

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

22 May 2026

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

Dear Sir/Madam

Your attendance is requested at a meeting of the Cabinet to be held in the Council Chamber, Gibson Drive, Kings Hill on Tuesday, 2nd June, 2026 commencing at 7.30 pm.

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

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

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

Yours faithfully

DAMIAN ROBERTS

Chief Executive

AGENDA

1. Guidance for the Conduct of Meetings

7 - 10

PART 1 - PUBLIC

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

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

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

4. Minutes 15 - 22

To confirm as a correct record the Minutes of the meeting of the Cabinet held on 7 April 2026

Matters in accordance with Part 3 of the Constitution

Executive Non-Key Decisions

5. Risk Management 23 - 40

Consideration of the recommendations of the Audit Committee in respect of Risk Management.

6. Section 106 Processes and Considerations 41 - 54

Consideration of the recommendations of the Overview and Scrutiny Committee in respect of the management and monitoring of s106 funding and process improvements.

7. Annual Service Delivery Plan Quarter 3 (2025/26) Reporting 55 - 82

Consideration of the recommendations of the Overview and Scrutiny Committee in respect of the Annual Service Delivery Plan 2025/26 Quarter 3 update.

8. Updating the Council's Affordable Housing Protocol 83 - 94

Consideration of the recommendations of the Housing and Planning Scrutiny Select Committee in respect of the Affordable Housing Protocol.

The recommendations are marked 'to follow' and will be circulated in advance of the meeting.

Matters submitted for Information

9. Minutes of Panels, Boards and Other Groups 95 - 114

The minutes of meetings of Advisory Panels, Boards and Other Groups are attached:

- Notes of Tonbridge Community Forum of 11 May 2026

Any recommendations arising from these minutes are set out as individual items on this agenda.

10. Decisions taken by Cabinet Members 115 - 116

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

11. Notice of Forthcoming Key Decisions 117 - 122

The Notice setting out the Key Decisions anticipated to be considered during the period June/July to September 2026 is attached. The Notice remains subject to change until its publication date.

12. Urgent Items 123 - 124

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

Matters for consideration in Private

13. Exclusion of Press and Public 125 - 126

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

Matters in accordance with Part 3 of the Constitution

Executive Key Decisions

14. South-West Kent Waste Services Contract - Options Report 127 - 138

(Reason: Part 2 - Private: LGA 1972 - Sch 12A Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

Consideration of the recommendations of the Communities and Environment Scrutiny Select Committee in respect of options for the future frequency of cleansing of specific sections of High-Speed Roads (largely Dual Carriageways), cleansing of specific areas of Parks & Open Spaces and the future financing of new vehicles deployed on the contract.

The recommendations are marked 'to follow' and will be circulated in advance of the meeting.

15. Lease Arrangements for Tonbridge Farm Sportsground 139 - 154

(Reason: Part 2 - Private: LGA 1972 - Sch 12A Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

Consideration of the recommendations of the Finance, Regeneration and Property Scrutiny Select Committee in respect of a proposal relating to a lease extension at the Tonbridge Farm Sportsground.

The recommendations are marked 'to follow' and will be circulated in advance of the meeting.

Executive Non-Key Decisions

16. New Angel Leisure Centre - Financial Review 155 - 264

(Reason: Part 2 - Private: LGA 1972 - Sch 12A Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information))

Consideration of the recommendations of the Overview and Scrutiny Committee in respect of funding arrangements for the replacement Angel Leisure Centre.

17. Fly Tipping and Littering Enforcement Options Report 265 - 288

(Reason: Part 2 - Private: LGA 1972 - Sch 12A Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

Consideration of the recommendations of the Communities and Environment Scrutiny Select Committee in respect of recent enforcement activity relating to littering and fly tipping offences and options for the provision of future activities.

The recommendations are marked 'to follow' and will be circulated in advance of the meeting.

18. Management of Haysden Country Park 289 - 296

(Reason: Part 2 - Private: LGA 1972 - Sch 12A Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

Consideration of the recommendations of the Communities and Environment Scrutiny Select Committee in respect of the management of Haysden Country Park.

The recommendations are marked 'to follow' and will be circulated in advance of the meeting.

Matters submitted for Information

19. Tonbridge Town Centre Programme Board - Notes of 24 April 2026 297 - 356

(Reason: Part 2 - Private: LGA 1972 - Sch 12A Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

This report details the notes from the Tonbridge Town Centre Programme Board (TTCPB) meeting on 24 April 2026.

20. Urgent Items 357 - 358

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

MEMBERSHIP

Councillor M D Boughton, (Leader)
Councillor R P Betts, (Housing, Environment and Economy)
Councillor M A Coffin, (Finance, Waste and Technical Services)
Councillor D Keers, (Community Services)
Councillor A Mehmet, (Infrastructure and Tonbridge Regeneration)
Councillor M Taylor, (Planning)

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

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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Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

CABINET

Tuesday, 7th April, 2026

Present: Cllr M D Boughton (Chair), Cllr D Keers and Cllr A Mehmet.

Cllr M A J Hood, Cllr Mrs A S Oakley* and Cllr M R Rhodes* were also present pursuant to Access to Information Rule No 23.

*participated via MS Teams.

Apologies for absence were received from Councillors R P Betts, M A Coffin and M Taylor. An apology for absence was also received from Councillor M A Coffin who observed via MS Teams.

PART 1 - PUBLIC

CB 26/42 DECLARATIONS OF INTEREST

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

CB 26/43 MINUTES

RESOLVED: That the Minutes of the meeting of the Cabinet held on 3 March 2026 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE COUNCIL

CB 26/44 SOUTH WEST KENT WASTE SERVICES CONTRACT RETENDER

A comprehensive update was provided on the Borough Council's procurement process for the South West Kent Waste Services Contract. Members were reminded that the current contract for refuse, recycling and street cleansing was due to expire at the end of March 2027 and was being retendered on a partnership basis with Tunbridge Wells Borough Council.

The joint report of the Director of Street Scene, Leisure and Technical Services and the Head of Finance provided details of the tender process and an assessment of the tenders received. As previously approved by Members, the tender was for a new contract of 12 years with an option to extend by up to two years subject to mutual agreement of all parties.

The outcome of the evaluation process, including the quality and price scores of the submissions and the overall tender scores, was attached in a restricted Annex 2 due to the inclusion of exempt information relating

to the financial or business affairs of any particular person, including the authority holding that information.

In light of the partnership with Tunbridge Wells Borough Council in the procurement for the future delivery of the waste services across both boroughs, due regard had been given to aligning the decision-making processes as closely as possible by both local authorities, seeking to ensure synchronised Council approvals to enable final appointment of the successful contractor.

Additionally, Members were advised that a further report would be presented for consideration of the potential options for financing of vehicles under the new contract and for other discretionary works, such as the cleansing of high speed roads.

Taking into consideration the final tender scores detailed in the restricted Annex 2, Cllr Boughton proposed, Cllr Keers seconded and Cabinet

RECOMMENDED*: That

- (1) Contractor A, identified in the restricted Annex 2 to the report, be awarded the South West Kent Waste Services Contract as detailed in the report; and
- (2) A further report setting out proposals relating to the options for the financing of vehicles deployed on the Contract, costs relating to the cleansing of High Speed Roads, and costs associated with the cleansing of a number of Public Open Spaces, be presented to the next meeting of the Communities and Environment Scrutiny Select Committee for consideration.

***Recommended to Council**

MATTERS IN ACCORDANCE WITH PART 3 OF THE CONSTITUTION

EXECUTIVE NON-KEY DECISIONS

CB 26/45 PUBLIC SPACE PROTECTION ORDER

(Decision Notice D260039CAB)

Consideration was given to a Public Space Protection Order (PSPO) (attached at Annex 1) and the summary of responses to the consultation which was undertaken between 15 September and 2 November 2025 (attached at Annex 2). The Police and Crime Commissioner had also responded to the consultation and given provisional support to the proposed order across the Borough. Additionally, Kent Police had been consulted and supported the restrictions as proposed in the PSPO.

Due regard was given to the financial and value for money considerations, the assessment of risk and the legal implications detailed in the report.

On the grounds that a PSPO in place would help reduce anti-social behaviour, therefore making the borough a safer place for residents, Cllr Keers proposed, Cllr Mehmet seconded and Cabinet

RESOLVED: That the proposed Public Space Protection Order, as presented at Annex 1, be approved.

CB 26/46 REVIEW OF ROADSIDE NATURE RESERVES

(Decision Notice D260040CAB)

Consideration was given to the recommendations of the Communities and Environment Scrutiny Select Committee in respect of a review of the Borough Council's Roadside Nature Reserves (RNRs) following ecological monitoring undertaken by the Medway Valley Countryside Partnership between April and September 2025.

The full report of the Medway Valley Countryside Partnership was attached at Annex 1 and the current RNRs were listed on pages 2 and 3 of the report. The report brought forward proposed future, prioritised, management and survey recommendations. These recommendations were summarised on pages 58 and 59 of Annex 1. Following consideration of these recommendations, officers had brought forward proposals to expand existing RNRs (attached at Annex 2) and for new sites (attached at Annex 3).

Due regard was given to the views of the Scrutiny Select Committee, and the financial and value for money considerations. On the grounds that RNRs could provide significant ecological and community value by acting as vital corridors that connect fragmented landscapes, helping species move and survive, supporting diverse wildlife and protecting rare and threatened habitats, Cllr Mehmet proposed, Cllr Keers seconded and Cabinet

RESOLVED: That

- (1) priority 1 and 2 recommendations within the Medway Valley Countryside Partnership report, attached at Annex 1, be progressed;
- (2) existing Roadside Nature Reserves, shown in Annex 2, be expanded, subject to the exclusion of River Lawn in Tonbridge from the Roadside Nature Reserves programme; and
- (3) new Roadside Nature Reserves, as shown in Annex 3, be created.

CB 26/47 HOMELESSNESS PREVENTION AND ROUGH SLEEPING STRATEGY 2026-2031

(Decision Notice D260041CAB)

Consideration was given to the recommendations of the Housing and Planning Scrutiny Select Committee in respect of a stakeholder consultation of the draft Homelessness Prevention and Rough Sleeping Strategy 2026-2031 and Action Plan in April/May 2026. Following consultation, the final draft strategy would be presented to Cabinet in summer 2026 and subsequently implemented.

Due regard was given to the views of the Scrutiny Select Committee, the financial and value for money considerations, the assessment of risk and the legal implications.

On the grounds that the prevention of homelessness and ending rough sleeping was a key priority for the Borough Council, Cllr Boughton proposed, Cllr Keers seconded and Cabinet

RESOLVED: That the draft Homelessness Prevention and Rough Sleeping Strategy 2026-2031 (attached at Annex 1), be approved for consultation.

CB 26/48 LOCAL PLAN REGULATION 18 (STAGE 2) CONSULTATION - UPDATE

(Decision Notice D260042CAB)

Consideration was given to the recommendations of the Housing and Planning Scrutiny Select Committee in respect of an update on the Tonbridge and Malling Borough Council Local Plan Regulation 18 (stage 2) consultation that took place between 10 November 2025 and 2 January 2026 and on the Local Plan transport work and the financial implications of this work.

Due regard was given to the views of the Scrutiny Select Committee, the financial and value for money considerations, the legal implications and the detailed risk assessment at Annex 3 of the report.

In recognition that the Local Plan, once adopted, would be the key planning document for Tonbridge and Malling, Cllr Boughton proposed, Cllr Mehmet seconded and Cabinet

RESOLVED: That

- (1) the responses received to the Regulation 18 Local Plan consultation, be noted, and their publication to the Council's website, be endorsed;

- (2) the publication of the Regulation 18 Local Plan consultation question response summaries and associated officer responses on the Council's website, be endorsed;
- (3) the Regulation 18 Local Plan consultation responses would be fully considered in the preparation of the Tonbridge and Malling Borough Council Regulation 19 Local Plan; and
- (4) the update provided in relation to progress on Transport evidence for the Local Plan and the potential cost implications of the work proposed, be noted.

CB 26/49 PLANNING ENFORCEMENT PLAN REVIEW

(Decision Notice D260043CAB)

Consideration was given to the recommendations of the Housing and Planning Scrutiny Select Committee in respect of a number of proposed changes to the Planning Enforcement Plan and options for a pro-active approach.

Due regard was given to the views of the Scrutiny Select Committee, the financial and value for money considerations, the assessment of risk and the legal implications.

In recognition that having an effective Planning Enforcement Plan in place ensured that there was a framework of prioritisation and decision making that reduced the risk of legal challenge, Cllr Boughton proposed, Cllr Keers seconded and Cabinet

RESOLVED: That

- (1) the proposed changes to the Planning Enforcement Plan and the associated activity and timescales, set out in section 5 of the report, be agreed; and
- (2) the pro-active approach, proposed letter templates and direct action against s215 notices being issued and resourcing options, set out in section 7 of the report, be agreed.

MATTERS SUBMITTED FOR INFORMATION

CB 26/50 MINUTES OF PANELS, BOARDS AND OTHER GROUPS

The Minutes of the meetings of the following Advisory Panels and other Groups were received, any recommendations contained therein being incorporated within the decisions of the Cabinet reproduced at the annex to these Minutes:

- Joint Transportation Board of 2 March 2026

CB 26/51 DECISIONS TAKEN BY CABINET MEMBERS

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

CB 26/52 NOTICE OF FORTHCOMING KEY DECISIONS

The Notice setting out the Key Decisions anticipated to be taken during the period April to June 2026 was noted.

A further Notice explained that, in accordance with Rule 15 of the Access to Information Rules (Part 4 of the Constitution), the Chair of Overview and Scrutiny Committee had been informed that a decision would be taken as a general exception due to the need to implement as soon as possible.

CB 26/53 EXCLUSION OF PRESS AND PUBLIC

The Chairman moved, it was seconded and

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

PART 2 - PRIVATE**MATTERS IN ACCORDANCE WITH PART 3 OF THE CONSTITUTION****EXECUTIVE NON-KEY DECISIONS****CB 26/54 POULT WOOD GOLF COURSE - AIR SOURCE HEAT PUMPS - TENDER REPORT**

(Decision Notice D260044CB)

(Part 2 – Private: LGA 1972 – Sch 12A Paragraph 3 – Financial or business affairs of any particular person)

The report of the Director of Street Scene, Leisure and Technical Services set out the tenders received for the installation of air source heat pumps at Poulton Wood Golf Course. A supplementary report provided an update on the outcome of the tender assessment. The current procurement exercise was abandoned as no tender submission was deemed suitable for award. As a result, the issue was no longer classified as a key decision.

RESOLVED: That the contents of the report, be noted.

**CB 26/55 TONBRIDGE TOWN CENTRE PROGRAMME BOARD - NOTES OF
6 MARCH 2026**

(Decision Notice D260045CAB)

(Part 2 – Private: LGA 1972 – Sch 12A Paragraph 3 – Financial or business affairs of any particular person)

The report of the Director of Central Services detailed the notes from the Tonbridge Town Centre Programme Board (TTCPB) meeting on 6 March 2026 as shown at Appendix 1, with the accompanying report relating to the replacement Angel Centre – TTCPB 6 March 2026 at Appendix 2 and supporting Annexes 1-7.

Due regard was given to the financial and value for money considerations covered within the notes of the Programme Board meetings.

RESOLVED: That the notes from the Tonbridge Town Centre Programme Board meeting on 6 March 2026 at Appendix 1, with the accompanying Angel Centre Report – TTCPB 6 March 2026 at Appendix 2 and supporting Annexes 1-7, be noted.

The meeting ended at 7.54 pm

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RISK MANAGEMENT

Item AU 26/15 referred from Audit Committee of 13 April 2026

The report of Management Team provided an update on the risk management process and the current status of the Strategic Risk Register (SRR). It highlighted the importance of efficient and effective risk management in protecting the Council's assets, employees, and customers, as well as ensuring value for money and service continuity for residents.

The Risk Management Strategy, which outlined objectives and responsibilities, was endorsed by the Committee in September 2025 and adopted by Full Council in October 2025. The Council had transitioned to a national 5x5 risk scoring matrix, categorising risks as AMBER (scores 8–12) and RED (scores 15–25), with procedures for escalating significant risks to the Corporate Management Team for inclusion in the Strategic Risk Register.

The Strategic Risk Register was regularly updated by the Management Team. An executive summary of RED (high) risks was provided, with a full version available in the annexes. Recent reviews had resulted in the removal of certain risks, such as Financial position/budget deficit and the Achievement of Savings and Transformation Strategy, following a nil funding gap when the budget was set in February 2026. It was noted that in the event of major ongoing financial issues, both could be placed back on the risk register, but at this stage the risks were considered low and further updates to the Medium-Term Financial Strategy (MTFS) would take place in 2026/27. However, despite mitigations in place, the following areas remained at high or RED risk:

- Failure to adopt a Local Plan
- Local Government Reorganisation in Kent
- Development Management Decisions

Ongoing service risks and outcomes from the escalation process were reported to the Committee, and a schedule of current and newly identified risks was appended to the report at Annex 2.

During discussion regarding the removal of the 'Financial position/budget deficit' and the 'Achievement of Savings and Transformation Strategy' risks, it was noted that at the time of writing the report, and following a review of the risk register, prior to certain developments in the Middle East, the budget position was stable. At that point, the Council had a balanced budget for the 10-year programme. The MTFS would be reviewed for Cabinet, alongside the outturn report and the first in-year budget monitoring report. The risk might need to be reinstated unless the position stabilised.

Members raised concerns regarding spikes in fuel prices and the potential for higher energy costs as well as the impact of emerging unitary councils on the recruitment and retention of staff.

Members sought an update on the current status of the risk related to Uniform/Idox and noted that there had been delays in re-integrating data sets into the Uniform system. Although all data was held, not all of it was presently available within the Uniform system, which prevented its use for operational purposes. Due to these ongoing challenges, the risk level had been maintained at a higher rating.

On the grounds that assurance was received on the effectiveness of risk management, Councillor R Cannon proposed, Councillor M Rhodes seconded and it was

RECOMMENDED*: That

- (1) the updates to the Strategic Risk Register since the last iteration, be noted, with particular emphasis on those risks categorised as RED as shown in Annexes 1 and 1(a); and
- (2) the service risks identified in Annex 2, be noted.

***Recommended to Cabinet**

Audit Committee

13 April 2026

Part 1 - Public

Recommendation to Cabinet



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Cabinet Member	Cllr Matt Boughton – Leader Cllr Martin Coffin – Cabinet Member for Finance, Waste and Technical Services
Responsible Officer	Management Team
Report Author	Paul Worden – Head of Finance and Section 151 Officer

Risk Management

1 Summary and Purpose of Report

- 1.1 The report of the Management Team provides an update on the risk management process and the Strategic Risk Register.

2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 The identification, evaluation, and cost-effective control of risks is essential in safeguarding the Council's assets, employees and customers and the delivery of services to the local community.
- 2.3 The Council endeavours to pursue a forward-looking and dynamic approach to delivering services to the local community and will not be averse to taking a degree of commercial risk. However, it will always exercise a prudent approach to risk taking and decisions will be made within the parameters of the Council's internal control arrangements

3 Recommendations

- 3.1 Members are asked to:
- 1) **NOTE** the updates to the Strategic Risk Register since the last iteration with particular emphasis on those risks categorised as RED as shown in Annexes 1 and 1a; and
 - 2) **NOTE** the service risks identified in Annex 2.

