

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

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

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

9 September 2024

To: MEMBERS OF THE FINANCE, REGENERATION AND PROPERTY
SCRUTINY SELECT COMMITTEE
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Finance, Regeneration and Property Scrutiny Select Committee to be held in the Council Chamber, Gibson Drive, Kings Hill on Tuesday, 17th September, 2024 commencing at 7.30 pm.

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

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

Yours faithfully

DAMIAN ROBERTS

Chief Executive

A G E N D A

1. Guidance for the Conduct of Meetings

5 - 8

PART 1 - PUBLIC

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

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

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

5. Minutes 13 - 18

To confirm as a correct record the Minutes of the meeting of the Finance, Regeneration and Property Scrutiny Select Committee held on 12 March 2024.

Matters for Corporate Monitoring

6. Corporate Key Performance Indicators 19 - 26

This report provides data on Key Performance Indicators (KPIs) that are aligned to the Corporate Strategy 2023-2027 and monitored on a quarterly or annual basis. The data provided in this report relates to the period up to the end of June 2024.

Matters for Recommendation to the Cabinet

7. Customer Contact Centre - Enhanced Facilities 27 - 34

This report advises Members of the Committee of the additional functionality through the Customer Contact system to enable automated webchat as an enhancement to our current facility. It is recommended that the licences to enable automated webchat are purchased and funded from the Transformation Reserve.

Matters submitted for Information

8. July 2024 Budgetary Control 35 - 50

This report informs Members of the current financial position to the end of July 2024 for the 2024/25 Financial Year and advises on the position relating to savings achieved since the budget was set in February 2024.

9. Identification of Saving Options 51 - 52

Following discussion at Cabinet on 3 September 2024, Members of the three Scrutiny Select Committees and the Overview & Scrutiny Committee are invited to propose options for evaluation in the forthcoming months to assist in bridging the current funding gap identified in the Medium Term Financial Strategy.

10. Work Programme 2024/25 53 - 54

The Work Programme setting out matters to be scrutinised during 2024/25 is attached for information. Members can suggest future items by liaising with the Chair of the Committee.

11. Urgent items 55 - 56

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 57 - 58

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

13. Urgent items 59 - 60

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

MEMBERSHIP

Cllr D Harman (Chair)
Cllr A Mehmet (Vice-Chair)

Cllr L Athwal
Cllr T Bishop
Cllr P Boxall
Cllr C Brown
Cllr R I B Cannon
Cllr J Clokey

Cllr W J Mallard
Cllr W E Palmer
Cllr B A Parry
Cllr M R Rhodes
Cllr C J Williams

GUIDANCE ON HOW MEETINGS WILL BE CONDUCTED

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

<https://www.youtube.com/channel/UCPp-IJISNgoF-ugSzxjAPfw/featured>

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

Attendance:

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

- Members of the public addressing an Area Planning Committee should attend in person. However, arrangements to participate online can be considered in certain circumstances. Please contact committee.services@tmbc.gov.uk for further information.

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

Ground Rules:

The meeting will operate under the following ground rules:

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

For those Members participating online:

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

Voting:

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

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

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Finance, Regeneration and Property Scrutiny Select Committee					
	Conservative	Liberal Democratic	Green	Ind. Kent Alliance	Labour
1	Roger Dalton	Garry Bridge	Kath Barton		Angus Bennison
2	Dave Davis	Trudy Dean	Steve Crisp		Wayne Mallard
3	Sarah Hudson	Frani Hoskins	Anna Cope		
4	James Lark	Roger Roud	Mark Hood		
5	Alex McDermott	David Thornwell	Stacey Pilgrim		
Members of Cabinet cannot be appointed as a substitute to this Committee					

Updated: July 2024

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

FINANCE, REGENERATION AND PROPERTY SCRUTINY SELECT COMMITTEE

MINUTES

Tuesday, 12th March, 2024

Present: Cllr D Harman (Chair), Cllr C Brown (Vice-Chair), Cllr T Bishop, Cllr R I B Cannon, Cllr A Mehmet, Cllr W E Palmer, Cllr M R Rhodes, Cllr C J Williams, Cllr K Barton (substitute), Cllr G C Bridge (substitute), Cllr J Clokey (substitute) and Cllr M A J Hood (substitute).

Cllrs R P Betts, M D Boughton, S Crisp, D Keers, K B Tanner, M A Coffin*, Mrs A S Oakley*, R W G Oliver* and M Taylor* were also present pursuant to Council Procedure Rule No 15.21.

*participated online

Apologies for absence were received from Councillors L Athwal, P Boxall, Mrs T Dean and B A Parry

PART 1 - PUBLIC

FRP 24/1 NOTIFICATION OF SUBSTITUTE MEMBERS

Notification of substitute members were recorded as set out below:

- Cllr Barton substitute for Cllr Athwal
- Cllr Bridge substitute for Cllr Boxall
- Cllr Clokey substitute for Cllr Dean
- Cllr Hood substitute for Cllr Parry

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

FRP 24/2 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct. However, for reasons of transparency Cllr Bishop reminded the Committee that he was the Borough Council's representative on the Board of the Tonbridge and Malling Leisure Trust referenced in the Tonbridge Town Centre Asset Review matter (agenda item 6). As this did not represent a Disclosable Pecuniary or Other Significant Interest there was no requirement to withdraw from the meeting.

