

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

15 January 2025

To: MEMBERS OF THE OVERVIEW AND SCRUTINY COMMITTEE
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Overview and Scrutiny Committee to be held in the Council Chamber, Gibson Drive, Kings Hill on Thursday, 23rd January, 2025 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 on 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 Overview and Scrutiny Committee held on 14 November 2024

6. Update on 'English Devolution White Paper' Verbal Report

The Leader of the Borough Council, Cllr M Boughton and the Chief Executive, Mr D Roberts will provide an update on the Devolution White Paper.

Matters for Recommendation to the Cabinet

7. Revenue Estimates 2025/26 19 - 38

The report sets out the draft Estimates 2024/25 for scrutiny and the Committee are invited to make recommendations to Cabinet.

(NB. Due to its size the Estimates Booklet (Annex 1) is attached as a supplement.)

8. Capital Plan Review 2024/25 39 - 62

This report gives details of the proposed Capital Plan for the remainder of 2024/25 and 2025/26.

(NB. Due to the size Annexes 1 to 4 to the Capital Plan 2024-2026 are attached as a supplement.)

9. Annual Service Delivery Plan 2025/26 63 - 96

A draft Annual Service Delivery Plan for 2025/26, setting out a wide range of activities, milestones and targets to strengthen the links between the Corporate Strategy 2023-2027 is provided in Annex 1.

Matters for Information

10. Record of Decisions taken by the Executive 97 - 100

The record of decisions taken by the Cabinet and/or Cabinet Members during November and December 2024 is attached for information.

A summary of the decisions taken by the Cabinet and/or Cabinet Members during the first half of January 2025 is also provided.

11. Notice of Forthcoming Key Decisions 101 - 104

The Notice of Key Decisions anticipated to be taken in February and March 2025 is attached. This may be subject to change due to adjustments to the reporting timetable.

12. Work Programme 105 - 106

The Work Programme setting out identified for the next meeting is attached for information. Members can suggest future items for 2025/26 by liaising with the Chair of the Committee.

13. Urgent Items 107 - 108

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

14. Exclusion of Press and Public 109 - 110

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

15. Urgent Items 111 - 112

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 Mrs A S Oakley (Chair)
Cllr L Athwal (Vice-Chair) and Cllr Mrs S Bell (Vice-Chair)

Cllr T Bishop
Cllr C Brown
Cllr R I B Cannon
Cllr A Cope
Cllr D A S Davis
Cllr P M Hickmott
Cllr M A J Hood

Cllr F A Hoskins
Cllr S A Hudson
Cllr D W King
Cllr A Mehmet
Cllr W E Palmer
Cllr D Thornewell
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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Overview and Scrutiny Committee					
	Conservative	Liberal Democratic	Green	Ind. Kent Alliance	Labour
1	Steve Hammond	Bill Banks	Kath Barton		Angus Bennison
2	James Lark	Paul Boxall	Steve Crisp		Wayne Mallard
3	Alex McDermott	Garry Bridge	Robert Oliver		
4	Mark Rhodes	Trudy Dean	Bethan Parry		
5	Keith Tunstall	Roger Roud	Stacey Pilgrim		
Members of Cabinet cannot be appointed as a substitute to this Committee					

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MINUTES

Thursday, 14th November, 2024

Present: Cllr Mrs A S Oakley (Chair), Cllr L Athwal (Vice-Chair), Cllr T Bishop, Cllr C Brown, Cllr R I B Cannon, Cllr D A S Davis, Cllr P M Hickmott, Cllr M A J Hood, Cllr F A Hoskins, Cllr D W King, Cllr J R S Lark (substitute), Cllr A Mehmet, Cllr R W G Oliver(substitute), Cllr W E Palmer, Cllr M R Rhodes (substitute), Cllr D Thornewell and Cllr C J Williams

Cllrs A G Bennison, R P Betts, J Clokey, M A Coffin, D Keers, R V Roud, Mrs M Tatton, M Taylor and K B Tanner* were also present pursuant to Council Procedure Rule No 15.21.

(*participated via MS Teams)

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

PART 1 - PUBLIC

OS 24/46 NOTIFICATION OF SUBSTITUTE MEMBERS

Notification of substitute members were recorded as set out below:

- Cllr Lark substituted for Cllr Hudson
- Cllr Oliver substituted for Cllr Cope
- Cllr Rhodes substituted for Cllr Bell

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.

OS 24/47 DECLARATIONS OF INTEREST

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

OS 24/48 MINUTES

RESOLVED: That the Minutes of the ordinary and extraordinary meetings of the Overview and Scrutiny Committee held on 11 and 26 September 2024 be approved as a correct record and signed by the Chair.

MATTERS FOR CORPORATE MONITORING**OS 24/49 KEY PERFORMANCE INDICATORS**

The report provided data on Key Performance Indicators for the period July – September 2024 (quarter 2) that were aligned to the Corporate Strategy 2023-27 and monitored on a quarterly or annual basis

This data was a key tool in assessing performance management, helped to deliver positive change and provided Members with an insight into areas where the Borough Council was performing well and areas that needed greater focus.

Members welcomed the reductions in reported victim-based crime and staff vacancies and the increases in MyAccount registrations and the percentage of calls handled by Customer Services.

It was also noted that although social media engagement had dropped slightly during quarter 2, a summer marketing campaign had generated significant activity on third party sites and social channels. Reference was made to the increase in sickness absence medically signed off and no specific patterns to this growth had been identified other than an aging workforce.

With regard to proposed changes in reviewing performance management, as outlined at previous meetings of the Scrutiny Select Committees, the Overview and Scrutiny Committee and supported by the Cabinet, it was suggested that the revised reporting mechanism be shared outside of the meeting so that the Committee was aware of their future role in reviewing performance.

RESOLVED: That the positive and negative trends identified in the report be noted.

MATTERS FOR RECOMMENDATION TO THE CABINET**OS 24/50 REVIEW OF TONBRIDGE COMMUNITY FORUM AND PARISH PARTNERSHIP PANEL**

Following a review of the operation of the Tonbridge Community Forum, as recommended by the Overview and Scrutiny Committee, the report of the Chief Executive set out a number of options for consideration.

Due regard was given to the views of existing members of the Forum on the current venue, style and format of the meetings as detailed in Annex 2. It was evident that there was a preference for in-person meetings with greater input from community groups and a more collaborative approach.

The Chair and Vice-Chair of the Forum expressed a preference for meetings of the Forum to be held at Tonbridge Methodist Church as room hire was reasonably priced, compared to the Angel Centre, and included audio equipment which avoided the requirement for an external provider.

It was noted that community groups had expressed a desire for a 'dedicated open discussion' to provide an opportunity for all members to discuss and respond to matters to ensure an equal distribution of views between Borough Councillors, County Councillors and community representatives. Whilst this was supported in principle, it was also recognised that topics should continue to be raised in advance to assist with effective agenda planning. There was also opportunity to raise other matters under Any Other Business.

***RECOMMENDED:** That

- (1) the venue for Tonbridge Community Forum be moved to Tonbridge Methodist Church on a trial basis for all meetings in 2025;
- (2) all Meetings of the Tonbridge Community Forum be held in person on a trial basis in 2025;
- (3) following a topic or item raised at Tonbridge Community Forum a section should be dedicated to open discussion to provide an opportunity for all members to discuss and respond to the matter;
- (4) initial responses in relation to the operation of the Parish Partnership Panel be shared at a future meeting of the Parish Partnership Panel to allow all members additional opportunity to discuss and consider options for this meeting.

MATTERS FOR INFORMATION

OS 24/51 AGILE UPDATE

Members were provided with an update on the progress being made on the implementation of the Agile software system. The report of the Director of Planning, Housing and Environmental Health also responded to queries raised by Councillors regarding lessons learnt and how to ensure the software was fully embedded post 'go live'.

The Committee noted the progress to date, the way forward, the financial and value for money considerations and the risk assessment as detailed in the report. A number of matters remained outstanding and whilst there had been a renewed commitment from Agile to resolve these issues, it was anticipated that there would be significant pressures on staff capacity in monitoring, escalating, testing and implementing solutions and modules.

There was now a timescale imperative for this work to be concluded as the previous operating system would not be available after the end of March 2025. As many mitigation measures as possible were being explored.

A Post Implementation Review of the APAS (built environment) was being concluded and a similar exercise would be carried out for the other implementations in the Agile programme. These would be reported to the Borough Council's Audit Committee in due course.

There was in-depth discussion on a number of issues including the functionality of the Land Terrier application, the difficulties experienced by residents and councillors in navigating planning applications, the formatting of the weekly list of planning applications, the impact on service delivery and the increased pressure on staff. Concern was also expressed at the performance of the contractor, the overall cost of the project and the significant risk related to implementation and embedding by the end of March 2025.

These concerns and queries were noted by the Director of Planning, Housing and Environmental Health and responses would be provided out of meeting and/or shared with relevant Officers.

In conclusion, the Director of Planning, Housing and Environmental Health offered to liaise with the Chair of the Committee and consider a Member User Group to canvass feedback on the Agile functionality. An interim update report would also be provided, in consultation with the Cabinet Member for Finance and Housing, in advance of the Overview and Scrutiny Committee in April 2025, when a further update report would be presented. Members requested that the Head of IT be asked to attend this meeting.

OS 24/52 RECORD OF DECISIONS TAKEN BY THE EXECUTIVE

The decisions taken by the Cabinet and Cabinet Members during September and October 2024 were presented for information and noted by the Committee.

OS 24/53 NOTICE OF FORTHCOMING KEY DECISIONS

The Notice setting out the Key Decisions anticipated to be taken during November and December 2024 was presented for information. It was also noted that the Notice was subject to change if adjustments were necessary to the reporting timetable.

It was confirmed that a discussion on a potential Procurement Strategy was scheduled for the meeting of Cabinet on 10 December 2024 following consideration by the Finance, Regeneration and Property Scrutiny Select Committee.

OS 24/54 WORK PROGRAMME

The Work Programme setting out potential matters to be scrutinised during 2024/25 was noted. Members were invited to suggest future items by liaising with the Chair of the Committee.

In advance of the meeting in January which focused on budget setting, the Chair invited all Members to consider potential saving and income generating opportunities and asked that ideas be shared as soon as possible out of meeting.

MATTERS FOR CONSIDERATION IN PRIVATE**OS 24/55 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.30 pm

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Overview and Scrutiny Committee

23 January 2025

Part 1 - Public

Recommendation to Cabinet



www.tmbc.gov.uk

Cabinet Member	Kim Tanner – Cabinet Member for Finance and Housing
Responsible Officer	Sharon Shelton – Director of Finance and Transformation
Report Author	Paul Worden – Chief Financial Services Officer

Revenue Estimates 2025/26

1 Summary and Purpose of Report

- 1.1 The Council has a statutory duty to set the level of council tax for the forthcoming financial year by 11 March. Under the Budget and Policy Framework Rules of the Constitution, the Cabinet is responsible for formulating initial draft proposals in respect of the Budget. The role of this Committee is to assist both the Cabinet and the Council in the preparation of the Budget for 2025/26 within the context of the Medium Term Financial Strategy and the Council's priorities.

2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 The preparation of the annual budget, which feeds into the Council's Medium Term Financial Strategy, allows for the annual review of expected spending and income.

3 Recommendations

- 3.1 Consider the draft Revenue Estimates attached at **[Annex 1]** and make such recommendations, as it considers appropriate, to Cabinet for its special budget meeting on 11 February.

4 Introduction and Background

- 4.1 The Cabinet is responsible for formulating initial draft proposals in respect of the Budget for 2025/26.

- 4.2 Cabinet now works alongside officers to prepare the draft Estimates. Accordingly, this report presenting the draft Estimates is now a joint report of the Director of Finance and Transformation and the Cabinet Member for Finance and Housing.
- 4.3 Under the Budget and Policy Framework, one of the responsibilities of this Committee is to scrutinise the draft Estimates and, where appropriate, make recommendations back to Cabinet.
- 4.4 This report is, therefore, intended as the basis for recommendations from this Committee to the Cabinet.
- 4.5 A special meeting of the Cabinet is scheduled for 11 February to consider the recommendations of this Committee and, in addition, take into account the Council's final grant settlement.
- 4.6 At that special meeting on 11 February, the Cabinet will need to formulate its final proposals in respect of the Budget for 2025/26 and the council tax to be levied in respect of the Borough Council. The Full Council will meet on the 18 February to approve the Budget and set the Council Tax. The Full Council may adopt or amend the Cabinet's proposals.
- 4.7 The role of this Committee is to consider both the Revised Estimates for 2023/24 and the draft Estimates for 2025/26 within the context of the Medium Term Financial Strategy and the Council's priorities. These estimates are attached at [Annex 1] for Members' consideration.

5 Corporate Strategy

- 5.1 The Corporate Strategy sets out four key priorities for the borough;
- 1) Efficient services for all our residents, maintaining an effective council;
 - 2) Sustaining a borough which cares for the environment;
 - 3) Improving housing options for local people whilst protecting our outdoor areas of importance;
 - 4) Investing in our local economy.
- 5.2 In preparation of these Estimates, regard has been taken to the above priorities and in particular the Cabinet has highlighted the need to address the following key issues which contribute to the above:
- Provision of cost-effective Temporary Accommodation;
 - Regeneration of Tonbridge (including replacement of Angel Centre);
 - Climate Change, including carbon neutral leisure centres;

- Transformation to improve efficiency and effectiveness; and
- Delivery of the Local Plan

6 Medium Term Financial Strategy

- 6.1 Whilst this report is predominantly about the Budget for 2025/26, Members and senior officers have a duty to provide for the **long-term financial sustainability** of the Council. It is, therefore, imperative that we prepare plans to deliver any scenario that the Council might face.
- 6.2 The Council has, for many years, adopted a 10-year Medium Term Financial Strategy (MTFS) which covers both revenue and capital budgets. The aim of the Strategy is to give us a realistic and sustainable plan that reflects the Council's priorities.
- 6.3 It is important to recognise that financial 'fortunes' can change, moving up and down, over a medium term period – and one of the main reasons for having a plan of this longevity is to smooth out the 'peaks and troughs' of those financial fortunes in order to create more stability for our budgets and services.
- 6.4 In order to assist Members in preparing for this draft Budget, an interim update of the MTFS was undertaken and reported to the Cabinet and the Finance, Regeneration and Property Select Scrutiny Committee in November. This Part 2 report gave a range of proposals that could be affected by conditions beyond the Council's control, such as Government Funding and external service pressures such as Refuse Collection and Homelessness.
- 6.5 The report in November did not include the provisional settlement and work is ongoing to incorporate these figures into the MTFS for reporting to Cabinet in February 2025. Given the continued uncertainty surrounding those matters (mentioned above) which are beyond the Council's control and which impact in future years of the strategy, it is expected that the funding gap will remain 'in the ball park' of that estimated in the November report.
- 6.6 Alongside the MTFS sits a Savings and Transformation Strategy (STS). The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. An update of the STS will be presented to the budget meeting of Cabinet in February alongside the MTFS.

7 Provisional Local Government Finance Settlement

- 7.1 On 18 December 2024, the Minister of State for Local Government and English Devolution in the United Kingdom, Jim McMahon MP, made a statement to Parliament on the provisional local government finance settlement for 2025/26.

The provisional figures are expected to be confirmed in January / February 2025, subject to the outcome of consultation.

- 7.2 Following the announcement of a wider Local Government Finance Review due to start in Spring 2025 the Settlement Funding Assessment (SFA) is for one year only. As mentioned in previous reports, the review is expected to focus on local deprivation factors as well as need and resources. Officers do not expect TMBC to fair well under the longer term review, but once announced, there will be greater certainty for the longer term on the Council's financial support.
- 7.3 Our provisional SFA for the year 2025/26 as shown in the table below is £2,708,428, an uplift of 2.0% compared to the sum received in 2024/25. However, as mentioned above this will be for one year only.

