specifically. Several recruitment campaigns carried out.	Ongoing.	MT agreed that development of a Workforce Strategy will include recruitment and retention. Part 2 report to GP in July 2023 to look at immediate pressures. This will likely be followed by a new recruitment campaign and therefore this risk remains.
Windmill Lane Gypsy Site	KCC have requested return of management of this site (which is already owned by TMBC) to TMBC on 31 March 2024. This is part of a programme of returns to districts of their owned G&T sites. Initial discussions about management issues and costs have been undertaken.	Ongoing	The return requires Member approval, proposing that this happens via Cabinet in Jan 2024. There are a mixture of Property and Housing risks relating to this potential transfer. Officers are awaiting detailed information from KCC on maintenance costs, the detailed works schedule for grant funded improvements that are scheduled to complete before end of financial year and rent roll. TMBC will require a management arrangement for the site, which is being explored with neighbouring authorities as well as external providers. There will also be a requirement for the Council to have a G&T Allocation Scheme. Risk that the approach to management of this site is not fully in place before the proposed transfer, which could cause liability issues. Also need to consider specific equalities considerations for this group of residents.
Local Plan	Reg 18 carried out in Autumn 2022. Changes to NPPF and proposed changes to system via LURB published December 2022. Assessing options for delivery of a Local Plan.	Ongoing	Members to make a decision on a revised Local Development Scheme in Summer 2023. This is subject to a number of challenges including ongoing delays in Govt announcements on national planning policy. The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework. It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirement of the NPPF so that the plan can be found to be sound at the examination stage. Timing is of the essence as the Local Plan will need to be submitted to the Planning Inspectorate by 30th June 2025. The Council has recently engaged Trowers and Hamlins Law Firm to advise and support the Planning Policy Team up until adoption stage.

**Ongoing Risks and Risks Identified by Service Management Teams and Management Team**

Risk Identified	Background	Removed or ongoing	Reason for removal / ongoing
Bridge inspections	Bridges on Council owned land identified as service risk. Internal Officer Group established and bridge audit progressed. Identified as Service Pressure Aspiration. Revenue budget approved to inspect and repair bridges over 2 years and annual inspections to be progressed. Structural assessments being undertaken.	Ongoing	Second year programme of work currently being progressed. Further survey undertaken and report to be analysed. Remembrance Garden and Maintenance bridges reassessed to check if structurally stable. Remembrance Garden bridge confirmed safe for 5-7 years, Maintenance bridge confirmed safe for 3-5 years. Structural assessment being undertaken re Haysden Country Park bridge replacement.
Pay & Display machines	Continual issues with contractor, G4S in terms of cash collection.	Ongoing	Considering alternative options as very few companies in market place willing to undertake work.
Phone Signal	CEOs having difficulty enforcing parking in Tonbridge and customers having issues accessing Ringo due to deterioration in mobile phone signal.	Ongoing	Multi-network sim cards issues to CEO's and liaison taking place with service providers.
Garden Waste invoices	Delay in invoices being issued to subscribers wanting to renew due to IT issues.	Ongoing	Ongoing liaison with IT Services to resolve issue and distribute invoices.
Utilities costs	Significant energy price increases at leisure centres is resulting in financial cost to the Council under the risk sharing agreement in the Management Agreement with the Trust.	Ongoing	Trust providing regular updates via Strategic/Service Fee meetings - cost of swim charges increased to help contribute to additional cost, energy saving initiatives being investigated and implemented and central government being lobbied. Government recently announced support package within the Budget statement.
Tonbridge Swimming Pool / Larkfield Leisure Centre	Low supply of chemicals for treating pools available across Europe. May lead to closures.	Ongoing	Trust exploring all opportunities to secure supply. Alternative means of cleansing investigated by Property Services and order to be placed for new system. Funded through BRREP and contribution from Leisure Trust.
KRF Review	The KRF have undertaken a review and plan to make adjustments to how the forum operates.	Ongoing.	Risks associated with increased responsibility being undertaken by LA's. The impact of this is currently being assessed and addressed by Kent Chief Executives. This appears to be requiring LA's to delivery work areas that were historically delivered through the KRF and KRT.
Business Continuity & Emergency Planning	The current structure of the LRF and legislation has been added to. The Kent Resilience Forum is undergoing a review with significant changes to how the Kent Resilience Team will provide support and guidance to Local Authorities. The UK Government has also recently published a new 'UK Government Resilience Framework'. Further guidance is expected but the theme is around increasing locally led resilience and planning at the LA level.	Ongoing	Need to track new guidance and review how we contribute and participate in the Kent Resilience Forum. We also need to be able to ensure that we maintain a fit-for-purpose organisation to enable suitable response.