FRP 24/3 MINUTES

RESOLVED: That the notes of the meeting of the Finance, Regeneration and Property Scrutiny Select Committee held on 14 November 2023 be approved as a correct record and signed by the Chair.

MATTERS FOR RECOMMENDATION TO THE CABINET

FRP 24/4 TONBRIDGE TOWN CENTRE ASSET REVIEW - PHASE 2

The joint report of the Cabinet and Management Team set out a number of options in respect of Phase 2 of the Tonbridge Town Centre asset review; proposed the creation of a Tonbridge Town Centre Programme Board and sought views on the strategic direction for how the aims and objectives could be achieved.

Members noted that Phase 2 was the next step in a long process associated with bringing forward a major town centre redevelopment and welcomed the opportunity to comment on the types of uses that could be considered in the area east of the High Street and on a wide range of matters to help inform the strategic direction the work took in future phases. Reference was made to the risks associated with progressing a town centre redevelopment scheme especially if there was not a robust governance arrangement in place for taking forward such a large and complex programme of work. The establishment of a specific Tonbridge Town Centre Programme Board with clear terms of reference was one way of mitigating those risks. In addition, to ensure that all areas of work were effectively co-ordinated the appointment of a Tonbridge Town Centre Programme Manager was supported.

Careful consideration was given to the detailed reports and assessments provided by the external consultant, Mace, set out in the attached annexes. There was detailed discussion on a number of significant issues including governance and project management, parking, housing and engagement and consultation with key stakeholders and the public. Due regard was also given to climate change factors, affordable housing for local residents, the financial and value for money implications and local infrastructure.

Members expressed preferences in relation to aspects of the project and a number of recommendations were proposed, seconded and supported.

***RECOMMENDED:** That

- (1) the Phase 2 reports from Mace be noted;

- (2) in order to facilitate efficient and consistent decision making, Officers be instructed to develop terms of reference for a Tonbridge Town Centre Programme Board (as set out in 1.3.6, 1.3.7 and Annex 6) for Cabinet approval;
- (3) on the grounds that the proposals from Sainsbury PLC, the potential provision of a hotel and medical practice were likely to attract greater numbers to the town, the Borough Councils general approach to parking should be to provide unallocated parking spaces between the current 970 and anticipated future peak demand;
- (4) options for a podium parking solution with development above, be explored for Angel West car park;
- (5) the Borough Councils general approach to housing should be to focus on low-rise high-density housing types and any development should maximise affordable housing provision and place the needs of local residents first and should preferably be delivered by a Borough Council owned housing company, subject to further investigation by the Programme Board and more detailed viability work being undertaken;
- (6) options be explored for retail and commercial use around public spaces that provided flexible, simple units to optimise value, with the Borough Council acting as landlord for any new retail units and recognising the precarious nature of the High Street and not risk the viability of current commercial businesses by the creation of an alternative shopping centre;
- (7) options for a hotel be included in the project with the possibility of the Borough Council acting as developer and landlord;
- (8) the inclusion of a GP Practice be supported on the grounds of providing adequate infrastructure for residents and the Borough Council should look to incorporate into the redevelopment as landlord;
- (9) the Borough Council should aspire to undertake a master developer role to influence the shape, style and design of the development so that it remained sympathetic to the local area; and the extent and scope of this role should be reviewed by the Tonbridge Town Centre Programme Board;
- (10) the Borough Council should explore a collaborative agreement with Network Rail in relation to their train station car park sites and the Tonbridge Town Centre Programme Board should consider whether other stakeholders and/or landowners should be approached;

- (11) the Borough Council should commit to a net zero baseline as a fundamental requirement of the development;
- (12) to guarantee continuity of service for leisure and community users, the Angel Centre should remain open and in operation until a replacement facility was available;
- (13) upon completion of the Alliance Leisure feasibility study on options for potential leisure and community uses, facilities and locations, and subject to agreement of the Tonbridge Town Centre Programme Board, full public consultation be undertaken as soon as possible on the master plan proposals;
- (14) the Tonbridge Town Centre Programme Board be requested to liaise with key stakeholders, partners and landowners to discuss options around services and operations;
- (15) Officers be instructed to develop a communication strategy for the Tonbridge Town Centre Project to be reported to a future meeting of the Programme Board for consideration; and
- (16) Officers be instructed to progress a masterplan exercise for the area east of the High Street.

***Recommended to Cabinet**

MATTERS SUBMITTED FOR INFORMATION

FRP 24/5 CORPORATE KEY PERFORMANCE INDICATORS

Members reviewed and noted the data provided in respect of Key Performance Indicators (KPIs) that were aligned to the Corporate Strategy 2023-27 and monitored on a quarterly or annual basis. The data provided related to the period up to the end of December 2023.

FRP 24/6 WORK PROGRAMME 2024-25

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

MATTERS FOR CONSIDERATION IN PRIVATE

FRP 24/7 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

PART 2 - PRIVATE

MATTERS SUBMITTED FOR INFORMATION

FRP 24/8 TONBRIDGE TOWN CENTRE ASSET REVIEW - PHASE 2 (ANNEX 7)

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

Annex 7 was attached for information only and there was no requirement for any discussion on the matter.