4 Introduction and Background

- 4.1 The Risk Management Strategy sets out the Council's risk management objectives and details the roles and responsibilities of officers, Members and the Council's partners in the identification, evaluation and cost-effective control of risks.
- 4.2 The Council's risk management arrangements are designed to ensure that risks are reduced to an acceptable level or, where reasonable, eliminated thereby safeguarding the Council's assets, employees and customers and the delivery of services to the local community. Examples of risk include budget deficit, cyber/data loss, environmental and reputational.
- 4.3 The Council endeavours to pursue a forward-looking and dynamic approach to delivering services to the local community and will not be averse to taking a degree of commercial risk. However, it will always exercise a prudent approach to risk taking and decisions will be made within the parameters of the Council's internal control arrangements, i.e. Constitution, Procedural Rules, etc. These arrangements will serve to ensure that the Council does not expose itself to risks above an acceptable level.
- 4.4 The current Risk Management Strategy was endorsed by this Committee in September 2025 and subsequently adopted by Full Council on 28 October 2025.

5 Risk Management Escalation Process

- 5.1 Effectively risks are assessed/scored in terms of their likelihood/impact.
- 5.2 Following the change to the Strategy in October 2025, the Council has now adopted the nation 5 x 5 risk matrix. This results in the following potential scoring of risks as detailed in the table below;

Score	Likelihood	1	2	3	4	5
Impact	Description	Rare	Unlikely	Reasonably Possible	Likely	Almost Certain
1	Low	1	2	3	4	5
2	Moderate	2	4	6	8	10
3	Significant	3	6	9	12	15
4	Severe	4	8	12	16	20
5	Catastrophic	5	10	15	20	25

- 5.3 Amber risks, those scoring between 8 and 12, should be raised at Service Management Team, added to the Service Risks identified list.
- 5.4 Red risks, those scoring 15 to 25, should be considered by Service Management Teams for potential escalation to Corporate Management Team for inclusion onto the Strategic Risk Register (SRR), see the section on escalation later in this

guidance note. If agreed the Chief Officer raising the concern should add the details required to the SRR.

6 Strategic Risk Register

- 6.1 The Strategic Risk Register (SRR) is considered to be a 'live' document and is updated, as often as is required, by the Management Team.
- 6.2 Following the changes approved by the Council in October 2025 the format to the registers has now changed. The initial scoring gives the details of unmitigated risk to the Council, these would be expected to be of high risk, scoring 12 and above. The second score gives the risk after mitigation has been applied, this should have the result of reducing the score.
- 6.3 An executive summary of the RED mitigated risks has been provided at **[Annex 1]** and a full version of the Strategic Risk Register can be found at **[Annex 1a]**. Due to the migration to the new register format, no direction of travel has been given.
- 6.4 For completeness the risks that were categorised as **RED** at the time of the **January** meeting of this Committee is given below:
- Failure to adopt a Local Plan
 - Recruitment and Retention of Staff
 - Local Government Reorganisation in Kent
- 6.5 A review has been undertaken by Management Team and it is felt that the following risks could be removed from the Strategic Risk Register at the next presentation;
- Financial position/budget deficit – Following the setting of the budget in February 2026, a nil funding gap have been recognised over the 10 year period covered by the Medium Term Financial Strategy. It is there considered a lower risk for the review period covered by the SRR of the next 12 to 18 months.
 - Achievement of Savings and Transformation Strategy – Similarly to the issues above with a nil funding gap there has not been the need to produce a savings and transformation strategy for the 2026/27 financial year and could therefore be removed from the SRR.
- It should be noted that in the event of major ongoing financial issues both could be placed back onto the SRR, but at this stage the risk is considered low and further updates to the MTFs will take place in 2026/27.
- 6.6 Other movements to scoring have been made with direction of travel being shown in **[Annex 1a]**.

- 6.7 One of the previous red risks for Recruitment and Retentions of Staff has now been reduced to a high amber score. Management Team felt that the risk has diminished following the recently agreed pay award.
- 6.8 In addition to this a new risk has been added to the register concerning the Development Management Decisions following the recent issues of infrastructure assumptions being made by South East Water and the potential impact to the Council. Even following mitigation, the impact on the Council could be significant due to the refund of planning fees and legal costs arising from the non-determination of planning applications within the Governments timescales.
- 6.9 Failure to resolve this issue in a prompt manner, could result in issues with the MTFS reserve balances resulting in a new saving target reversing the position explained in paragraph 6.5.
- 6.10 Following the review of the items on the register, Management Team have considered that despite mitigations in place the following areas remain at high or **RED** risk;
- Failure to adopt a Local Plan
 - Local Government Reorganisation in Kent
 - Development Management Decisions

7 Ongoing Service Risks

- 7.1 To give Members some reassurance as to the effectiveness of risk management outcomes from the risk management escalation process are reported to the meetings of this Committee unless there is something that needs to be brought to Members' attention in the interim.
- 7.2 A schedule of ongoing risks and risks identified by Service Management Teams and Management Team since the last report to this Committee in January 2026 is appended at **[Annex 2]**.

8 Financial and Value for Money Considerations

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

9 Risk Assessment

- 9.1 Sound risk management arrangements aid the Council in effective strategic decision-making. The Council's approach to risk should be reviewed on a regular basis to ensure it is up to date and operating effectively.

9.2 A specific item for 'Risk Management' appears on all Management Team and Service Management Team agendas.

10 Legal Implications

10.1 There is a Health and Safety requirement for effective risk management to be in place and the Strategy supports this requirement.

10.2 There is also a requirement in the Accounts and Audit Regulations that accounting control systems must include measures to ensure that risk is appropriately managed.

11 Cross Cutting Issues

11.1 Equalities and Diversity

11.1.1 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 - Executive Summary – Strategic Risk Register Annex 1a - Strategic Risk Register Annex 2 - Service Risks

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							Likelihood Score (1-5)	Impact score (1-5)	Overall risk score			Likelihood Score (1-5)	Impact score (1-5)	Overall risk score				
4	Failure to adopt a Local Plan	Reputational risks around not being able to agree a Local Plan. Impacts around not meeting the timeframe for submission of the Local Plan. Impacts around Statutory Consultees raising infrastructure matters which impacts on the ability to agree and submit a sound Plan. Impacts on development management processes through protracted period with no up-to-date plan, likely speculative development. Infrastructure not being delivered. Potential for central Government intervention.	F, R	Director of Planning, Housing and Regulatory Services	Apr-17	Mar-26	4	5	20	↔	The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework (NPPF). It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Detailed discussions are on-going with Statutory providers, MHCLG and PINs to ensure any required mitigation measures are put in place to ensure a sound plan and ensure the necessary infrastructure is in place to meet the Local Plan need, however the current position from some infrastructure providers is that this is not achievable in line with Local Plan timescales.	3	5	15	↓	Regular review of NPPF guidance to ensure continued compliance. Continued engagement with both Members and Public. Sufficient Resources, both Staffing and Financial to ensure completion within allotted time. Any agreed mitigation measures are put in place at the earliest available opportunity to ensure infrastructure demands can be met. Ongoing lobbying of MHCLG officials and Ministers. Ongoing external legal advice on key matters.		Improving housing options for local people, whilst protecting our outdoor areas - develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community.
13	Local Government Reorganisation in Kent leading to the end of TMBC in March 2028.	Uncertainty on the future of the Borough Council could lead to operational shortfall due to diversion or departure of staff. New Unitary Council being burdened with historic County Debt Maintaining core Current Council services during the transition and delivery of Council Priorities and Annual Service Plan Current Council priorities & projects undermined by future spending constraints	F, R	Chief Executive	Feb-25	Mar-26	4	5	20	↔	Close working at Leader and Chief Executive level. Increased close working at Director level Shared Strategic Partner to date to support a more joined up and collaborative approach Regular briefings for Members and Staff	4	4	16	↔	Procure a new strategic partner for all Councils in Kent for the work up until Vesting Day in April 2028 Ensure that there are effective project and programme management arrangements in place Continue to ensure Members and Staff are fully engaged Set aside sufficient funding to support the implementation process		All Strategies
15	Inability to make Development Management decisions due to evidence of insufficient infrastructure capacity.	Being unable to make a full range of Planning decisions due to evidence of insufficient infrastructure capacity would result in planning decisions being held up and backed up in the system. Reputational and financial implications could arise to the Council as a result of delays to the determination process leading to an increase in complaints, requests for refunds under the Planning guarantee, an increase in appeals and performance for applications falling with a risk of call in powers from the S of S (see risk 14). Further risks of Judicial Review if material matters are not addressed in Development Management decisions.	F, R	Director of Planning, Housing and Regulatory Services	Mar-26	Mar-26	5	4	20	NEW	Discussions on-going with Statutory providers to ensure mitigation measures can be put in place to ensure adequate infrastructure is in place to service the development. Precautionary approached being adopted where all DM decisions are being reviewed to ensure material considerations have been addressed and considered. Additional measures being adopted for major development to ensure sufficient capacity exists to meet the needs of the development. Developers being asked to consider specific infrastructure requirements for major applications individually. Agreed mitigation measures will be incorporated into schemes when these are agreed. Officers are requesting updated EOTs to manage expectations and reduce the risks associated with the Planning Guarantee.	4	4	18	NEW	We will continue to review all DM cases to ensure material matters have been addressed. As a result of on-going discussions with key statutory consultees and MHCLG this is likely to result in mitigation measures which will reduce the current risk score considerably. Consultancy and legal advice is being sought on measures to mitigate these issues. All current DM applications impacted by this issue are being informed and worked with.		Efficient services for all residents, maintaining and effective Council

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							Likelihood Score (1-5)	Impact score (1-5)	Overall risk score			Likelihood Score (1-5)	Impact score (1-5)	Overall risk score				
1	Safeguarding and PREVENT	Significant impact should a child, young person or adults at risk come to harm, including radicalisation and child sex exploitation, and TMBC are unable to demonstrate appropriate processes are in place with adequate staff resource to ensure safeguarding procedures are consistently being followed.	S, R	Chief Executive	Apr-17	Mar-26	4	5	20	↔	Safeguarding Officer is employed by the Council. This officer is part of an Officer Group, represented by all services, provide advice and support regarding safeguarding matters.	2	5	10	↔	Continue to ensure the safeguarding issues are considered within Council policies. Regular training to staff. Referral of concerns to partner agencies.		Safeguarding Policy
2	Financial position/budget deficit	Financially unstable organisation. Failure to deliver a balanced budget, detrimental impact on quality of service, increased intervention and/or s114 notice.	F, R	Head of Finance (Section 151 Officer)	Apr-17	Mar-26	3	3	9	↓	Budgetary control operated by Services in conjunction with Financial Services to identify areas of budget pressures due to service or population changes. Monitoring of income from Business Rates and Council Tax in order to ensure financial underpinning of MTFS. Regular review of MTFS using identified factors affecting TMBC. Following release of Final Government Settlement in February 2025 a balanced budget has now been produced without the need for a current savings target.	2	3	6	↓	Maintaining budgetary control procedures, adequate resourcing of Financial Services Staff. Maximisation of increases within fees charges, Council Tax and Business Rates in line with market need or legislation. Clear understanding of Government changes to Local Government Funding announced December 2025. Further updates will be needed to MTFS in 2026/27 to confirm ongoing position		Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"
3	Achievement of Savings and Transformation Strategy - Failure to meet objectives or savings targets	Resultant overspend would have significant on council reserves resulting in potential Section 114 notice declaring authority is no longer a Going Concern	F, R	Head of Finance (Section 151 Officer) on behalf of Management Team	Apr-17	Mar-26	3	3	9	↓	Savings and Transformation Strategy is reviewed, by Members and Officers, along side Councils Medium Term Financial Strategy. Following budget setting for 2026/27 there is not been a need to provide a Savings and Transformation Strategy.	3	2	6	↓	Taking opportunity to maximise income receipts were appropriate. Following Settlement update a nil funding gap has been identified for the 2026/27 MTFS	Objective 3.15	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"
4	Failure to adopt a Local Plan	Reputational risks around not being able to agree a Local Plan. Impacts around not meeting the timeframe for submission of the Local Plan. Impacts around Statutory Consultees raising infrastructure matters which impacts on the ability to agree and submit a sound Plan. Impacts on development management processes through protracted period with no up-to-date plan, likely speculative development. Infrastructure not being delivered. Potential for central Government intervention.	F, R	Director of Planning, Housing and Regulatory Services	Apr-17	Mar-26	4	5	20	↔	The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework (NPPF). It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Detailed discussions are on-going with Statutory providers, MHCLG and PINs to ensure any required mitigation measures are put in place to ensure a sound plan and ensure the necessary infrastructure is in place to meet the Local Plan need, however the current position from some infrastructure providers is that this is not achievable in line with Local Plan timescales.	3	5	15	↓	Regular review of NPPF guidance to ensure continued compliance. Continued engagement with both Members and Public. Sufficient Resources, both Staffing and Financial to ensure completion within allotted time. Any agreed mitigation measures are put in place at the earliest available opportunity to ensure infrastructure demands can be met. Ongoing lobbying of MHCLG officials and Ministers. Ongoing external legal advice on key matters.		Improving housing options for local people, whilst protecting our outdoor areas - develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community.
5	Recruitment and retention. Impact of loss of capacity to deliver services and Council priorities caused by numbers of staff retiring given age profile of the workforce, staff leaving due higher pay elsewhere, recruitment difficulties and skill shortages across key professional roles and uncertainty caused by LGR. Greater competition from the private sector and London Boroughs. Increase in rate of inflation and consequent pressure on level of pay award.	Lack of resources or the right skills to deliver required outcomes, loss of key professionals/senior officers due to pay constraints and pressures, reduced staff morale and quality of work, leading to financial loss, reputational damage and detrimental impact on staff wellbeing.	F, R, S	Director of Central Service and Deputy Chief Executive on behalf of Management Team	Apr-17	Mar-26	4	4	16	↓	Review of staff resources and skills through service reviews and appraisal processes. Market Supplement Policy in assist with recruitment of difficult to resource staff. Workforce Strategy regularly reviewed, most recently March 2025. Pay award of 4% agreed by Council in February 2026 has helped in ensuring that pay remains competitive with others in the County and therefore score has been reduced.	4	3	12	↓	Meaningful annual pay awards to ensure the Council is competitive as an employer. Continued use of flexible retirement arrangements. Continued use of Market Supplement Policy. Succession planning identified for key staff. Structural reviews approved by Members on an ongoing basis. Increased review of training needs in run up to proposed Local Government Reorganisation.		HR Strategy (Inc. Workforce Development Strategy) & Savings and Transformation Strategy
6	Health and Safety	Significant reputational impact should a service user, officer, member or contractor come to harm and TMBC are unable to demonstrate appropriate processes were in place.	F, R, S	Director of Planning, Housing and Regulatory Services	Apr-17	Mar-26	3	5	15	↔	Health and Safety Officer employed by Council. Corporate Safety and Wellbeing Group meets quarterly. Health and Safety considered as standing item on both Corporate and Service Management Teams.	2	5	10	↔			Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives

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7	Cyber Security	Loss of data and legislative breach, leading to financial penalties and reputational impact.	F, R	Director of Central Service and Deputy Chief Executive	Apr-17	Mar-26	4	5	20	↔	Information Security Policy deployed to all staff and Councillors Security measures including access controls. Established an Information Governance Group. Appointed a Member Cyber Champion. Issued Mandatory Cyber Awareness Training to staff and Councillors. Deployed various security measures to ensure security of Council Network. Provide Security trained staff Achieved Cyber Essential Plus Accreditation Appointment of Senior Information Risk Owner (SIRO) within establishment. Implementation of external monitoring to identify cyber breaches, giving 24/7 coverage.	4	3	12	↔	Ensure sufficient resources provide to mitigate risk in a timely manner. Action regular IT health checks, both internally and externally Issue regular messages to network users on cyber security vigilance Continue with regular mandatory cyber training updates. Continue with updates to maintain accreditation Receive Regular reports including option to maintain and improve Cyber Security from SIRO, last reported in July 2025.		IT Strategy
8	Business Continuity and Emergency Planning (incl. Civil Contingencies)	Failure to provide statutory service or meet residents' needs resulting in additional costs, risk of harm and reputational impact. Impact/pressures on services and resources. Failure to ensure proper safeguards to prevent or to respond adequately to a significant disaster/event e.g. terrorist attack at a large scale public event, fire or flood	F, R, S	Director of Street Scene, Leisure & Technical Services on behalf of Management Team	Apr-17	Mar-26	4	4	16	↔	The Council has in Place; Business Continuity Plan Emergency Plans IT Disaster Recovery Plans Inter-Authority and Mutual Aid Agreement Duty Officer and Duty Emergency Co-ordinator rota and is part of the Kent and Medway Resilience Forum.	4	3	12	↔	Maintain all plans to ensure they are up-to-date and fit for purpose. Increase the % of trained staff in roles identified in the Emergency Plan. Out of Hours Manual reviewed and regularly updated. Exercising of plans must be undertaken regularly to ensure they are fit for purpose and to validate them. Recruitment into roles in the Emergency Plan is on-going. Constant review and enhancement to plans as required.		Business continuity underpins the delivery of the Council's essential services and is a core of the authorities risk management
9	Sustained or increasing levels of Housing need.	Significant increase of costs associated with Temporary Accommodation leading to implications for higher costs not being negated by Housing Benefits	F, R, S	Director of Planning, Housing and Regulatory Services/ Head of Finance (Section 151 Officer)	Apr-17	Mar-26	3	4	12	↔	Provision of additional resources to focus on prevention activities. Increasing supply of internally managed temporary accommodation. Regular review of empty properties, to work with Owners to bring properties back into use and increasing housing supply in area. Agreed downsizing policy to release supply of larger properties	3	3	9	↔	Improved working with main housing provider to identify trends/specific cases across borough to jointly agree approach to preventing homelessness using housing provider mechanisms, DHP payments and homeless prevention funding where needed. Development of council owned/leased temporary accommodation portfolio - including delivery of the Local Authority Housing Fund £1.6m funding received.		Improving housing options for local people, whilst protecting our outdoor areas of importance - use every power we can to support those who are most in need of housing support and at risk of becoming homeless. Homelessness and Rough Sleeping Strategy 2026-2031 under development.
10	Political factors - National, Kent-wide (including KCC) and Local, including relative levels of stability of political leadership and potential impact on decision making including Local Government Reorganisation	Decisions required to achieve objectives including corporate strategy, Local Government Reorganisation, and Major initiatives set out in the Annual Service Delivery Plan, many of which require collaboration and support from other Councils	F, R	Chief Executive	May-23	Mar-26	4	3	12	↔	Close working at Leader and Chief Executive level across Kent and across West Kent. Seek to build constructive relationships with new administration in Kent and new Leaders in other boroughs and districts Continue to promote cross-party working arrangements including Group Leaders and Member working Groups and positive arrangements between Cabinet and Scrutiny Committees.	3	3	9	↔	Member briefings and briefings at relevant Scrutiny Committees on major issues Seek a strategic partner across the whole of Kent to underpin a collaborative approach		Underpins delivery of corporate strategy, Annual Service Delivery Plan, and Medium Term Financial Strategy.
11	Failure to deliver a managed exit from Agile and transition back to Uniform System	Service implications from staffing and data transfer	F, R	Director of Planning, Housing and Regulatory Services	Mar-25	Mar-26	4	4	16	↔	Post-implementation review being carried out by internal Audit - live lessons learned being implemented PID signed with IDOX, which includes establishing technical requirements for return of data from Agile system	2	3	6	↔	Continued monitoring by implementation staff. Clear project plan with achievable milestones		Digital Strategy