New Homes Bonus

- 7.4 No further legacy payments are due under the New Homes Bonus (NHB) scheme giving an allocation for the year 2025/26 only which in our case is £517,013, the increase from 2024/25 accounts for the reduction in unoccupied homes combined with an increase in new homes being completed by developers.
- 7.5 It should be noted that the whilst the amount has increased from 2024/25 it is below the estimated level within the last version of the MTFS (£600,000 per annum).
- 7.6 The Government has announced that as part of the consultation 'Local authority funding reform: objectives and principles' (see [Local authority funding reform: objectives and principles - GOV.UK](#)) new homes bonus in its current guise will cease. Officers are currently reviewing this consultation for response by 12 February 2025.

Under-indexing of the Business Rates Multiplier

- 7.7 As a result of business rate multipliers not being maintained at the agreed rate of CPI, the settlement includes a grant for the under-indexing of £482,712. It is yet unknown if the grant will be continued following the review of Business Rate Retention during 2025/26.

Funding Guarantee / Funding Floor

- 7.8 As in 2023/24 and 2024/25 the Government has issued an additional grant to balance the core spending needs of the Council.
- 7.9 This grant, now known as the Funding Floor, has been included into the settlement in 2025/26 to keep the core spending power, *including Council Tax receipts*, at the same level as 2024/25.
- 7.10 Allowing for these changes the provisional allocation for 2025/26 is £1,785,452.

Total Grant Funding

- 7.11 Total grant funding for the year 2025/26 as shown in the table below is £5,530,915, a cash decrease of £513,814 or -8.5% when compared to that received in 2024/25. That being said in both the February and November 2024 MTFs models it had been assumed that the Funding Floor Grant would not be received, meaning for the 2025/26 financial year the Council has additional funds available for strategic projects.

	2024/25	2025/26	Cash Increase/ (Decrease)	
	£	£	£	%
Local Share of Business Rates (baseline)	2,509,032	2,541,100	32,068	1.3
Revenue Support Grant	146,419	167,329	20,910	14.3
Settlement Funding Assessment	2,655,451	2,708,428	52,977	2.0
New Homes Bonus	343,373	517,013	173,640	50.6
Under-indexing of the Business Rates Multiplier	464,291	482,712	18,421	4.0
Other Grants	71,354	37,310	(34,044)	-47.7
Funding Guarantee / Funding Floor	2,510,620	1,785,452	(724,808)	-28.9
Total Grant Funding	6,044,729	5,530,915	(513,814)	-8.5

- 7.12 The provisional local government finance settlement 2025/26 is subject to consultation. The return date for responses to the consultation is 15 January 2025, with the response being agreed by the Cabinet Member for Finance and Housing prior to submission. The consultation paper can be found at the following link: [Consultation: provisional local government finance settlement 2025 to 2026 - GOV.UK](#)

National Non Domestic Rates (NNDR)

- 7.13 In the statement on 18th December 2024 it was announced that the Government will be considering changes to the current Business Rates model operated in local government. It is expected that this will be through the resetting of baseline requirement, and forms part of the wider funding reforms consultation.
- 7.14 The Government sets a baseline need for the Council of £2.541m as set out in the table at 7.11 above. Under the current rules, the Council is allowed to keep a proportion of any amount received above this baseline. The proportion depends on whether the Council is a member of a Business Rates Pool, which it is, and the membership of the authorities within this pool.
- 7.15 The development of Panattoni Park continues with final major development on site likely to be occupied during the early to mid-stages of 2025/26.

- 7.16 Using information from the Valuation Office, officers have provided a prudent estimate of the valuation for this new building on Panattoni Park and other potential changes in the borough.
- 7.17 Taking this into account and after allowing for the financing arrangements within the Kent Business Rate pool, officers have estimated that the business rates receipts to TMBC will be circa £3.888m - some £1.347m above the baseline. This has been factored into the Revenue Estimates Summary Page S1 within [Annex 1].
- 7.18 These amounts are lower than the 2024/25 original estimate as there was a significant release of an appeals provision in the current financial year that cannot be repeated in 2025/26 (see report to Cabinet 13 February 2024).

Local Referendums to Veto Excessive Council Tax Increases

- 7.19 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit, they need to hold a referendum seeking views from local residents.
- 7.20 For the year 2025/26, a referendum will be triggered where council tax is increased by **more than 3% or £5, whichever is higher**.
- 7.21 Referendum principles currently do not apply to town and parish councils.

8 Specific Issues for this Budget Setting process

- 8.1 This year's budget setting process has had to incorporate the current economic impacts of inflation for both next year and over the medium term. An overall inflation provision is made, broken down into three parts – pay inflation, contract inflation and supplies and services inflation.
- 8.2 In terms of the council tax base, built into the MTFS is an expectation about future growth in the number of band D equivalents over the ten-year period. It is important, however, to recognise that the scale of development growth both in any one year and over the medium term is very difficult to predict given the market as well as other site-specific conditions.
- 8.3 Recommendations regarding fees and charges are made during this cycle of meetings and reflected in the revenue estimates.
- 8.4 Any decisions made by the General Purposes Committee at its meeting on 22 January 2025 have not been reflected in these draft papers due to timing. Any financial implications arising from decisions made at the meeting of the General Purposes Committee will need to be incorporated into the draft Estimates prior to presentation to Cabinet on 11 February 2025.

- 8.5 Other than loss of investment income the revenue estimates do not take account of the revenue consequences of new capital schemes. At its meeting on 11 February, the Cabinet will need to give consideration to both the Revenue and Capital Estimates in the context of the MTFS and, where appropriate, recommend additions to the Capital Plan.
- 8.6 In accordance with the MTFS objectives, the annual contribution to the Revenue Reserve for Capital Schemes excluding capital renewals is set at £250,000 and remains in place until 2028/29.
- 8.7 The annual contribution to the Building Repairs Reserve to meet ongoing maintenance and repair obligations has been set at £750,000 from 2025/26 onwards, but could require review in future years in order to keep a balanced reserve position.
- 8.8 More detailed explanatory notes in respect of the revenue estimates can be found in the attached Revenue Estimates Booklet **[Annex 1]**.
- 8.9 To support scrutiny of the Revenue Estimates and further to previous requests from Members, **[Annex 2]** sets out for each of the services contained in **[Annex 1]** a description as to whether it is a mandatory or a discretionary service.
- 8.10 It is important that Members appreciate however, that there are often discretionary 'add-ons' to a mandatory service and therefore mandatory services should not be excluded from scrutiny. It is also worth noting that discretionary services are often the ones which are most desired and appreciated by residents and taxpayers, contributing to wider objectives such as health and wellbeing.

9 Revised Revenue Estimates 2024/25

- 9.1 Overall, the draft 2024/25 Revised Estimate show a decrease on the original estimate of £65,034 prior to making a contribution to the General Revenue Reserve. Details of the variations are contained in Annex 1 to this report but the table below gives the principal reasons for the variation.
- 9.2 Other changes identified not contained within Annex 1 are as follows.
- An increase in the contributions from the Council's earmarked reserves primarily to fund the increased service expenditure
 - An increase in the contributions to the Council's earmarked reserves as a result of windfall sums and additional specific grant awards.
 - Increased expenditure on capital projects after allowing for the movement of schemes moved between financial years.

	£	Reserve Funding
Salary Estimates	761,000	part
Back Scanning	190,000	
Regeneration of Tonbridge	375,000	Yes
Gibson Building Covenant	410,000	Yes
Investment Income	(468,000)	
Planning Policy (Local Plan)	130,000	Yes
Planning Appeals	346,000	Yes
Homelessness Accom & initiatives	590,000	
Procurement and Gypsy Sites	152,000	Yes
Planning and Building Control Fees	212,000	
Refuse Contract Consultant costs	60,000	
Recycling Bring Banks	(66,000)	
Tree Health and Safety Work	30,000	
Leisure Trust Energy Support	(242,500)	Yes
Garden Waste Income	(92,000)	
Car Parking Income	(300,000)	
Contributions from reserves	(2,292,869)	Yes
Contributions to reserves	500,090	Yes
Capital Expenditure	264,500	Yes
KCC Contributions	(200,000)	Yes
Business Rate Income	(7,805)	
Other impacts	(416,420)	
Total Movement	(65,034)	

10 Revenue Estimates 2025/26

10.1 Overall the draft 2025/26 Estimate show an decrease over the 2024/25 Original Estimate of £1,822,869 prior to making a contribution to the General Revenue Reserve. Details of the variations are contained in Annex 1 to this report but the table below gives the principal reasons for the variation.

10.2 Other changes identified not contained within Annex 1 are as follows;

- Reduced contributions to the Council's earmarked reserves primarily due to a reduction in one off funding arrangements to fund future specific corporate projects.
- Reduced contributions from the Council's earmarked reserves due to less additional reserve funding requirements.
- Reduced Government Grant income as explained in paragraphs 7.10 and 7.11.

- Collection fund deficits, the movement between years is as a result of slightly decreased collection rates and increased levels of empty business properties.

	£	Reserve Funding
Salary Pay Inflation	400,000	part
Staffing National Insurance	250,000	
General Inflation	250,000	
Planning Policy (Local Plan)	500,000	Yes
Homelessness Temp Accommodation	400,000	
Procurement and Gypsy Sites	156,500	part
Recycling Bring Banks	(100,000)	
Car Parking Income	(500,000)	
Garden Waste Income	(363,000)	
Polluter pays grant award	(983,700)	
Leisure Trust Energy Support	(244,500)	
Potential extension to IDOX	90,000	
Regeneration of Tonbridge	292,000	Yes
Contributions to Reserves	(6,202,550)	Yes
Contributions from Reserves	(676,850)	Yes
Capital Expenditure	96,000	Yes
Government Grants	527,950	
Business Rates Income	1,974,597	
Collection Fund Deficit	2,428,234	
Other Movements	(117,550)	
Total Movement	(1,822,869)	

11 Other specific matters affecting the estimates

- 11.1 Internal Drainage Board (IDB) Levies – Members will be aware that some councils (including TMBC) are charged levies to fund IDBs in their area. This Council receives levies from two separate IDBs: the Upper Medway Drainage Board and the Lower Medway Drainage Board. Levies are payable on demand and the Council has little influence over the rate being set. Some councils, those that are significantly impacted by levies, receive additional funding to support these costs, but TMBC does not fall into this group. With this in mind the Council has recently joined a special interest group (SIG) to request additional and potentially fairer funding for authorities who are paying these levies. The 2025/26 estimate includes provision for levies totalling circa £518k, an increase of 3% on the 2024/25 levies.
- 11.2 Local Plan Contributions – At the meeting of Housing and Planning Scrutiny Select Committee (HPSSC) in December Members received an updated profile of cost for the local plan for the remainder of 2024/25 and for 2025/26. The

estimated costs are included within these draft estimates. An estimate of costs and contributions beyond 2025/26 will be assessed and provided to Members of the Scrutiny Select Committee at its next meeting in February 2025.

- 11.3 Temporary Accommodation Lease for property in Tonbridge – Following the endorsement of the part 2 report by both HPSSC and Cabinet in December the cost of this scheme will be met from the proposed budget within Homelessness and the overall budget will be adjusted at the revised estimate for 2025/26.
- 11.4 Inflation – a general level of inflation has been provided on contracts and certain supplies and services within these estimates. Once the actual inflation levels are known it could be that there is an element of overprovision. If this is the case, the ‘excess’ provision could be used to cover shortfalls identified elsewhere in the budget or contribute to the ongoing funding gap once identified.

12 Reserves

- 12.1 The Estimates as presented, taking into account the grant settlement, should allow the Council to contribute to the corporate priorities identified in paragraph 5.2 through contributions to reserves.
- 12.2 This is predicated on the council tax levy in 2025/26 being in line with the maximum that could be set, as detailed in 7.20 to 7.22 above. It should be noted that the government assumes that councils will set council tax in this way when making their core spending power calculations.
- 12.3 The contribution to reserves will be discussed and recommended by Cabinet at the special budget meeting in February, specifically focussing on the Corporate priorities set out in paragraph 5 above.

13 Capital Plan

- 13.1 A report elsewhere on this agenda seeks to advise Members of the way forward on the Capital Plan. The criteria established to guide the inclusion of new schemes to List C (holding list of schemes not yet fully worked up) and ultimately the inclusion of schemes on List A (schemes assigned budget provision) are:
- to meet legislative requirements including health and safety obligations;
 - funded from external resources; and
 - reduce revenue expenditure and or generate income.
- 13.2 The Capital Plan review report recommends schemes for inclusion on List B, the short-list of schemes for possible inclusion in the Capital Plan. Members are reminded that the selection from List B of schemes to be included in the Capital Plan (List A) – if any – will be made at Cabinet on 13 February for endorsement by Council.

- 13.3 Capital expenditure is currently funded from the revenue reserve for capital schemes, grants from government and other bodies, developer contributions and from capital receipts derived from the sale of assets. In some instances, earmarked reserves may also provide funding in full or part for specific schemes.
- 13.4 There is also an annual contribution to the revenue reserve for capital schemes to match the funding required for the replacement of existing assets (vehicles, plant and equipment) and recurring capital expenditure. The contribution in 2025/26 is £1,149,000.
- 13.5 There remains an annual capital allowance for all other capital expenditure not least in light of the difficult and challenging financial outlook. Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance which is set at £250,000.
- 13.6 It should be noted, based on current approvals and details contained within the MTFS and capital plan, **that from 2029/30 the Council may need to borrow to fund such expenditure**. This does not however, preclude a decision to borrow in order to fund in full or in part an investment opportunity that meets the Council's strategic priorities and objectives, and achieves value for money. Each such opportunity to be considered on a case by case basis as appropriate.

14 Financial and Value for Money Considerations

- 14.1 Members and senior officers have a duty to provide for the **long-term financial sustainability** of the Council. It is, therefore, imperative that we prepare plans to deliver any scenario that the Council might face.
- 14.2 The uncertainty surrounding local government finances with regard to:
- the awaited outcome of the reform of local government funding, including business rates reforms, and
 - impact of the devolution and reorganisation plans announced by the Government in December 2024.
- 14.3 The 2025/26 provisional local government finance settlement represents a holding position. Consultation on the 2025/26 settlement will be considered by officers and a response will be submitted in January in consultation with the Cabinet Member for Finance and Housing.
- 14.4 A further consultation paper on 'Local authority funding reform: objectives and principles' relevant to grant settlements from 2026/27 has been issued and is being considered by officers for return in February.
- 14.5 The impact of current economic conditions on Council finances / financial assumptions in respect of inflation, interest rates, etc. and the scale of the impact over the medium term is uncertain and difficult to determine.

15 Risk Assessment

- 15.1 The Local Government Act 2003 requires the Chief Financial Officer (s151), when calculating the Council Tax Requirement, to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. Consideration will and is given to the risks associated with any budget setting process where various financial and other assumptions have to be made. To mitigate the risks detailed estimates are formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures and external advice on assumptions obtained where appropriate.
- 15.2 The Medium-Term Financial Strategy sets out the high-level financial objectives the Council wishes to fulfil and underpins the budget setting process for the forthcoming year and over the Strategy period. As the Council's high level financial planning tool, the Strategy needs to be reviewed and updated at least annually and in the current climate regularly reviewed by Management Team. In addition, not identifying and implementing the requisite savings and transformation contributions will put at risk the integrity of the MTFS.
- 15.3 The uncertainty and volatility surrounding local government finances has not aided financial planning with the increased risk of significant variations compared to projections; and the consequent implications on the level of reserves held. That being said, the commitment for future multi year settlements should allow the Council to have some improved certainty that can be included in future iterations of the MTFS.
- 15.4 The Waste Services Contract after 2027/28 is expected to increase the Council's costs due to a hardening in the market position. Once the results or the retendering are known this will allow for better planning.
- 15.5 **Members are reminded that the cost of borrowing for new capital plan schemes when and if required are not factored into the MTFS.**
- 15.6 Any increase in council tax above the relevant threshold, even by a fraction of a percentage point, would require a referendum to be held.
- 15.7 The Devolution White Paper (see elsewhere on this agenda) could bring major changes for TMBC in due course. At this point given the relative uncertainty, our financial planning continues in the normal way. However the risk will be added to the Strategic Risk Register.