The meeting ended at 9.35 pm

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TONBRIDGE & MALLING BOROUGH COUNCIL

FINANCE, REGENERATION AND PROPERTY SCRUTINY SELECT COMMITTEE

17 September 2024

Report of the Chief Executive

Part 1- Public

Matters for Corporate Monitoring

1 CORPORATE KEY PERFORMANCE INDICATORS

This report provides data on Key Performance Indicators (KPIs) that are aligned to the Corporate Strategy 2023-2027 and monitored on a quarterly or annual basis. The data provided in this report relates to the period up to the end of June 2024. The main headlines show a number of positive trends in particular relating to outstanding debt, unemployment, leisure centres as well as progress on the Tonbridge Town Centre Regeneration project and the UK Shared Prosperity Fund. Conversely, income monitoring data shows that in Quarter 1, income was below profile.

1.1 Overview of KPIs

1.1.1 The aligned KPIs are provided in **Annex 1**, with the data for April - June 2024 (Q1) representing the most up-to-date available statistics in most instances. However, due to the lag in some statistics, the previous quarter does still represent the most up to date figures.

1.1.2 There are some quarterly **trends** that can be identified and highlighted in this report. These include:

Positive Trends:

- **020: Outstanding Debt** – at around £621,700 is the lowest it has been for a year.
- **045: Unemployment Rate** – during Q1 the unemployment rate dropped in the borough to 2.2% Whilst the Council does not have a direct impact on the unemployment rate, it does work closely with the Department for Work and Pensions on a range of initiatives to help local people back into work, including jobs fairs and training projects.
- **048: Tonbridge Town Centre Regeneration Plans** – following approval of Phase 2 work, good progress is being made, with a new dedicated Project Manager coming into post in September 2024, the establishment of a Project Board and the procurement of master planning work.
- **050/051 – Leisure Centres Income and Expenditure** – a positive picture showing income above profile (104.1%) and expenditure below profile (96.5%).

- **053: UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF)** – both schemes are progressing well and currently on course to be fully spent.

Area to Highlight:

- **017: Income Monitoring Data** – shows that income was around £155,000 below profile at the end of Q1. However, it should be noted that during 2023/24, income was below profile for the first two quarters of the year, and then finished the financial year nearly £200,000 above profile.

1.1.3 In analysing the Q1 trends, Members are encouraged to consider the following:

- **Have you received any feedback from residents on any of these issues?**
- **Are there any KPIs that you would like to scrutinise in more detail?**

1.1.4 Looking beyond the Q1 trends, Tables 1 and 2 show the more long-term trends for the Corporate KPIs and the 'other' KPIs respectively.

1.1.5 Through the use of a traffic lights system, progress on each of the KPIs is set out. Where a KPI is monitored on an annual basis, the quarter within which the KPI is monitored is coloured with the other quarters in grey.

KPI Ref	Key Performance Indicator	Frequency	Trend over 2023/24				Q1 2024/25
			Q1	Q2	Q3	Q4	
016	Salary Monitoring data (£)	Quarterly	Green	Green	Green	Green	Yellow
017	Income Monitoring data (£)	Quarterly	Red	Red	Green	Green	Red
018	Council Tax collection (%) - cumulative	Quarterly	Yellow	Yellow	Yellow	Red	Yellow
019	NNDR collection (%) - cumulative	Quarterly	Yellow	Yellow	Yellow	Yellow	Yellow
020	Sales ledger - outstanding debt (£)	Quarterly	Green	Red	Red	Green	Green
042	Number of economic projects delivered through the UKSPF and REPF	Quarterly	Grey	Yellow	Yellow	Green	Yellow
043	Ratio of enterprise births to deaths	Annually	Grey	Grey	Green	Grey	Grey

044	Town Centre Vacancy Levels (%)	Annually						
045	Unemployment rate (%)	Quarterly						
046	% Occupation of rental properties	Quarterly						
047	Total income generated from property rentals (£)	Annually						
048	Progress made on Tonbridge Town Centre Regeneration Plans.	Quarterly						
049	Total income generated by Tonbridge Castle (£)	Annually						
050	Leisure Centres - overall income (% to profile)	Quarterly						
051	Leisure Centres - overall expenditure (% to profile)	Quarterly						
052	Total income from council run/supported events	Annually						
053	External funding spent (UKSPF/REPF) on economic initiatives (£) - cumulative	Annually						
054	No of economic projects jointly delivered with strategic partners.	Annually						

Table 1: Corporate KPIs

1.2 Performance Management

1.2.1 With Performance Management becoming more established within the organisation, it is essential that our processes and data are reviewed on a regular basis to ensure that they are as fit-for-purpose as possible in helping to drive improvement within the organisation.

1.2.2 As such, when the Quarter 1 KPIs are reported to Cabinet in October 2024, part of the report will also seek approval for a number of proposed amendments, including:

- Having a Cabinet Member with explicit responsibility for Performance Management to help embed it within the organisation.