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5	Achievement of Savings and Transformation Strategy	F, R, S	Failure to meet objectives and/or make savings. Impact on quality of service, budget overspends, salami slicing, etc. staff motivation impacted and increased risk of fraud or error.  Coronavirus pandemic and the subsequent economic crisis has significant economic implications for the Council, businesses and residents.	01/04/2017	4	4	16	STS reviewed and updated in line with review of MTFS. With regular reports to update MT and Members The 24/25 Budget is balanced with contribution to General Revenue Reserve and significant contributions to Earmarked Reserves for Corporate priorities. s25 statement reported to Members in Feb 24  MTFS and STS updated and approved by Council in Feb 2024. Funding gap estimated to be £1.7m.  Take all opportunities to maximise income receipts  Withdrawal of Bring Recycling Bank Sites from April 2024 and changes to parking charges agreed. Grounds Maintenance tender outcome was positive.	3	3	9	It is expected that after 24/25 once the Fair Funding Review has been undertaken subject to the outcome of the General Election, the budget position will dramatically switch and expenditure will outstrip external funding. Therefore savings needs to be made in order to ensure that by the end of MTFS we have a balanced budget again. Since Budget was set, contributions to the funding gap have been approved. These are: bring sites, parking charges and letting of Grounds Maintenance contract. However, there are growth demands which are counterbalancing this. Constant monitoring and identification of options for delivery of savings is needed by Members and officers. The outcome of the General Election could have an impact on the financial picture for the Council, either adversely or positively. It will be some time before we know how this will impact.	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"	Chief Executive / Director of Finance and Transformation/ Management Team	↔	Sep-24
6	Failure to agree Local Plan	F, R	Lack of sound legal footing for Plan through inadequacies in evidence base, legal advice or process, including duty to cooperate. Leading to widespread public concern, or risk of failure at Examination. External factors or widespread planning reforms leading to delays to timetable, reputational risks around plan-making and impacts on development management processes through protracted period with no up-to-date plan. Absence of corporate or external co-ordination leading to a lack of infrastructure to support future development.	4/1/2017, reviewed and updated March 24	4	4	16	Members are updated via informal email updates and reports to the Housing & Planning Scrutiny Select Committee  Reg 18 concluded in late 2022  Revised LDS adopted summer 2023  The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework. It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Timing is of the essence as the Local Plan will need to be submitted to the PI by 30th June 2025. The Council has recently engaged Towers and Hamlins Law Firm to advise and support the Planning Policy Team in order to progress matters up until the Adoption stage of the Local Plan. The Planning Policy Manager position is now filled.  Proposed informal engagement with members on emerging spatial strategy in Autumn 2023  Current Risk score to remain until conclusion of Regulation 19 consultation.	3	3	9	Regular review of Government policy announcements that may impact on delivery, including housing standard methodology and WMS relating to Planning  Ongoing engagement with Counsel  Ongoing engagement with Members  Regular analysis of budget position and priority given to finding a permanent Planning Policy Manager. Regular review of hours of Interim Planning Policy Manager to ensure capacity is available within the team.  Regular analysis of programme - within Policy team on a weekly basis, reporting to Head of Planning/DPHEH bi-weekly.	Local Plan assists in economic growth, delivering the supply of future housing and addressing affordability. Procedures set by National Government	Director of Planning, Housing and Environmental Health	↔	Aug-24
14	Implementation of Agile system	F, S	Service impacts from level of staff time required to develop the Agile product for use as operating system.  Significant level of concern from staff about implementation process results in a lack of confidence in implementation, which will adversely impact service delivery and record keeping	01/11/2022	5	3	15	Programme of liaison meetings with Agile in place including Board and weekly catch ups  Employment of Business Change PM to manage project on behalf of TMBC and coordinate all issues  Regular updates for CM for Finance & Housing, who is the Cabinet Lead for Agile.  Internal meetings with staff, managed by Business Change Project Manager  Issues log in use  Issues escalated to Agile management  Post-implementation review of APAS implementation being carried out by internal Audit  Agreement to deliver enhancement project in Q1/Q2 of 24/25 financial year  APAS (Planning) Module now live. Placis Module currently in implementation phase	2	2	4	Further escalation of issues to Agile CEO  At least 2 stand ups per week between Business Change PM and SRO (DPHEH) in September to oversee APAS go live by end of September  PLACIS delivery plan updated by Agile following review of data migration approach  Weekly review of project plan and considerations of service impacts required to meet go live programme to be reported into MT and informal Cabinet on a regular basis  Review of project governance and use of Project Board for escalation of issues  Completion of all modules for go live	Digital Strategy	Director of Planning, Housing and Environmental Health	↔	Aug-24