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12	Carbon Neutral 2030 Aspiration	Significant reputational risk, particularly if other similar councils have achieved similar goals or targets. Financial implications of 'Green' solutions to achieve climate change goals.	F, R, S	Chief Executive	Sep-23	Mar-26	4	4	16	↔	Development of climate evidence, partnerships and pathway analysis to support move towards transformative and larger-scale emissions reductions Increased contributions to projects that enable carbon reductions Grant Awards for major carbon reduction projects. Climate Change Officer post now permanent to maintain continuity and momentum on climate change initiatives.	4	3	12	↔	Continued oversight and commitment by Officer and Members to allow ambitious plans to go beyond business as usual. Climate Change Action Plan monitored and endorsed by Members annually. Securing additional external funding for major schemes to reduce carbon emissions.		Climate Change Strategy 2020 - 2030, Corporate Strategy 2023 - 2025
13	Local Government Reorganisation in Kent leading to the end of TMBC in March 2028.	Uncertainty on the future of the Borough Council could lead to operational shortfall due to diversion or departure of staff. New Unitary Council being burdened with historic County Debt Maintaining core Current Council services during the transition and delivery of Council Priorities and Annual Service Plan Current Council priorities & projects undermined by future spending constraints	F, R	Chief Executive	Feb-25	Mar-26	4	5	20	↔	Close working at Leader and Chief Executive level. Increased close working at Director level Shared Strategic Partner to date to support a more joined up and collaborative approach Regular briefings for Members and Staff	4	4	16	↔	Procure a new strategic partner for all Councils in Kent for the work up until Vesting Day in April 2028 Ensure that there are effective project and programme management arrangements in place Continue to ensure Members and Staff are fully engaged Set aside sufficient funding to support the implementation process		All Strategies
14	Government Intervention within Planning Service due to performance	Due to missing 10% target for Major applications being overturned on appeal.	F, R	Director of Planning, Housing and Regulatory Services	Oct-25	Mar-26	3	4	12	↔	Keeping an up-to-date track on Appeals using the Government approved tracking sheet. Regular review of Appeal Performance. Ensuring quality control on data which is supported by Agile/Uniform and Updating Members on Appeal performance.	2	4	8	↔	Raise awareness to Members through regular reporting/training on potential impacts from overturns and the wider picture Raising officer awareness of impacts on non-determined application on performance		Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"
15	Inability to make Development Management decisions due to evidence of insufficient infrastructure capacity.	Being unable to make a full range of Planning decisions due to evidence of insufficient infrastructure capacity would result in planning decisions being held up and backed up in the system. Reputational and financial implications could arise to the Council as a result of delays to the determination process leading to an increase in complaints, requests for refunds under the Planning guarantee, an increase in appeals and performance for applications falling with a risk of call in powers from the S of S (see risk 14). Further risks of Judicial Review if material matters are not addressed in Development Management decisions.	F, R	Director of Planning, Housing and Regulatory Services	Mar-26	Mar-26	5	4	20	NEW	Discussions on-going with Statutory providers to ensure mitigation measures can be put in place to ensure adequate infrastructure is in place to service the development. Precautionary approached being adopted where all DM decisions are being reviewed to ensure material considerations have been addressed and considered. Additional measures being adopted for major development to ensure sufficient capacity exists to meet the needs of the development. Developers being asked to consider specific infrastructure requirements for major applications individually. Agreed mitigation measures will be incorporated into schemes when these are agreed. Officers are requesting updated EOTs to manage expectations and reduce the risks associated with the Planning Guarantee.	4	4	16	NEW	We will continue to review all DM cases to ensure material matters have been addressed. As a result of on-going discussions with key statutory consultees and MHCLG this is likely to result in mitigation measures which will reduce the current risk score considerably. Consultancy and legal advice is being sought on measures to mitigate these issues. All current DM applications impacted by this issue are being informed and worked with.		Efficient services for all residents, maintaining and effective Council

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

	Risk Identified	Background	New or ongoing	Reason for removal / ongoing
Executive Services	Homes For Ukraine Scheme	Ongoing home assessments and support for Ukrainians hosted under the Homes for Ukraine Scheme. There is a risk of homelessness and duty to place in TA, therefore work needs to be undertaken by the Resettlement Worker to support with sustainable living arrangements.	Ongoing.	Conflict in Ukraine continues and new arrivals into the borough are ongoing. HFU visas are for 3 years and there is now an option to apply for an 18 month Ukraine Permission Extension once the HFU visa expires. All new hosts/houses must be checked and welfare visits undertaken. Rematches via the HFU scheme are unsustainable in the longer term and work needs to be undertaken to support families into PRS or rent a room agreements.
	Successful delivery of the UK Shared Prosperity Fund Programme (inc. Rural England Prosperity Fund)	Having had our initial three-year T&M Investment Plan approved by MHCLG in 2022, implementation of projects required for period up to March 2025). A one-year extension (to March 2026) was awarded in late 2024.	Ongoing.	The 2022-25 UKSPF Programme was ultimately 100% by the end of the financial year and approval for the 2025-26 programme was secured in March 2025. As we get close to the end of Q3, the 2025-26 programme is currently around 70% spent, with all projects progressing as expected.
	Corporate Insurance	Increases and changes to premiums for 2024/25 and 2025/26 insured year	Ongoing	The Councils Insurers have made changes to the charges included within the premiums. Therefore changes will be required to capital and revenue project evaluations to include insurance assessment.
	Payroll	Key information being supplied to Payroll in a timely manner, causing risk of staff and members not being paid.	Ongoing.	Information to be included in the pay run must be received no later than three working days into the month. Delays in these submissions jeopardised the payment to all staff requiring addition unsocial hours to be worked by the payroll team.
	Council Tax Administration	Proposals from Government on changes to collection methods and exemptions to be granted. Likely impact on the cashflow for the council.	Ongoing.	Consultation response to be shared with members.
	Current Economic Issues	Whilst the Strategic Risk Register has removed the elements of Budget Gap and Saving and Transformation Strategy due to the current financial uncertainty situation that has occurred in recent weeks. A review will be undertaken of the Council's overall financial position in the forthcoming months.	NEW	A revised MTFS will be presented to Cabinet for the July cycle, this will include elements of the sensitivity analysis allowing for financial input from external advisors.
	Council Tax Reduction Scheme (CTRS)	Following removal of 2 child benefit cap by Central Government, this impact on current Council Tax reduction cases is likely cause change to ongoing reduction on Council Tax. With fewer families being eligible or lower awards being granted.	NEW	Given the changes there could be higher levels of enquiry on staff, and potential for additional needs through Section 13a. Change to Council Scheme would require full consultation with the public. There is a review planned for CTRS in 2026/27 for implementation in 2027/28, this will consider the impact beyond this point.
Supported Accommodation	The Supported Housing (Regulatory Oversight) Act 2023 came in to force August 2023. Assessment of the act has been ongoing and a consultation on how the act will regulated in practice. The practice is likely to involve a Licensing duty for the responsibility of the Council. Further implications could affect Housing Benefit payments to Landlord where care levels are considered to be unsuitable for the tenant.	Ongoing	Consultation released by central government now being considered.	

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

	Risk Identified	Background	New or ongoing	Reason for removal / ongoing
Central Services	Gibson Building - unable to deliver financial saving which has been assumed within MTFS	Cabinet agreed in Sept 2022 that the main offices of the Council should remain located at Kings Hill. On 3 June 2025 Cabinet resolved that the freehold option to dispose of Gibson West be progressed.	Updated	Need to keep under review to ensure that changes in office accommodation deliver value for money and deliver identified savings. Deal agreed with KCC in respect of covenants. Risk of capital cost for works to Gibson East exceeding previously agreed budget.
	Freedom of Information/ EIR/ Subject Access Requests	No dedicated resource to oversee management of FOI, EIR & SAR request compliance. Response rates within statutory deadlines for FOI & EIR are typically between 75-80%, which fall below the ICO's recommended performance target (min of 90% responded to within statutory deadlines).	Ongoing	Number of requests continue to rise, particularly the number of requests made under the Data Protection Act 2018. This creates additional capacity issues for services across the Council, particularly those who receive a large number of requests. Requests for advice from services also continue to rise, as requests for information become more complex. Report on FOI/ EIR/ SAR performance submitted to O&S Committee on 11 Sept 2025 - Committee supported a review of resources for delivery of information requests. New post of Information Governance Manager approved by General Purposes Committee on 21 January 2026. Will be removed once recruitment to the post is complete and new postholder in place.
	IT Security (formerly COCO Compliance)	Review of IT Infrastructure identified several areas of weakness for IT standards compliance	Ongoing	Number of risks removed, expected that remaining risks, once removed, will allow full compliance.
	Cyber Security	Request for 24hr monitoring now being considered as part of SIRO annual report	Ongoing	
	IT Resources	Resource capacity for both Development and Technical Staff	Ongoing	The current demands on IT Staff are placing increased pressures on the resource capacity given competing demands of corporate systems being reviewed and implemented, namely the move from Agile to IDOX.
	Street Naming and Numbering	Resourcing within Team	Ongoing	This remains a risk due to the reversion from Agile to IDOX
	GDPR Compliance findings	Redacted information being stored with unredacted information	Ongoing	Requires testing once new IDOX system is available.
	Back Scanning	Scanning now complete, hand over to Information at Work systems and service recognition.	Ongoing	Services all have access to digitised documents held in NEC's interim cloud storage. Pending transfer to TMBC corporate document management system. Will be removed as a risk once migration complete.

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

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

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

Risk Identified	Background	New or ongoing	Reason for removal / ongoing
Phone Signal	CEOs having difficulty enforcing parking in Tonbridge and customers having issues accessing Ringo due to deterioration in mobile phone signal.	Ongoing	Multi-network sim cards issues to CEO's and liaison taking place with service providers. Contactless card payments currently being reviewed.
Garden Waste invoices	Delay in invoices being issued to subscribers wanting to renew due to IT issues.	Ongoing	Financial Services reviewing use of recurring payments.
Utilities costs	Significant energy price increases at leisure centres is resulting in financial cost to the Council under the risk sharing agreement in the Management Agreement with the Trust.	Ongoing	Trust providing regular updates via Strategic/Service Fee meetings - cost of swim charges increased to help contribute to additional cost, energy saving initiatives being investigated and implemented and central government being lobbied. Government grants applied for successfully to reduce utility costs e.g. solar panels and air source heat pumps.
CEO Recruitment	Difficulties in recruiting into CEO posts resulting in reduced patrolling and income generation.	Ongoing.	Vacancies needing to be advertised on an ongoing basis. Four posts are currently not filled.
KRF Review	The KRF have undertaken a review and plan to make adjustments to how the forum operates.	Ongoing.	Risks associated with increased responsibility being undertaken by LA's . Many Kent Chief Executives are recruiting dedicated full-time resource to enable work to be developed and maintained. This appears to be requiring LA's to delivery work areas that were historically delivered through the KRF and KRT.
Business Continuity & Emergency Planning	The current structure of the LRF and legislation has been added to. The Kent Resilience Forum has undergone review with significant changes to how the Kent Resilience Team will provide support and guidance to Local Authorities. The UK Government has also recently published a new 'UK Government Resilience Framework'. Further guidance is expected but the theme is around increasing locally led resilience and planning at the LA level. Additional recommendations have now been published in relation to the Grenfell Tower Enquiry. These are likely to be included with the review of the CCA.	Ongoing	Need to track new guidance and review how we contribute and participate in the Kent Resilience Forum. We also need to be able to ensure that we maintain a fit-for-purpose organisation to enable suitable response.

SECTION 106 PROCESSES AND CONSIDERATIONS

Item OS 26/17 referred from Overview and Scrutiny Committee of 23 April 2026

The report of the Director of Planning, Housing and Regulatory Services provided the Committee with an overview of the current approach to the management and monitoring of section 106 (s106) funding and proposed process improvements.

A proposed set of Terms of Reference for the s106 Strategic Monitoring Group was attached at Annex 1, a set of Terms of Reference for the Officer Monitoring Group at Annex 2, and a breakdown detailing the spend on projects relating to contributions held by the Borough Council and how these had been distributed and allocated were attached at Annex 3.

An explanation was provided on the monitoring approach, including the role of the external legal adviser, the use of a pro forma agreement, and the revised monitoring process intended to improve oversight and progress tracking. Reference was made to Parish Infrastructure Statements and the timetable for review, together with work underway to develop a Tonbridge Infrastructure Statement. It was also reported that a further update would be provided to the Committee in due course on the delivery status of various health infrastructure projects with s106 funding associated, given the impact that organisational changes across the county had on project delivery timescales.

In discussion, while recognising the success of utilising s106 contributions to assist the delivery of a significant number of local infrastructures, Members raised issues including clarity over health-related contributions, time limits on contribution spends, cumulative impacts of phased or multiple developments, and the relationship between health commissioning arrangements and delivery of primary care infrastructure. It was explained that the Borough Council was not a Community Infrastructure Levy charging authority and that s106 contributions were a funding collection mechanism rather than a delivery mechanism. However, officer engagement with partner bodies was ongoing to support delivery.

Furthermore, Members discussed parish engagement and communication, including the updating of Parish Infrastructure Statements and the practicalities of obtaining updated cost information. It was noted that consideration was being given to a more flexible approach with a view to improving engagement with parishes, subject to identification of a clear and sustainable operational process. Members also raised concerns regarding bus-related contributions, the sufficiency of funding, and the time taken to progress variation agreements, and noted the responsibility for legal work and constraints on the use of contribution funds to meet legal fees.

Overall, Members acknowledged the improvements in the availability and clarity of section 106 data for monitoring group members and supported the suggestion to align wider data reporting with scrutiny committee cycles going forward.

On the grounds of supporting an improved s106 monitoring process, Councillor T Bishop proposed, Councillor L Athwal seconded, and the Committee

RECOMMENDED*: That

- (1) the information provided in this report, including the next steps proposed for developing the Borough Council's approach to section 106 obligations as set out at Section 11 of the report, be noted; and
- (2) the proposed Terms of Reference for the Member and Officer Monitoring Groups, attached at Annex 1 and Annex 2 respectively, be endorsed and commended to Cabinet for adoption.

***Recommended to Cabinet**

Overview and Scrutiny Committee

23 April 2026

Part 1 - Public

Recommendation to Cabinet



www.tmbc.gov.uk

Cabinet Member Cllr Adem Mehmet, Cabinet Member for Infrastructure & Tonbridge Regeneration

Responsible Officer Eleanor Hoyle, Director of Planning, Housing & Regulatory Services

Report Author Eleanor Hoyle, Director of Planning, Housing & Regulatory Services

s106 Processes and Considerations

1 Summary and Purpose of Report

1.1 To provide the Committee with an overview of the current approach to the management and monitoring of s106 funding and to propose some process improvements for endorsement.

2 Corporate Strategy Priority Area

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

2.2 Section 106 payments cover a wide range of infrastructure delivery, including health, highways, open space and affordable housing.

3 Recommendations

3.1 Members are asked to;

- 1) NOTE the information provided in this report, including the next steps proposed for developing the Council's approach to s106 obligations at section 11.
- 2) ENDORSE the proposed terms of reference for the Member and Officer monitoring groups and RECOMMEND to Cabinet that these are adopted

4 Introduction and Background

- 4.1 Planning obligations under s106 of the Town & Country Planning Act 1990 are legally binding obligations entered into by agreement or otherwise by any person interested in land in an area of a local planning authority. The purpose of entering into a s106 obligation is to mitigate the impacts of a development proposal on the local community and infrastructure. The s106 is enforceable by the local planning authority if not complied with.
- 4.2 The Council has an adopted [Planning Obligations Protocol](#), which lays out the approach the Council takes to roles and responsibilities relating to the securing of development contributions.
- 4.3 The Council has an annual requirement to publish an Infrastructure Funding Statement. This has been presented to the Housing & Planning Scrutiny Select Committee for endorsement at their December meeting in recent years, ahead of the 31 December deadline for publication. The 2024/25 document can be found [here](#).
- 4.4 The Council has also introduced Parish Infrastructure Statements. There is no legal requirement for these and whether one is in place or not, if a scheme is being proposed in an area, the Council would seek to engage with the Parish. However, projects require evidenced need to be included in a s106 and therefore the use of these statements ensures this is a planned and considered process, rather than being reactive to individual applications. Of our 28 Parish and Town Councils, 23 have Parish Infrastructure Statements. The process for reviewing these documents is now underway and Parishes have been given a deadline of 15 June to submit updated Statements. Although this is the ideal timetable, Parishes are regularly advised that they can update and review their Statements at any time, particularly if a new priority emerges.
- 4.5 As Members will be aware, Tonbridge is currently the only un-parished area in the borough. Work has commenced on proposing a Tonbridge Infrastructure Statement to the Council (as the currently most local level of government in Tonbridge) and the Tonbridge Community Forum has been engaged on this work. Officers are aiming to present the first statement to the Housing & Planning Scrutiny Select Committee in July 2026.

5 Process

- 5.1 The table below lays out the most common types of s106 obligation and who requests these (the statutory body). Links are also provided to the relevant guidance from those organisations.

Obligation category	Statutory body	Guidance
Education	Kent County Council (KCC)	Developer Contributions Guide - Kent County Council
Highways	KCC	Developer Contributions Guide - Kent County Council
Adult Social Care/Education	KCC	Developer Contributions Guide - Kent County Council
Health	Kent & Medway Integrated Care Partnership (ICP)	developer-contributions-guide-2025.pdf
Open Space, Playing Pitches and Indoor Leisure	TMBC	Guidance
Housing	TMBC	Affordable Housing Protocol
Skills	KCC/TMBC	Developer Contributions Guide - Kent County Council

- 5.2 No organisation has a “first call” on funding, albeit should an applicant not be able to meet required obligations they would be required to submit a viability assessment and to engage with relevant statutory bodies themselves about any revised contributions.
- 5.3 The County Council is the statutory authority for a significant proportion of the infrastructure that can be secured via s106, and the Integrated Care Partnership is responsible for health infrastructure.
- 5.4 Although other types of infrastructure, such as drinking and wastewater supply, can be secured through s106, this is usually where specific on-site infrastructure is required or where a requirement cannot be conditioned. These types of infrastructure also have other funding processes through their legal requirements, charging for their supplies and government funding cycles.
- 6 S106 (bilateral agreements or unilateral undertakings)**
- 6.1 The Council now has a pro forma s106 legal agreement which can be found on our [website](#). This means that applicants can review this ahead of submissions and ensure that they have accounted for key provisions in their viability considerations.

- 6.2 Generally, our s106's are processed by an external legal advisor. This contract is managed by Legal Services. A revised monitoring approach has recently been agreed to ensure that progress on completion of these agreements can be reviewed on a regular basis. This report will now be sent monthly to DPHRS, Head of Legal and Head of Planning so that queries can be raised and managed as needed. The fees for this work are paid by the applicant. Delays can sometimes arise where there is dispute about a proposed condition on an obligation – this is often relating to the timing or indexing of contributions.
- 6.3 There is no set period in legislation for this work to be completed, however the planning decision will not be issued until the relevant agreement is signed and therefore it is in the interest of all parties for this to happen as efficiently as possible. The pro forma agreement has helped with these timescales, as the Council's legal advisor does not need to review different agreements proposed by applicants.
- 6.4 There has been previous consideration of a business case for bringing this work in house, with additional resource being funded in the Legal team from the fees paid by applicants. There is no standard practice on this across Local Planning Authorities, but rather a mix of in house and external models. Given the proximity of LGR and the likely challenges in being able to fill such a post based on recent recruitment experience in the sector, this option will be discussed with neighbouring boroughs once the LGR geographies are known.

7 Governance changes

- 7.1 Whilst a monitoring framework for s106 has been in place for some time, it is acknowledged that this requires improvement to ensure that Members are properly sighted on s106 matters.
- 7.2 The Senior Development Obligations Officer has recently run sessions for both Members and Parishes to offer information and advice on the s106 process. Whilst this is not part of any formal monitoring of s106, it has provided a valuable opportunity for engagement and will be repeated later in 2026.
- 7.3 Attached to this report at Annex 1 is a proposed set of Terms of Reference for the s106 Strategic Monitoring Group. This is an updated approach, in order to ensure that all political groups are represented and that there is a requirement for the minutes of these meetings to be shared with the Housing & Planning Scrutiny Select Committee for noting.
- 7.4 A set of Terms of Reference is also attached at Annex 2 for the Officer Monitoring Group, also recommended for approval by Members.