- Streamlining the reporting process of KPIs, to avoid the KPIs being scrutinised in a piecemeal way.
- A rationalisation of KPIs – down from the current 72 to around 50, focussing on those that are most closely aligned to the Corporate Strategy and that best measure our performance.
- Introducing an annual portfolio-holder report at Scrutiny Select Committees, setting out achievements, challenges and future plans (including KPIs)

1.3 Legal Implications

1.3.1 The matters set out in this briefing note are considered routine or uncontroversial and a legal opinion has not been sought.

1.4 Financial and Value for Money Considerations

1.4.1 The Corporate Key Performance Indicators are administered, analysed and reported in-house.

1.5 Risk Assessment

1.5.1 Performance Management is identified in the Strategic Risk Register and currently assessed as a medium risk with a positive direction of travel. Within the register it is highlighted that without an effective performance management framework in place, the authority will not be able to understand any required improvements or achieve value for money.

1.6 Policy Considerations

1.6.1 The Corporate Key Performance Indicators are aligned to the Corporate Strategy 2023-2027, and aim to provide data and analysis about the performance of the authority and support its improvement.

Background papers:

Nil

contact: Jeremy Whittaker,
Strategic Economic
Regeneration Manager

Damian Roberts
Chief Executive

Annex 1 – KPIs April-June 2024 (Q1)

CS Priority Action	Ref. No.	Aligned KPI	BASELINE				Q4 2023/24 Snapshot	2024/25				Proposed Target 2024/25	TREND	Benchmarking			Benchmark Source	Explanatory Comments
			Value	Date	Frequency	Source		Apr-Jun	Jul-Sep	Oct - Dec	Jan-Mar			Value	Date	Comparator		
Further move the borough council forward so its services are delivered innovatively and in the most cost-effective and efficient way.	017	Income Monitoring data (£)	£65,409 over profile budget	Jan-Mar 2023	Quarterly	Financial Ledger System	£199,824 above	£155,180 below				To profile	↓				N/A	
	018	Council Tax collection (%) - cumulative	98.40%	2022/23	Quarterly	Revenues System	98.03%	27.42%				98.1%	→	97.20%	2022/23	Shire Districts	gov.uk	23/24 collection rate was joint highest in Kent.
	019	NNDR collection (%) - cumulative	99.40%	2022/23	Quarterly	Revenues System	99.38%	29.23%				99.40%	→	97.50%	2022/23	Shire Districts	gov.uk	23/24 collection rate was second highest in Kent. NNDR collection will remain volatile due to large assessments (Panattoni) entering the list through the year.
	020	Sales ledger - outstanding debt (£)	£786,627.80	Jan-Mar 2023	Quarterly	Financial Ledger System	£866,189	£621,710.50				Below £800,000	↑				N/A	Q1 represents lowest figure since KPIs collected.
Deliver a range of measures to help our local economy bounce back.	042	Number of economic projects delivered through the UKSPF and REPF	0	Jan-Mar 2023	Quarterly	MHCLG	11 (11 for 2023/24)	0				15 (for 2024/25 by March 2025)	→				N/A	All projects in progress with some nearing completion in Q1.
	043	Ratio of enterprise births to deaths	0.97	2021	Annually	Kent Analytics/KCC	1.02	N/A				Greater than 1.02		0.96	2022	Kent and Medway	Kent Analytics	1.02 relates to 2022. Figures for 2023 come out in Dec 2024.
	044	Town Centre Vacancy Levels (%)	7.82%	Jul-22	Annually	Economic Regeneration Town Centres Survey	6.48%	N/A				Less than 6%		13.90%	Q3 of 2023	National	British Retail Consortium Quarterly Statistics	Figure will be available in Q2 following survey work.

CS Priority Action	Ref. No.	Aligned KPI	BASELINE				Q4 2023/24 Snapshot	2024/25				Proposed Target 2024/25	TREND	Benchmarking			Benchmark Source	Explanatory Comments
			Value	Date	Frequency	Source		Apr-Jun	Jul-Sep	Oct - Dec	Jan-Mar			Value	Date	Comparator		
	045	Unemployment rate (%)	2.10%	Jan-Mar 2023	Quarterly	NOMIS LA Profile	2.30%	2.20%				Under 2%	↑	3.40%	Feb-24	Kent	NOMIS (LA Profile)	Q1 figure relates to May 2024
Identify ways we could use our land and other assets better, especially in Tonbridge Town Centre.	046	% Occupation of rental properties	96%	Jan-Mar 2023	Quarterly	Property Database	100%	100%				100%	→				N/A	
	047	Total income generated from property rentals (£)	£349,000	2021/22	Annually	Integra	£389,917	N/A				£400,000		£389,917	2023/24	N/A	TMBC Accounts (Previous Year)	
	048	Progress made on Tonbridge Town Centre Regeneration Plans.	Approval to proceed with Phase 2	Jul-22	Quarterly	Project Management	Phase 2 work approved by Members	Progress made on several fronts				Progress to detailed site proposals.	↑				N/A	Angel Centre replacement feasibility study progressing Tonbridge Farm Sportsground masterplan commissioned
Develop proposals to raise the profile of Tonbridge Castle and all council assets.	049	Total income generated by Tonbridge Castle (£)	£79,100	2022/23	Annually	Integra	£87,175	N/A				£90,000		£87,175	2023/24	TMBC	TMBC Accounts (Previous Year)	Figure includes: Chamber Hire Tea/coffee sales Weddings Castle Attraction Artisan Market
	050	Leisure Centres - overall income (% to profile)	117%	Jan-Mar 2023	Quarterly	TMLT Management System	107.1% (108% for 2023/24)	104.1%				Over 100%	↑				TMLT/ Sport England	