16 Legal Implications

- 16.1 There are a number of legislative requirements to consider in setting the Budget which will be addressed as we move through the budget cycle.

- 16.2 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit, they will have to hold a referendum to get approval for this from local voters who will be asked to approve or veto the rise.
- 16.3 The Local Government Finance Act 2012 and regulations that followed introduced the current Business Rates Retention Scheme.

17 Consultation and Communications

- 17.1 Before the Borough Council determines the amount of its total estimated expenditure and makes calculations of its requirements for the ensuing financial year, it consults representatives of its non-domestic ratepayers about its expenditure proposals (including capital expenditure). The consultees receive on request information and copies of the draft budgets and are invited to make written representations if they deem it appropriate. Any points of clarification required are dealt with by telephone, written correspondence or, if appropriate, an informal meeting with officers.
- 17.2 Any comments or representations received from the consultees will be reported to Members during the budget process as appropriate.

18 Cross Cutting Issues

18.1 Climate Change and Biodiversity

- 18.1.1 Climate change advice has not been sought in the preparation of the options and recommendations in this report.

18.2 Equalities and Diversity

- 18.2.1 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.

Background Papers	None
Annex 1	Draft Revenue Estimates
Annex 2	Mandatory and Discretionary Services

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Due to its size the Estimates Booklet (Annex 1) is attached as a supplement.

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Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Central Services	Tonbridge Castle Gatehouse	Discretionary	
Central Services	Community Safety	Mandatory	Section 17 of the Crime and Disorder Act 1998
Central Services	Media and Communications	Discretionary	
Central Services	Local Land Charges	Mandatory	
Central Services	Industrial Estate	Discretionary	
Central Services	Commercial Property	Discretionary	
Central Services	Vale Rise Depot	Discretionary	
Central Services	Licences - Fee paying	Mandatory	Licensing Act 2003. Various legislation based on type of licence.
Central Services	Licences - Non Fee paying	Mandatory	Licensing Act 2003. Various legislation based on type of licence.
Chief Executive	Community Development	Discretionary	
Chief Executive	Safeguarding	Mandatory	S11 and Care Act 2014
Chief Executive	Elections - Electoral Registration	Mandatory	
Chief Executive	Elections - Conduct of Elections	Mandatory	
Chief Executive	Grants & Payments - Charitable & Voluntary Organisations	Discretionary	
Chief Executive	Grants & Payments - Citizens Advice Bureaux	Discretionary	
Chief Executive	Climate Change	Discretionary	
Chief Executive	Economic Development & Regeneration	Discretionary	
Chief Executive	UK Shared Prosperity Fund	Discretionary	
Chief Executive	Refugee Assistance	Mandatory/Discretionary	
Finance & Transformation	Housing Benefits	Mandatory	
Finance & Transformation	Local Revenue & NNDR Collection	Mandatory	
Finance & Transformation	Council Tax Support	Mandatory	
Finance & Transformation	Treasury Management & Banking - Treasury Management	Discretionary	
Finance & Transformation	Treasury Management & Banking - Banking Arrangements	Discretionary	
Finance & Transformation	Drainage Board Special Levies	Mandatory	
Finance & Transformation	Liaison, Support & Advice	Mandatory/Discretionary	
Finance & Transformation	Street Naming and Numbering	Mandatory	
Planning Housing & Environmental Health	Development Management - Fee Earning	Mandatory	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended).
Planning Housing & Environmental Health	Development Management - Other	Mandatory	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended).
Planning Housing & Environmental Health	Development Management - Pre Applications & Planning advice - Fee Earning	Discretionary	National Planning Practise Guidance and TCPA guidance on Pre-application advice and PPAs
Planning Housing & Environmental Health	Development Management - Enforcement	Mandatory/Discretionary	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended).
Planning Housing & Environmental Health	Conservation	Mandatory	Planning (Listed Buildings and Conservation Areas) Act 1990
Planning Housing & Environmental Health	Building Control	Mandatory	The Building Regulations 2010 (as amended), and the Building Safety Act 2022
Planning Housing & Environmental Health	Development of Local Plan	Mandatory	The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), Planning and Compulsory Act 2004 (as amended) , Levelling up and Regeneration Act 2023.

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Planning Housing & Environmental Health	Planning Policy	Mandatory	The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), Planning and Compulsory Act 2004 (as amended) , Levelling up and Regeneration Act 2023.
Planning Housing & Environmental Health	Housing Strategy & Enabling Role - Housing Strategy	Mandatory	Housing Act 1996, Housing Grants, Construction and Regeneration Act 1996, Housing Act 2004
Planning Housing & Environmental Health	Housing Strategy & Enabling Role - Housing Register	Mandatory	Housing Register and Housing Advice and Prevention is Housing Act 2006.
Planning Housing & Environmental Health	Homelessness	Mandatory	Housing Act 1996
Planning Housing & Environmental Health	Housing Advice and Prevention	Mandatory	
Planning Housing & Environmental Health	Home Safety	Discretionary	
Planning Housing & Environmental Health	Private Sector Housing Renewal - DFG's	Mandatory	Housing Grants, Construction and Regeneration Act 1996.
Planning Housing & Environmental Health	Private Sector Housing Renewal	Discretionary	Housing Grants, Construction and Regeneration Act 1996
Planning Housing & Environmental Health	Private Sector Housing Standards	Mandatory	Housing Act 2004 - Housing standards and HMO licensing; Public Health Act 1936 filthy and verminous premises; Caravan Sites and Control of Development Act 1960 (as amended) for caravan site licensing; and Protection from Eviction Act 1977 for illegal eviction and harassment.
Planning Housing & Environmental Health	Pest Control	Discretionary	
Planning Housing & Environmental Health	Public Health Act 1984	Mandatory	Public Health (Control of Disease) Act 1984
Planning Housing & Environmental Health	Environmental Protection Act - Part 1	Mandatory	Environment Protection Act 1990
Planning Housing & Environmental Health	Environmental Protection	Mandatory	Environment Protection Act 1990
Planning Housing & Environmental Health	Food & Safety - General	Mandatory	Health and Safety at Work Act 1974 Public Health (Control of Diseases) Act 1984
Planning Housing & Environmental Health	Food & Safety - Food Safety	Mandatory	Food Safety Act 1990
Planning Housing & Environmental Health	Public Health - Healthy Living	Discretionary	
Planning Housing & Environmental Health	Public Health - General	Discretionary	
Street Scene, Leisure and Technical Services	Angel Centre	Discretionary	
Street Scene, Leisure and Technical Services	Tonbridge Swimming Pool	Discretionary	
Street Scene, Leisure and Technical Services	Tonbridge & Malling Leisure Trust	Discretionary	
Street Scene, Leisure and Technical Services	Sports Grounds	Discretionary	
Street Scene, Leisure and Technical Services	Larkfield Leisure Centre	Discretionary	
Street Scene, Leisure and Technical Services	Poult Wood Golf Centre	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Tonbridge Castle Grounds	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Haysden Country Park	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Open Spaces & Amenity Areas	Discretionary	
Street Scene, Leisure and Technical Services	Borough Wide	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Patrolling	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Countryside/Woodland Management	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Leybourne Lakes Country Park	Discretionary	
Street Scene, Leisure and Technical Services	Allotments	Mandatory	Small Holdings and Allotments Act 1908 (Legal to confirm)
Street Scene, Leisure and Technical Services	Tonbridge Cemetery	Discretionary	
Street Scene, Leisure and Technical Services	Churchyards	Mandatory	Local Government Act 1972 (legal to confirm)
Street Scene, Leisure and Technical Services	Leisure Planning & Policy	Discretionary	

Directorate**Cost Centre Description****Mandatory/Discretionary****Legislation**

Street Scene, Leisure and Technical Services	Leisure Strategy - Market Research	Discretionary	
Street Scene, Leisure and Technical Services	Leisure Strategy - Liaison with Outside Bodies	Discretionary	
Street Scene, Leisure and Technical Services	Events Development	Discretionary	
Street Scene, Leisure and Technical Services	Civil Contingencies	Mandatory	Civil Contingencies Act, mutual aid
Street Scene, Leisure and Technical Services	Christmas Lighting	Discretionary	
Street Scene, Leisure and Technical Services	Transportation - Street Name Plates	Mandatory	Section 19 of The Public Health Act 1925
Street Scene, Leisure and Technical Services	Transportation - Other	Discretionary	
Street Scene, Leisure and Technical Services	Security Services Management (CCTV)	Discretionary	
Street Scene, Leisure and Technical Services	Parking Services - Off-Street	Discretionary	
Street Scene, Leisure and Technical Services	Parking Services - On-Street	Discretionary	
Street Scene, Leisure and Technical Services	Borough Drainage & Land Drainage Related Works	Discretionary	
Street Scene, Leisure and Technical Services	Refuse Collections	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Public Conveniences	Discretionary	
Street Scene, Leisure and Technical Services	Street Scene - Street Cleansing Contract	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Street Scene - Dog Warden	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Street Scene - Other	Discretionary	
Street Scene, Leisure and Technical Services	Recycling - Dry Recycling (provision of kerbside collections)	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Recycling - Dry Recycling (provision of Bring Sites)	Discretionary	
Street Scene, Leisure and Technical Services	Recycling - Food Recycling	Mandatory	Environment Act 2021
Street Scene, Leisure and Technical Services	Recycling - Garden Waste Recycling	Mandatory	Environmental Protection Act 1990

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Overview and Scrutiny Committee

23 January 2025

Part 1 - Public

Recommendation to Cabinet



www.tmbc.gov.uk

Cabinet Member	Kim Tanner - Cabinet Member for Finance and Transformation
Responsible Officer	Sharon Shelton – Director of Finance and Transformation
Report Author	Paul Worden – Chief Financial Services Officer Donna Riley – Principal Accountant

Capital Plan Review 2024/25

1 Summary and Purpose of Report

1.1 This report gives details of the proposed Capital Plan for the remainder of 2024/25 and 2025/26.

- **Capital Plan is built on a “ladder” style basis:**
- **At the top – List A – sits the schemes that have received approval and have funding assigned (including the replacement of existing assets)**
- **List B - schemes have received ‘in principle’ support but are awaiting funding to be assigned at an appropriate time**
- **List C is a list of potential schemes that have been identified for possible future adoption**
- **Funding can be found from the Capital Reserve (for which the usual annual capital allowance is £250,000); Earmarked Reserves; S106 sums (developer contributions); or external grants**
- **This year’s recommendations for schemes to be moved to the top of the ladder – List A – can be met from the capital allowance and/or other funding sources**

2 Corporate Strategy Priority Area

2.1 Efficient services for all our residents, maintaining an effective council.

2.2 The Capital Plan shows investment into council assets and infrastructure in order to maintain effective council services.

3 Recommendations

- 3.1 Members of this Committee **NOTE** the current Capital Plan (List A) position as shown in **[Annex 1]**.
- 3.2 It is **RECOMMENDED** that Cabinet be asked to amend List C **[Annex 3]** as detailed in paragraph 8.3.
- 3.3 It is **RECOMMENDED** that Cabinet be asked to endorse the transfer of the seven fast-track evaluated schemes **[Annex 4]**, shown in paragraph 9.4 from List C to List B.
- 3.4 It is **RECOMMENDED** that Cabinet be asked to select the remaining seven schemes listed in paragraph 9.4 for evaluating.
- 3.5 It is **RECOMMENDED** that Cabinet be asked to endorse Capital Plan (List B) totalling £4.7m as shown in **[Annex 2]**, and paragraph 11.2, to List A, subject to the remaining finance being identified.
- 3.6 It is **RECOMMENDED** that Cabinet be asked to update the Capital Plan (List A) position as recommended above.
- 3.7 It is **RECOMMENDED** that Cabinet be invited to endorse the Capital Strategy as attached at **[Annex 5]** for adoption by Council and publication on the Council's website.

4 Introduction and Background

- 4.1 The capital plan process, as outlined below, provides a means of maintaining a pool of schemes (List C) from which schemes can be selected for evaluation and possible implementation. It also provides an opportunity to review the provisions for schemes which are already in the Capital Plan (List A).
- 4.2 The criteria established to guide the inclusion of new List C schemes (holding list of schemes not yet fully worked up) and ultimately the inclusion of schemes on List A (schemes assigned budget provision) are:
- to meet legislative requirements including health and safety, and climate change obligations;
 - funded from external resources; and
 - reduce revenue expenditure and or generate income.
- 4.3 The subsequent recommendations where appropriate have regard to these criteria.
- 4.4 The review takes place within the context of the revenue estimates, reflecting the fact that capital schemes have an impact on revenue. Positive impacts may

include potential to reduce costs and/or generate income. Negative impacts may include loss of income during construction and will include loss of investment income where the project costs are met from the Council's resources.

- 4.5 Following the changes to governance arrangements early in 2022, the Cabinet now works alongside officers to prepare the draft capital plan. Accordingly, this report is now a joint report of the Director of Finance and Transformation and the Cabinet Member for Finance and Housing.

5 Capital Plan Funding

- 5.1 Capital expenditure is currently funded from the revenue reserve for capital schemes, grants from government and other bodies, developer contributions and from capital receipts derived from the sale of assets. In addition, in some circumstances, other earmarked reserves are used to fund in full or in part appropriate capital plan schemes.
- 5.2 There is also an annual contribution to the revenue reserve for capital schemes to match the funding required for the replacement of existing assets (vehicles, plant and equipment) and recurring capital expenditure. The contribution in 2025/26 is £1,149,000.
- 5.3 There remains an annual capital allowance for all other capital expenditure. Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. The annual capital allowance is currently set at £250,000.
- 5.4 It should be noted, based on current approvals, that from 2029/30 the Council may need to borrow to fund such expenditure. This does not however, preclude a decision to borrow to fund in full or in part a capital investment opportunity that meets the Council's strategic priorities and objectives, achieves value for money and delivers a financial return. Each such opportunity to be considered on a case by case basis as appropriate.

6 Capital Plan Review Process

- 6.1 The Capital Plan consists of three main elements in a 'ladder' style:
- List C is a holding list of schemes which ordinarily have not been fully worked up. List C schemes can be in two states – schemes which have been retained on List C for possible future adoption and schemes which have been selected for evaluation, effectively short-listed for adoption.
 - List B is a holding list of List C schemes which have been evaluated and not eliminated. The presumption is that, subject to budget guidance and approval, these schemes will be adopted for inclusion in List A.

- List A is the approved capital programme. Schemes will be selected from List B for inclusion in List A in accordance with budgetary guidance. This selection will be carried out in conjunction with the revenue budget process.

6.2 The role of this Committee is to consider four aspects of the review process and make recommendations to Cabinet. The four aspects are:

- A review of the existing Capital Plan (List A).
- The addition of new schemes to List C and the removal of schemes from List C.
- The selection of schemes from List C which are considered suitable for evaluation.
- Consideration of those List C schemes which have been evaluated and transferred to List B.

6.3 Cabinet on 11 February will consider and make recommendations on the transfer of schemes from List B to List A in the light of the overall financial position. Finally, Council on 18 February will consider recommendations from Cabinet.

6.4 Capital Plan schemes should emerge from, or be designed to achieve, the Council's strategic priorities and objectives. As part of this review any new schemes being recommended for inclusion on List C are justified by reference to one or more of the three criteria detailed at paragraph 4.2.

7 Review of the Existing Capital Plan (List A)

7.1 Attached at **[Annex 1]** is the existing Capital Plan (List A) in budget book format along with explanatory notes. The following routine adjustments to the 2024/25 Budget Book have been made:

- the outturn for 2023/24 has been taken into account and any slippage still required has been included in 2024/25;
- schemes included in the existing Budget Book which were completed in 2023/24 have been removed;
- in accordance with the policy of having a rolling six year Capital Plan (current year plus six) an additional year, 2030/31, has been added; and
- the profiling of project spend has been reviewed and adjusted where appropriate to reflect the most likely pattern of spend across the plan period.