8 Financial and Value for Money Considerations

- 8.1 The most up to date information on received s106 contributions is reviewed by both the Strategic and Officer monitoring groups on a regular basis. Although the

Council is required to account for s106 funding, the contributions are managed separately to the Council's other funds.

- 8.2 Graphs detailing the spend on projects relating to contributions held by TMBC and how these have been distributed and allocated is attached at Annex 3. This data runs until January 2026.

9 Risk Assessment

- 9.1 A key risk in the s106 process is developers challenging contributions because they do not consider that they meet the legal tests (see below). Having clear guidance documents is an important mitigation for this risk.
- 9.2 If contributions cannot be spent because of time limits or relevant projects not being identified, this would mean that monies could have to be returned to applicants. Having Parish Infrastructure Statements, the Council's Capital Plan and regular monitoring of contributions, as well as having a pro forma s106 agreement, which helps to ensure that contributions are accurately worded, all mitigate this risk.

10 Legal Implications

- 10.1 The Council as Local Planning Authority has a duty to ensure that planning obligations meet the tests laid out in legislation. In summary, these are that the obligation is necessary to make the development acceptable in planning terms, directly related to the development and fairly and reasonably related in scale. It is unlawful for any planning obligation to be taken into account as a reason to grant planning permission unless it meets the above tests.

11 Next steps

- 11.1 With regards to open space contributions, there are a number of subcategories that are listed in the TMBC guidance, which are taken from national policy. Officers are currently reviewing the definitions of these categories and considering whether they can be applied to a wider range of sites in the borough to ensure that sites can be identified as locally to a development site as possible.
- 11.2 As per section 6 of this report, officers will review the management of s106 agreements once the Council's LGR geography is known.
- 11.3 Should the revised Terms of Reference for the Strategic Monitoring Group be approved and adopted by the Council, Group Leaders will be asked to propose a representative for the group, and a new set of meeting dates will be organised.
- 11.4 The consideration of a Tonbridge Infrastructure Statement will be added to the work programme for the Housing & Planning Scrutiny Select Committee for July 2026.

12 Cross Cutting Issues

12.1 Climate Change and Biodiversity

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

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

12.2 Equalities and Diversity

12.2.1 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	1 – Strategic Monitoring Group Terms of Reference 2 – Officer Monitoring Group Terms of Reference 3 – Data set on TMBC contributions

TMBC S106 Member Monitoring Group – Terms of Reference

1. Purpose

The S106 Member Monitoring Group (“the Group”) will provide oversight, transparency, and strategic direction on matters relating to Section 106 (S106) planning obligations within Tonbridge & Malling Borough Council (TMBC).

2. Objectives

- a) Monitor S106 income and expenditure.
- b) Review progress on large development schemes.
- c) Consider project allocations.
- d) Provide a forum for updates and discussion.
- e) Identify risks or issues and propose solutions.
- f) Provide a link to the wider Council membership and, where appropriate, a liaison with Parish and Town Councils.

3. Membership

- Cabinet Member for Infrastructure and Tonbridge Town Centre
- Chair of Housing & Planning Scrutiny Select Committee
- Conservative Group representative
- Liberal Democrat Group representative
- Green Group representative
- Labour Group representative
- Independent Group representative
- Director of Planning, Housing & Regulatory Services
- Head of Planning
- Senior Development Obligations Officer

The Member representatives are determined by the current political representation on the Council to ensure that each political group has a representative – this will therefore be reviewed following any elections to the borough Council.

4. Chairing and Administration

The Group will be Chaired by the Cabinet Member, or either of the Director of Planning, Housing & Regulatory Services or the Head of Planning in the absence of the Cabinet Member. Administrative support will be provided by Planning Services.

Meetings will take place quarterly via Teams. Relevant information will be sent out a week prior to the meetings.

5. Standard Meeting Agenda

1. Actions and issues from previous meeting
2. Updates on S106 negotiations
3. Progress on major developments
4. Review of allocations and spending plans
5. Summary of monies received and spent
6. Updates from external monitoring groups
7. AOB

6. Reporting and Information Sharing

Records will be stored electronically and shared via email.

Should there be any confidential information that cannot be shared more widely, this will be made clear to group members when it is shared and noted in meeting minutes. Otherwise, there is an expectation that Members on the group will disseminate information relating to s106 monitoring to their political Group colleagues.

Minutes will be produced and provided to the Group for review. These will also be reported for noting to the Council's Housing & Planning Scrutiny Select Committee.

7. Review of Terms of Reference

These ToR will be reviewed by the group annually or sooner if required and proposed changes will be approved by Members.

TMBC S106 Officer Monitoring Group – Terms of Reference

1. Purpose

The S106 Monitoring Group (“the Group”) is established to strengthen TMBC’s operational oversight of Section 106 (S106) planning obligations.

2. Objectives

- a) Monitor S106 obligations and negotiations.
- b) Review and coordinate allocation of funds.
- c) Support internal teams with accurate information
- d) Track expenditure and deadlines
- e) Review historic S106 matters.
- f) Promote transparency and consistency.

3. Membership

- Senior Development Obligations Officer (Chair)
- Development Management Majors representative
- Housing Strategy & Enabling Manager
- Leisure Services (Outdoors) Manager
- Senior Accountant
- KCC Development Contributions representative

4. Chairing and Administration

The Group will be chaired by the Senior Development Obligations Officer with administrative support from the Planning Obligations Team.

Meetings will take place monthly via Teams. Minutes will be produced and provided to the Group for review.

5. Standard Meeting Agenda

1. Previous issues raised
2. Current S106 negotiations
3. Development progress
4. Monies received/spent
5. Allocation of funds
6. Project updates
7. Historic S106 matters
8. Any other questions/queries

6. Reporting and Information Sharing

Records will be stored electronically and shared via email.

Should there be any confidential information that cannot be shared more widely, this will be made clear to group members when it is shared and noted in meeting minutes.

7. Review of Terms of Reference

These ToR will be reviewed annually or sooner if required.

Annex 3

Allocated projects
(from May 2022
onwards)

Responsible Party	Amount	Percentage of allocated total %
Parishes	£408,278.04	56.27
TMBC Leisure	£94,254.47	12.99
TMBC Other	£173,036.84	23.85
Other	£50,000.00	6.89
Total above	£725,569.35	100.00
Total allocated tab	£725,569.35	
Variance	£0.00	

Other = 1 project - Kings Hill Cricket Club

Completed projects (from
November 2024
onwards)

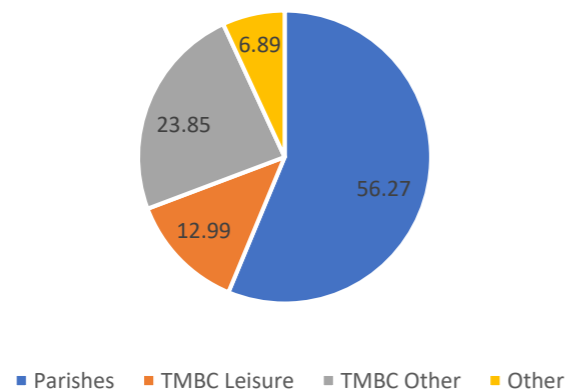
Responsible Party	Amount	Percentage of completed total %
Parishes	£202,723.02	41.36
TMBC Leisure	£160,582.02	32.76
TMBC Other	£7,284.00	1.49
Other	£119,556.45	24.39
Total above	£490,145.49	100.00
Total completed tab	£490,145.49	
Variance	£0.00	

Other = 1 project - Adonis Blue/BMAT

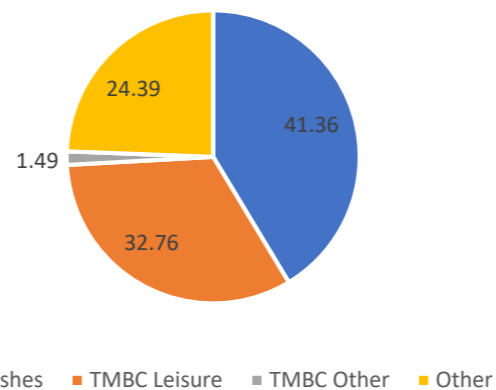
Allocated & Completed combined

Responsible Party	Amount	Percentage of total %
Parishes	£611,001.06	50.26
TMBC Leisure	£254,836.49	20.96
TMBC Other	£180,320.84	14.83
Other	£169,556.45	13.95
Total above	£1,215,714.84	100.00
Totals from tabs	£1,215,714.84	
Variance	£0.00	

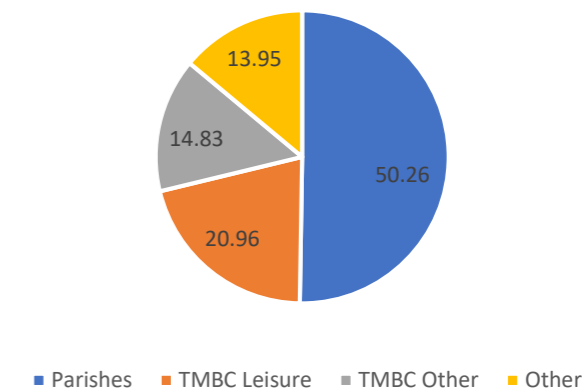
Percentage of S106 monies for allocated projects %



Percentage of S106 monies for completed projects %



Percentage of S106 monies for allocated and completed projects %



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ANNUAL SERVICE DELIVERY PLAN QUARTER 3 (2025/26) REPORTING

Item OS 26/18 referred from Overview and Scrutiny Committee of 23 April 2026

Consideration was given to a quarterly update on the Annual Service Delivery Plan, providing data on performance during Quarter 3 of 2025/26 in relation to milestones and Key Performance Indicators (KPIs), as set out in Annex 1. It was reported that 71% of the key activities were rated Green at the end of Quarter 3 and that 66% of the KPIs were rated Green, with highlights set out in 5.3 and 6.4 of the covering report.

During discussion, Members raised issues including the measurement of some KPIs as outputs rather than outcomes, clarification of annual carbon audit data and reporting frequency, and ongoing concerns regarding fly-tipping and the interpretation of reported incidents. In response an explanation was provided regarding a significant rise of organised criminal activity reported recently and the distinction between commercial and domestic fly-tipping, alongside comments on bulky waste collection arrangements and possible approaches to education and enforcement.

In addition, Members also noted positive progress made in relation to clearance of the housing register application backlog, empty homes work including the intended use of case studies to illustrate the complexity of bringing empty properties back into use, temporary accommodation levels, and the historic backlog in relation to Tree Preservation Order applications.

Councillor S Pilgrim proposed, Councillor F Hoskins seconded, and the Committee

RECOMMENDED*: That

- (1) the overall progress, including achievements to date and areas needing focus, as detailed in the report and the attached Annual Service Delivery Plan 2025/26 Quarter 3 update, be recorded.

***Recommended to Cabinet**

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5 Overview of Performance for Key Activities in Q3 (2025/26)

5.1 Whilst the detail is provided in Annex 1, the following table provides an overview of performance relating to the key activities in the Annual Service Delivery Plan for the period up to the end of December 2025:

Corporate Strategy Priority Area	Red	Amber	Green	Total
Caring for the Environment	0	3	12	15
Improving Housing and Protecting Areas	0	3	4	7
Investing in our Borough and Local Economy	0	5	10	15
Efficient and Effective Council	1	8	24	33
Total	1	19	50	70

5.2 The RAG rating of these activities is based on the following definitions:

1. **Red** – serious issues with dates being missed.
2. **Amber** – some issues that are being managed with a need for close monitoring.
3. **Green** – project is on track (with tick where completed).

5.3 A total of 50 activities (71%) were green rated as of the end of Q3, which represents a strong level of performance. Some highlights include:

Caring for the Environment

- A total of 56 rapid electric vehicle chargers installed, with a further 14 to be connected shortly.
- Lighting improvements between Town Lock and Vale Road have been agreed, to provide safer access for the public.
- Several successful recycling campaigns have been delivered to drive up recycling rates within our communities.
- An evaluation report considering the use of Hydro-treated Vegetable Oil (HVO) for waste contract vehicles has been considered by the Scrutiny Select Committee with a way forward agreed.

Improving Housing and Protecting Areas

- A successful community consultation on the Local Plan was undertaken in Winter 2025.
- 19 additional temporary accommodation units are now in use at Bridge House, with further units at Martin Square to be delivered.
- A Local Lettings Policy has been approved and adopted by Cabinet

Investing in our Borough and Local Economy

- Town Centre Masterplan and Delivery Strategy adopted by Cabinet in October 2025
- UK Shared Prosperity Fund projects progressing well with around 73% of the fund (£327,000) allocated at Q3.
- New Street Trading Policy agreed at Licensing and Appeals Committee in November 2025 to support businesses and towns, generating maximum community benefit.
- Panattoni Park Aylesford (one of the largest logistics developments in the Southeast) fully built and occupied.

Efficient and Effective Council

- To ensure the Council maximises the opportunities to influence the implementation of the Governments Devolution/Local Government Reorganisation agenda, a proposal supporting Option 3a (3 Unitary Model) was submitted to Government on 28 November 2025.
- 5 awards have been submitted to recognise Council successes (Civic Society Awards and Green Business Shelter, Silver Armed Forces and applications to LGC Awards).
- Base budget review across all services completed.
- Second Homes Premium included in annual Council Tax bills (as appropriate)

5.4 Overall, only 1 activity (1.43%) is red rated. This relates to delays caused by Central Government and is therefore beyond our control.

6 Overview of Key Performance Indicators in Q3 (2025/26)

6.1 The following table sets out an overview of the status of the Key Performance Indicators within the Annual Service Delivery Plan 2025/26 as at the end of Q3 (end of December 2025):

Corporate Strategy Priority Area	KPI Status				Total
	Red	Amber	Green	N/A	
Caring for the Environment	2	3	9	0	14
Improving Housing and Protecting Areas	3	0	11	1	15
Investing in our Borough and Local Economy	2	1	6	1	10
Efficient and Effective Council	2	6	15	0	23
Total	9	10	41	2	62

6.2 The definitions for the RAG-rating of the status are as follows:

- **Red** – indicator is below 10% variance of the target
- **Amber** – indicator is within 10% variance of the target.
- **Green** – indicator is on track or exceeding the target.

In Annex 1, the trend is also included for each Key Performance Indicator. The symbols indicate the following:

- ↑ - improving trend
- ↔ - static trend
- ↓ - worsening trend

6.3 Of the KPIs that are rated, 66% (41 out of 62) are green rated, which represents a satisfactory level of progress. Some highlights in Q3 include:

- KPI002 – Increased numbers of visitors at TMLT Leisure Facilities
- KPI005 – Increased number of clicks via social media and other channels due to improved recycling pages on TMBC website
- KPI008 – 100% waste collection completions
- KPI018 – Processing of “Other” Planning Applications (% rate) ahead of target.
- KPI033 – 100% occupation of council owned commercial rental properties.
- KPI040 – ahead of target for food safety inspections undertaken
- KPI045 – ahead of target for My Account registrations.
- KPI 053 – 100% of contact centre emails responded to within 24 hours.
- KPI062 - 100% of invoices paid within the 30-day deadline.

6.4 Overall, 9 KPIs (14.5%) are red rated, these include:

- KPI 001 – TMBC Annual Carbon Emissions Data –reported annually, next update due summer 2026.
- KPI012 – Fly tipping – there has been a Kent-wide increase in fly tip reports
- KPI015 – 5 year housing land supply
- KPI024 – Private Rented Sector – access to the Private rented Sector remains challenging
- KPI026 – Empty properties
- KPI036 – Tonbridge Castle income – castle closed for refurbishment
- KPI037 – Tonbridge Castle – Tour numbers – castle closed for refurbishment
- KPI046 – TMBC app downloads – Oct and Nov saw unsubscribes from the app

- KPI054 – Contact centre webchat – impacted by staff turnover and sickness in the team.

7 Financial and Value for Money Considerations

7.1 None arising directly from this report.

8 Risk Assessment

8.1 Performance Management is identified in the Strategic Risk Register which highlights that without an effective performance management framework in place (such as that provided by the Annual Service Delivery Plan), the authority will not be able to understand any required improvements or achieve value for money.

9 Legal Implications

9.1 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.

10 Consultation and Communications

10.1 This data is 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

11 Cross Cutting Issues

11.1 Climate Change and Biodiversity

11.1.1 The monitoring of the Annual Service Delivery Plan has a limited or low impact on emissions and environment, although there are measures within the plan which will have a more positive bearing on reducing carbon emissions and improving energy efficiency.

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

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 – Annual Service Delivery Plan Oct – Dec (Q3)

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Annex 1: Annual Service Delivery Plan – Q3 Update

Caring for the Environment - Activity:

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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.	Head of Technical Services	Finance, Waste and Technical Services		Rapid chargers have been installed and commissioned. A total of 56 have been installed and commissioned with a further 14 to be connected shortly. Delivery has extended target.
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	Housing, Environment and Economy		Planning application not required. Anticipated completion April 2026 due to delay in UKPN completing legal agreements.
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	Housing, Environment and Economy		Reported to FRPSSC on 17/02/2026 on proposed way forward.
1.4	Decarbonise Gibson offices and install renewable technology.	Climate Change	Report tender outcome to Members and award contract in June 2025. Removal of gas boilers and installation of solar PV completed by March 2026.	Head of Administration and Property Services	Housing, Environment and Economy		Completed tender outcome – reported to Cabinet 3 June 2025.
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	Housing, Environment and Economy		Feasibility and implementation study completed October 2025. Feasibility and implementation study being assessed by Green Infrastructure OSG
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	Finance, Waste and Technical Services/Housing, Environment and Economy		Report considered by Scrutiny Select Committee and way forward agreed. Discussions to take place with successful contractor once appointed.
2.1	Undertake the full procurement of all contracted waste and recycling services.	Recycling	Issuing of tender documentation in May 2025 Tender evaluation undertaken in December 2025. Report to Cabinet to approve preferred contractor in Spring 2026. Appointment of successful contractor in Spring 2026.	Head of Street Scene and Leisure	Finance, Waste and Technical Services		Tender documentation issued in May 2025. Complete. Tender evaluation progressed in partnership with TWBC.Complete On Track - Report to Cabinet will consider any recommendations from CESSC on the 4 March On Track

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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	Finance, Waste and Technical Services		2 food recycling events completed – VE Day and Tonbridge Food Festival. Focus on food recycling campaign linked to 'No Food in Here' stickers being attached to all refuse bins.
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.	Climate Change Officer	Housing, Environment and Economy		Guidance note for event recycling was endorsed by CESSC in November 2025. Guidance note to be circulated to all event organisers in February 2026. Work undertaken by main contractor (TM Active) to reduce single use plastics. tactive have introduced food waste recycling in 2025 and have also reduced the provision of single-use plastic cups provided with tap water, resulting in an approx 45% reduction in drinking water plastic cup usage.
3.1	Improve our designated Air Quality Management Areas (AQMA) 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	Housing, Environment and Economy		On track to achieve
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 vacant bowls green by November 2025.	Leisure Services Manager (Outdoors)	Community Services		Works undertaken and refurbished facility in use by public. Discussions with local Members undertaken and agreement to progress with site being used to locate water sports activity and other community users. Lease to Leisure Trust to be actioned.
4.2	Upgrade paths and bridges at our Country Parks to improve accessibility for residents and visitors.	Parks and Leisure	Improve paths at Haysden Country Park by September 2025. Shallows Bridge Feasibility and Options Report reported to Cabinet by June 2025.	Leisure Services Manager (Outdoors)	Community Services		Path works progressed. Cabinet have approved scheme for Shallows Bridge. Works to be progressed subject to removal of existing bridge and assessment of abutments.
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 to the scheme design by September 2025.	Director of Street Scene, Leisure and Technical Services	Community Services/Infrastructure and Tonbridge Regeneration		Landowner engagement actioned. Report progressed. Cabinet approved scheme. Works to be progressed subject to outcome of tender.