CS Priority Action	Ref. No.	Aligned KPI	BASELINE				Q4 2023/24 Snapshot	2024/25				Proposed Target 2024/25	TREND	Benchmarking			Benchmark Source	Explanatory Comments
			Value	Date	Frequency	Source		Apr-Jun	Jul-Sep	Oct - Dec	Jan-Mar			Value	Date	Comparator		
	051	Leisure Centres - overall expenditure (% to profile)	110%	Jan-Mar 2023	Quarterly	TMLT Management System	99.6% (100.4% for 2023/24)	96.5%				Under 100%	↑				TMLT/ Sport England	
	052	Total income from council run/supported events	£39,244	2022/23	Annually	Integra	£51,712	N/A				£55,000					TMBC Accounts (Previous Year)	
Strengthen our links with strategic partners and funding bodies.	053	External funding spent (UKSPF/REPF) on economic initiatives (£) - cumulative	£73,594	2022/23	Quarterly	Integra	£370,500	£517,000				£1.4m	↑				N/A	UKSPF - 16% of 24/25 allocation spent by end of Q1.
	054	No of economic projects jointly delivered with strategic partners.	13	2022/23	Annually	Annual Economic Strategy Action Plan	15	0				15					N/A	

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TONBRIDGE & MALLING BOROUGH COUNCIL

FINANCE, REGENERATION AND PROPERTY SCRUTINY SELECT COMMITTEE

17 September 2024

Joint Report of the Director of Central Services and Director of Finance and Transformation

Part 1- Public

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

1 CUSTOMER CONTACT CENTRE - ENHANCED FACILITIES

This report advises Members of the Committee of additional functionality through the Customer Contact system to enable automated webchat as an enhancement to our current facility. It is recommended that the licences to enable automated webchat are purchased and funded from the Transformation Reserve.

1.1 Introduction

1.1.1 Members may be aware of the Digital and IT Strategy approved in Autumn last year. The mission of the digital strategy is to deliver the priorities of Tonbridge & Malling Borough Council (TMBC) through **challenge, innovation and transformation**, underpinned by technology.

1.1.2 In adopting the new Digital & IT strategy, Cabinet recognised some **principles** which can have positive impacts on the Council's resources:

- 1) Increased efficiency through automated processes, streamlining workflows, and reducing the need for manual administration.
- 2) Improved customer experience through providing customers with more convenient and personalised services. This can lead to increased customer confidence and satisfaction, which can in turn lead to increased digital engagement. Thus, sustain the resource growth demand.

1.1.3 The Strategy is underpinned by individual projects. Each project is assessed on its own merits from both a financial perspective and its contribution to the overall aims and objectives.

1.1.4 This report sets out the details of one project in relation to “webchat” which contributes to the principles set out in paragraph 1.1.2 above.

1.2 Webchat

- 1.2.1 To date, webchats have been performed by Customer Services staff “manually”, interspersed with dealing with telephone calls. Naturally, this means that the webchat function is only offered to customers during working hours although the availability of this functionality can be impacted during periods of high demand when staff resources are allocated fully to answering telephone calls. Expectations of customers have increased, and there is now an expectation of service beyond office hours to fit with customer lifestyles.
- 1.2.2 Our Anywhere 365 (AW365) system used by our Customer Contact Centre includes the facility to enable the Council to use automated processes to undertake the webchat service. This would not only meet the increasing expectations of customers for services ‘out of hours’ (24/7) but also free up staff time for more complex calls from potentially more vulnerable and older residents. This will also offer support to website users by providing assistance with the completion of webforms which is not currently offered within the current customer service arrangements.
- 1.2.3 During normal office hours, it is important that customers always have the option to communicate directly with a member of Council staff. Therefore, Customers who are making use of on-line automation services, will be able to opt out if it is not meeting their needs.
- 1.2.4 This is an important consideration in the context of the Council’s desire to keep pace with rising customer expectations, deliver effective and responsive services, and continue to deliver greater efficiencies.
- 1.2.5 To enact the automated webchat facility will require the purchase of additional licences. There is a one-off cost of £9,408 which will enable the licences for the remainder of the AW365 contract (approximately two years), and it is proposed that this is funded from the transformation reserve.
- 1.2.6 There is the potential for efficiency savings later following the initial settling in period and the further consolidation of other service areas into the centralised customer contact centre under our “One Council” ethos set out within our council-wide Digital Strategy.
- 1.2.7 A detailed business case for the purchase of the additional licences is set out in the evaluation at **[Annex 1]**.
- 1.2.8 Anywhere365 is a product that is used globally by 2000+ organisations within both public and private sectors including NHS. It has a proven track record of delivering exceptional customer experiences while leveraging organisation’s existing investments in the Microsoft product suites such as MS Teams and Azure cloud services.