7.2 Paragraph 7.3 details specific amendments to the Capital Plan (List A) since it was approved by Council in February 2024.

7.3 Details of Schemes added in 2024/25

- D240033MEM - 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, estimated cost of £27,000, financed from the Climate Change Reserve.
- D240047MEM - Upgrade to Integra Centros Financial Management System - Upgrades to current reporting software and the additional modules requested by Services, estimated cost of £80,500, financed from the Transformation Reserve.
- D240070CAB - De-carbonising & Energy Efficiency Capital Plan – Increased costs associated with Larkfield Decarbonisation works, estimated costs £500,000, partly financed from the Climate Change Reserve.

7.4 In addition to the above, schemes covering the works for Bailey Bridge Car Park, Automated Car Number Plate Recognition (ANPR), Parking Amendments (to be financed from the balance of the additional funds contributed to the Revenue Reserve for Capital Schemes in 2024/25) and the acquisition of Relocation Housing (funded through the Local Authority Housing Fund), were approved by Council in October 2024 and now appear on List A in **[Annex 1]**.

7.5 Capital renewals provisions have been extended by a further year to enable the current level of assets (vehicles, plant and equipment) to be maintained. Renewals figures included in 2024/25, and subsequent years incorporate provision for inflation (typically an uplift of 2% per annum). Average renewals spend over the seven-year period of the plan is £1.156m per annum (2024/25 – 2030/31).

7.6 Included within the plan is a scheme for the renewal of the roof at Tonbridge Castle Offices. Previously Members had approved this scheme to be in the order of £70,000. The estimate was several years old and has now been revised to reflect current building costs, which have significantly increased following Covid. The latest estimate for the works is now £260,000 and the estimates have been increased to reflect this.

- 7.7 Provision for recurring expenditure has also been extended by a further year (see table below).

Capital Plan (List A) recurring expenditure		
	2030/31 £'000	Annex 1 Page
Planning, Housing and Environmental Health		
Housing assistance (net)	30	CP 4
Street Scene, Leisure and Technical Services		
Recycling waste bins growth / replacement	31	CP 10
Refuse bins growth / replacement	61	CP 10
Garden waste bins growth / replacement	37	CP 10
Improvements to existing car parks rolling programme	30	CP 18
Total	189	

8 List C Update

- 8.1 As a result of the difficult and challenging financial outlook beyond 2025/26 the focus has to be on what are seen as priority capital plan schemes or where there is potential for external funding.
- 8.2 It should be noted that a number of List C schemes are dependent on and will, in all likelihood, only proceed if funded in full or a substantial contribution received by developer contributions, government grant or other external funding opportunities. An updated schedule of List C schemes is attached at **[Annex 3]**. The update includes schemes which are recommended to be added to List C and schemes to be deleted from List C.

- 8.3 To assist Members a summary of the proposals is detailed in the table below.

List C additions and deletions	
	Annex 3 Page
Schemes to be added to List C	
Street Scene, Leisure and Technical Services	
Tonbridge Racecourse to Lower Castle Fields Car Park Bridge Works	CP 42
Haysden Country Park Shallow Bridge Works	CP 43
Angel Centre Replacement	CP 44
Tonbridge Farm Sportsground Improvements	CP 45
Car Parks LED Lights	CP 46
Tonbridge Cemetery Vaults	CP 47
Installation of Digital CCTV Systems at Council's Leisure Facilities	CP 48
LLCP Resurfacing Access Roads & Paths	CP 49
Schemes to be deleted from List C	
Street Scene, Leisure and Technical Services	
Upper Castle Field Car Park Extension	
Tonbridge School Athletics Facility	

9 Selection of List C Schemes for Evaluation

- 9.1 At this meeting, Members have the opportunity to recommend schemes for evaluation.
- 9.2 It is recognised that the evaluation of schemes imposes a resource requirement, and, in consequence, Services have to establish a balance between the evaluation of new schemes and the delivery of existing approved schemes.
- 9.3 The schedule of List C schemes in **[Annex 3]** indicates the schemes which have been recommended for evaluation coming out of this Capital Plan Review including where recommended for Fast-Track evaluation and summarised in the table below. On this occasion, seven schemes have been recommended for Fast-Track evaluation.
- 9.4 In addition, there is one scheme selected for evaluation in a previous Review that are yet to be evaluated / subject to further evaluation as follows: Tonbridge and Tonbridge Castle Site Improvements.

Schemes selected for evaluation from List C	
	Annex 3 Page
Planning, Housing and Environmental Health	
River Medway – Riverside Environmental Improvements	CP 33
Acquisition of Temporary Accommodation and Resettlement (fast-track)	CP 34
Street Scene, Leisure and Technical Services	
Haysden Country Park Site Improvement works (fast-track)	CP 36
Tonbridge Racecourse Sportsground Improvement Works Phase 3 (fast-track)	CP 39
Swanmead Sportsground Flood Alleviation Works (fast-track)	CP 40
Tonbridge Racecourse to Lower Castle Fields Car Park Bridge Works	CP 42
Haysden Country Park Shallow Bridge Works	CP 43
Angel Centre Replacement	CP 44
Tonbridge Farm Sportsground Improvements	CP 45
Car Parks LED Lights	CP 46
Tonbridge Cemetery Vaults (fast-track)	CP 47
Installation of Digital CCTV Systems at the Council's Leisure Facilities (fast-track)	CP 48
Leybourne Lakes Country Park Resurfacing Access Roads and Paths	CP 49
Corporate Services	
De-carbonising Council's Estate, PWGC Boiler Replacement (fast-track)	CP 41

10 Evaluation of List C Schemes

- 10.1 As part of the 2024/25 and previous Capital Plan reviews a number of schemes were selected for evaluation. The results of those evaluations which have been concluded are given in **[Annex 4]** including those schemes recommended for Fast-Track evaluation.
- 10.2 Members are reminded that the Capital Strategy sets out criteria for evaluation. These criteria are the basis for the pro forma structure for reporting on the evaluation which includes screening for equality impacts.

10.3 Details of the evaluated schemes are summarised below.

Capital / revenue consequences of evaluated schemes		
	Capital Cost	Annex 4 Page
	£'000	
Planning, Housing and Environmental Health		
Acquisition of Temporary Accommodation and Resettlement (excludes £400k already approved on list A). fast-track	3,800	CP 50
Street Scene, Leisure and Technical Services		
Haysden Country Park Site Improvement Works. fast-track	50	CP 53
Tonbridge Racecourse Sportsground Tennis Court Improvements. fast-track	65	CP 55
Swanmead Sportsground Land Drainage. fast-track	25	CP 57
Tonbridge Cemetery Vaults. fast-track	43	CP 59
Digital CCTV Systems at the Council's Leisure Facilities. fast-track	85	CP 62
Corporate Services		
PWGC Boiler Replacement. fast-track	250	CP 65
Total	4,318	

10.4 The estimated capital cost of the schemes outlined above is to be funded as explained in paragraphs 11.3 and 11.4 below.

10.5 Members are reminded that evaluated schemes can be recommended for inclusion on List B, retention on List C, or deletion from the Capital Plan process. Recommendation for inclusion on List B does not commit a scheme to be included in the Capital Plan but is an expression of "in principle" support.

10.6 List B schemes will be considered by Cabinet on 13 February alongside the revenue estimates. Schemes may be selected for transfer from List B to the Capital Plan (List A) considering the overall budget position.

11 List B Proposals

11.1 As described in the process above, List B contains Schemes that have been subject to evaluation and are awaiting the identification of funding to move onto the full list A for capital works to commence.

11.2 A schedule of List B Schemes are attached at **[Annex 2]**. To assist Members, a summary of the proposals is detailed in the table below.

	Proposed Budget £'000
Planning, Housing and Environmental Health	
1. Acquisition of Resettlement and Temporary Accommodation (includes £400k already approved on list A).	4,200
Street Scene, Leisure and Technical Services	
2. Haysden Country Park Site Improvements Works, Phase 2 works, Various.	50
3. Tonbridge Racecourse Sportsground Site Improvement Works, Phase 3, Tennis Courts.	65
4. Swanmead Sportsground Flood Alleviation Works.	25
5. Tonbridge Cemetery Vaults.	43
6. Installation of digital CCTV systems at the Council's Leisure Facilities.	85
Corporate Services	
7. De-carbonising the Council's Estate: Boiler Replacement at PWGC.	250
Total	4,718

11.3 The majority of funding for these schemes will be taken from grants (subject to confirmation) and section 106 agreements. Notably:

- Scheme 1 can be fully funding from Local Authority Housing Fund (LAHF) grant, s106 developer contributions and ringfenced contributions within the revenue reserve for capital schemes;
- Scheme 2 can be funded from s106 developer contributions;
- Scheme 3 can be funded from s106 developer contributions;
- In respect of scheme 7, application is being made to the Public Sector Decarbonisation Grant Scheme, although some match funding may be required.

- 11.4 The remaining three schemes numbered 4, 5 and 6 under SSLT highlighted in red on the table above will require financing from the Revenue Reserve for Capital Schemes costing £153,000 if they are to proceed. As set out in paragraph 5.3 this is within the annual capital allowance of £250,000 and therefore these schemes could proceed if Members decide accordingly. The remaining balance could be used to support the match funding outlined in scheme 7 above.

12 Other impacts of Accounting Regulations and Standards

- 12.1 Following the introduction of IFRS 16 Leases from the 2024/25 accounting records, the Council is now required to include leased assets on the Council balance sheet under Property, Plant and Equipment.
- 12.2 Whilst most leases paid by the Council do not generate assets of significant value, the decision to enter a lease arrangement for Bridge House in Tonbridge, D240137ACB, does generate an asset for the period of the lease. Officers have constructed a rough estimate of the overall capital value of the leased asset, around £2.5million, the costs of which will be financed through the revenue estimates under the homelessness budget. There will be no impact on the Taxpayer costs due to overrides allowed under the accounting code.
- 12.3 As this asset is of a leased nature, it has not been included in the capital plan review contained in annexes 1 – 4 on the grounds that the council is funding this from other sources rather than those of a capital nature.

13 Capital Strategy

- 13.1 Updates to both the Prudential Code and Treasury Management Code were published by the Chartered Institute of Public Finance and Accountancy (CIPFA) in December 2021 and uphold a key principle that borrowing primarily for return on investment is not permissible.
- 13.2 The requirements of both the Treasury Management and Prudential Codes of Practice published by CIPFA have been taken into account and reflected as appropriate in the annual review and update of the Capital Strategy attached at **[Annex 5]**. The Strategy has no annexes but includes links to a number of other documents or web pages which are referred to in the text and are available on the Council's website or the internet.
- 13.3 CIPFA – "The Capital Strategy should describe how the investment of capital resources will contribute to the achievement of the authority's key objectives and priorities that are detailed in their Performance Plans and Community Plans/Strategies. An authority's Capital Strategy should be one of the key, overarching strategies that support service plans. The strategy will also determine priorities between the various services and look for opportunities for cross-cutting and joined-up investment. The authority's Capital Strategy should describe how the deployment of capital resources contributes to the achievement of the

described goals. It will also help to ensure that issues around property and other assets are fully reflected in the Council's planning."

14 Financial and Value for Money Considerations

- 14.1 The transfer of schemes from List C to List B has no financial impact. The transfer of schemes from List B to List A will be considered by Cabinet on 13 February in the context of the Medium Term Financial Strategy and the overall budget position.
- 14.2 The Capital Strategy outlines a capital plan process which follows the CIPFA Prudential Code and in addition to supporting the achievement of the Council's strategic priorities and objectives, focuses on value for money.

15 Risk Assessment

- 15.1 Financial implications of new schemes to be considered by Cabinet at the February budget meeting.
- 15.2 Failure to endorse a satisfactory Capital Strategy may lead to a capital programme which does not fully support the Council's strategic priorities and objectives.

16 Legal Implications

- 16.1 The Local Government Act 2003 and its subsidiary regulations set out the framework for the system of capital controls which applied from 1 April 2004 whereby local authorities must set their own borrowing limits with regard to affordability, prudence and sustainability. Underpinning this is a requirement to follow the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

17 Cross Cutting Issues

- 17.1 Climate Change and Biodiversity
- 17.1.1 Where there is a perceived impact on end users a climate change or biodiversity impact assessment has or will be carried out as schemes progress as appropriate.
- 17.2 Equalities and Diversity
- 17.2.1 Where there is a perceived impact on end users an equality impact assessment has or will be carried out as schemes progress as appropriate.

Background Papers	None
Annexes 1-4 5	Capital Plan Review 2024/25 & 2025/26 Capital Strategy 2025/26

Due to the size Annexes 1 to 4 to the Capital Plan 2024-2026 are attached as a supplement.

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TONBRIDGE AND MALLING BOROUGH COUNCIL

Capital Strategy

1 Introduction

- 1.1 The purpose of the Capital Strategy is to document the principles and framework that underpin the Council's capital investment and expenditure proposals. The Strategy is drawn up under the framework provided by the Local Government Act 2003 and its associated regulations.
- 1.2 The principal aim of the Capital Strategy is to provide a context for a programme of capital investment (known as the Capital Plan) that will assist in the achievement of the Council's strategic priorities and objectives. The Capital Plan is published in the Council's [budget book](#) and available on the Council's website.
- 1.3 The component elements of the Capital Strategy comprise:
- A statement of the financial context within which the Council needs to determine its approach to capital investment (Section 2).
 - A description of the legislative framework and its associated regulations that will influence capital investment decisions (Section 3).
 - An explanation of the direct relationship between capital investment decisions and the Council's strategic priorities and objectives (Section 4).
 - The key principles supporting the Capital Strategy (Section 5).
 - Consideration of various partnership arrangements (Section 6).
 - Explanation of the processes to be followed in the implementation and management of the Capital Strategy (Section 7).
 - The Capital Plan (Section 8).
 - Post implementation reviews (Section 9).

2 The Financial Context

- 2.1 Key financial statistics are:

Net Budget Requirement 2024/25	£19.07 million
Government Grant / Business rates excluding New Homes Bonus 2024/25	£4.20 million
Borough Council Band D Charge 2024/25	£238.16
Capital Plan 2024/25 to 2029/30 (Gross expenditure)	£20.82 million
Fixed Assets at 31 March 2024	£94.76 million
Debt Outstanding at 31 March 2024	Nil
Revenue Reserve for Capital Schemes at 31 March 2024	£9.44 million

- 2.2 The Medium Term Financial Strategy (MTFS) together with the Council's strategic priorities and objectives along with the established criteria used to guide the inclusion of capital plan schemes and the Prudential Code (see

- paragraph 3.1) form the basis for any capital investment decisions. The MTFS was used to guide the selection of new Capital Plan schemes in recent years and will continue to be a major influence on the **2024/25** and subsequent Capital Plan reviews. The MTFS is updated at least once a year and the latest version is published on the Council's website.
- 2.3 Capital receipts derived from the sale of capital assets (generally land and buildings) can only be used to repay debt or finance new capital expenditure. The Council's assets are reviewed on a regular basis to identify the potential for alternative use or disposal. To assist with the Council's savings and transformation agenda Members agreed, Council February 2017 and 2018, that amounts (revenue resources) equivalent to the disposal proceeds from existing assets and other windfalls may be invested in externally managed property funds. During 2023/24 one of the property funds gave notice of termination and redemption is currently in progress. The fund manager's expectation is to return funds by March 2025.
 - 2.4 The demographic and economic features of the Borough give rise to a realistic assessment of very limited opportunities to attract funds from national and regional sources. Nevertheless, the Council will continue to investigate and exploit external funding opportunities.
 - 2.5 Capital expenditure is currently funded from the revenue reserve for capital schemes (RRCS) grants from government and other bodies, developer contributions and from capital receipts derived from the sale of assets.
 - 2.6 All government support for the Council's capital expenditure is by way of capital grant. Government support through capital grants is usually ring-fenced for specific purposes. It is the Council's intention to try to secure capital grants, wherever possible, for schemes which advance the Council's strategic priorities and objectives.
 - 2.7 **There is also an annual contribution to the revenue reserve for capital schemes** to match the funding required for the replacement of existing assets (vehicles, plant and equipment) as well as recurring capital expenditure. **The contribution in 2025/26 is £1,149,000.**
 - 2.8 There is an annual capital allowance for all other capital expenditure. Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. The annual capital allowance *is currently* set at £250,000 *per annum*, however additional funds are added when resources are available. Based on the **agreed** capital plan and future projections the Council may need to borrow to fund such expenditure from **2029/30 onwards**. Priority is afforded to schemes that meet legislative requirements, address health & safety concerns, generate income or reduce the Council's revenue costs.
 - 2.9 This does not, however, preclude a decision to borrow *at any time* in order to fund in full or in part *capital investment if deemed appropriate*. As mentioned at paragraph 4.5 below, subject to the approval of the Angel Centre

replacement (a future strategic scheme) it is likely that borrowing will be necessary in order to provide some of the financing for the project.