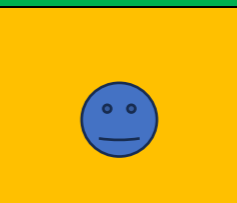
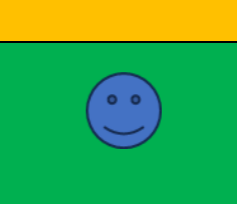


Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
4.4	Improve the condition of playing pitches for our sports clubs at Swanmead sportsground.	Parks and Leisure	Improvements to the drainage undertaken by March 2026.	Leisure Services Manager (Outdoors)	Community Services	✓	Works undertaken to football and cricket pitches. Complete.
4.5	Increase the number of vaults at Tonbridge Cemetery.	Parks and Leisure	64 new vaults installed by December 2025.	Parks Officer	Community Services	✓	Works completed on the 12th November 2025 and now available to purchase.

Caring for the Environment – Performance Targets:

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
001	TMBC Annual Carbon Audit Emissions Data (tCO2e)	Amount of CO2e emitted through council assets and activities.		3,479			2,900	↓		Annual Carbon Report taken to CESSC in July 2025. Decarbonisation progress is constrained by the end of PSDS funding and limited alternatives. Some projects, including the new waste contract, will take time to deliver impact.		Climate Change Officer	Housing, Environment and Economy
002	Total Attendance at TMLT Leisure Facilities	Total number of visitors to Larkfield Leisure Centre, Angel Centre, Tonbridge Swimming Pool, and Poulton Wood Golf Course.	375,299	731,454	1,045,100		1.5 m	↑				Leisure Services Manager	Community Services
003	Leisure Centre Income	Overall income generated by our Leisure Facilities as a % to profile.	103.4 %	N/A	103.3 %		Over 100%	↔				Leisure Services Manager	Community Services
004	Leisure Centre Expenditure	Overall expenditure incurred by our Leisure Facilities as a % to profile.	100.4 %	N/A	99.6 %		Under 100%	↑				Leisure Services Manager	Community Services

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
005	Improved recycling pages on TMBC website	Number of clicks via social media and other channels during 2025/26.	1,001	2,446	5,097		2,000	↑				Head of Communication	Finance, Waste and Technical Services
006	% household waste recycled and composted	Calculated comparing the amount of waste sent for recycling, reuse and composting against total waste collected.	50%	47.4 %	48.6 %		54%	↔		Q3 – Oct & Nov data only – Dec data awaited from KCC. Target for 26/27 reduced to 52% in ASDP	52.2% (TWBC) 49.6% (MBC) 38.2% (SDC) in 2023/24	Street Scene Manager	Finance, Waste and Technical Services
007	% of individual collections missed (waste)	Percentage of 'missed' residential kerbside collections.	0.08%	0.07 %	0.07 %		0.10%	↓				Street Scene Manager	Finance, Waste and Technical Services
008	Waste Collection Completions	% completion of scheduled collections.	100%	100 %	100%		100%	↔				Street Scene Manager	Finance, Waste and Technical Services
009	Waste Collection Complaints	Number of formal complaints received about the waste collection service.	62	71	100		160	↑				Street Scene Manager	Finance, Waste and Technical Services
010	Street Cleansing Complaints	Number of formal complaints received about street cleansing.	5	11	11		20	↑				Street Scene Manager	Finance, Waste and Technical Services
011	Air Quality Management Areas (AQMAS)	Number of AQMAS where NO2 results exceed the National Air Quality objective for which they are declared.	0	0	0		0	↔		AQ results are calculated by calendar year so confirmed for 2024. 2025 results will be available in Q1 26/27		Environmental Protection Manager	Housing, Environment and Economy
012	Fly Tipping	Number of reported incidents of fly tipping in the borough	254	360	303		975	↑		There is a Kent-wide increase in fly tip reports. Officers continue to work with contractors to respond to all reports and act accordingly.		Street Scene Manager	Finance, Waste and Technical Services
013	Green Flag Status	Number of our parks with a Green Flag Status.	3	3	3		3	↔		Tonbridge racecourse Sportsground, Leybourne Lakes Country Park and Haysden Country Park.	45 (across Kent – June 2025)	Leisure Services Manager (Outdoors)	Community Services
014	Environmental Fixed Penalty Notices (FPNs)	% of environmental FPNs served that are paid.	66%	81 %	77%		65+%	↑				Street Scene Manager	Finance, Waste and Technical Services

Improving Housing and Protecting Areas – Activity:








Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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	Community (Reg 18) Consultation materials (including approach to Member Engagement) considered by Housing and Planning Scrutiny Select Committee and approved by Cabinet in December 2025. Successfully undertake community consultation on the Local Plan in Winter 2025.	Planning Policy Manager	Planning		
5.2	Prepare all system and staffing changes for the implementation of the Building Safety Levy as a key Government action arising out of the Grenfell Inquiry.	Local Plan and Housing	Report to Cabinet in Spring 2026 setting out formal preparations for the introduction of Building Safety Levy implementation in Autumn 2026.	Head of Planning	Infrastructure and Tonbridge Regeneration		Being reviewed as part of the PAS Action Plan - Recommendation R4.
6.1	Deliver a refreshed approach to Local Lettings Plans for new homes.	Affordable Housing	Local Lettings Plan policy agreed by Cabinet in June 2025. Implementation report to Housing and Planning Scrutiny Select Committee in December 2025.	Head of Housing and Health	Housing, Environment and Economy		Local Lettings Policy approved and adopted by Cabinet in June 2025. Delayed at the request of Members - will go to H&P SSC in March 2026
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	Housing, Environment and Economy		Delayed at the request of Members - will go to H&P SSC in March 2026 An event is now being planned for April/May 2026 now the Renters Rights Act detail is known.
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	Housing, Environment and Economy		19 units at Bridge House now in use. Further unit at Martin Square to be delivered.
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 Solutions Manager	Housing, Environment and Economy		Due to be reported to H&PSSC in March 2026. Due to be reported to Cabinet in May/June 2026.
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 (NB Now updated to the Renters Rights Act) Requirements of the Renters Rights Act successfully implemented and managed by March 2026.	Housing Improvement Manager	Housing, Environment and Economy		Renters Rights Act coming into force from 1 May 2026. Due to be reported to H&P SSC in March 2026. Implementation of Phase 1, 1 May 2026





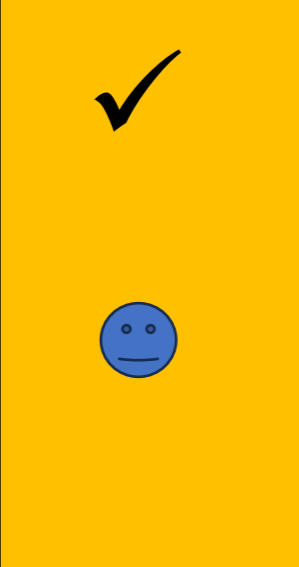
Improving Housing and Protecting Areas – Performance Targets:


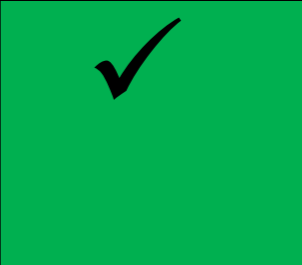

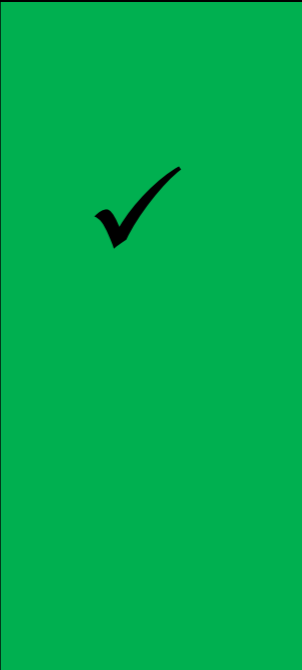
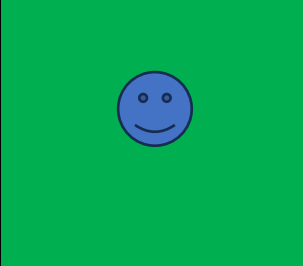
Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
015	5-year Housing Land Supply (years)	A calculation of whether there is a deliverable supply of homes to meet the planned housing requirement.	2.89	2.89	2.89		5 years	↔		Based on a housing need of 1,096 dwellings per year and the application of a 20% buffer.		Head of Planning	Planning
016	Processing of 'Major' Planning Applications (% rate)	Percentage calculated as the number of major applications processed within the 13-week timescale. Government target is 60%.	88%	100%	100%		91%	↑		Performance remains strong in the 'Major' category and is significantly above the national target.		Head of Planning	Planning
017	Processing of 'Minor' Planning Applications (% rate)	Percentage calculated as the number of minor applications processed within the 8-week timescale. Government target is 65%.	69%	95%	93%		76%	↓				Head of Planning	Planning
018	Processing of 'Other' Planning Applications (% rate)	Percentage calculated as the number of 'other' applications processed within the 8-week timescale. Government Target is 80%.	77%	94%	95%		90%	↑		Performance is strong in this category and is well above the national target.		Head of Planning	Planning
019	Planning Appeals - dismissed	Percentage of appeals dismissed against the Council's refusal of planning permission.	65%	83%	0		70%	↓				Development Manager	Planning
020	Planning Enforcement	Number of Planning Enforcement Cases left open more than 4 months.	74%	77%	71%		68%	↑				Head of Planning	Planning
021	Tree Preservation Orders	Number of TPO applications in the historic backlog reported to Members in December 2024.	58	42			0	↑				Head of Planning	Planning
022	Housing Register	Total number of people on the housing register	343	N/A	341		800	↑				Head of Housing and Health	Housing, Environment and Economy
023	Affordable Housing	Number of Affordable Homes built out per annum.	N/A	N/A	N/A		170				193 (MBC) 119 (TWBC) 35 (SDC) in 2023/24	Head of Housing and Health	Housing, Environment and Economy
024	Private Rented Sector	Number of households made a successful Private Rented Sector Offer.	0	0	0		24	↓		Accessing the Private Sector remains challenging due to availability and affordability. We have supported several clients informally into the private rented sector (e.g. through rent deposits) however, these have not been formal Private Rented Sector offers.		Head of Housing and Health	Housing, Environment and Economy

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
025	Temporary Accommodation	Average number of all households in temporary accommodation as at end of the quarter.	122	118	109		120	↑			283 (MBC) 75 (TWBC) 70 (SDC) in Q3 of 2024/25	Head of Housing and Health	Housing, Environment and Economy
026	Empty Properties	Number of properties in the borough that have been unfurnished and unlive in for longer than 6 months.	456	476	543		375	↓				Head of Housing and Health	Housing, Environment and Economy
027	Improving Housing Conditions	Number of properties where conditions have improved (cumulative)	24	48	76		80	↑				Head of Housing and Health	Housing, Environment and Economy
028	Housing Enforcement Notices	Number of Housing Enforcement Notices Served.	1	0	1		3	↔				Head of Housing and Health	Housing, Environment and Economy
029	Disabled Facilities Grants (cumulative)	Number of homes adapted or improved for older and vulnerable residents to promote their independence and keep them safe in the community.	26	39	61		80	↑				Head of Housing and Health	Housing, Environment and Economy

Investing in our Borough and Local Economy – Activity:

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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	Infrastructure and Tonbridge Regeneration		Cabinet adopted Masterplan and Delivery Strategy October 2025
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	Infrastructure and Tonbridge Regeneration		Phase 2 completed and Cabinet approval given to progress to RIBA stage 3. Next key milestone is submission of planning application in March 2026
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	Infrastructure and Tonbridge Regeneration	 	Masterplan approved. Capital Plan Scheme for new all-weather pitch approved. Pavilion roof being considered separately through BRREP. Briefing to be approved with Local Members. Scheme dependant on Football Foundation/Kent Football Association Funding.
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.	Head of Technical Services	Finance, Waste and Technical Services		Implementation of project delayed due to external factors. Timescale to slip to next financial year
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	Infrastructure and Tonbridge Regeneration	N/A	Project removed from ASDP following re-allocation of capital funds. External monitoring of wall will continue.
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		Work is progressing on the Infrastructure Delivery Plan (IDP) to support the Local Plan including engagement with infrastructure providers. An Interim IDP was published in October 2025, but isn't currently fully costed.
10.2	Delivery of the Tonbridge and Malling UK Shared Prosperity Fund (including Rural England Prosperity Fund) to support our businesses and residents.	Economy Bouncing Back	£327,000 of funding spent on projects by March 2026. 100% of Rural England Prosperity Fund allocated to eligible projects by November 2025.	Strategic Economic Regeneration Manager	Housing, Environment and Economy		Programme at around 75% spent at the end of Q3 with remaining projects progressing well. All allocated by 05 September 2025. Funding will need to be spent by projects by the end of the financial year - with 84% spent at the end of Q3.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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	Housing, Environment and Economy		Business Rates Pool Programme agreed by Cabinet in July 2025 with progress on projects underway, including the Green Business Grants Scheme - Round 6 which will launch in February 2026.
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	Housing, Environment and Economy		All Round 1 projects now completed. In total, 159 residents have been supported through projects funded. Approval given for Round 2 in April 2025 and launched in May 2025 with a deadline for submissions of 18 June 2025. In total, 10 projects were awarded funding.
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.	Licensing Inspector	Housing, Environment and Economy / Community Services		New policy agreed at Licensing and Appeals Committee in November 2025.
10.6	Support the introduction of a new Banking Hub in Tonbridge that provides face-to-face personal and business banking services.	Economy Bouncing Back	Temporary Banking Hub up and running by Summer 2025. Permanent location for the Banking Hub secured by March 2026.	Strategic Economic Regeneration Manager	Housing, Environment and Economy / Community Services		Completed - Approval given in April. Round 2 launched in May 2025 with a deadline for submissions of 18 June 2025. Completed - Temporary Banking Hub - opened June 2025
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 / Tonbridge Castle, Events and Customer Services Manager	Community Services		Marketing campaign delivered. Advertising across print and social media, 20K leaflet distribution across Kent and London Tourism Centre. Banking Hub will be on site until at least May 2026 however they have advised they may need an extension. Project is ongoing to assess viability of a café in the ground floor reception footprint. No decision will be made by March 2026. Consultant appointed to assess feasibility of delivering in-house café with a deadline for their report 3 April 2026, report to Scrutiny Select Committee May and Cabinet in June 2026.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
11.2	Install new Digital Information Boards to help improve real-time communication with our residents.	Profile of Assets	Project approved by Cabinet by Summer 2025. New Digital Information Boards installed at locations across the borough by March 2026.	Head of Communication / Director of Central Services	Community Services		New digital information board is in place at the Council Reception. For locations across the borough, timescale reviewed and moved to ASDP for delivery in 2026/27
12.1	Work with strategic partners to bring forward/complete key employment sites.	Strategic Partners	Panattoni Park Aylesford (one of the largest logistics developments in the Southeast) fully built out and occupied by October 2025.	Head of Planning / Strategic Economic Regeneration Manager	Planning / Housing, Environment and Economy.		Completed and all occupied.
			Planning application approved for new Science and Innovation Building at East Malling Research (NIAB EMR) by December 2025.	Head of Planning / Strategic Economic Regeneration Manager	Planning / Housing, Environment and Economy.		No planning application has been received for this project to date.
			RBLI Centenary Village Phase 2 completed and occupied by December 2025. Application for RBLI Factory Development to be determined by summer 2025. London Golf Club planning application determined by spring 2025. Buckmore Park planning application determined by summer 2025 (subject to submission in early 2025).	Head of Planning / Strategic Economic Regeneration Manager	Planning / Housing, Environment and Economy.		Phase 2a was completed in the second half of 2025. As of early 2026, the scheme is now in its final phase of development, having progressed well over the past year. Approved on 26 August 2025. Completed – Application has been determined (April 2025). Application submitted and approved on 30 June 2025..
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	Infrastructure and Tonbridge Regeneration		Leigh Flood Storage Area very near completion, with final gate now in place and work completing on the eel pass and rabbit-proof fencing. The Hildenborough Embankment has now been constructed, pumps installed and operating kiosk installed and fitted out.

Investing in our Borough and Local Economy – Performance Targets:

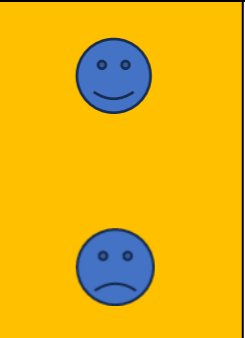

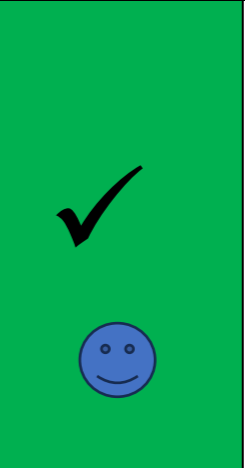


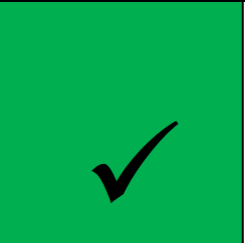

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
030	Town Centre Vacancy Levels (%)	The number of commercial retail units in our town and village centres that are vacant as a % of the total number.	N/A	5.3%	N/A	N / A	5.7%	↑		Annual Survey undertaken in August 2025 - next survey will be in August 2026.	13.9% (UK); 14% (TW) in 2024.	Strategic Economic Regeneration Manager	Housing, Environment and Economy
031	Business Births and Deaths	The ratio of business births to business deaths	N/A	N/A	1.15		1.00	↑			TW - 1.11; Sevenoaks - 1.16; Maidstone - 1.14	Strategic Economic Regeneration Manager	Housing, Environment and Economy
032	Unemployment Rate (%)	The % of the workforce that are claiming unemployment benefits.	2.4%	2.4%	2.4%		2.2%	↔		Unemployment figures have plateaued at 2.4% for the past 12 months.	3.4% (Kent) 3.3% (MBC) 2.5% (TWBC) 2.1% (SDC) in Q1 2024/25	Strategic Economic Regeneration Manager	Housing, Environment and Economy
033	Occupation of Rental Properties	The % of council-owned commercial properties that are in occupation	100%	100 %	100%		100%	↔				Head of Administration and Property Services	Housing, Environment and Economy
034	Council Events – Income	Total income generated from council run/supported events.	£25,429	£35,697	£44,471		£58,000	↑				Tonbridge Castle, Events and Customer Services Manager	Community Services
035	Property Rentals – Income	Total Income generated from commercial property rentals.	£99,995	£180,521	£363,512		£420,000	↑				Head of Administration and Property Services	Housing, Environment and Economy
036	Tonbridge Castle - Income	Total income generated by activities at Tonbridge Castle (Figure includes: Chamber Hire; Tea/coffee sales; Weddings; Castle Attraction and Artisan Market)	£15,236	£41,893	£58,905		£95,000	↑		Castle was closed all of Q1 and through to August of Q2		Tonbridge Castle, Events and Customer Services Manager	Community Services
037	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)	0	630	1537		3,000	↑		Castle was closed all of Q1 and through to August of Q2		Tonbridge Castle, Events and Customer Services Manager	Community Services
038	Employment Land	% net change (gain/loss) in employment land	N/A	N/A	N/A		0%					Planning Policy Manager	Planning









Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
039	People and Skills Fund	Number of local residents benefitting from projects completed through the People and Skills Fund	0	71	159		100	↑		Round 1 projects now completed with figures per project as follows: Oaks Specialist College - 70; Compaid - 55; Communigrow - 26 and Runway/Oaks - 8		Strategic Economic Regeneration Manager	Housing, Environment and Economy