- 1.2.9 Our initial tests and demonstrations have provided us the assurance, that their WebChat solution will help us hit the ground running from day one and improve success rate incrementally.
- 1.2.10 Amongst multiple local authorities adopting Anywhere365 as their contact management system within the UK, the case study below highlights how Leicestershire County council has recently transformed their customer services.

[Leicestershire County Council Reduced Calls by 30-70% Across Various Contact Centers \(anywhere365.io\)](#)

1.3 Legal Implications

- 1.3.1 Procurement is undertaken in accordance with the Council's financial rules and the purchasing guide.

1.4 Financial and Value for Money Considerations

- 1.4.1 As set out above, there is a one off cost of £9,408 which will enable the licences for the remainder of the AW365 contract. This can be funded from the transformation reserve.
- 1.4.2 There is the potential for efficiency savings later following the initial settling in period and the further consolidation of other service areas into the centralised contact centre under our "One Council" ethos.

1.5 Risk Assessment

- 1.5.1 Digital solutions can help to manage demand pressures and make limited resources/capacity go further. However, reliance on digital services can also bring risks. If services are down for prolonged periods, productivity of staff is compromised as are services to the public. The Council has a range of business continuity arrangements in place to help manage this type of risk as well as robust arrangements for the management of the Council's ICT infrastructure to keep these risks to an absolute minimum.
- 1.5.2 IT resources relating to building out the Webchat flow and integration with backend systems will need to be programmed. The Council will also be reliant upon third party support for helping with integration to back-end systems

1.6 Equality Impact Assessment

- 1.6.1 The proposals in this paper should increase the accessibility of Council services, by enabling more people to access on-line information and services, both in normal office hours, and at other times that are convenient for them. The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.7 Policy Considerations

1.7.1 Customer Contact

1.7.2 Communications

1.7.3 Business Continuity/Resilience

1.8 Recommendations

1.8.1 It is **RECOMMENDED** to Cabinet that:

- 1) The automated webchat functionality enabled through the Customer Contact system; and
- 2) The cost of £9,408 for additional AW365 licences (until the end of the AW365 contract) is funded from the Transformation Reserve.

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

Background papers:

Nil

contact: Laura French
Ganesh Thangarajah

Adrian Stanfield
Director of Central Services

Sharon Shelton
Director of Finance and Transformation

Anywhere365 Webchat and Bot Integration

Objectives and Benefits

Objectives

The objective of this project is to extend the use of the Anywhere365 contact management platform to bring in Chatbot automation for webchat queries. The current system relies upon staff manually handling these queries alongside other tasks they are required cover as part of Customer services team. The bot would be able to answer some of the easier queries without an advisor having to be involved. Additionally, the bot would mean that some queries can also be handled outside of standard working hours.

Expected Benefits

- Improved customer satisfaction
- Increased efficiency
- Faster response times
- Automation of processes
- Continual development of the transformation journey
- Support development of website
- Enhanced support to residents to self serve
 - BOT will be able to assist in form population via webchat
 - i.e. waste forms etc

Audience

The primary users of webchat are residents of the borough, there are a range of queries that residents and members of the public will ask via webchat. On average there are around 1100-1300 webchat queries per month.

Technical Requirements

Requirements

The webchat window is required to be integrated with the TMBC Website; this will be integrated in the same manner the existing webchat window is. Which is added to the footer of each page on the website. This will mean users of the site will be able to initiate a chat on whatever page they are currently on. The Advisors will use Anywhere365 Web-Agent to answer the queries, advisors already have access to the site and are familiar with the use of the system. Dialogue Studio is also required to configure the flow and integrate the bot, we already have this in place as part of the work to bring the bot into the call flow. We have all the required technology to achieve this, the only requirement remaining is to purchase the licenses which allow the advisors to handle the webchat queries.

Integration and Timelines

Most of the steps for integration have already been carried out or are already in place. Integrating the new webchat window has already been tested on the Development Website and is ready to be integrated with the Live site on the agreed go live date. There is a basic webchat flow configured in Dialogue Studio, which has been tested. Training has also been carried out for a couple of members of the customer services team, with a recording of the session to be shared with the rest of the team. This means we are in a position currently to replace the Webchat like for like with the existing system and a go live date can be agreed with the business once the licenses are in place. Similar to how the process was handled with the call flow we can then continue to build out the webchat flow to bring in more automation. There will also be further integration required into backend systems such as Jadu CXM. Timelines for this will need to be agreed with Anywhere365 and NTT as their involvement will be required.

Risks and Challenges

IT resources related to building out the Webchat flow and integration with backend systems.

Reliant upon 3rd party support for helping with integration to back-end systems.

Cost Analysis

Cost

There are already ongoing costs related to the overall telephony replacement, the contract has another 2 years remaining. As part of this contract, we have all the technology in place to achieve this, the additional cost to allow us to utilise WebChat is related to Omnichannel licenses for 16 Customer Services Advisors. These licenses will allow the advisors to handle the webchat queries. This is a **one-off cost of £9,408**, which will enable the licenses for the remainder of the contract. We request that consideration is given for this figure to be funded through the **transformation reserve**.