3 Legislative Framework and its associated regulations

- 3.1 The legislative framework is set out by the Local Government Act 2003 and its subsidiary regulations. This framework provides for a prudential system based on borrowing limits set by each individual local authority. Under this system, local authorities must have regard to affordability, prudence and sustainability and must follow the “Prudential Code for Capital Finance in Local Authorities” published by the Chartered Institute of Public Finance and Accountancy (CIPFA).
- 3.2 The Prudential Code requires that the CIPFA Treasury Management Code of Practice is adopted and that a number of prudential indicators are set.
- 3.3 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital expenditure plans are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the Council. The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are being made with sufficient regard to the long run financing implications and potential risks to the authority. Effective financial planning, option appraisal, risk management and governance processes are essential in achieving a prudent approach to capital expenditure, investment and debt.
- 3.4 Another key element of the legislative framework is the duty to secure economy, efficiency and effectiveness in the Council’s use of resources. Achieving value for money is addressed in Section 5 of the Strategy as one of the key principles to be applied in capital investment decisions.

4 Strategic Priorities

- 4.1 Capital plan schemes should emerge from, or be designed to achieve, the Council’s strategic priorities and objectives set out in overview in the [Corporate Strategy](#) 2023-2027. The Strategy sets out Our Vision to be “an innovative and forward-thinking council, that leads the people and businesses of the borough towards a vibrant, prosperous and sustainable future”. This vision is underpinned by Our Values of Innovation, Transformation and Delivery and our 4 Priorities:
- Efficient services for all residents, maintaining an effective council.
 - Sustaining a borough which cares for the environment
 - Improving housing options for local people whilst protecting our outdoor areas of importance
 - Investing in our local economy to help support residents and businesses and foster sustainable growth.

4.2 In setting the Budget for 24/25, the Cabinet highlighted the need to address the following key issues which contribute to the priorities above:

- Provision of cost-effective Temporary Accommodation;
- Regeneration of Tonbridge (including replacement of Angel Centre);
- Climate Change, including carbon neutral leisure centres;
- Transformation to improve efficiency and effectiveness; and
- Delivery of the Local Plan.

4.3 The Corporate Strategy is supported by a wide range of Strategies and Plans where specific improvement projects and initiatives are cascaded down into section plans across the Council. These section and other plans also cover a range of other priorities, improvements and indicators that are set and managed by individual services.

4.4 The Council's capital investment decisions should be in support of its strategic priorities and objectives along with the established criteria used to guide the inclusion of capital plan schemes, and this is an integral part of the evaluation process for each project under consideration. No project should proceed to inclusion within the Capital Plan unless it furthers achievement of the Council's strategic priorities and objectives.

4.5 At Full Council on 20 February 2024 following a review by the Overview and Scrutiny Committee, Council endorsed the principle of demolition of the Angel Centre and its subsequent replacement at a location yet to be agreed. The capital costs associated with the project will be material and opportunities to identify financing should be prioritised to mitigate the need for borrowing.

5 Principles Supporting the Capital Strategy

5.1 The key principles that underpin the Council's Capital Strategy are:

5.2 **Strategic Priorities.** Establishment of a direct relationship with the Council's strategic priorities and objectives, with a Capital Plan based upon investment needs and prioritised on an authority-wide basis. This demonstrates an explicit link with key strategic planning documents and recognition of the need for a corporate approach to cross-cutting issues such as the environment, social inclusion, affordable housing, economic regeneration and community safety.

5.3 **Public Consultation.** The use of public consultation is, indirectly, an important part of developing the Capital Plan through its use in setting priorities and developing strategies, which may lead to capital projects coming forward.

5.4 **Other Consultation.** As well as individuals communicating directly with Council Officers and Members, other conduits exist for expressing views to the

Council. The Parish Partnership Panel, the Tonbridge Community Forum, the Tonbridge Sports Association, and customer panels at leisure facilities allow specific persons or groups of users to express their views.

- 5.5 **Partnerships.** Partnership initiatives are considered in Section 6 including the West Kent Partnership and the Community Safety Partnership which help shape policy objectives, and which aim to deliver projects in conjunction with others.
- 5.6 **Procurement Strategy.** The Procurement Strategy seeks to ensure that good procurement practice is applied consistently throughout the Council. It sets out how the Council will address procurement and establishes its importance to the Council and the contribution it can make to improved service delivery. The new version of the Strategy was approved by Cabinet on 10 December 2024.
- 5.7 **Support for Regional and National Priorities.** To support, where possible, regional and national priorities, for example urban renaissance, transportation improvements, environmental initiatives such as increased levels of recycling.
- 5.8 **Support for Local Priorities.** The Borough Council has been consistently investing in its car parks to support the local economy through a phased programme of improvements. The Economic Development strategy sets out broader economic development priorities. Additional funding from the Business Rates Retention Pilot has been earmarked for economic development within the Borough. As a Flood Risk Management Authority, we will maintain our support for the flood defence schemes being developed in the area.
- 5.9 **Availability of External Funding.** In support of the Council's strategic priorities and objectives to monitor and pursue available forms of external partnership and other funding opportunities. Capital schemes are increasingly being funded in full or part by contributions from developers.
- 5.10 The Council's [Local Development Framework Core Strategy](#), adopted in 2007, supports the Government policy that development should contribute towards the community services and infrastructure that are necessary to support that development. The provision of infrastructure by developers as part of a wider project and financial contributions are brought forward by planning conditions or legal agreements on a case by case basis where justified by the application of the statutory tests. These arrangements have brought forward significant provision of and contributions to affordable housing, education facilities, children's play, sports pitches, leisure facilities, highway works and transportation services.
- 5.11 The Council is currently out to consultation on the first draft of the Local Plan (Regulation 18) which covers the period between 2021 to 2040. At this stage, the plan identifies key "issues" relating to the borough. This includes identifying potential "Spatial Strategy Options" and "Strategic Priorities" and inviting representation on these matters.

- 5.12 The Council is keen to secure a continuing supply of homes at appropriate and in sustainable locations to meet the needs and demands of the Borough. It has a proven track record in fostering growth in a strategically planned way. A range of housing provides balanced support for economic investment by companies looking to locate and expand in the Borough. The supply of new homes and businesses themselves make a contribution towards the Council tax base, potential new homes bonus funding and the potential income from business rates. So long as the level is consistent with planning policies and good practice the Borough Council will seek to secure levels of growth that assist in sustaining important local services.
- 5.13 As a non-stockholding Housing Authority, the Council has a key role to play in the delivery of the strategic housing function covering policy and enabling, private sector housing, and in identifying and addressing housing needs. Contained within the Housing Strategy the key priorities are:
- Making best use of existing homes, improving housing quality and sustainability.
 - Improving housing options and opportunities to prevent homelessness.
 - Delivering the homes our residents need where they need them.
 - Working in partnership.
- 5.14 **Use of the Council's Assets.** Maintenance of an Asset Management Plan and performance measures for the use of Council owned assets to ensure optimum returns and early release of redundant assets in support of strategic investment priorities and to attract inward investment. An updated Asset Management Plan, covering a four year period, *was approved* by Members in January 2020.
- 5.15 **Consideration of the Impact on the Council's Revenue Budget.** To ensure that capital investment decisions are consistent with the Council's Medium Term Financial Strategy, particularly the management of its revenue budget so as to reduce its dependence upon the use of revenue reserves.
- 5.16 **Value for Money.** Each year the Council's external auditor gives an opinion on whether the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. All of the Capital Plan processes from identification and selection of schemes, through implementation to subsequent review of completed schemes can contribute to achieving value for money.
- 5.17 **Investment in IT.** In order to improve efficiency and economy and to meet customer aspirations for self-service, particularly via the website; and to enable more flexible and different ways of working to be adopted to support and assist delivery of the Savings and Transformation Strategy. The IT Strategy 2018 to 2022 along with the Digital Strategy 2019 to 2023 has set the direction of travel for the transformation programme.

6 Partnerships

- 6.1 **West Kent Partnership.** The Council is a founding member of the West Kent Partnership, (<https://investwestkent.com>) formed on a sub-regional rather than district basis, reflecting the degree of economic and social homogeneity across West Kent and a shared community of interest. The Partnership works with other partners in a joined-up fashion for the benefit of the local community with a focus on economic development and infrastructure issues. In recent years, a number of strategic priorities have benefited from the Local Growth Fund and the UK Shared Prosperity Fund.
- 6.2 **Transportation Partnerships.** The Borough Council has consistently sought to influence the quality of transportation services in its area and increase investment in them by the relevant authorities. These authorities include the local highway authority, (Kent County Council), the strategic road network agency (Highways England), railway operators and Government Departments.
- 6.3 **The Joint Transportation Board,** comprising Members from the Borough and County Councils, provides an overseeing function for the co-ordination of transport investment in the Borough. This ranges from regular reviews of minor improvements, highway maintenance programmes and parking reviews to major investment through key strategies.
- 6.4 **Kent and Medway Enterprise Partnership (KMEP).** The Kent and Medway Economic Partnership (KMEP) is a sub-regional body which seeks to promote economic growth across the county. A key role for KMEP is to co-ordinate implementation of the Kent and Medway Economic Framework. TMBC has a key role in promoting local priorities for economic regeneration.
- 6.5 **Other Partnerships.** Over the past 10 years, the Council been part of a partnership that has brought forward much-needed improvements to our flood mitigation infrastructure, including the expansion of the Leigh Flood Storage Area (LFSA). The LFSA is a strategic infrastructure investment required to safeguard many residential and business properties in the southern part of the Borough and to enable future growth and new development to take place and is scheduled for completion in 2025.
- 6.6 **Community Regeneration Partnerships.** The Council has entered into partnerships which have made a genuine difference to the local community with clear and tangible outcomes. In partnership with Clarion Housing Group and other voluntary sector partners, the Council provides funding to support two Community Development Workers to focus activity in areas of greatest need.
- 6.7 **The Community Safety Partnership (CSP).** The Crime and Disorder Act 1998 placed an obligation on local authorities and the Police (amongst others) to work together to develop and implement a strategy to tackle crime and disorder in their area. The Tonbridge and Malling CSP vision is: working together to ensure the safety and security of Tonbridge and Malling's residents, businesses and visitors.

6.8 **Tonbridge Central Area Action Plan.** The Plan provides the ambition for Tonbridge Town Centre and the context for partnership projects to attract private sector investment in the town centre and secure transport and environmental improvements. A number of key sites are allocated that have potential to deliver town centre and mixed use development that can generate increased vitality into the town centre and the High Street in particular. The Action Plan is to be reviewed as part of the new Local Plan.

7 Implementing and Managing the Capital Strategy

7.1 The Council has developed a process for considering and evaluating potential capital schemes as an integral part of its Capital Strategy. This process for selecting schemes is described below.

7.2 Schemes, subject to some exceptions listed below, are selected by a phased process. For convenience, the stages have been termed List A, List B and List C, with List A being the approved Capital Plan.

7.3 As schemes come forward, they are stored in a list of schemes (List C) for consideration and possible evaluation. These schemes should emerge from, or be designed to achieve, the Council's strategic priorities and objectives along with a set of criteria used to guide the inclusion of new schemes to List C and ultimately the inclusion of schemes on List A. The criteria are: to meet legislative requirements including health and safety obligations; funded from external resources; and reduce revenue expenditure and or generate income. Justification would need to be provided for any schemes that failed to meet one or more of these criteria in order for them to progress through the capital plan process.

7.4 From List C, Members select schemes for evaluation. Evaluations will include:

- Specification of the purpose of the scheme and its relevance to the Council's strategic objectives and any wider national policy objectives, the setting of targets by which the success or otherwise of the project can be judged post-implementation.
- An outline design to facilitate costing and, where appropriate, consultation.
- Identification of milestones and risks to aid project management and decision making.
- Consultation, including, where appropriate, public consultation on the scheme's principle.
- The establishment of a realistic estimated capital cost, incorporating any consultation feedback on design issues.
- An assessment of the ongoing revenue costs and income generating capacity of the completed scheme including an assessment of the loss of interest from investments and impact on capital renewals provisions.
- Consideration of partnership and external funding opportunities.
- Consideration of the time after the end of the project during which the targets and objectives should be reviewed and reported to stakeholders.
- An equality impact assessment.

- 7.5 The evaluation process will reveal the impact of the project on the revenue base budget, enabling Members to compare the value of the scheme with the financial savings required to pay for it or the impact on the council tax requirement. Schemes successfully passing through evaluation will be included in List B.
- 7.6 The Council is conscious that the process of evaluation is a revenue cost in itself; involving in-house staff and resources or the buying in of external resources and which may draw resources away from the implementation of the approved Capital Plan. In order to minimise the resource impact of evaluation it is important that restraint is exercised in selecting schemes for evaluation. A balance is struck each year between deliverability of the programme and the evaluation of new schemes.
- 7.7 Under the constitutional arrangements adopted by the Council, the evaluated schemes will be reviewed by the Overview and Scrutiny Committee which will advise the budget meeting of Cabinet of those schemes deemed suitable to progress to be included on List B. By considering all eligible schemes at the same time, a corporate approach can be taken to selecting those schemes deemed suitable to progress. Prioritisation of such schemes will be informed by the wider financial climate, the Medium Term Financial Strategy and the requirements of the CIPFA Prudential Code. Prioritisation will take account of national and regional priorities, the Council's strategic priorities and objectives and the financial consequences arising from the schemes proposed.
- 7.8 The main exception to this selection procedure is the investment necessary to maintain existing levels of service. This will consist primarily of renewals provisions and some one-off items outside the basic renewal provisions. These provisions are subject to Member scrutiny within List A and application of value for money principles.
- 7.9 Ultimately the selection of new Capital Plan schemes from List B for inclusion in the Capital Plan (List A) will be determined by the Council following recommendations from the Cabinet in the light of advice from the Overview and Scrutiny Committee.
- 7.10 The Overview and Scrutiny Committee will also review existing Capital Plan (List A) schemes, advising Cabinet of the result. This provides an opportunity to review the budget and progress of existing schemes or even to propose their deferment or deletion.

8 The Capital Plan

- 8.1 The result of the process described in section 7 is the Council's Capital Plan. This is a medium term financial and capital planning document covering a seven-year period (current financial year + six).
- 8.2 Achievement against the Capital Plan is monitored regularly via monthly reports posted on the Council's intranet for use by the Council's staff. At the end of each quarter a statement is considered by the Council's Corporate Management Team and regular monitoring reports are presented to Members.

9 Post Implementation Reviews

- 9.1 It is important that any issues relating to the implementation of a Capital Plan project are addressed as soon as possible; either during the project or shortly after completion. The wider issues of the effectiveness and value for money of a project are addressed through a formal system of post-implementation review. The reviews take place after completion of a project, at a time determined during the evaluation process and are reported to an appropriate Scrutiny Select Committee. Lessons learnt inform future capital programme decision making and are part of a system of continuous improvement.