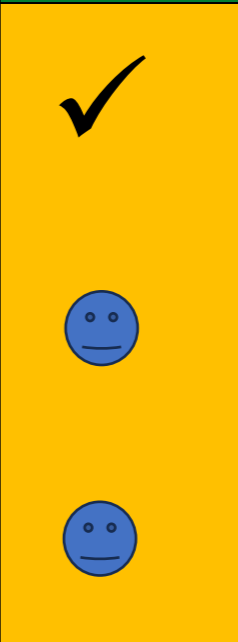

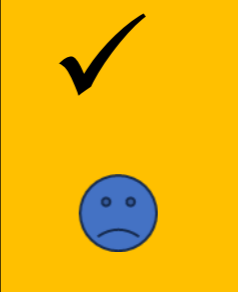



Efficient and Effective Council – Activity:

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
13.1	Ensure that the Council maximises the opportunities to influence the implementation of the Government's Devolution/Local Government Reorganisation 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 Local Government Reorganisation geography across Kent and Medway by submitting proposals for new Unitary Authorities by November 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> <p>Complete a Community Governance Review for a Town Council in Tonbridge during 2025/26:</p> <ul style="list-style-type: none"> Initial report (including Terms of Reference) to Members in May 2025 Consultation undertaken in Summer 2025 Final recommendations to Council by March 2026. 	Chief Executive	Executive Leader		<p>A proposal supporting Option 3a (3 Unitary Model) submitted to Government on 28 November 2025.</p> <p>Workstreams developed for both West Kent Councils and Kent as a whole that commenced after the deadline for final submissions in November 2025.</p> <p>Review process entering latter stages following a two-stage consultation (in Summer and Winter 2025). Final recommendations scheduled to go to Council in February 2026.</p>
13.2	Bring forward a comprehensive approach to transformation in the Council.	Innovative and Cost-Effective Services	<p>5 Wider Management Team meetings 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		<p>5 meetings undertaken to date - 09 April 2025; 18 June 2025; 25 September 2025; 19 November 2025; 22 January 2026.</p> <p>Q1 and Q2 reporting successfully completed. The process of Q3 reporting is underway.</p> <p>5 - Civic Society Awards for Wet Room and Green Business Shelter, Silver Armed Forces Award and applications to the LGC Awards now submitted.</p>
13.3	Develop a robust Council-wide Project Management approach. that drives forward successful delivery.	Innovative and Cost-Effective Services	<p>Develop and Implement new Project Management templates by 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		<p>Completed - Templates published on StaffNet (May 2025)</p> <p>First session on 11 September followed by a second took place on 01 October 2025. An additional session was delivered on 04 December 2025.</p>
13.4	Refresh and update Medium Term Financial Strategy (MTFS) in light of new	Innovative and Cost-Effective Services	Refresh MTFS in November 2025 with update for Budget Setting in February 2026.	Head of Finance and	Finance, Waste and Technical Services		Update underway with announcement of provisional settlement in December. Final

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
	Government priorities and the direction for local government funding to be set out in the Spring (2025) Fair Funding Review.			Section 151 Officer			MTFS to be presented as part of Budget Setting in February 2026.
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 £300,000 by summer 2025, to feed into the budget setting process for 2026/27.	Head of Finance and Section 151 Officer	Finance, Waste and Technical Services	✓	Completed.
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.	Head of Finance and Section 151 Officer/ Principal Accountant	Finance, Waste and Technical Services	😊	Updated version to be presented for approval in January 2026 with final approval at Council in February 2026.
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.	Benefits and Welfare Manager	Finance, Waste and Technical Services	✓	Implemented.
13.8	Review earmarked reserves with a view to free up funding to assist with delivery of priority capital projects.	Innovative and Cost-Effective Services	Officer review to be undertaken by October 2025 with report to Cabinet by November 2025.	Head of Finance and Section 151 Officer/ Principal Accountant	Finance, Waste and Technical Services	✓	Review completed with Report to Cabinet in January 2026
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.	Head of Finance and Section 151 Officer / Principal Accountant	Finance, Waste and Technical Services	😊	Signatures in place, Budgetary Control still under review.
13.10	Strengthen Annual Governance Statement (AGS).	Innovative and Cost-Effective Services	Review Service Assurance Statements which are completed by Statutory Officers and Directors to support the 2024/25 financial statements and the Annual Governance Statement. Annual Governance Statement signed off by Chief Executive and Leader of the Council by May 2025. Annual Governance Statement agreed by Audit Committee by July 2025.	Head of Finance and Section 151 Officer / Principal Accountant	Finance, Waste and Technical Services	✓	AGS signed in May 2025 and agreed by Audit Committee in July 2025.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
13.11	Undertake an independent Planning Advisory Service Review and agree Action Plan for improvement.	Innovative and Cost-Effective Services	Complete independent review by September 2025. Action Plan considered by Housing and Planning Scrutiny Select Committee by October 2025. Action Plan agreed by Cabinet by December 2025. Agreed action plan fully delivered by March 2026.	Head of Planning	Planning		Review completed, with action plan considered at Scrutiny Select Committee and then Cabinet. Will not be possible to complete all of these by the end of March 2026.
13.12	Implement a new planning fee structure aligned to expected secondary legislation.	Innovative and Cost-Effective Services	New fee structure considered by Planning & Housing Scrutiny Select Committee by December 2025. New fee structure agreed by Cabinet by February 2026.	Head of Planning	Planning		Secondary legislation has not yet been passed by the Government and as such there will be a delay to the programme timelines until such time as the Government lay the required legislation.
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 June 2025. Relocate staff from Gibson Building East to Gibson Building West in June/July 2025. Members to consider Gibson West future by June 2025. Reduction of at least £200,000 in annual operating costs by end of March 2026.	Head of Administration and Property Services	Housing, Environment and Economy		Complete: reported to Members on 03 June 2025. Staff relocated to Gibson West in July 2025. Complete: Cabinet (3 June 2025) approved principle of disposal. Date for when savings are due has been revised to March 2027 to reflect progress with Gibson East refurbishment and Gibson West proposed disposal.
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		Revised protocol approved October 2025.
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	Executive Leader		Strategy approved in May 2025.
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	Undertake Member Survey to identify development needs by end of June 2025. Strategy to be approved by General Purposes Committee in October 2025.	Head of Human Resources and Development	Executive Leader		Member survey undertaken December 2025 Strategy approved January 2026
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	Finance, Waste and Technical Services		Progressed - contract commenced and subject to review at May 2026 meeting of Communities & Environment Scrutiny Select Committee.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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 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.	Head of Technical Services / Parking Manager	Finance, Waste and Technical Services	 	Decision made to progress trial in Bradford Street Car Park and Sovereign Way North. Project delayed to next financial year due to resourcing challenges.
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	Finance, Waste and Technical Services	 	Completed and ongoing. Project delayed to next financial year due to forthcoming changes in procurement legislation.
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.	Head of Finance and S151 Officer	Finance, Waste and Technical Services		March milestone will be missed, but currently on target for soft launch in April 2025
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, Waste and Technical Services		The Uniform system is updated for all services and the regulatory services and Housing Teams have continued to operate on this system. Training has been provided on systems administration and workflow management.
14.1	Launch an enhanced Community Enforcement Team.	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.	Safer and Stronger Communities Manager	Community Services		Funding contributions agreed in April 2025 with new team starting on 21 May 2025.
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.	Benefits and Welfare Manager	Finance, Waste and Technical Services		Web Content team to create a webpage/banner to promote in the run up to annual billing.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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, Waste and Technical Services		<p>Migration of eForms completed in Spring 2025.</p> <p>Enterprise document management system (information@work) has been implemented and all documents have been digitised. Configuration and migration of the documents into the DM is postponed due to other project priorities.</p> <p>Migration of shared drives has been deferred due to other project priorities.</p>
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, Waste and Technical Services		CAF readiness assessment has been completed successfully and funding has been secured through MHCLG for compliance work.
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>	Tonbridge Castle, Events and Customer Services Manager	Community Services		<p>Transfer complete 1 May 2025.</p> <p>This has been moved to 2026 due to ongoing review of service and business commitments – agreed to move to 2026-27.</p>
14.6	Deliver effective and efficient County Council Elections for our residents	Available Services and Advice	County Council elections delivered successfully in May 2025.	Head of Electoral Services	Executive Leader		Completed May 2025.
15.1	Distribute 2025/26 Household Support Fund support to our most vulnerable residents.	Promoting Well-Being	100% of funding support provided in accordance with the funding criteria by March 2026.	Benefits and Welfare Manager	Finance, Waste and Technical Services		95% allocated and only a very small number of mop-up payments to make
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	<p>Health Action Team Action Plan approved by Cabinet by June 2025.</p> <p>Implementation of Action Plan from June 2025 onwards, including completion of two key actions from each of the three priorities by March 2026.</p>	One You Team Leader	Housing, Environment and Economy		Reported to Communities and Environment Scrutiny Select Committee in September 2025 introduced the priorities of the Health Action Team.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
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	Granting Royal British Legion Industries Freedom of the Borough at a ceremony in May 2025. Application approved by Cabinet and submitted to Government in March 2026.	Corporate Policy and Communities Manager	Community Services	✓	RBLI granted Freedom of the Borough in May 2025. Application submitted in May 2025 and subsequently approved.
16.2	Deliver a Community Awards Scheme to celebrate individuals and groups making a positive impact and recognising outstanding dedication and service in the borough.	Supporting Residents	Scheme launched in June 2025. Awards presentations to be held by the Mayor by December 2025.	Corporate Policy and Communities Manager	Community Services	✓	Completed – Award presentation evening held 19 November 2025
16.3	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.	Corporate Policy and Communities Manager	Community Services	✓	Training plan reported to Cabinet on 14 October 2025. Completed - 2 x mandatory e-learning courses for all staff (Diversity & Equality, Direct & Indirect Discrimination) September 2025 - October 2025
16.4	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.	Corporate Policy and Communities Manager	Community Services	✓	Training plan reported to Cabinet on 14 October 2025. Completed - Safeguarding hub page now complete on Staffnet (intranet)

Efficient and Effective Council – Performance Targets:

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
040	Food Safety Inspections	% of due food safety inspections undertaken (Risk Category A-E).	93%	93%	113%		99%	↑		More new businesses inspected in addition to those businesses already in programme falling due for inspection in Q3		Food and Safety Manager	Housing, Environment and Economy

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
041	One You Service	The number of residents benefiting from the support of the 'One You' Service (cumulative)	209	353	530		750	↑				One You Team Leader	Housing, Environment and Economy
042	Safeguarding	The number of priority actions arising from the independent safeguarding audit remaining unresolved for more than 6 months.	0	0	0		0	↔		No priority actions arising.		Corporate Policy Communities Manager	Community Services
043	Anti-Social Behaviour (ASB) (cumulative)	Total number of ASB cases in the borough that are reported to the Council.	127	233	298		510	↓		On track to meet target.		Safer and Stronger Communities Manager	Community Services
044	Victim-Based Crime	Total number of reported Victim-based crimes in the borough.	1,667	1,714	1,614		7,200	↑				Safer and Stronger Communities Manager	Community Services
045	My Account registrations (cumulative)	The total number of residents with a My Account.	48,988	52,343	55,819		47,000	↑		Ahead of target.		Head of Communication	Community Services
046	My TMBC app downloads (cumulative)	The number of app downloads over the course of a year.	627	992	1007		1,500	↓		Oct and Nov saw 188 unsubscribes from the app.		Head of Communication	Community Services
047	Public engagement with news from TMBC (cum.)	The number of clicks on social media content over the course of a year.	4,593	20,624	3,658		22,000	↑		Strong Q3 performance around waste and recycling messages.		Head of Communication	Community Services
048	Staff engagement	The proportion of staff who feel positive about working at the Council.	N/A	N/A	N/A		85%	↔		Pulse survey planned for Q4		Head of Communication	-
049	Vacant Posts (FTE)	Number of positions within the council that are currently vacant.	12	12	11		7	↑				Head of Human Resources and Development	-
050	Sickness Absence – short term	Average number of working days per employee across the organisation lost to short term sickness absence.	3.23	2.7	3.02		2.7	↓			5.7 (KCC); 2.9 (MBC) in 2023	Head of Human Resources and Development	-
051	Gender Pay Gap - Mean	The difference between the mean pay of men and women within the council.	22.3%	22.3%	22.3		18%	↔			-1.4% (SDC) 3% (MBC) 9.7% (KCC) 11.2% (TWBC) in 2024/25	Head of Human Resources and Development	-
052	Contact Centre – Handled Rate	% of calls answered in the Contact Centre against those presented.	84%	78%	87%		94%	↑				Tonbridge Castle, Events and Customer Services Manager	Community Services

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
053	Contact Centre - Emails	% of emails responded to within 24 hours.	100%	100 %	100%		100%	↔				Tonbridge Castle, Events and Customer Services Manager	Community Services
054	Contact Centre - Webchat	% of webchats handled by the Contact Centre.	70%	66 %	61%		99%	↓		Impacted by staff turnover and long-term sickness within the team.		Tonbridge Castle, Events and Customer Services Manager	Community Services
055	Licensing	Fees generated from the processing of premises licenses under the Licensing Act 2003.	£18,222	N/A	£91,867		£85,000	↑		Exceeded annual target.		Licensing Inspector	Community Services
056	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.	27.3%	55.1 %	92.6 %		98.1%	↔			98.0% (SDC) 97.5% (TWBC) 96.7% (MBC) in 2023/24	Benefits and Welfare Manager	Finance, Waste and Technical Services
057	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.	31.2%	57.5 %	85.3 %		99.4%	↑			98.7% (TWBC) 98.4% (MBC) 97.3% (SDC) in 2023/24	Benefits and Welfare Manager	Finance, Waste and Technical Services
058	Salary Monitoring Data	Variation to budget approved by Council in February 2025 and 2026 including the agreed management savings targets.	£63,250 below	£114,300 below	£181,650 (positive)		£0	↑				Head of Finance	Finance, Waste and Technical Services
059	Income Monitoring Data	Variation to budget approved by Council in February 2025 and 2026.	£64,673 below	£36,441 above	£952 (positive)		£0	↑				Head of Finance	Finance, Waste and Technical Services
060	Determination of Housing Benefit claims	Number of days to accurately determine new Housing Benefit claims and changes to existing claims.	28 and 6	29 and 7	28 and 6		26 and 5	↔				Benefits and Welfare Manager	Finance, Waste and Technical Services
061	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.	19 and 2	33 and 2	29 and 2		30 and 2	↓				Benefits and Welfare Manager	Finance, Waste and Technical Services
062	Prompt payment of invoices	The percentage of invoices paid with the 30-day deadline.	99.6%	99.8%	100		99%	↑				Exchequer Services and Systems Manager	Finance, Waste and Technical Services

Agenda Item 8

- Recommendations are 'to follow' and will be circulated in advance of the meeting.

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Housing and Planning Scrutiny Select Committee

19 May 2026

Part 1 - Public

Matters for Cabinet - Non-key Decision



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Cabinet Member	Cllr Robin Betts, Housing, Environment & Economy
Responsible Officer	Eleanor Hoyle, Director of Planning, Housing & Regulatory Services
Report Author	Eleanor Hoyle, Director of Planning, Housing & Regulatory Services

Updating the Council's Affordable Housing Protocol

1 Summary and Purpose of Report

- 1.1 To propose to Members some amendments to the Council's Affordable Housing Protocol in light of the economic factors impacting the securing and delivery of affordable housing through the Planning process.

2 Corporate Strategy Priority Area

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

3 Recommendations

It is recommended that the committee

- 3.1 ENDORSES the revised Affordable Housing Protocol and RECOMMENDS it to Cabinet for adoption.
- 3.2 NOTES that the Protocol appendix relating to housing needs data is currently being updated and RECOMMENDS to Cabinet that sign off for this appendix be delegated to the Director for Planning, Housing & Regulatory Services in consultation with the Cabinet Member for Housing, Environment and Economy.

4 Introduction and Background

- 4.1 The Council adopted its Affordable Housing Protocol in 2021 as a mechanism to assist in the process of understanding affordable housing proposals, testing the viability of what was proposed and working constructively with applicants to secure delivery.

- 4.2 Since the protocol was adopted, national planning policy regarding affordable housing delivery has been updated, perhaps most notably through the removal of the First Homes requirement.
- 4.3 A report was presented to Overview & Scrutiny Committee in April 2025 outlining the key issues with securing [affordable housing delivery](#).
- 4.4 These issues continue to be present in discussions and negotiations with developers and registered providers. Given this, an officer group has met to review how the protocol is working in practice and to propose some amendments to ensure that it remains fit for purpose. This intention of the document is to provide practical guidance on how the policies relating to affordable housing should be responded to.

5 Proposal

- 5.1 A tracked changes version of the Affordable Housing Protocol is attached to this report at Annex 1. It is proposed that the amended version is approved and advertised on the Council's website. The protocol has two appendices, one which lays out the requirements for a viability assessment and the other which provide housing needs data. The latter is being updated at present to reflect current data and it is proposed that sign off of this is delegated to the Director for Planning, Housing & Regulatory Services.
- 5.2 The proposed changes seek to ensure that a consistent approach is applied to viability testing of affordable housing proposals and that the Council's evidence base is properly considered in these discussions. It also places a greater emphasis on applicants providing evidence of their engagement with registered providers as part of the assessment process.

6 Other Options

- 6.1 The Council could cease to publicise an Affordable Housing Protocol and deal with issues on a case-by-case basis. However, it is likely that this may lead to additional challenges in delivery and also complaints from applicants and registered providers who find inconsistencies in process.

7 Financial and Value for Money Considerations

- 7.1 There are no direct financial implications from the recommendations in this report.

8 Risk Assessment

- 8.1 If there are not clear expectations set for applicants, discussions on affordable housing delivery can be elongated, or at times not concluded during application stage, leading to delivery issues when a registered partner is procured due to a lack of clarity.

9 Legal Implications

- 9.1 Affordable Housing delivery is secured via a s106 agreement. The Council has clauses in its pro forma s106 agreement, which is on our website, so that applicants are clear on proposed requirements from the outset.

10 Consultation and Communications

- 10.1 The proposed updates to the affordable Housing Protocol will be published on the Council's website and will also be shared with applicants and agents. Officers are also intending to provide updates on this at forthcoming agents' and developers' forums that are being established as part of the Planning Advisory Service (PAS) action plan.

11 Implementation

- 11.1 In addition to the work described above to communicate this updated protocol, an Affordable Housing Delivery officer meeting is being stood up to meet on a regular basis and review cases and issues. This is being led by the Director of Planning, Housing & Regulatory Services.
- 11.2 In order to ensure that viability advice can be obtained quickly and efficiently, the current process is being reviewed with a view to finding a procurement solution that offers the Council value for money and efficiency.
- 11.3 Officers are also reviewing the pro forma s106 agreement and seeking good practice examples of affordable housing clauses relating to affordable ownership products to ensure that our approach is robust.

12 Cross Cutting Issues

12.1 Climate Change and Biodiversity

12.1.1 Adaptation and resilience have not been considered.

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

12.2 Equalities and Diversity

12.2.1 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.

12.3 Other If Relevant

- None

Background Papers	none
Annexes	Annex 1 - Affordable Housing Protocol

Affordable Housing Protocol

~~November 2024~~ May 2026

1. Aims and scope of the protocol

1.1 The aim of this protocol is to lay out in detail the Council's position on Affordable Housing Delivery in the interim period before a new Local Plan is adopted. This protocol will be used for Development Management decision making.

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2. Local and national policy context

2.1 Tonbridge and Malling Borough Council's affordable housing policy is set out in CP17 of the Core Strategy (2007), which forms part of the Council's adopted development plan.

2.2 To support the implementation of CP17, the Council produced an Affordable Housing Supplementary Planning Document (SPD) in 2008. This is a material consideration that the Council has regard to when seeking affordable housing provision.