No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score (1-6)	Impact score (1-4)	Overall risk score	Current Mitigation	Desired Likelihood Score (1-6)	Desired Impact score (1-4)	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Direction of Travel	Review Date
17	Contract/Contractor Procurement	F, R	Failure to appoint suitably experienced and qualified contractors leading to poor quality of service, reputational damage and increased costs to the Council.	01/02/2024	4	4	16	<p>Compliance with Council's adopted Procurement Rules and Strategy.</p> <p>Consultation undertaken with Property and Legal Services to ensure appropriate Lease/License/Contract arrangements are in place.</p> <p>Procedure adopted and monitored for the engagement of contractors setting out and seeking minimal requirements including Risk Assessment and Public Liability.</p> <p>Establishment of cross-departmental working groups for key contracts and projects.</p> <p>Contracts awarded on an evaluation of 'most economically advantageous' and 'best value' and not solely on financial benefit.</p> <p>Directorate representatives on the Council's Procurement OSG.</p> <p>Use of external specialist consultant (Dartford Borough Council) in the administration of contract procurement.</p> <p>Use of specialist advisors on major contracts.</p> <p>Contracts to include break clause and/or extension periods based on performance.</p> <p>Contracts to include break clause and/or extension periods based on performance.</p> <p>Use of contract frameworks where appropriate.</p> <p>Risk assessment approach to appointment of contractors.</p> <p>Risk assessment approach to appointment of contractors.</p>	1	3	3	<p>Corporate Procurement Rules &amp; Strategy being addressed by Corporate Procurement Group as currently out of date. <b>Now being reviewed and updated following appointment of Mid Kent Partnership</b></p> <p>Corporate Procurement Group addressing adequacy of corporate procurement support.</p> <p><b>Cabinet 2 April for procurement resources through Mid Kent Partnership agreed</b></p>	Procurement Strategy. Compliance with legislation. Health and Safety.	Director of Street Scene, Leisure & Technical Services		Sep-24

Executive Decisions Record - July 2024

Decision Number	Title	Cabinet Member	Date of Decision	Date Published	Call-in period ends	Called in	Scrutiny Committee Consideration	Referred back to Cabinet	Referred back to Council	Council referred to Cabinet	Date Decision Effective
D240070CAB	Decarbonising and Energy Efficiency Capital Plan Schemes	Cabinet	08.07.24	10.07.24	17.07.24						18.07.24
D240071CAB	Community Development Grants										
D240072CAB	Household Support Fund										
D240073CAB	2023/24 Financial Outturn and May 2024 Budgetary Control										
D240074CAB	Tonbridge and Malling Draft Productivity Plan										
D240075MEM	Safeguarding Officer	Community Services	10.07.24	10.07.24	17.07.24						18.07.24
D240076MEM	Application for Removal of Council Tax Empty Property Premium Charge	Finance and Housing	12.07.24	15.07.24	22.07.24						23.07.24
D240077MEM	Climate Change Monitoring and Reporting	Climate Change, Regeneration and Property	17.07.24	19.07.24	26.07.24						27.07.24
D240078MEM	Health Priorities	Finance and Housing	17.07.24	19.07.24	26.07.24						27.07.24
D240079MEM	Approval of Food and Safety Team Service Plan 2024/25	Climate Change, Regeneration and Property	18.07.24	19.07.24	26.07.24						27.07.24
D240080MEM	Surrender of lease of Ightham Village Hall Car Park	Climate Change, Regeneration and Property	23.07.24	23.07.24	30.07.24						31.07.24
D240081MEM	Write off of Debt above £5,000 in respect of the Castlemas 2022 Event	Finance and Housing	31.07.24	01.08.24	08.08.24						09.08.24
D240082MEM	Customer Portals - Extending Local Land and Property Gazetteer (LLPG) Address Search to include National	Finance and Housing	31.07.24	01.08.24	08.08.24						09.08.24
Decision pending	Call in period	Key Decision	Private	Urgent							
	Subject to call in										