Strategy updated: January 2025

Overview and Scrutiny Committee

23 January 2025

Part 1 - Public

Recommendation to Cabinet



Cabinet Member	Cllr Boughton, Leader of the Council
Responsible Officer	Damian Roberts, Chief Executive
Report Author	Jeremy Whittaker, Strategic Economic Regeneration Manager.

Annual Service Delivery Plan 2025/26

1 Summary and Purpose of Report

- 1.1 In recent months, cross-departmental work has been undertaken to strengthen the links between the Corporate Strategy 2023-2027 and the activities of the Council. One key aspect of this work is the production of an Annual Service Delivery Plan.
- 1.2 An Annual Service Delivery Plan is a performance management tool that sets out our priority actions for the year, along with key milestones and targets that can be used to monitor whether the council is on track with delivery.
- 1.3 This report seeks the endorsement of the Overview and Scrutiny Committee ahead of going to Cabinet for approval on 11 February 2025.
- 1.4 A draft Annual Service Delivery Plan for 2025/26, setting out a wide range of activities, milestones and targets is provided in Annex 1.

2 Corporate Strategy Priority Area

- 2.1 As the Annual Service Delivery Plan is the key action plan for the Corporate Strategy 2023/2027, it has direct relevance to each of the priority areas:
 - Efficient services for all our residents, maintaining an effective council.
 - Sustaining a borough which cares for the environment.
 - Improving housing options for local people whilst protecting our outdoor areas of importance.
 - Investing in our local economy to help support residents and businesses and foster sustainable growth.

2.2 As shown in Annex 1, each of the priority areas has its own actions and performance targets in the Plan.

3 Recommendations

3.1 That the report **BE NOTED**.

3.2 That the draft Annual Service Delivery Plan, as set out in Annex 1 **BE RECOMMENDED FOR APPROVAL**.

3.3 That any updated information addressing current gaps in information **BE CONSIDERED** during the Quarter 1 reporting of the Annual Service Delivery Plan.

3.4 That the proposed process for reporting updates on the Annual Service Delivery Plan, as set out in 5.6 to 5.8 **BE RECOMMENDED FOR APPROVAL**.

4 Introduction and Background

4.1 The Annual Service Delivery Plan 2025/26 sets out 68 actions that are key to addressing the 4 priority areas set out in the Corporate Strategy 2023-2027. Each of these actions has milestones that can be monitored in order to demonstrate progress. In addition, for each priority area, there are a suite of performance targets that will provide a clear indication as to whether the Council is achieving in delivering the Plan. There are around 60 performance targets in total.

4.2 This Plan will replace the current suite of Key Performance Indicators (KPIs), and provide a more robust approach to monitoring the performance of the Council. The Plan will be reported to Overview and Scrutiny Committee, and then Cabinet, on a quarterly basis, starting from Q1 of 2025/26.

5 Proposal

5.1 Following the Corporate Peer Challenge Review in 2022, the Council adopted a new Corporate Strategy 2023-2027 along with a suite of 72 KPIs that have been used to monitor progress towards meeting the 4 priority areas as listed under paragraph 2.1.

5.2 Having operated this process for 18 months, an internal review of our current performance management processes was undertaken in 2024. This review concluded that whilst it was clearly a solid starting point in the Council's efforts to improve and monitor delivery, there were areas for improvement:

- The reporting of KPIs was long-winded and (in parts) piecemeal
- There were too many KPIs, with a number of them not being sufficiently meaningful or influenced by the Council.
- There was a need to embed performance management and strengthen the use of KPIs as a tool for decision-making.

- 5.3 These findings, and the associated recommendations, were approved by Cabinet on 12 November 2024.
- 5.4 The introduction of an Annual Service Delivery Plan for 2025/26 is the perfect opportunity to reset our approach to KPIs and performance management more broadly, as is a key part of the 'golden thread' that strengthens the link between strategy and delivery. The Plan is structured using the Corporate Strategy 2023-2027 priority areas, and links actions with both milestones and KPIs that are SMART (Specific, Measurable, Achievable, Relevant and Time-Bound). As such, Members will be able to use this one document to ascertain whether the Council is meeting its key delivery targets.
- 5.5 The draft Annual Service Delivery Plan, as provided in Annex 1 does currently have a few gaps in information (highlighted in red on the document). These are predominantly caused by external factors, such as awaiting legislation or funding from Central Government. As all of these gaps should be addressed well within Q1 of 2025/26, it is proposed that updates of these gaps are reported when the Q1 update is reported in Summer 2025.
- 5.6 It should be noted that not everything the Council will do in 2025/26 is contained within the Plan. Indeed, there will be plenty of essential 'business as usual' work undertaken (that provides the bedrock for delivering services to our residents) that is not included. This is not because greater importance is given to actions in the Plan, but solely because it is focussed specifically on new strategic actions that will reach specific milestones during 2025/26.
- 5.7 It is vital that Members have regular oversight of the Annual Service Delivery Plan, so as stated in paragraph 4.2, progress on the Plan will be reported to Overview and Scrutiny Committee and Cabinet on a quarterly basis. Each activity set out in the Plan will include a description of progress during that quarter and be given a RAG (Red, Amber, Green) rating whereby the following definitions will be accorded to each colour:
- Red – serious issues with dates being missed.
 - Amber – some issues that are being managed with a need for close monitoring.
 - Green – project is on track.

This rating will enable Members to identify, at a glance, where the Council is on track and where additional focus is required.

- 5.8 In order to ensure accessibility, the letters R, A and G will also be used to denote status.
- 5.9 As per the existing reporting of Key Performance Indicators (KPIs), the performance targets set out in the Plan will also be assessed and presented in

terms of trend (better or worse) and overall status (if on track to meet the target or not). Given that the existing presentation of KPIs has been shaped with the support of Members over the course of a number of months, it is proposed that these performance targets are presented in the same way.

6 Financial and Value for Money Considerations

6.1 None arising directly from this report.

7 Risk Assessment

7.1 Performance Management is identified in the Strategic Risk Register. The register highlights 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.

8 Legal Implications

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

9 Consultation and Communications

9.1 The Annual Service Delivery Plan will be used by the Council to communicate, both internally and to our communities, about our achievements as well as any areas of focus that the Council is working to improve.

10 Implementation

10.1 The Annual Service Delivery Plan will be going to Cabinet in February 2025. Progress on the Plan will then be reported to Overview and Scrutiny Committee and Cabinet on a quarterly basis during 2025/26.

11 Cross Cutting Issues

11.1 Climate Change and Biodiversity

11.1.1 Some impact on reducing emissions in support of carbon neutral by 2030 or enhancing the natural environment.

11.1.2 Climate change advice has not directly been sought in the preparation of the options and recommendations in this report. However, the Climate Change Officer has contributed towards the content of the Annual Service Delivery Plan.

11.1.3 The reporting on KPIs has some positive impact on climate change and biodiversity in the sense that a few of the KPIs specifically relate to emissions and air quality, and as such contribute towards highlighting the Council's performance in this area.

11.2 Equalities and Diversity

11.2.1 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.

Background Papers	None
Annexes	Annex 1 – Draft Annual Service Delivery Plan 2025/26.

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Annex I

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Draft Annual Service Delivery Plan 2025/26

Delivering and Embedding the Corporate Strategy:

Priority	Priority Actions
Caring for the Environment	<p>Delivering Climate Change Plans focusing on cutting emissions and increasing biodiversity.</p> <p>Recycling more than anywhere else in Kent.</p> <p>Tackling sources of pollution.</p> <p>Successful management of parks, open spaces and Leisure Centres.</p>
Improving Housing and Protecting Areas	<p>Developing a Local Plan and delivering a range of housing for the whole community.</p> <p>Ensuring a supply of Affordable Housing.</p> <p>Supporting those most in need of housing support.</p> <p>Improving standards in rented accommodation.</p>
Investing in the borough and the Local Economy	<p>Using our land and assets better, especially in Tonbridge Town Centre.</p> <p>Helping our local economy bounce back.</p> <p>Raising the profile of Council assets, including Tonbridge Castle.</p> <p>Strengthen our links with strategic partners and funding bodies.</p>
Efficient & Effective Council	<p>Delivering services innovatively and in the most cost-effective and efficient way.</p> <p>Making our Services and Advice available 24 hours a day.</p> <p>Promoting Well-Being & Helping People live Healthy Lives.</p> <p>Supporting Residents and ensure Safeguarding is an integral part of Council Activity.</p>

CARING FOR THE ENVIRONMENT – ACTIVITY

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
1.1	Install electric vehicle rapid charging points in the borough to support the reduction in carbon emissions from private transport.	Climate Change	Deliver 40 more electric vehicle rapid charging points in our car parks by March 2026.	Engineering Manager	Transformation and Infrastructure
1.2	Install air source heat pumps to serve the fitness pool at Larkfield Leisure Centre to help meet our 2030 Climate Change goal.	Climate Change	Planning Application approved by Full Council by summer 2025 (if required). Works completed (including the removal of gas boilers) by March 2026.	Head of Administration and Property Services	Climate Change, Regeneration and Property
1.3	Progress plans to decarbonise Tonbridge Pool heating system.	Climate Change	Preferred option agreed by Cabinet by November 2025.	Head of Administration and Property Services	Climate Change, Regeneration and Property
1.4	Decarbonise Gibson offices and install renewable technology.	Climate Change	Report tender outcome to Members and award contract in April 2025. Removal of gas boilers and installation of solar PV completed by January 2026.	Head of Administration and Property Services	Climate Change, Regeneration and Property
1.5	Assess relevant Council owned land as Biodiversity Net Gain sites for the borough.	Climate Change	Baselines established for Council owned land during summer 2025. Report outcome to Members by autumn 2025.	Head of Administration and Property Services / Climate Change Officer	Climate Change, Regeneration and Property

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
1.6	Evaluate use of Hydro-treated Vegetable Oil (HVO) for the waste contract vehicles.	Climate Change	Report setting out consideration of HVO proposals within the recommissioning of waste and recycling services to Members by December 2025.	Head of Street Scene and Leisure	Transformation and Infrastructure / Climate Change, Regeneration and Property
2.1	Undertake the full procurement of all contracted waste and recycling services.	Recycling	Issuing of tender documentation in XXXXX Tender evaluation undertaken in XXXXX Report to Cabinet to approve preferred contractor in XXXX Appointment of successful contractor in XXXXX	Head of Street Scene and Leisure	Transformation and Infrastructure
2.2	Drive up greater recycling rates within our communities.	Recycling	2 council-run events that encourage recycling by March 2026. 2 'behaviour-change' campaigns (including fly-tipping) delivered by end of March 2026.	Head of Communication	Transformation and Infrastructure
2.3	Work with our contractors to minimise waste and remove single use plastics from their operations.	Recycling	Introduce greater use of refills and reduced waste from Council-owned sites by July 2025.	Street Scene Manager / Climate Change Officer	Climate Change, Regeneration and Property
3.1	Improve our designated Air Quality Management Areas (AQMAs) to help support a better environment for our residents.	Tackling Pollution	Revocation of 4 Air Quality Management Areas following improvements by March 2026	Environmental Protection Manager	Climate Change, Regeneration and Property
4.1	Invest in Tonbridge Racecourse Sportsground for our residents and visitors.	Parks and Leisure	Refurbish tennis courts by August 2025. Identify new options for the future use of the vacated bowls green by November 2025.	Leisure Services Manager (Outdoors)	Community Services

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
4.2	Upgrade paths at our Country Parks to improve accessibility for residents and visitors.	Parks and Leisure	Improve paths at Haysden Country Park by September 2025.	Leisure Services Manager (Outdoors)	Community Services
4.3	Implement lighting improvements between Town Lock and Vale Road to provide safer access for the public.	Parks and Leisure/Promoting Well-Being	Engage with the different landowners on this complex site by April 2025 Feasibility report to Finance, Regeneration and Property Scrutiny Select Committee in May 2025. Report to Cabinet to agree the scheme design by September 2025.	Director of Street Scene, Leisure and Technical Services	Climate Change, Regeneration and Property
4.4	Improve the condition of playing pitches for our sports clubs at Swanmead sportsground.	Parks and Leisure	Improvements to the drainage undertaken by March 2026.	Leisure Services Manager (Outdoors)	Community Services
4.5	Increase the number of vaults at Tonbridge Cemetery.	Parks and Leisure	64 new vaults installed by December 2025.	Parks Officer	Community Services

CARING FOR THE ENVIRONMENT – PERFORMANCE TARGETS

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
TMBC Annual Carbon Audit Emissions Data (tCO2e)	Amount of CO2e emitted through council assets and activities.	3100 (Lower is better)	2900	Climate Change Officer	Climate Change, Regeneration and Property
Total Attendance at TMLT Leisure Facilities	Total number of visitors to Larkfield Leisure Centre, Angel Centre, Tonbridge Swimming Pool, and Poult Wood Golf Course.	1.4 m (Higher is better)	1.5 m	Leisure Services Manager	Community Services
Leisure Centre Income	Overall income generated by our Leisure Facilities as a % to profile.	102% (Above profile is better)	Over 100%	Leisure Services Manager	Community Services
Leisure Centre Expenditure	Overall expenditure incurred by our Leisure Facilities as a % to profile.	95% (Under profile is better)	Under 100%	Leisure Services Manager	Community Services
Improved recycling pages on TMBC website	Number of clicks via social media and other channels during 2025/26.	N/A (Higher is better)	2,000	Head of Communication	Transformation and Infrastructure
% household waste recycled and composted	Calculated comparing the amount of waste sent for recycling, reuse and composting against total waste collected.	52% (Higher is better)	54%	Street Scene Manager	Transformation and Infrastructure
% of individual collections missed (waste)	Percentage of 'missed' residential kerbside collections.	0.11% (Lower is better)	0.10%	Street Scene Manager	Transformation and Infrastructure
Waste Collection Completions	% completion of scheduled collections.	99.5% (Higher is better)	100%	Street Scene Manager	Transformation and Infrastructure

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
Waste Collection Complaints	Number of formal complaints received about the waste collection service.	200 (Lower is better)	160	Street Scene Manager	Transformation and Infrastructure
Street Cleansing Complaints	Number of formal complaints received about street cleansing.	25 (Lower is better)	20	Street Scene Manager	Transformation and Infrastructure
Air Quality Management Areas (AQMAS)	Number of AQMAS where NO2 results exceed the National Air Quality objective for which they are declared.	1 (Lower is better)	0	Environmental Protection Manager	Climate Change, Regeneration and Property
Fly Tipping	Number of reported incidents of fly tipping in the borough	1,100 (Lower is better)	975	Street Scene Manager	Transformation and Infrastructure
Green Flag Status	Number of our parks with a Green Flag Status.	3 (Higher is better)	3	Leisure Services Manager (Outdoors)	Community Services
Environmental Fixed Penalty Notices (FPNs)	% of environmental FPNs served that are paid.	N/A (Higher is better)	65+%	Street Scene Manager	Climate Change, Regeneration and Property

IMPROVING HOUSING & PROTECTING AREAS – ACTIVITY

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
5.1	Implement the 25/26 milestones in the Local Development Scheme to work towards producing a Local Plan that accommodates sustainable growth and protects our important green spaces.	Local Plan and Housing	<p>Local Development Scheme agreed by Cabinet in XXXX</p> <p>Community (Reg 18) Consultation materials (including approach to Member Engagement) considered by Housing and Planning Scrutiny Select Committee in XXXX and approved by Cabinet in XXXX</p> <p>Successfully undertake community consultation in Winter 2025.</p>	Planning Policy Manager	Planning
5.2	Implement the Building Safety Levy as a key Government action arising out of the Grenfell Inquiry.	Local Plan and Housing	<p>All new or amended requirements successfully implemented and managed by February 2026.</p> <p>Secondary legislation due to be published in March 2025 (until it is published, uncertainty remains).</p>	Head of Planning	Transformation and Infrastructure
6.1	Deliver a refreshed approach to Local Lettings Plans for new homes.	Affordable Housing	<p>Local Lettings Plan policy agreed by Cabinet in May 2025.</p> <p>Implementation report to Housing and Planning Scrutiny Select Committee in December 2025.</p>	Head of Housing and Health	Finance and Housing