2.3 The Government's policy and definition of affordable housing is set out in the National Planning Policy Framework (NPPF) which is supported by planning practice guidance. These are current material considerations which the Council has regard to when taking decisions on planning proposals involving affordable housing.

2.4

~~2.4 The Council has formally withdrawn the draft Local Plan that was submitted for examination in January 2019 and is reviewing and refining the development strategy that draft Plan was based on. However, at present, that Plan and its evidence base cannot be relied upon as evidence in the making of any applications to the Council as it has not been tested.~~

~~2.5 The refreshed Plan will include up-to-date policies on affordable housing. This process will respond to national policy and practice guidance, be informed by local evidence, and take account of whole plan viability work.~~

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3. Our evidence base

3.1 CP17 in the TMBC Core Strategy has been assessed against the 2021 NPPF and is considered to remain in overall consistency. This policy will therefore continue to be afforded full weight in decision making.

3.2 Supporting evidence to determine housing affordability can be accessed via Office for National Statistics data relating to Housing Affordability in England and Wales.

3.3 A Housing Needs Survey ~~is currently underway across the Borough and the results will be published in early 2022, from which time the Council expects applicants to have due regard to this data in their affordable housing proposals.~~ was carried out in 2022. This data has then been augmented by the production of a Strategic Housing Market Assessment (SHMA) as part of the emerging Local Plan evidence base. This evidence

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has been published and is therefore a material planning consideration. The Council is also developing a SMHA addendum to provide additional or updated information on tenures and affordability, in recognition of the pace of change in the affordable housing market.

3.4 A snapshot report on Housing Register data forms Appendix 1 of this Protocol and provides up-to-date local information regarding bed size need. This snapshot will be updated at least annually.

4. Tenure types

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4.1 The NPPF defines affordable housing. Categories include affordable housing for rent, starter homes, discounted market sales housing and, other affordable routes to home ownership, ~~and First Homes.~~

~~4.2 Affordable Home Ownership: the Government requires at least 10% of homes on major developments to be affordable home ownership.~~

4.~~23~~ The Council will have regard to the current Government national definitions of affordable housing and relevant policies in the National Planning Policy Framework when implementing policy CP17.

4.~~34~~ CP17 sets out a 40% affordable housing requirement, with a 70/30 split between affordable housing for rent and other affordable housing tenures. This should be considered the starting point for all applications.

~~4.5 A detailed explanation of First Homes considerations is attached at Appendix 2.~~

4.~~46~~ For the avoidance of doubt, social rented housing includes social rent and affordable rent for the lifetime of this protocol.

4.~~57~~ Residual affordable housing will be delivered as intermediate housing in accordance with CP17.

5. Engagement at pre-application stage with the Council

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5.1 The Council strongly encourages early pre-application discussions, including with the Housing Strategy and Enabling Manager.

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5.2 Wherever possible, these discussions should include a Registered Provider or provide the Council with information on pre-application engagement with potential RP partners. This should include providing the Council with information on the proposals made to RPs and their responses.

5.3 As part of the Council's Planning Performance Agreement process, a specific meeting on Affordable Housing Delivery will be included in the meeting approach.

6. Submission requirements

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6.1 An Affordable Housing Statement should accompany all applications where affordable housing delivery is required.

6.2 The statement should include details of tenure mix, unit size, space standards, Registered Providers, and management arrangements. A draft statement approach is appended to this document. The Council will utilise this format for its responses.

~~6.3 Outline applications should confirm that a legal agreement will secure compliance.~~

~~7. Where less than policy compliant levels are proposed on site~~ **Policy compliance**

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7.1 The Council considers that the existing policy requirements are still valid – indeed the evidence to support our emerging Local Plan sets a similar overall requirement. Reduced provision will only be considered where justified by a viability appraisal.

7.2 Viability assessments must include the information set out in Appendix ~~23~~. Viability submissions must comply with RICS Professional Statements and guidance.

7.3 The Council will engage independent consultants at the applicant's cost to review all viability matters.

8. S106 provisions for affordable housing

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8.1 Model planning obligations will be used to secure affordable housing delivery. These are in the Council's s106 pro forma. This will be updated as required to cover different tenure models. The Council will expect the requirements in these model conditions to be the starting point for viability and delivery approaches.

~~8.2 For First Homes, TMBC will adopt Homes England model clauses.~~

9. Off-site delivery

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9.1 In exceptional circumstances, off-site delivery may be accepted. This is usually only if on-site provision is physically impossible, not appropriate for creating balanced communities, or when offsite delivery offers better value or affordable housing additionality.

10. Commuted sums

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10.1 Where on-site and off-site delivery ~~are~~ not appropriate, a commuted sum may be accepted. A proposal will be required from the applicant, which the Council will engage independent consultants at the applicant's cost to review.

~~10.2 Funding will be approved through the Council's governance process.~~

~~10.23~~ Contributions will be ring-fenced for affordable housing purposes and may be used in any location across the Borough.

~~10.4 Contributions will be used across the Borough.~~

11. Reaching Agreement

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11.1 Should there be a need to meet to discuss the Affordable Housing Statement, applicants will be informed of this by the Council. The Council will prepare meeting notes and may utilise Microsoft Office tools to do so.

11.2 The Council will operate an internal senior officer escalation mechanism to ensure consistency of approach across affordable housing discussions. This will be the route of escalation for any points that cannot be agreed between applicant and case officer (supported by input from the Housing service).

Appendix 1: Housing need data

~~Housing Register and Housing Needs Survey data inform unit mix expectations. Appendix 2: Affordable Housing Statement pro forma~~

Appendix 2: First Homes

~~TMBC requires First Homes to be discounted by 40% of market value and secured via Section 106 obligations.~~

Appendix ~~23~~: Required minimum content for applicant's viability appraisal

~~Viability submissions must comply with RICS Professional Statements and guidance.~~

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Agenda Item 9

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

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TONBRIDGE AND MALLING BOROUGH COUNCIL

TONBRIDGE COMMUNITY FORUM

MINUTES

Monday, 11th May, 2026

Present: Cllr L Athwal (Chair), Cllr D W King (Vice-Chair), Cllr K Barton, Cllr G C Bridge, Cllr J Clokey, Cllr F A Hoskins, Cllr A Mehmet, Cllr R W G Oliver, Cllr S Pilgrim, Cllr M R Rhodes, Cllr K S Tunstall, County Cllr P Stepto and County Cllr M Hood

Together with representatives from:

Friends of Mill Stream (Vice-Chair)

Feast

Hi Kent

Tonbridge Bicycle Users Group

Tonbridge Civic Society

Tonbridge Historical Society

Tonbridge Line Commuters

Tonbridge Parish Church

Tonbridge Sports Association

Tonbridge U3A

Apologies for absence were received from Councillors A Cope and B A Parry. Apologies for absence were also received from Angel Indoor Bowls Club, Barden Residents Association, Rotary Club of Tonbridge, Scotts Project Trust and Tonbridge Lions Club.

TCF 26/11 APPOINTMENT OF VICE-CHAIR

A nomination of Vice Chair from community representatives was received from Mark Ansdell. As there were no further nominations received, the community representatives agreed that Mark Ansdell be duly appointed as the second Vice Chair of the Tonbridge Community Forum.

TCF 26/12 NOTIFICATION OF SUBSTITUTE MEMBERS

There were no substitute Members.

TCF 26/13 MINUTES

RESOLVED: That the Minutes of the meeting held on 23 February 2026 be approved as a correct record and signed by the Chairman.

TCF 26/14 UPDATE ON ANY ACTION IDENTIFIED IN THE LAST MINUTES

There were no matters required to be updated.

TCF 26/15 KENT POLICE UPDATE

A written statement was provided by Inspector Nick Atkinson to provide members of the Forum with an update on Police activities, with a focus on the Tonbridge area.

The statement outlined neighbourhood team coverage arrangements in Tonbridge, including Beat Team officers and Neighbourhood Task Force officers, and described recent activity to tackle retail theft and anti-social behaviour. Examples included targeted days of action, arrests following intelligence received via the Shop Safe radio system and enforcement activity in relation to drugs, including a stop search which resulted in the seizure of Class A drugs and a subsequent charge and remand.

Furthermore, the statement reported activity to address violence against women and girls, including engagement with local businesses and 'walk and talk' events, and mentioned enforcement action in respect of anti-social behaviour involving youths, including the use of Community Protection Warning Notices. Attention was also brought to the seizure of illegal e-bikes and e-scooters and partnership working with housing associations and the Borough Council's Community Safety Unit.

Members of the Forum were pleased to note that Kent Police would continue to work with partner agencies to address issues affecting Tonbridge, including tackling anti-social behaviour, targeting those responsible for harm and disruption and maintaining a visible presence to provide reassurance and deter offending, with particular reference made to actions towards illegal e-bikes and e-scooters.

A full version of the statement was attached as **[Annex 1]** to these Minutes.

TCF 26/16 UPDATE ON BANKING HUB

Members of the Forum were advised that Cash Access had identified a suitable permanent location for the banking hub and that progress was being made to put arrangements in place, but formal announcement of the location would have to wait till the lease was completed. It was indicated that, if all went well, completion of the lease was expected within the next few weeks and that the hub should be ready to open within two to three months following commencement of works to the premises.

During discussion, reference was made to Post Office arrangements for paying in cheques and the banking hub services temporarily provided from Tonbridge Castle. The Chair undertook to make enquiries in

relation to the acceptance of cheques at the Post Office and to share the information once available.

TCF 26/17 NEW ANGEL CENTRE

Members of the Forum received an update on progress of the new Angel Leisure Centre, provided by the Cabinet Member for Infrastructure and Tonbridge Regeneration, Councillor A Mehmet, and the Director of Street Scene, Leisure and Technical Services of the Borough Council. It was reported that the project was at Royal Institute of British Architects (RIBA) Stage 4, encompassing the planning stage and technical design, and that the planning application was currently live. It was explained that timescales had been tightened due to Local Government Reorganisation (LGR) and that workstreams were being progressed in parallel in order to meet the delivery target of the project programme.

Reference was made to a public consultation undertaken earlier in the year, including engagement at the existing Angel Centre, and members of the Forum were advised that 68% of respondents were in favour of the scheme and 56% considered the design to represent an improvement on the current facility. It was also noted that there was a positive response to the red brick exterior design, which had been changed to reflect architectural character of the local area.

It was reported that feedback from community groups had focussed on the adequacy and flexibility of the three community spaces. In response, design changes had been made, including replacing the fixed wall between Studios 1 and 2 with a demountable acoustic partition to create a flexible combined space, and providing an additional fire exit to increase capacity in Studio 3. Members of the Forum were advised that, with the partition in place, Studios 1 and 2 could each accommodate meetings of up to 60 people and Studio 3 could accommodate 120 people, and that with the partition removed, a flexible space created by combining Studios 1 and 2 could accommodate a meeting of over 300 people. It was also stated that the sports hall could accommodate over 600 people for major events.

In discussion, representatives from the community groups raised concerns about audio-visual performance and accessibility, including for people using hearing aids, and the need to ensure that speakers and screens could be seen and heard in larger room layouts. Members of the Forum were advised that detailed design work was ongoing with the intention to deliver a state-of-the-art facility. It was indicated that, as room specifications were developed, information could be brought back through the Tonbridge Town Centre Programme Board for Borough Council Members to consider and for community groups' requirements to be represented. Additionally, reference was also made to the consideration of options for demountable staging, seating provision and storage.

Members of the Forum continued to discuss access arrangements including cycle storage, pushchair parking and the potential to reinstate a marked cycle and pedestrian route between the Angel Centre and the river. It was suggested that these matters could be considered alongside wider work around the riverside area.

A copy of the presentation slides was attached as **[Annex 2]** to these Minutes.

TCF 26/18 TONBRIDGE TOWN CENTRE REDEVELOPMENT

Members of the Forum received an update on the overall Tonbridge Town Centre Redevelopment project, including progress on a linear riverside park. It was reported that work was underway to prepare a masterplan for the riverside area, including the space in front of the current Angel Centre and between the building and the river, and that the intention was for the area to be landscaped into a new riverside park and public open space once the current Angel Centre was removed. It was suggested that cycling and walking routes discussed under Item 9 on this agenda be considered as part of the wider piece of work. The opportunity to review and feedback on the draft masterplan when design work reached an appropriate stage was welcomed by the Forum.

Finally, a suggestion for an update on the wider Tonbridge Town Centre Redevelopment programme, including progress on the new Angel Leisure Centre, to be provided at alternate Forum meetings going forward was supported.

TCF 26/19 TONBRIDGE INFRASTRUCTURE STATEMENT SUB-GROUP

The Chair provided an update on the Tonbridge Infrastructure Statement Sub-Group and advised that a meeting had been held with those who had expressed an interest in participating.

It was reported that a range of potential projects had been considered and that five proposals had been selected to take forward for costing and further development at this stage. These were the provision of a secure storage box for parkrun organisers, consideration of a multi-sensory fidget wall near the children's play area at Tonbridge Racecourse, exploration of a flexible community space in Tonbridge capable of supporting multiple initiatives, consideration of water bottle filling points in Tonbridge and Hildenborough, and a proposal for a footpath connection between the motorbike gates on London Road and Tonbridge Angels Football Club to address an identified gap of approximately 120 metres.

Members of the Forum were advised that the intention was to obtain costs and complete the statement by June 2026, so that the proposals could be put forward for consideration by the Borough Council. It was explained that the purpose of the statement was to provide a mechanism

for community-led priorities to be available for consideration in discussion with developers, including potential funding through Section 106 (S106) contributions. The Chair also advised that the statement could be reviewed and updated over time and that community engagement in future work on the statement was encouraged.

During discussion, reference was made to the condition of certain paths, including areas near a railway bridge, and associated challenges posed by land ownership and maintenance responsibilities. It was noted that although volunteer efforts had helped improve some areas, issues remained and could be challenging to resolve.

TCF 26/20 PROMOTION OF UPCOMING EVENTS

(1) Tonbridge Historical Society – Tonbridge Historical Weekend

- 10 am Saturday 23 May 2026 – Walking the Fosse with Mark Ansdell (Walk 1), starting from The Big Bridge (fully booked)
- 1 pm Saturday 23 May 2026 – Lost Pubs of Tonbridge with Cathy Rishman (Walk 2), starting from Tonbridge Railway Station
- 11 am Sunday 24 May 2026 – Medieval Tonbridge by George Buswell (Talk 1), at Tonbridge Castle
- 1 pm Sunday 24 May 2026 – The Worthies of Tonbridge by Pat Mortlock (Talk 2), at Tonbridge Castle
- 12 – 4 pm Monday 25 May 2026 – Exhibition of artefacts and images, at Tonbridge Castle.

(2) Tonbridge Lions Club

- Saturday 16 May 2026 – free Prostate Specific Antigen Testing, at the Angel Centre, Tonbridge
- Friday 19 June 2026 – ‘It’s a Knockout’ event tailored for adults with physical or mental disabilities, at the Angel Centre, Tonbridge
- Sunday 19 July 2026 – Classic and Sports Car Tour, starting from Tonbridge School
- Sunday 26 July 2026 – Community Fete and Parade 2026, at Tonbridge School
- Saturday 12 September 2026 – Diabetes Screening, at The Big Bridge, Tonbridge

- Sunday 4 October 2026 – The Tonbridge Half Marathon 2026 (jointly with Tonbridge Rotary Club), starting from Brook Street.

TCF 26/21 ANY OTHER BUSINESS

(1) Enforcement of Safety Works at Rose and Crown Hotel, Tonbridge

The Chair provided an update, drawn from information in the public domain, on urgent works requested in relation to the portico of the Rose and Crown Hotel in Tonbridge. It was reported that the Borough Council's Building Control Team had required the owners to carry out identified actions under Section 77 of the Buildings Act 1984 relating to dangerous structures, allowing seven days to comply in order to reduce risk to the public and avoid legal action. It was further reported that additional works had been identified as urgent in relation to the column's flat roof and the shield/coat of arms, and that these matters had also been referenced in a recent listed building notice.

During discussion, members of the Forum noted that activity had been observed at the site and concerns were expressed about the standard of works. The Chair indicated that Building Control was engaged and that any concerns could be raised with Borough Council Members for onward consideration.

The meeting ended at 8.33 pm

Good evening,

Firstly, my apologies that I am unable to be present this evening. My name is Nick Atkinson, and I am currently covering for Inspector McAiney whilst she temporarily fulfils the Chief Inspector role at Maidstone for a period of approximately two months. I am ordinarily the Beat Team Sergeant for Tonbridge and Malling, a role I have held since July 2021.

I oversee a team of 10 Police Constables who are assigned to specific areas across Tonbridge and Malling. Their role is to engage with local communities, gather information and intelligence regarding emerging issues, and address concerns in a proactive and professional manner.

Within Tonbridge, two officers from the beat team are allocated to ward coverage and one to the town centre itself – PC Moore has returned to the town centre, and his presence is expected to provide reassurance to the community and contribute to crime prevention.

They are supported by two town centre Neighbourhood Task Force officers. These officers focus on addressing ongoing issues including anti-social behaviour, targeting priority nominals, and reducing crime through high-visibility patrols, stop searches, and positive enforcement where appropriate.

Over the past three months, officers have conducted targeted days of action in Tonbridge to tackle retail theft, utilising both plain-clothed and uniformed patrols. During one such operation, Neighbourhood Task Force officers were alerted via the Shop Safe radio system by Sainsbury's security staff to two males who had used over £600 worth of Nectar Points in suspicious transactions. Both individuals were arrested, and subsequent searches of their home addresses and vehicle identified further gift cards and items believed to have been fraudulently obtained.

Beat team officers also conducted a stop search of a male acting suspiciously in the Castle car park. A search of the individual and his vehicle uncovered a concealed compartment containing Class A drugs. The male was arrested, interviewed, charged, and remanded to court following CPS authorisation.

In March, a male was deterred from committing theft at Sainsbury's and was subsequently stopped with a trolley of goods stolen from Waitrose, valued at over £750. He was arrested, interviewed, and charged. On a separate occasion, a female suspect involved in two shop thefts was identified and dealt with by way of community resolution. It was further established that she had used a Motability vehicle in the commission of offences, and Kent Police has requested its removal.

Local officers have also successfully identified multiple offenders captured on CCTV for offences across the district, as well as in neighbouring areas such as Tunbridge Wells, resulting in arrests and offenders being brought to justice.

A number of retail premises in Tonbridge have been identified as priority locations due to high levels of reported offences. Officers have increased patrols at these locations and provided tailored crime prevention advice to staff, contributing to a reduction in offending.

Violence Against Women and Girls (VAWG) remains a key priority for Kent Police. Officers have engaged with local businesses, including supermarkets, beauty salons, and hairdressers, to distribute awareness materials. In addition, “walk and talk” events have been conducted to engage directly with women regarding safety concerns and areas where they feel vulnerable.

As expected with the warmer weather, there has been an increase in anti-social behaviour within the town centre. Officers have been addressing issues involving a group of youths aged 14–17 responsible for incidents including theft, criminal damage, and other low-level offending. Identified individuals have been interviewed, and those aged 16 have been issued with Community Protection Warning Notices restricting their access to the town centre unless accompanied by an adult. Breaches will result in further enforcement action. PCSO Baker and PCSO Coe have had leading roles in this, seizing CCTV of offending and assisting with identification of those involved as well as completing follow up visits with the families.

Officers have also seized several illegal e-bikes and e-scooters in recent weeks. Engagement with parents, alongside joint working with housing associations and TMBC Community Safety Unit, has had a positive impact. Continued enforcement and partnership working aim to reduce further offending.

There has been a recent rise in rogue trading offences. Last week, a group were arrested for targeting vulnerable and elderly residents in Tonbridge, charging excessive amounts for work that was either substandard or not completed, and in some cases increasing the sums demanded beyond what had initially been agreed. A number of these incidents were reported by vigilant neighbours, which reflects the strength and supportive nature of the local community.