Savings

Whilst there is limited cost for the current WebChat (server hosting costs in Azure only) there will be an annual saving of £410 that can be made by removing the existing WebChat server.

Efficiency savings can also be realised by using the new system, the bot will mean that customer service advisors won't always be required to handle a webchat query saving time and resources allowing their time to be focused on dealing with complex calls. Additionally with further integration to Jadu CXM, details can be provided to fill out forms on the website saving officers time for multiple services.

There are additional benefits to residents which will mean there is a faster response to queries and the bot can also handle some queries outside of normal working hours.

Evaluation and Reporting

Success Metrics

Success of the project will be measured by using reporting tools from the existing webchat system and the new system to identify how many queries have been handled by the bot in comparison to an advisor. We can also measure how many queries have been handled outside of working hours, to gauge the take up from residents out of working hours. There is an added benefit by using Anywhere365 as advisors already use the software to answer call, this will mean there is a single pane of glass when it comes to answering queries on both channels.

Reporting

Webchat reports can be produced using the existing PowerBI reports. These reports are refreshed hourly during the week between 9-4 and can also be refreshed when required outside of these hours. Access can be provided to anyone who needs it.

With our current platform we have limited reporting capability for webchat, with AW3695 Power BI we will have greater functionality enabling us to drill down into webchat and report on what residents are not able to transact for themselves on the website, this can then be used to develop and improve the website to reduce the use of advisors but also develop the BOT functionality.

Support and Training

Training on the use of the system has already been carried out with some members of the team and as agreed will be shared with the wider team. Training on support of the system will also be carried out with the IT support team for support purposes. For anything outside of internal knowledge or outside of our control will need to be logged with NTT as per our normal procedure. Guides will be written up and provided to staff for reference and a video of the training will be available for existing staff and new starters.

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TONBRIDGE & MALLING BOROUGH COUNCIL

FINANCE, REGENERATION AND PROPERTY SCRUTINY SELECT COMMITTEE

17 September 2024

Report of the Director of Finance and Transformation

Part 1- Public

Matters for Information

1 JULY 2024 BUDGETARY CONTROL

This report informs Members of the current financial position to the end of July 2024 for the 2024/25 Financial Year, and advises on the position relating to savings achieved since the budget was set in February 2024.

1.1 Introduction

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 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.**

1.1.3 Cabinet regularly reviews the budgetary position of the Council, and considered the detail contained in this report at its meeting on 3 September.

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 Members 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 Members 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 As Members are aware, investment income is monitored in detail by the Audit Committee at each of its meetings.
- 1.4.2 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.
- 1.4.3 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.
- 1.4.4 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.
- 1.4.5 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.
- 1.4.6 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.
- 1.4.7 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 Cabinet meeting in July officers verbally updated members on the issues on Homelessness spend. Both Housing and Finance teams have subsequently examined the current levels of clients in accommodation both owned or leased by the Council.
- 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. 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
Net Variance	866,170	575,235	(290,935)

Figures in brackets represent favourable variance

1.7 Business Rates Monitoring to end July 2024

1.7.1 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 showed an overall net income of £5,700,000, a variation below the original estimate of £484,000. It should be noted, however, that as at the end of July the Amazon property on Panattoni Park still remained unrated by the Valuation Office due to the complexity of the assessment. Following the Cabinet meeting on 3rd September, the Council received notification of the Rateable Value from the Valuation Office. The value of the rates due on the property dating back to October 2023 will exceed the variation above and will be factored into future monitoring reports to Members.

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 2025/26 Budget preparations

1.9.1 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.

- 1.9.2 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.

1.10 Savings

- 1.10.1 Members may recall that, as part of the Budget report to Cabinet in February 2024, the first tranche of the larger savings target (£1.7m) was to achieve savings of £305k before 1 April 2025.

- 1.10.2 I can advise that the following decisions have been taken by Members which assist in contributing to this target (figures are the full year effect):

- 1) Bring Bank sites – at the meeting of Cabinet in February it was agreed (D240020CAB) to cease the remaining 10 bring recycling sites with an annual saving of £100,000.
- 2) Parking income – at the Cabinet meeting in April it was agreed (D240034(1)CAB) to implement various car parking charges throughout the borough. The increase revenue from these charges is still being fully assessed and implemented but is likely to exceed £500,000 in a full year.
- 3) Grounds Maintenance – As part of the MTFs it was estimated that the new contract sum, from January 2025, would increase by some £186,000 above the current contract price. At its meeting in June Cabinet agreed the award of the contract (D240066CAB). The tenders received now shows a saving against the expected increase of £150,000.
- 4) Refuse, Recycling and Street Cleansing Contract - As mentioned above inflation was overestimated for 2024/25, and whilst the overestimation for 2024/25 was approved as a virement by Cabinet in July, the base contract value will reduce both in current and future years within the MTFs generating a £60,000 reduction against the projected budget.
- 5) Voluntary grants – approved reductions in voluntary grant levels saves £10,240 per annum.

- 1.10.3 This means the target of £305,000 to be achieved for April 2025 has been exceeded by circa £515,000 (based on full year effect).