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
6.2	Work with the private sector housing market to increase housing solution opportunities for our residents.	Affordable Housing	Report detailing work to date with the Private Sector (including revised Landlord Incentive Scheme) presented to Housing and Planning Scrutiny Select Committee in Autumn 2025. Delivery of a Landlord event in Autumn 2025.	Head of Housing and Health	Finance and Housing
7.1	Increase the supply of Temporary Accommodation aligned to significant growth in housing demand.	Housing Support	20 additional units of Temporary Accommodation owned or managed by the Council by March 2026.	Head of Housing and Health	Finance and Housing
7.2	Adopt and implement a Homelessness Strategy to support our most vulnerable residents.	Housing Support	Homelessness Strategy considered by Scrutiny Select Committee by December 2025. Homelessness Strategy adopted by Cabinet by March 2026.	Housing Strategy and Enabling Manager	Finance and Housing
8.1	Give greater protection to people living in rented accommodation.	Rented Accommodation	Report on the Renters (Reform) Act agreed by Cabinet in Summer 2025. Requirements of the Renters (Reform) Act successfully implemented and managed by March 2026. (not likely to have clarity until secondary legislation/guidance has been provided)	Housing Improvement Manager	Finance and Housing

IMPROVING HOUSING & PROTECTING AREAS – PERFORMANCE TARGETS

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
5-year Housing Land Supply (years)	A calculation of whether there is a deliverable supply of homes to meet the planned housing requirement.	3.97 years (Closer to 5 years is better)	5 years	Head of Planning	Planning
Processing of 'Major' Planning Applications (% rate)	Percentage calculated as the number of major applications processed within the 13-week timescale. Government target is 60%.	90% (Higher is better)	91%	Head of Planning	Planning
Processing of 'Minor' Planning Applications (% rate)	Percentage calculated as the number of minor applications processed within the 8-week timescale. Government target is 65%.	75% (Higher is better)	76%	Head of Planning	Planning
Processing of 'Other' Planning Applications (% rate)	Percentage calculated as the number of 'other' applications processed within the 8-week timescale. Government Target is 80%.	83% (Higher is better)	90%	Head of Planning	Planning
Planning Appeals - dismissed	Percentage of appeals dismissed against the Council's refusal of planning permission.	65% (Higher is better)	70%	Development Manager	Planning
Planning Enforcement	Number of Planning Enforcement Cases left open more than 4 months.	70% (Lower is better)	75%	Head of Planning	Planning
Tree Preservation Orders	Number of TPO applications in the historic backlog reported to Members in December 2024.	60 (Lower is better)	0	Head of Planning	Planning
Affordable Housing	Number of Affordable Homes built out per annum.	150 (Higher is better)	170	Head of Housing and Health	Finance and Housing
Private Rented Sector	Number of households made a successful Private Rented Sector Offer.	2 (Higher is better)	24	Head of Housing and Health	Finance and Housing

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
Temporary Accommodation	Average number of all households in temporary accommodation as at end of the quarter.	135 (Lower is better)	120	Head of Housing and Health	Finance and Housing
Improving Housing Conditions	Number of properties where conditions have improved.	80 (Higher is better)	80	Head of Housing and Health	Finance and Housing
Housing Enforcement Notices	Number of Housing Enforcement Notices Served.	2	3	Head of Housing and Health	Finance and Housing
Disabled Facilities Grants	Number of homes adapted or improved for older and vulnerable residents to promote their independence and keep them safe in the community.	80	80	Head of Housing and Health	Finance and Housing

INVESTING IN OUR BOROUGH & LOCAL ECONOMY – ACTIVITY

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
9.1	Drive forward Tonbridge Town Centre Regeneration Plans.	Using Land and Assets Better	Following the completion of the community engagement phase in Spring 2025, Masterplan for the Town Centre adopted by Cabinet by September 2025.	Head of Administration and Property Services	Climate Change, Regeneration and Property
9.2	Make solid progress on our plans to improve leisure provision in Tonbridge.	Using Land and Assets Better	Progress plans for replacement Angel Leisure Centre to RIBA Stage 2 (initial concept design) by autumn 2025.	Head of Street Scene and Leisure	Community Services
9.3	Implement early phases of Tonbridge Farm Sportsground masterplan to provide improved, accessible leisure facilities for the whole community	Using Land and Assets Better	Approval of Tonbridge Farm business plan by Cabinet in Spring 2025. Improve or replace existing facilities (including new pavilion roof and all-weather pitches) in accordance with the masterplan for the site by March 2026.	Head of Street Scene and Leisure	Community Services
9.4	Improve Bailey Bridge East car park in Aylesford.	Using Land and Assets Better	Improve car park to provide additional spaces, CCTV and new surface by Spring 2025.	Engineering Manager	Transformation and Infrastructure
9.5	Stabilise flood mitigation protection at Wouldham River Wall.	Using Land and Assets Better	Complete RIBA Stage 1 (Preparation and Briefing) by Summer 2025 Design and Procurement for the mitigation protection works in Spring 2026.	Head of Technical Services	Community Services

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
10.1	Ensure investment in infrastructure is aligned to population and housing growth.	Economy Bouncing Back	Produce fully costed and dated Infrastructure Delivery Plan and Funding Statement to inform the Local Plan by Summer 2025.	Planning Policy Manager	Planning
10.2	Delivery of the Tonbridge and Malling UK Shared Prosperity Fund to support our businesses and residents.	Economy Bouncing Back	£327,000 of funding spent on projects by March 2026	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property
10.3	Establish and implement a new programme to support the local economy using Business Rates Pool funding.	Economy Bouncing Back	Business Rates Pool Programme agreed by Cabinet in September 2025, with implementation from October 2025 onwards.	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property
10.4	Delivery of People and Skills Grant Scheme that creates training and employment opportunities for our residents.	Economy Bouncing Back	Round 1 Funded projects completed by December 2025, supporting 100 residents. Cabinet Member approval to launch a Round 2 in June 2025.	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property
10.5	Implement a new Street Trading policy that supports our businesses, enhances our towns and generates maximum community benefit.	Economy Bouncing Back	Implementation of new policy by September 2025.	Head of Licensing, Community Safety and Customer Services	Climate Change, Regeneration and Property / Community Services
11.1	Help drive visitor numbers to Tonbridge Castle through events and activities.	Profile of Assets	Deliver a Summer marketing campaign during June to September 2025. Implement new activities following loss of the Gateway Service by March 2026.	Head of Communication / Head of Licensing, Community Safety and Customer Services	Community Services

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
11.2	Install new Digital Information Boards to help improve real-time communication with our residents	Profile of Assets	<p>Project approved by Cabinet by Summer 2025.</p> <p>New Digital Information Boards installed at locations across the borough by March 2026.</p>	Head of Communication / Head of Licensing, Community Safety and Customer Services	Community Services
12.1	Work with strategic partners to bring forward/complete key employment sites.	Strategic Partners	<p>Panattoni Park Aylesford (one of the largest logistics developments in the South east) fully built out and occupied by October 2025.</p> <p>Planning application approved for new Science and Innovation Building at East Malling Research (NIAB EMR) by December 2025.</p> <p>RBLI Centenary Village completed and occupied by Summer 2025.</p> <p>Application for RBLI Factory Development to be determined by summer 2025 (subject to submission in February 2025).</p> <p>London Golf Club planning application determined by spring 2025.</p> <p>Buckmore Park planning application determined by summer 2025 (subject to submission in early 2025).</p>	Head of Planning / Strategic Economic Regeneration Manager	Planning / Climate Change, Regeneration and Property

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
12.2	Support the Environment Agency with the completion of Leigh Expansion and Hildenborough Embankment Scheme.	Strategic Partners	Completion of scheme and full payment of Council contribution by November 2025.	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property

INVESTING IN OUR LOCAL ECONOMY – PERFORMANCE TARGETS

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
Town Centre Vacancy Levels (%)	The number of commercial retail units in our town and village centres that are vacant as a % of the total number.	5.81% (Lower is better)	5.7%	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property
Business Births and Deaths	The ratio of business births to business deaths	0.95 (Higher is better)	1.00	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property
Unemployment Rate (%)	The % of the workforce that are claiming unemployment benefits.	2.3% (Lower is better)	2.1%	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property
Occupation of Rental Properties	The % of council-owned commercial properties that are in occupation	100% (Higher is better)	100%	Head of Administration and Property Services	Climate Change, Regeneration and Property
Council Events – Income	Total income generated from council run/supported events.	£55,000 (Higher is better)	£58,000	Head of Licensing, Community Safety and Customer Services	Community Services
Property Rentals – Income	Total Income generated from commercial property rentals.	£400,000 (Higher is better)	£420,000	Head of Administration and Property Services	Climate Change, Regeneration and Property
Tonbridge Castle - Income	Total income generated by activities at Tonbridge Castle	£90,000 (Higher is better)	£95,000	Head of Licensing, Community Safety and Customer Services	Customer Services
Tonbridge Castle – Tour Visitor Numbers	Total number of visitors to Tonbridge Castle that take the tour (NB first few months of 25/26 the castle will be closed)	3,400 (Higher is better)	3,000	Head of Licensing, Community Safety and Customer Services	Community Services

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
Employment Land	% net change (gain/loss) in employment land	N/A	0%	Planning Policy Manager	Planning
People and Skills Fund	Number of local residents benefitting from projects completed through the People and Skills Fund	N/A (Higher is better)	100	Strategic Economic Regeneration Manager	Climate Change, Regeneration and Property

EFFICIENT & EFFECTIVE COUNCIL – ACTIVITY

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
13.1	Ensure that the Council maximises the opportunities to influence the implementation of the Government’s Devolution agenda within Tonbridge and Malling in the interests of local residents and takes action to navigate a path that minimises the inherent risks and uncertainty associated with this type of process.	Innovative and Cost-Effective Services	<p>Actively contribute to the Government’s process for determining the devolution geography across Kent and Medway by Autumn 2025.</p> <p>Establish formal programme management arrangements to ensure the Council is fully engaged in managing the preparation and transition process by Winter 2025.</p>	Chief Executive	Executive Leader
13.2	Bring forward a comprehensive approach to transformation in the Council.	Innovative and Cost-Effective Services	<p>5 Wider Management Team meetings take place during 2025/26</p> <p>Reporting to Overview and Scrutiny Committee and Cabinet on Annual Service Delivery Plan 2025/26 (including performance targets) starting in Summer 2025 (Q1)</p> <p>5 awards applications submitted by March 2026 to recognise Council successes.</p>	Chief Executive	Executive Leader
13.3	Develop a robust Council-wide Project Management approach that drives forward successful delivery.	Innovative and Cost-Effective Services	<p>New project templates reviewed by Overview and Scrutiny Committee in spring 2025.</p> <p>Ensure all projects have a manager and sponsor by summer 2025.</p> <p>Project Management training takes place in summer 2025.</p>	Strategic Economic Regeneration Manager / Tonbridge Town Centre Programme Manager	Executive Leader

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
13.4	Refresh and update Medium Term Financial Strategy (MTFS) in light of new Government priorities and the direction for local government funding to be set out in the Spring (2025) Fair Funding Review.	Innovative and Cost-Effective Services	Refresh MTFS in November 2025 with update for Budget Setting in February 2026.	Director of Finance and Transformation / Chief Financial Services Officer	Finance and Housing
13.5	Undertake a base budget review across all services to identify contributions towards in-year saving and the Medium-Term Financial Strategy 2026/27.	Innovative and Cost-Effective Services	Initial report on options to save a minimum of £XXX,000 to Cabinet in summer 2025.	Director of Finance and Transformation	Finance and Housing
13.6	Update the Treasury Management and Investment Strategy, aligning it to the Council's ambitions for property and regeneration investment.	Innovative and Cost-Effective Services	Updated Strategy for recommendation by Audit Committee in January 2026 and adoption by Council in February 2026.	Chief Financial Services Officer / Principal Accountant	Finance and Housing
13.7	Implement Second Homes Premium.	Innovative and Cost-Effective Services	Premium to be included in annual Council Tax bills (as appropriate) from 1 April 2025.	Revenues Manager	Finance and Housing
13.8	Review earmarked reserves with a view to free up funding to assist with delivery of priority capital projects. (subject to formal approval)	Innovative and Cost-Effective Services	Officer review to be undertaken by October 2025 with report to Cabinet by November 2025.	Chief Financial Services Officer / Principal Accountant	Finance and Housing
13.9	Implement Integra Centros Financial ledger system in order to improve efficiency and effectiveness of transactions and reporting.	Innovative and Cost-Effective Services	Implementation of full digital signatures and improved budgetary control reporting by March 2026.	Chief Financial Services Officer / Principal Accountant	Finance and Housing

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
13.10	Strengthen Annual Governance Statement (AGS).	Innovative and Cost-Effective Services	<p>Review Service Assurance Statements which are completed by Statutory Officers and Directors to support the 2024/25 financial statements and the Annual Governance Statement.</p> <p>Annual Governance Statement signed off by Chief Executive and Leader of the Council by May 2025.</p> <p>Annual Governance Statement agreed by Audit Committee by July 2025.</p>	Chief Financial Services Officer / Principal Accountant	Finance and Housing
13.11	Undertake an independent Planning Advisory Service Review and agree Action Plan for improvement.	Innovative and Cost-Effective Services	<p>Complete independent review by September 2025.</p> <p>Action Plan considered by Planning and Housing Scrutiny Select Committee by October 2025.</p> <p>Action Plan agreed by Cabinet by December 2025.</p> <p>Agreed action plan fully delivered by March 2026.</p>	Head of Planning	Planning
13.12	Implement a new planning fee structure aligned to expected secondary legislation.	Innovative and Cost-Effective Services	<p>New fee structure considered by Planning & Housing Scrutiny Select Committee by May 2025.</p> <p>New fee structure agreed by Cabinet by Winter 2025.</p> <p>(timescale dependent on the publication of secondary legislation and any consultation periods required)</p>	Head of Planning	Planning / Finance and Housing
13.13	Consolidate Council's accommodation at Kings Hill.	Innovative and Cost-Effective Services	Report tender outcome to Members and award contract for work to Gibson Building East in April 2025.	Head of Administration and Property Services	Climate Change, Regeneration and Property

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
			<p>Relocate staff from Gibson Building East to Gibson Building West in April 2025.</p> <p>Members to determine Gibson West future by June 2025.</p> <p>Reduction of at least £200,000 in annual operating costs by end of March 2026.</p>		
13.14	Review of Executive Scrutiny Protocol and Associated Governance Arrangements.	Innovative and Cost-Effective Services	Review presented to Cabinet by September 2025.	Director of Central Services	Executive Leader
13.15	Review of Workforce Strategy to ensure the organisation continues to evolve to deliver high quality services.	Innovative and Cost-Effective Services	Revised strategy, including a new Workforce Monitoring Statement, to be approved by General Purposes Committee by September 2025.	Head of Human Resources and Development	Transformation and Infrastructure
13.16	Implementation of Member Development Strategy to promote a positive and inclusive culture of learning, development and continual improvement.	Innovative and Cost-Effective Services	<p>Undertake Member Survey to identify development needs by end of June 2025.</p> <p>Strategy to be approved by General Purposes Committee in October 2025.</p>	Head of Human Resources and Development	Executive Leader
13.17	Deliver new external litter enforcement contract that helps to reduce Anti-Social Behaviour and protect our environment.	Innovative and Cost-Effective Services	New contract to commence in April 2025.	Street Scene Manager	Transformation and Infrastructure

