



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

6 October 2025

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, 14th October, 2025 commencing at 7.30 pm.

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

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

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

Yours faithfully

DAMIAN ROBERTS

Chief Executive

A G E N D A

1. Guidance for the Conduct of Meetings

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PART 1 - PUBLIC

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| 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.

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| 4. | Minutes | 15 - 26 |
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To confirm as a correct record the Minutes of the meeting of the Cabinet held on 2 September 2025

Matters for Recommendation to the Council

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| 5. | Annual Audit Report 2024/25 | 27 - 68 |
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Consideration of recommendations of the Audit Committee in respect of the Auditor's Annual Report.

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

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| 6. | Risk Management | 69 - 110 |
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Recommendations of the Audit Committee in respect of Risk Management.

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

Matters in accordance with Part 3 of the Constitution

Executive Non-Key Decisions

- | | | |
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| 7. | Tonbridge Town Centre Masterplan Framework Adoption and Delivery Strategy | 111 - 216 |
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Following receipt of the Masterplan Framework report from the consultants, architects and commercial property specialist and completion of the public engagement exercise, the Tonbridge Town Centre Masterplan Framework Delivery Strategy is presented for consideration.

(In accordance with LGA 1972 Sch 12A Paragraph 3, Annex 5 is private as it contains exempt information relating to financial or business affairs of any particular person.)

8. UKSPF Community Development Grant Scheme 217 - 228
- This report seeks approval of schemes submitted for funding to the third round of the UK Shared Prosperity Fund (UKSPF), Community Development Grant Scheme.
9. Staff Training - Safeguarding and Equalities and Diversity 229 - 236
- The Annual Service Delivery Plan for 2025/26 includes actions for Cabinet to approve staff training plans in relation to safeguarding and equalities and diversity. This report seeks approval of the suggested staff training plans.
10. Angel Leisure Centre - Replacement Project 237 - 272
- Consideration of recommendations of the Overview and Scrutiny Committee in respect of the Angel Leisure Centre – replacement project.
11. Annual Service Delivery Plan 2025/26 - Quarter 1 273 - 300
- Consideration of the recommendations of the Overview and Scrutiny Committee in respect of the milestones and Key Performance Indicators (KPIs) set out in the Annual Service Delivery Plan 2025/26.
12. Executive/Scrutiny Protocol 301 - 314
- Consideration of recommendations of the Overview and Scrutiny Committee in respect of the Executive/Scrutiny Protocol.
- Matters submitted for Information**
13. Minutes of Panels, Boards and Other Groups 315 - 328
- The minutes of meetings of Advisory Panels, Boards and Other Groups are attached:
- Notes of Parish Partnership Panel of 28 August 2025;
 - Notes of Tonbridge Community Forum of 1 September 2025.
- Any recommendations arising from these minutes are set out as individual items on this agenda.
14. Decisions taken by Cabinet Members 329 - 330
- A record of the decisions taken by portfolio holders since the last meeting of Cabinet are attached.
15. Notice of Forthcoming Key Decisions 331 - 332
- The Notice of key decisions anticipated to be taken between November and January 2025/26 will be published as a supplement in advance of the meeting.

16. Urgent Items 333 - 334

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

17. Exclusion of Press and Public 335 - 336

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

18. Tonbridge Town Centre Programme Board - Recommendations and Notes 337 - 340

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

This report seeks approval of recommendations arising from the meeting of the Tonbridge Town Centre Programme Board.

Due to the timescale and print deadline, the relevant notes from the Tonbridge Town Centre Programme Board will be circulated to Members in advance of the meeting of Cabinet.

19. Urgent Items 341 - 342

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.

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GUIDANCE ON HOW MEETINGS WILL BE CONDUCTED

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

<https://www.youtube.com/channel/UCPp-IJISNgoF-ugSzxiAPfw/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@tmhc.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@tmhc.gov.uk for further information.

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

Ground Rules:

The meeting will operate under the following ground rules:

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

For those Members participating online:

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

Voting:

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

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

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Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

CABINET

MINUTES

Tuesday, 2nd September, 2025

Present: Cllr M D Boughton (Chair), Cllr R P Betts, Cllr M A Coffin, Cllr D Keers, Cllr A Mehmet and Cllr M Taylor

***Virtual:** Cllrs L Athwal, Mrs S Bell, S Crisp, D Harman, Mrs A S Oakley, M R Rhodes and K B Tanner were also present pursuant to Access to Information Rule No 23.