- 1.10.4 Members will however be aware that, at the meeting of the General Purposes Committee on 12 June 2024, recommendations were made to Council regarding

growth in the staffing establishment to support current business needs. The net growth recommended by the Committee that will impact upon the MTFS is £96,000 in a full year. **The 'net' position is therefore an 'excess' over the target of some £419,000** (£515,000 less £96,000).

- 1.10.5 The remaining tranches of the savings target (previously stated to be £700,000 by April 2026 and £700,000 by April 2028) will therefore need to be adjusted to take into account the additional savings and growth identified above, as well as any increased budgetary pressures above those identified in the 2024/25 Medium Term Financial Strategy.
- 1.10.6 This will be considered over the forthcoming months and be reported to Cabinet later in the calendar year before coming to this Select Committee in November 2024.
- 1.10.7 In the report to the Cabinet meeting on 3 September, it is suggested that Cabinet might wish to request that Members of three Scrutiny Select Committees discuss and put forward options for proper evaluation in the forthcoming months.
- 1.10.8 At the meeting on 3 September, Cabinet resolved that: ***'Members of the three Scrutiny Select Committees and the Overview and Scrutiny Committee propose options for evaluation in the forthcoming months to assist in bridging the current funding gap'***. A timetable for sharing any options that are identified will be shared with Members in due course.

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.

Background papers:

Nil

contact: Paul Worden
Sharon Shelton

Sharon Shelton
Director of Finance and Transformation

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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
Non-Salaries							
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
					£620,739	£607,500	
Salaries							
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
					£569,818	£0	
			Total Growth/(Saving)		1,190,557	607,500	
			Funded from Reserves		(1,193,749)	(607,500)	
			MTFS Impact		(3,192)	0	

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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)	
	£	£	£	£
Central				
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)
Executive	679,550	222,350	238,150	15,800
Finance & Transformation				
Finance	1,966,250	639,150	619,450	(19,700)
Information Technology	1,245,200	415,050	366,100	(48,950)
Planning, Housing & Environmental Health				
Environmental Health & Housing	1,990,800	661,650	707,950	46,300
Planning	2,926,450	1,036,850	1,036,550	(300)
Street Scene, Leisure & Technical	2,159,400	719,800	730,000	10,200
Sub-total	<u>13,535,900</u>	<u>4,551,750</u>	<u>4,492,400</u>	<u>(59,350)</u>
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
Above / (Below) Budget				<u>(69,750)</u>

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
		Budget to end of July	Actual to end of July	
	£	£	£	£
		(a)	(b)	(b - a)
Central				
Land Charges	(230,000)	(71,250)	(58,732)	12,518
Licensing	(361,700)	(111,950)	(110,001)	1,949
Sub-Total	(591,700)	(183,200)	(168,733)	14,467
Planning, Housing & Environmental Health				
Planning Applications	(1,290,000)	(430,000)	(290,426)	139,574
Building Regulations	(421,000)	(140,350)	(109,666)	30,684
Sub-Total	(1,711,000)	(570,350)	(400,092)	170,258
Street Scene, Leisure & Technical				
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	(5,367,350)	(2,062,900)	(2,221,279)	(158,379)
Grand Total	(7,670,050)	(2,816,450)	(2,790,104)	26,346

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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
Capital Plan Schemes											
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
Capital Renewals											
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
Total	2,301	9,113	763	8	1,060	739	891	1,249	1,272	189	16,814

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Agenda Item 9

Following discussion at Cabinet on 3 September 2024, Members of the three Scrutiny Select Committees and the Overview & Scrutiny Committee are invited to propose options for evaluation in the forthcoming months to assist in bridging the current funding gap identified in the Medium Term Financial Strategy.

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FINANCE, REGENERATION AND PROPERTY SCRUTINY SELECT COMMITTEE – UPCOMING MATTERS

2024-25

C=Council; CAB = Cabinet; DEL = Delegated to Committee; INFO = matters for information. Cabinet are responsible for ALL Key Decisions (KD). Some Non-Key Decisions (NKD) can be taken by Cabinet Members outside of the meeting.

DECISION (TITLE)	DESCRIPTION	C/CAB/ DEL/INFO	KD/NKD	CAB MEMBER DN Y/N	PART 1 OR 2	MEETING DATE	OFFICER IN PERSON ATTENDANCE Y/N
Financial Monitoring and Current Savings		CAB	NKD	N	1	19 November 2024	
Procurement Strategy		CAB	NKD	Y	1		
Asset Management Plan Review (including Asset Acquisition Strategy)		CAB	NKD				
Money Advice Trust – council tax collection methods		CAB	NKD	N	1		
Key Performance Indicators	Standing item	Info					
Work Programme	Standing item	Info					
						25 February 2025	
Key Performance Indicators	Standing item	Info					
Work Programme	Standing item	Info					

						27 May 2025	
Key Performance Indicators	Standing item	Info					
Work Programme	Standing item	Info					

Annual updates in respect of the following Outside Bodies to be scheduled during 2025/26:

- Lower Medway Internal Drainage Board;
- Upper Medway Internal Drainage Board
- Rochester Airport Delivery Board
- West Kent Partnership

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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Agenda Item 13

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

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