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
13.18	Investigate and trial new technologies to improve our car parks and improve the experience of our customers.	Innovative and Cost-Effective Services	Report on the potential of parking machines accepting contactless payments considered by Communities and Environment Scrutiny Select Committee in May 2025 and by Cabinet in July 2025. Automatic Number Plate Recognition introduced and operational at 2 car parks by March 2026.	Engineering Manager / Parking Manager	Transformation and Infrastructure
13.19	Implement the requirements of the new Procurement Act, and subsequently review the Council's financial procedure rules and contract procedure rules contained within the constitution.	Innovative and Cost-Effective Services	Contracts tendered in accordance with new Procurement Act by April 2025. Updated financial rules and contract procedure rules approved by Council by March 2026.	Director of Street Scene, Leisure and Technical Services / Director of Finance and Transformation	Transformation and Infrastructure / Finance and Housing
13.20	Make it easier for customers to renew their garden waste subscription.	Innovative and Cost-Effective Services	Repeat payment option introduced for subscribers by March 2026.	Chief Financial Services Officer	Transformation and Infrastructure
13.21	Identify and implement clear plan to resolve outstanding matters associated with the current Agile Programme	Innovative and Cost-Effective Services	The following teams upgraded to the new system by: Environmental Health by Summer 2025 Housing Services by Summer 2025 Licensing by Summer 2025	Director of Planning, Housing and Environmental Health	Finance and Housing
14.1	Launch an enhanced Community Enforcement Team. (subject to formal approval)	Available Services and Advice	Funding contributions agreed with partner organisations and external funders by April 2025. New team up and running, with Communications Plan in place to raise awareness amongst our communities in April 2025.	Head of Licensing, Community Safety and Customer Services	Community Services

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
14.2	Campaign to increase uptake of E-billing and promote the Citizen Access service for Council Tax.	Available Services and Advice	Complete delivery of the campaign by December 2025 in order to impact on the 2026/27 billing programme.	Revenues Manager	Finance and Housing
14.3	Implement key projects as set out in the IT & Digital Strategy 2023-27 roadmap.	Available Services and Advice	<p>Migration of all internal and external eForms from an EBASE to JADU platform and decommission all relevant systems infrastructure by Spring 2025.</p> <p>Adoption of corporate enterprise document management solution including digitization of all paper records across all services within the council by March 2026.</p> <p>Migration of all shared drives across the authority to SharePoint, including training for all staff by March 2026.</p>	Head of IT	Finance and Housing
14.4	Review National Cyber Security Centre's Cyber Assessment Framework (CAF) with a view to working towards compliance.	Available Services and Advice	Implement recommendations made through the CAF and complete the assessment to ensure compliance by December 2025.	Head of IT	Finance and Housing
14.5	Complete the Integration of Services into the Contact Centre to improve customer experience.	Available Services and Advice	<p>Transfer of Waste Services in Spring 2025.</p> <p>Transfer of Planning by Autumn 2025.</p>	Head of Licensing, Community Safety and Customer Services	Community Services
14.6	Deliver effective and efficient County Council Elections for our residents (subject to the Devolution timetable for Kent and Medway)	Available Services and Advice	County Council elections delivered successfully in May 2025.	Head of Electoral Services	Executive Leader

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member
15.1	Distribute 2025/26 Household Support Fund support to our most vulnerable residents.	Promoting Well-Being	£XXXXX of funding support provided in accordance with the funding criteria by XXXX (to be updated once the allocation from Government and KCC is known)	Benefits and Welfare Manager	Finance and Housing
15.2	Produce new Health Action Team (HAT) Action Plan for the One You Service to deliver health & wellbeing impact across the borough.	Promoting Well-Being	Health Action Team Action Plan approved by Cabinet by June 2025. Implementation of Action Plan from June 2025 onwards, including completion of two key actions from each of the three priorities by March 2026.	One You Team Leader	Finance and Housing
16.1	Work towards securing a Silver Award in the Armed Forces Employer Recognition Scheme to raise awareness of the needs of the Armed Forces Community.	Supporting Residents	Application approved by Cabinet and submitted to Government in March 2026.	Policy, Scrutiny and Communities Manager	Community Services
16.2	In recognition of changing demographics in the borough and to respond effectively to local need, develop and deliver equalities and diversity training for all staff, identifying those posts that require enhanced training.	Supporting Residents	Training plan reported to Cabinet by October 2025. Training delivered to all staff by March 2026.	Policy, Scrutiny and Communities Manager	Community Services
16.3	Improve Council's Safeguarding arrangements and performance.	Supporting Residents	New training plan approved by Cabinet in October 2025, with training delivered to all staff and Members by March 2026. New enhanced safeguarding webpage with links to support agencies and safeguarding advice by March 2026.	Policy, Scrutiny and Communities Manager	Community Services

EFFICIENT & EFFECTIVE COUNCIL – PERFORMANCE TARGETS

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
Food Safety Inspections	% of due food safety inspections undertaken (Risk Category A-E).	98% (Higher is better)	99%	Food and Safety Manager	Climate Change, Regeneration and Property
One You Service	The number of residents benefiting from support of the One You Service.	730 (Higher is better)	750	One You Team Leader	Community Services
Safeguarding	The number of priority actions arising from the independent safeguarding audit remaining unresolved for more than 6 months.	0 (Lower is better)	0	Policy, Scrutiny and Communities Manager	Community Services
Anti-Social Behaviour (ASB)	Total number of ASB cases in the borough that are reported to the Council.	520 (Lower is better)	510	Safer and Stronger Communities Manager	Community Services
Victim-Based Crime	Total number of reported Victim-based crimes in the borough.	7,500 (Lower is better)	7,200	Safer and Stronger Communities Manager	Community Services
My Account registrations	The number of residents registering for an account over the course of a year.	6,000 (Higher is better)	5,000	Head of Communication	Community Services
My TMBC app downloads	The number of app downloads over the course of a year.	1,200 (Higher is better)	1,500	Head of Communication	Community Services
Public engagement with news from TMBC	The number of clicks on social media content over the course of a year.	20,000 (Higher is better)	22,000	Head of Communication	Community Services

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
Staff engagement	The proportion of staff who feel positively about working at the Council.	82% (Higher is better)	85%	Head of Communication	-
Vacant Posts (FTE)	Number of positions within the council that are currently vacant.	9 (Q1 24/25) (Lower is better)	7	Head of Human Resources and Development	-
Sickness Absence – short term	Average number of working days per employee across the organisation lost to short term sickness absence.	2.91 (Lower is better)	2.7	Head of Human Resources and Development	-
Gender Pay Gap - Median	The difference between the median pay of men and women within the council.	22.24% (Closer to 0% is better)	18%	Head of Human Resources and Development	-
Contact Centre – Handled Rate	% of calls answered in the Contact Centre against those presented.	92% (Higher is better)	94%	Head of Licensing, Community Safety and Customer Services	Community Services
Contact Centre - Emails	% of emails responded to within 24 hours.	100% (Higher is better)	100%	Head of Licensing, Community Safety and Customer Services	Community Services
Contact Centre - Webchat	% of webchats answered by the Contact Centre.	99% (Higher is better)	99%	Head of Licensing, Community Safety and Customer Services	Community Services
Licensing	Annual fees generated from the processing of premises licenses under the Licensing Act 2003.	£80,000 (Higher is better)	£85,000	Head of Licensing, Community Safety and Customer Services	Community Services

Indicator	Description	Est Performance 2024/25	Target 2025/26	Lead Officer	Cabinet Member
Council Tax	Percentage calculated as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year.	98% (Higher is better)	98.1%	Revenues Manager	Finance and Housing
Non-Domestic (Business) Rates	Percentage calculated as a cumulative year-to-date figure, from the total business rates payments received compared to the total amounts payable in that year.	99.4% (Higher is better)	99.4%	Revenues Manager	Finance and Housing
Salary Monitoring Data	Variation to budget approved by Council in February 2025 and 2026 including the agreed management savings targets.	£0 above/below profile (Closer to profile is better)	£0	Chief Financial Services Officer	Finance and Housing
Income Monitoring Data	Variation to budget approved by Council in February 2025 and 2026.	£0 above/below profile (Above profile is better)	£0	Chief Financial Services Officer	Finance and Housing
Determination of Housing Benefit claims	Number of days to accurately determine new Housing Benefit claims and changes to existing claims.	28 (new claims) and 6 (changes) (Lower is better)	26 and 5	Benefits and Welfare Manager	Finance and Housing
Determination of Council Tax Reduction Scheme claims	Number of days to accurately determine new Council Tax Reduction Scheme claims (median) and changes to existing claims.	33 (new claims) and 3 (changes) (Lower is better)	30 and 2	Benefits and Welfare Manager	Finance and Housing
Prompt payment of invoices	The percentage of invoices paid with the 30-day deadline.	99% (Higher is better)	99%	Exchequer Services and Systems Manager	Finance and Housing

Timescales

Action	Date	Notes
Identify long list of priorities for the year ahead (2025/6)	Early September 2024	Where available use 2024/25 service plans as starting point
First Drafts of Plan Produced	September/October 2024	
Work towards a Final Draft	November/December 2024	
Report to Overview and Scrutiny Committee	13 January 2025	
Overview and Scrutiny Committee	23 January 2025	NB To go at the same time as the budget
Report to Cabinet Deadline	30 January 2025	
Cabinet	11 February 2025	
Staffnet Article	February/March 2025	
Annual Service Delivery Plan on tmbc.gov.uk	Mid-March 2025	
Quarter 1 Reporting		
Collation of updates for Q1 2025/26	June-July 2025	
Report to Overview and Scrutiny Committee	30 August 2025	
Overview and Scrutiny Committee	11 September 2025	
Report to Cabinet	25 September 2025	
Cabinet	07 October 2025	

Executive Decisions Record - November 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
D240101MEM	Gibson East Refurbishment - Approval of Tender Route	Climate Change, Regeneration and Property	01.11.24	08.11.24	15.11.24						16.11.24
D240102CAB	Key Performance Indicators (Q1 2024/25)	Cabinet	12.11.24	14.11.24	21.11.24						22.11.24
D240103CAB	Housing Allocations Scheme - Amendment										
D240104CAB	Review of Fees and Charges - Communities and Environment										
D240105CAB	Budgetary Control - September 2024										
D240106CAB	Consultant Use at the Council										
D240107CAB	Risk Management										
D240108CAB	Progress with Recommendations from Auditor's Annual Report										
D240109CAB	Future Operator of the replacement Angel Centre										
D240110CAB	Larkfield Leisure Centre Air Source Heat Pumps and Air Handling Unit Tender										
D240111CAB	Tonbridge Castle Gatehouse - Roof Repair Tender										
D240112CAB	Medium Term Financial Strategy - Update										
D240113MEM	Application of removal of council tax empty property premium charge					Finance and Housing	13.11.24	14.11.24	21.11.24		
D240114MEM	One You Staffing	Finance and Housing	12.11.24	14.11.24	21.11.24						22.11.24
D240115MEM	Enforcement Tender Result	Transformation and Infrastructure	7.11.24	15.11.24	22.11.24						23.11.24
D240116MEM	Martin Square Lease Renewal	Climate Change, Regeneration and Property	18.11.24	18.11.24	25.11.24						26.11.24
D240117MEM	Budgetary Control - September 2024 (FRPSSC)	Finance and Housing	19.11.24	21.11.24	28.11.24						29.11.24
D240118MEM	MTFS (FRPSSC)	Finance and Housing	19.11.24	21.11.24	28.11.24						29.11.24
D240119MEM	Extension of a Fixed Term Senior Planning Officer Post	Planning	20.11.24	25.11.24	02.12.24						03.12.24
D240120MEM	EOHS Masterplan Consultant Selection	Climate Change, Regeneration and Property	22.11.24	25.11.24	02.12.24						03.12.24
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:	2

Executive Decisions Record - December 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					
D240121MEM	Hoarding Work within Housing	Finance and Housing	3.12.24	6.12.24	13.12.24						14.12.24					
D240122MEM	Infrastructure Funding Statement 2023/24	Transport and Infrastructure	3.12.24	6.12.24	13.12.24						14.12.24					
D240123MEM	Authority Monitoring Report 2024/24	Planning	3.12.24	6.12.24	13.12.24						14.12.24					
D240124MEM	Local Nature Recovery Strategy	Planning	3.12.24	6.12.24	13.12.24						14.12.24					
D240125MEM	UK Shared Prosperity Fund Year 3 Update	Climate Change, Regeneration and Property	5.12.24	6.12.24	13.12.24						14.12.24					
D240126MEM	Appointment to undertake additional feasibility work for a replacement Angel Leisure Centre in Tonbridge	Community Services	4.12.24	9.12.24	16.12.24						17.12.24					
D240127CAB	Review of Fees and Charges 2025/26 (FRPSCC)	Cabinet	10.12.24	12.12.24	19.12.24						20.12.24					
D2240128CAB	Review of Fees and Charges for Discretionary Planning Services															
D240129CAB	HMO and Caravan Site Licensing Fee Charges 2025/26															
D240130CAB	Local Plan Engagement and Consultation Strategy and Budget															
D240131CAB	Data Protection Policy															
D240132CAB	Community Grant Scheme															
D240133CAB	Review of TCF and PPP															
D240134CAB	Procurement Strategy															
D240135CAB	Debt Collection Practices - Pilot with Reach Out															
D240136CAB	Tree Protocol Update															
D240137CAB	Proposed Lease of Apartments for TA Use in Tonbridge															
D240138MEM	Application for removal of Council Tax Empty Property Premium Charge					Finance and Housing	11.12.24	12.12.24	19.12.24							20.12.24
D240139MEM	Household Support Fund - Tranche 6					Finance and Housing	12.12.24	16.12.24	23.12.24							24.12.24
D240140MEM	25 Martin Square Lease	Climate Change, Regeneration and Property	18.12.24	31.12.24	8.1.25											
Decision pending	Call in period	Key Decision	Private	Urgent												
	Subject to call in															

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URG - outside of budget and policy framework

Number of monthly call-ins:	0
Number of call-ins for year:	2
Final total for year:	2

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**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 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 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 the reporting/governance timetable may change and it may become necessary to defer decisions until the next meeting of Cabinet)

NOTICE OF FORTHCOMING KEY DECISIONS – FEBRUARY TO MARCH 2025

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)
Waste Services Contract - Strategic Approach	11 Feb 2025	Internal consultation via Communities and Environment Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.	Head of Street Scene and Leisure Services	Officers report	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
UK Shared Prosperity Fund 2025/26	4 Mar 2025	Internal consultation via Cabinet as detailed in the reports to be considered by Members.	Strategic Economic Regeneration Manager		Public
Local Plan Budget Proposal	4 Mar 2025	Internal consultation via Housing and Planning Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.	Director of Planning, Housing and Environmental Health		Public

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 Development Scheme	4 Mar 2025	Internal consultation via Housing and Planning Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.	Director of Planning, Housing and Environmental Health		Public
Waste Contract - Specification and Procurement	1 Apr 2025	Internal consultation via Communities and Environment Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.	Head of Street Scene and Leisure Services		Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
<p>Contact: committee.services@tmbc.gov.uk</p> <p>Published: 14 January 2025</p>					

**OVERVIEW AND SCRUTINY SELECT COMMITTEE – UPCOMING MATTERS
2025**

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/ C	CAB MEMBER DN Y/N	PART 1 OR 2	MEETING DATE	OFFICER IN PERSON ATTENDANCE Y/N
Presentation - Citizens Advice	TBC	INFO	-	-	1	3 April 2025	N
Scrutiny Review of GP Surgeries	Requested by Chair of Committee and Integrated Care Board to be invited. Report considering pressure on GP Practices regarding capacity issues, particularly where new development is taking place.						
S106/new Builds	Requested by the Chair of the Committee						
Empty Properties	Requested by the Chair of the Committee						
Outcome of Review – Parish Partnership Panel		CAB	NKD	N	1		
Implementation of Agile	Further update. Head of IT to be invited to attend	Info	-				
Record of Executive Decisions	Standing item	Info					
Work Programme	Standing item	Info					

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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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Agenda Item 14

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 15

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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