URG - outside of budget and policy framework

Number of monthly call-ins:	0
Number of call-ins for year:	1

Executive Decisions Record - August 2024

Decision Number	Title	Cabinet Member	Date of Decision	Date Published	Call-in period ends	Called in	Scrutiny Committee Consideration	Referred back to Cabinet	Referred back to Council	Council referred to Cabinet	Date Decision Effective
D240083MEM	Write off of Debt above £5,000 in respect of the Aylesford Newsprint	Finance and Housing	05.08.24	06.08.24	13.08.24						14.08.24
D240084MEM	Engagement and Funding of a Full Time Housing Solutions Officer Agency Resource	Finance and Housing	08.08.24	09.08.24 (at 9 am)	15.08.24						16.08.24
Decision pending	Call in period	Key Decision	Private	Urgent							

Subject to call in

URG - outside of budget and policy framework

Number of monthly call-ins:	0
Number of call-ins for year:	1

**TONBRIDGE AND MALLING BOROUGH COUNCIL  
NOTICE OF FORTHCOMING KEY DECISIONS**

In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, at least 28 days before a key decision is expected to be taken a Notice of Forthcoming Key Decisions will be published. A 'key decision' is an executive decision which is likely either

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or functions to which the decision relates.

'Significant' when applied to expenditure or savings shall mean a sum in excess of £100,000 or such other sum as may be specified in any enactment or other statutory provision.

or

- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the local authority.

The Notice of Forthcoming Key Decisions sets out:

- (a) the matter in respect of which a key decision is to be made;
- (b) details of the decision taker and the date on which the key decision will be made;
- (c) a list of documents to be submitted to the decision taker for consideration in relation to the matter;
- (d) the address from which, subject to any prohibition or restriction on their disclosure, copies of or extracts from any document listed is available and the procedure for requesting details.

All key decisions will be made by the Cabinet on the dates specified unless otherwise stated\*. The agenda and documents to be submitted to the Cabinet (unless they contain exempt information) will be available for inspection at the Council Offices and on the website 5 clear working days before the meeting. Copies or extracts are available from [committee.services@tmbc.gov.uk](mailto:committee.services@tmbc.gov.uk) or Democratic Services, Tonbridge & Malling Borough Council, Gibson Building, Gibson Drive, Kings Hill, West Malling ME19 4LZ.

This document also gives notice of the Council's intention to hold a private meeting (or part thereof) of the Cabinet. It indicates any items where it is likely that the public will be excluded because public discussion would disclose confidential or exempt information and the reasons in each case. Any representations against the intention to hold a private meeting may be made to [committee.services@tmbc.gov.uk](mailto:committee.services@tmbc.gov.uk) or Committee Services, Tonbridge & Malling Borough Council, Gibson Building, Gibson Drive, Kings Hill, West Malling ME19 4LZ.

Members of the Cabinet and their areas of responsibility:

Councillor Matt Boughton (Leader)  
Councillor Robin Betts (Climate Change, Regeneration and Property)  
Councillor Martin Coffin (Transformation and Infrastructure)  
Councillor Des Keers (Community Services)  
Councillor Kim Tanner (Finance and Housing)  
Councillor Mike Taylor (Planning)

(\*Note: This Notice is subject to change as it may become necessary to defer decisions until the next meeting of Cabinet)

**NOTICE OF FORTHCOMING KEY DECISIONS**

Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
Award of Re-felting Works at Larkfield Leisure Centre	3 Sep 2024	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Head of Administrative and Property Services	Officers report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Extension of Temporary Posts in Housing Services	3 Sep 2024	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Head of Housing and Health	Officers report	Fully exempt Information which is likely to reveal the identity of an individual.

In accordance with General Exception Rule 15 in the Access to Information Rules (set out in Part 4 of the Constitution), the Chief Executive has sought the agreement of the Chair of Overview and Scrutiny Committee that the Decision can be taken at the meeting of Cabinet on 3 September 2024.

Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
Local Authority Housing Fund	3 Sep 2024	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Head of Housing and Health	Officers report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
In accordance with General Exception Rule 15 in the Access to Information Rules (set out in Part 4 of the Constitution), the Chief Executive has sought the agreement of the Chair of Overview and Scrutiny Committee that the Decision can be taken at the meeting of Cabinet on 3 September 2024.					
Award of Solar PV at Larkfield Leisure Centre	1 Oct 2024	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Head of Administrative and Property Services	Officers report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)



Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
Award of Air Source Heat Pumps at Larkfield Leisure Centre	1 Oct 2024	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Head of Administrative and Property Services	Officers report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Contact: [committee.services@tmhc.gov.uk](mailto:committee.services@tmhc.gov.uk)

Publication date: 6 August 2024

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# Agenda Item 11

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 12

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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of the Local Government Act 1972.

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# Agenda Item 16

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

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