In summary, officers will continue to work closely with partner agencies, including the local authority, housing providers and community safety partners, to address the issues affecting Tonbridge. There will remain a strong focus on tackling anti-social behaviour proactively, using the full range of powers available to us to prevent escalation and support those impacted within the community. We are committed to identifying and targeting individuals who are responsible for causing harm and disruption, ensuring that appropriate and proportionate action is taken to bring offenders to justice. At the same time, we will maintain a visible and approachable presence within the town to provide reassurance to residents, businesses and visitors, and to act as a clear deterrent to those considering offending. Through continued engagement, enforcement and partnership working, we aim to sustain positive outcomes, reduce crime and disorder, and support a safe and thriving community.

Angel Centre project update

Cllr Adem Mehmet - Cabinet Member for Infrastructure & Tonbridge Regeneration

Page 105



Project objectives

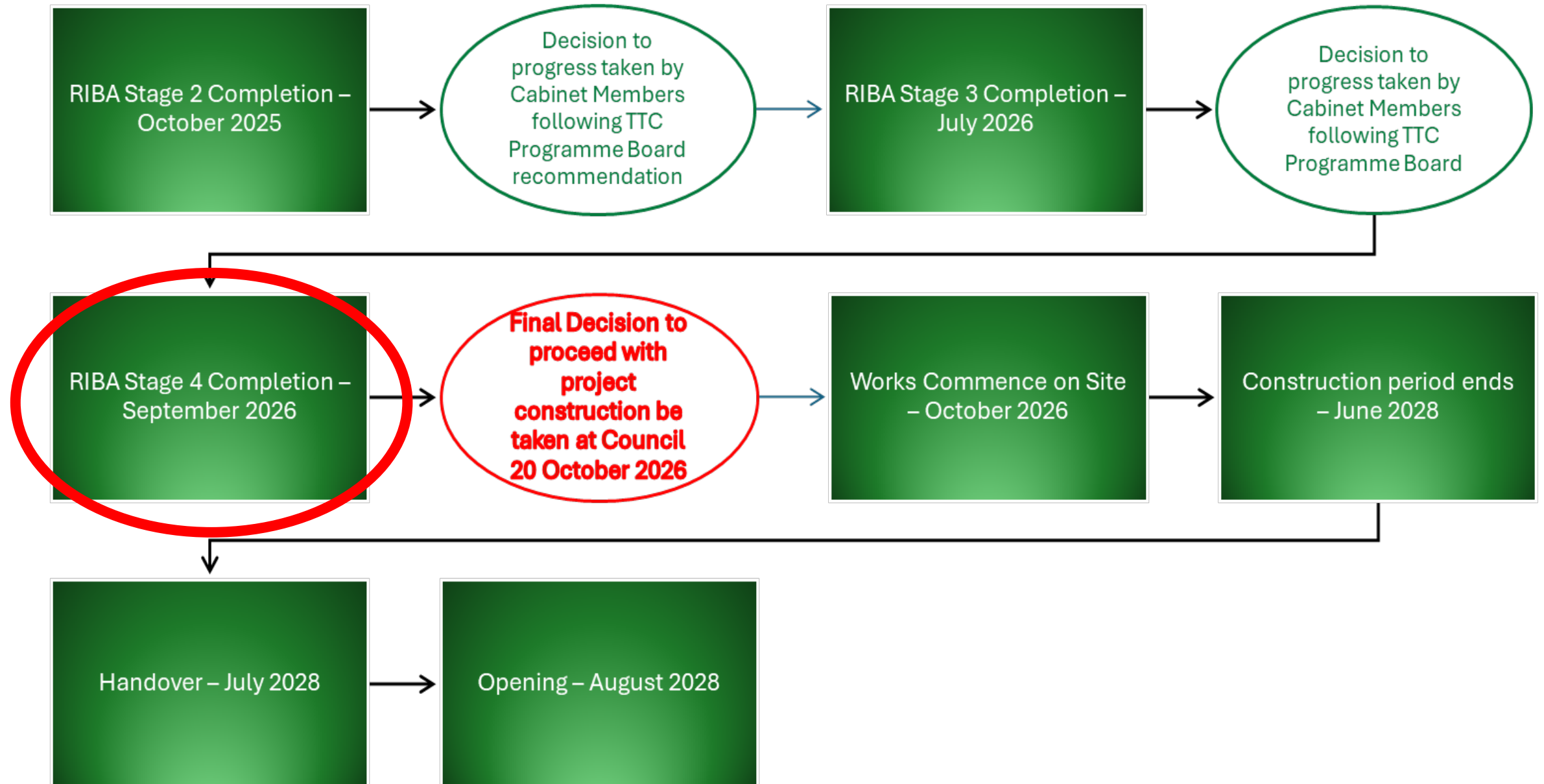
- to provide a fit for purpose, state of the art, carbon neutral facility delivering high quality leisure/community facilities, replacing the existing building that is no longer fit for purpose
- to provide the right mix of high-quality accessible leisure/community facilities in the right location
- to ensure the facility can be adapted in the future to meet changes in the market
- reduce ongoing operational costs and generate new income
- to be carbon neutral
- to help facilitate wider development of the area east of the high street and increase footfall and investment in the town centre
- to secure the future of leisure facilities for the residents of Tonbridge and maintain continuity of service for residents

Timeline

We are here



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Consultation

16 February – 22 February public consultation pre submission

- ✓ 6,500 website visitors
- ✓ 700 attended exhibition in person
- ✓ 436 completed survey
- ✓ 68% in favour of scheme to provide new contemporary centre
- ✓ 56% think designs represent improvement on current facility
- ✓ Positive response to red brick exterior reflecting architectural character
- ✓ of Tonbridge

As a result of feedback new designs include:

- ✓ Remove dividing wall between studios - increase community event capacity
- ✓ Expanded gym
- ✓ Immersive spin studio
- ✓ Soft play and café



NEW!
Accessible + Spin Studio

 **Health and accessibility for all**
A strong message from our survey was the importance of dedicated exercise spaces for those with limited mobility.
We're introducing an Innerva 'Active Wellbeing' studio, featuring specially designed power-assisted equipment to ensure the new centre provides exercise opportunities for all.

 **Dedicated immersive spin studio**
Our new immersive spin studio will offer a great way to get your heart pumping with group cycling sessions.
The combination of motivational music and inspiring instructors makes spin a great way to push harder, get stronger and build stamina.

Scan for more info



Planning application

- March 2026 – Full planning application submitted
- Architects, [Saunders Boston](#) currently completing RIBA Stage 4 of the design - which is the technical refinement of the design.
- The planning application is due to be considered by full council on 14 July.

Issues arising from consultation

Footprint for the new Angel Centre

- Site location and scale of the new centre approved as part of Town Centre Masterplan.
- Analysis of current space found certain areas are underutilised.
- New plans incorporate multi-purpose studios that can accommodate a variety of activities from yoga to community events.
- Footprint large enough to deliver a modern, efficient, effective and flexible mix of spaces.

Meeting room capacity

- Looked at how existing spaces used, while building in flexibility for the future.
- Space now incorporates a retractable wall, to open-up studios 1 and 2 for larger groups.
- Space comparable in size to the Medway Hall - 235 square metres, capacity of 332 people.
- Hopeful to also improve capacity in Studio 3 – discussions with KFRS.

Issues arising from consultation (cont)

Meeting the needs of all the community

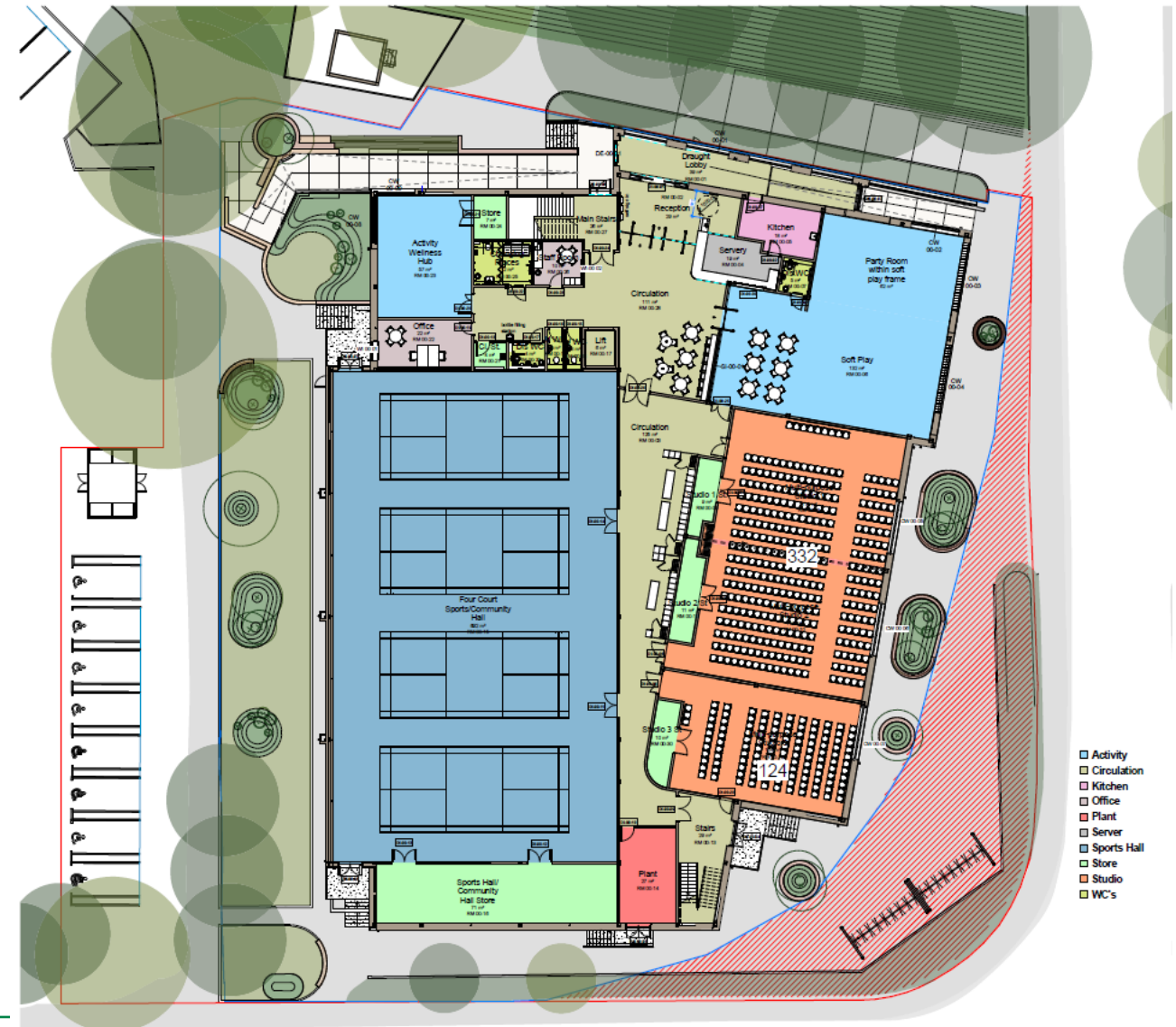
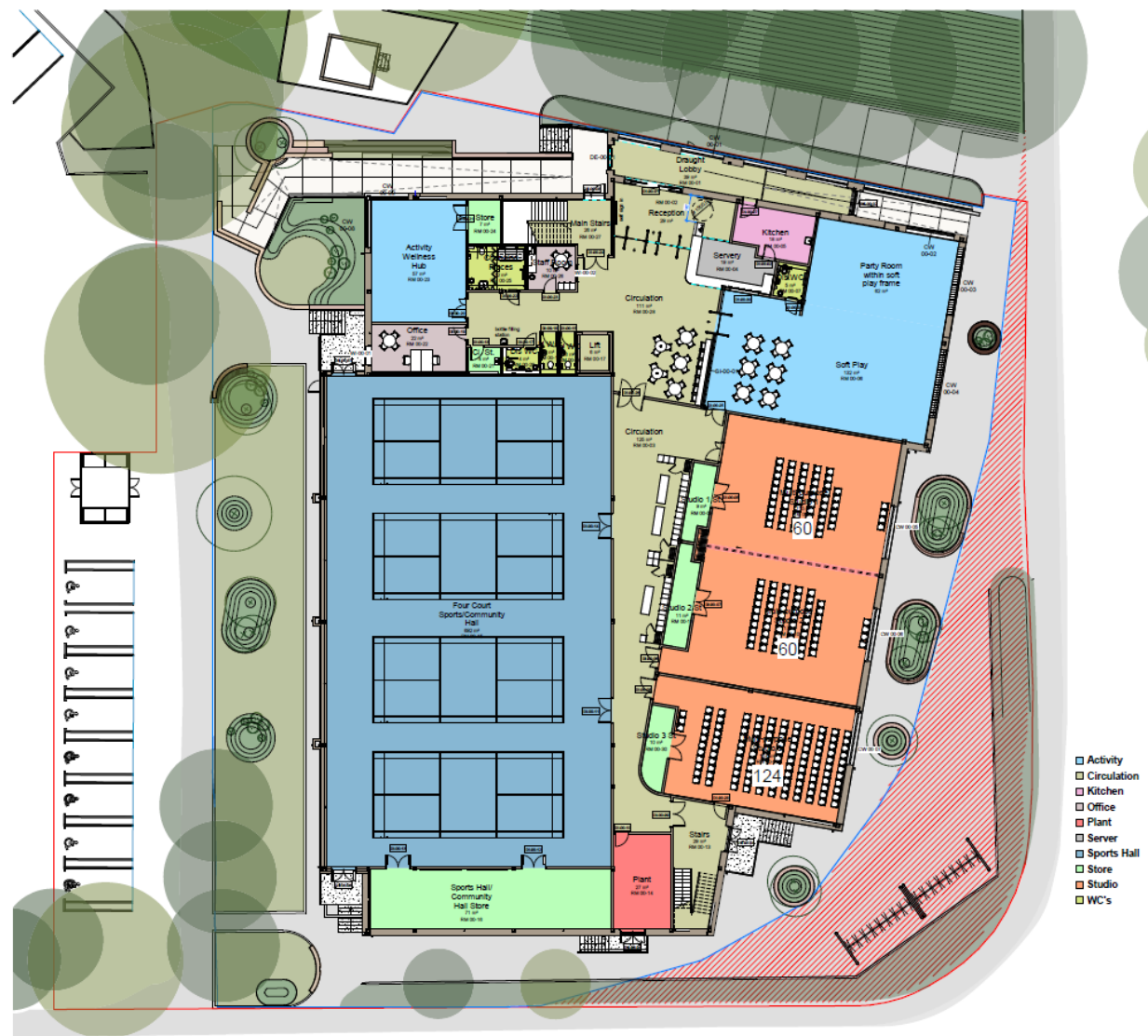
New centre takes an inclusive approach:

- New Active Wellbeing facility for those who may be less mobile, living with long-term health conditions or recovering from injury
- Flexible spaces that can be used for hobbyists, events and meetings
- Soft play facility
- Cafe where people of all ages can gather
- Lift, level access throughout and Changing Places facility
- Secure cycle parking
- Improved storage

Farmers Market

- Positive discussions with current owners to find suitable alternative location

New floor plans



Next steps

- Continue to meet with community groups
- Planning Committee 14 July
- Website – angel-leisuredevelopment.co.uk and social media regularly updated
- Work begins October 2026

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Executive Decisions Record - April 2026

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
D260039CAB	Public Space Protection Order	Cabinet	07.04.26	09.04.26	16.04.26						17.04.26
D260040CAB	Review of Roadside Nature Reserves										
D260041CAB	Homeslessness Prevention and Rough Sleeping Strategy 2026-2031										
D260042CAB	Local Plan Regulation 18 (Stage 2) Consultation - Update										
D260043CAB	Planning Enforcement Plan Review										
D260044CAB	Poult Wood Golf Course - Air Source Heat Pumps - Tender Report										
D260045CAB	Tonbridge Town Centre Programme Board - Notes of 6 March 2026										
D260046MEM	Council's response to the Planning committee reform: statutory consultation on draft Regulations and guidance	Planning	22.04.26	23.04.26	30.04.26						1.05.26
D260047MEM	Lease of Wateringbury Car Park to Wateringbury Parish Council	Housing, Environment and Economy	27.04.26	28.04.26	06.05.26						1.05.26

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:	0

Executive Decisions Record - May 2026

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
D260048MEM	Change to Cabinet Portfolios -	Leader	01.05.26	05.05.26	12.05.26						13.05.26
D260049MEM	Purchase of Land from Kent County Council at Sovereign Way in Tonbridge	Housing, Environment and Economy	05.05.26	06.05.26	13.05.26						14.05.26
D260050MEM	Business Rates Discretionary Relief Awards	Finance, Waste and Technical Services	06.05.26	15.05.26	22.05.26						23.05.26
D260051MEM	Business Rates Discretionary Relief Awards	Finance, Waste and Technical Services	06.05.26	15.05.26	22.05.26						23.05.26
D260052MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	06.05.26	15.05.26	22.05.26						23.05.26
D260053MEM	Waste Marketing Plan 2026/27	Finance, Waste and Technical Services	20.05.26	22.05.26	29.05.26						
D260054MEM	Climate Change Monitoring and Reporting	Housing, Environment and Economy	20.05.26	22.05.26	29.05.26						

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:	0

**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 (Housing, Environment and Economy)
Councillor Martin Coffin (Deputy Leader; and Finance, Waste and Technical Services)
Councillor Des Keers (Community Services)
Councillor Adem Mehmet (Infrastructure and Tonbridge Regeneration)
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: JUNE/JULY TO SEPTEMBER 2026

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)
Homelessness Prevention and Rough Sleeping Strategy - Adoption	Between 29 Jun 2026 and 30 Sep 2026	<p>Internal consultation via Housing and Planning Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.</p> <p>(Note: This matter is a non-key decision until the Strategy is presented for adoption).</p>	Head of Housing and Regulatory Services	Officer report	Public
Martin Square, Larkfield - Lease Arrangements	Between 29 Jun 2026 and 30 Sep 2026	Internal consultation via Cabinet as detailed in the reports to be considered by Members.	Head of Administrative and Property Services	Officer report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
Tender Award for Audio Visual System	Between 29 Jun 2026 and 30 Sep 2026	Internal consultation via Cabinet as detailed in the reports to be considered by Members.	Head of Administrative and Property Services	Officer report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Decisions relating to Local Government Re-organisation (if required)	Between 1 Jul 2026 and 30 Sep 2026	Internal consultation via Cabinet as detailed in the reports to be considered by Members.	Chief Executive	Officer report	Public
Use of Planning Controls for Housing	Between 1 Jul 2026 and 30 Sep 2026	Internal consultation via Housing and Planning Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.	Head of Planning	Officer report	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)
Tonbridge Town Centre Programme Board - Recommendations (if any)	Between 1 Jul 2026 and 31 Jul 2026	Internal consultation via Cabinet as detailed in the reports to be considered by Members.	Tonbridge Town Centre Programme Manager	Officer report	Part exempt
Proposals for Future of Council-owned Assets in Tonbridge	Between 1 Jul 2026 and 30 Sep 2026	Internal consultation via Housing and Planning Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.	Head of Housing and Regulatory Services	Officer report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Future of Gibson West Building	Between 1 Jul 2026 and 30 Sep 2026	Internal consultation via Finance, Regeneration and Property Scrutiny Select Committee and Cabinet as detailed in the reports to be considered by Members.	Head of Administrative and Property Services	Officer report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
<p>Contact: committee.services@tmbc.gov.uk Published: 2 June 2026</p>					

Agenda Item 12

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

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Agenda Item 13

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

**ANY REPORTS APPEARING AFTER THIS PAGE CONTAIN EXEMPT
INFORMATION**

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Agenda Item 20

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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