(*participated via MS Teams)

PART 1 - PUBLIC

CB 25/91 DECLARATIONS OF INTEREST

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

CB 25/92 MINUTES

RESOLVED: That the Minutes of the ordinary and extraordinary meetings of the Cabinet held on 30 June and 29 July 2025 respectively be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE COUNCIL

CB 25/93 REPLACEMENT OF SHALLOWS BRIDGE, HAYSDEN COUNTRY PARK

Consideration was given to a List C Capital Plan Evaluation (attached at Annex 1) for the replacement of the Shallows Bridge in Haysden Country Park.

The proposal was to remove the existing Shallows Bridge, which had been condemned by a structural engineer, and to replace it with a new bridge that met the needs of park users and would be compliant with the Disability Discrimination Act.

Due regard was given to the financial and value for money considerations and it was estimated that the replacement of the bridge would be circa £265,000. The potential to utilise developer contributions to meet just over half of the costs was welcomed. As the works were

required for health and safety reasons the balance of £112,000 would need to be provided from the Revenue Reserve for Capital Schemes.

Attention was drawn to the potential risk of increased costs arising from an inspection and assessment of the existing abutments by a structural engineer once the existing bridge was removed. It was hoped that the existing abutments would be fit for purpose but if not a full reconstruction could cost in the region of £45,000. In this scenario, Cabinet would be asked to determine if the project was cost prohibitive.

Finally, it was confirmed that the replacement bridge would be stainless steel to increase longevity. It was also reported that the only other option would be not to replace the bridge as a repair was not possible and remove the existing structure.

On the grounds that the replacement bridge would maintain access for users of the Country Park, Cllr Keers proposed, Cllr Taylor seconded and Cabinet

***RECOMMENDED:** That

- (1) the scheme to replace the Shallows Bridge, Haysden Country Park be transferred to List A of the Capital Plan; and
- (2) subject to an assessment of the abutments, the replacement bridge be constructed in the current financial year.

***Recommended to Council**

CB 25/94 PROPOSAL FOR MONTHLY MEMBER BRIEFING SESSIONS ON PRE-APPLICATION DEVELOPMENT PROPOSALS

Consideration was given to the recommendations of the Housing and Planning Scrutiny Committee in respect of establishing regular, officer-chaired briefing sessions for Members on pre-application development proposals.

The aim was to enhance Member engagement whilst maintaining confidentiality and integrity of the planning process.

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. A new charge would be introduced as part of the pre-application charging schedule as detailed in Annex 1. This was reviewed annually to ensure that costs were recovered effectively.

Cabinet welcomed the introduction of early engagement giving Members an opportunity to raise key planning issues and highlight local sensitivities. It was also recognised that the effectiveness of these

sessions relied on Members participating and that low attendance could undermine the value of the service.

On the grounds of improving communication and engagement between Members and developers, Cllr Taylor proposed, Cllr Mehmet seconded and Cabinet

***RECOMMENDED:** That

- (1) the proposed approach be endorsed;
- (2) the establishment of monthly member briefing sessions be commended to Council; and
- (3) the introduction of the proposed fees, which would supplement the existing pre-application services (as set out in Annex 1) be endorsed.

***Recommended to Council**

MATTERS IN ACCORDANCE WITH PART 3 OF THE CONSTITUTION

EXECUTIVE NON-KEY DECISIONS

CB 25/95 RIVERSIDE ROUTE LIGHTING PROJECT, TONBRIDGE

(Decision Notice D250098CAB)

Consideration was given to the proposal outlined in the external consultant's design report (attached at Annex 1) which was to progress the tendering and construction of a high-quality lighting scheme between Town Lock and Vale Road/Cannon Lane in Tonbridge.

Due regard was given to the financial and value for money considerations, the assessment of risk and the legal implications detailed in the report. Members noted a revised budget for the project due to improved accuracy following stage 4 design. It was also felt prudent to allow a contingency sum for any issues arising from an ecological appraisal and any further comments from external bodies including the Environment Agency and Kent Wildlife Trust.

It was recognised that the scheme addressed concerns raised by ward councillors over a number of years and on the grounds of improving safety along the footpath and that the project could be delivered in full via developer contributions with no funding needed from the Borough Council, Cllr Keers proposed, Cllr Mehmet seconded and Cabinet

RESOLVED: That

- (1) the project for riverside lighting between Vale Road and the northwest boundary of the former gasholder site be progressed through the tender and construction stages;
- (2) delegated authority be granted to the Director of Street Scene, Leisure and Technical Services, in consultation with the Cabinet Member for Communities and local Ward Members, to amend the design to take into account any findings from the ecological appraisal and any further comments from external bodies including the Environment Agency and Kent Wildlife Trust; and
- (3) a project budget as set out in the report and funded in full via developer contributions, be approved.

CB 25/96 LOCAL NATURE RECOVERY STRATEGY - PRE PUBLICATION REVIEW PERIOD

(Decision Notice D250099CAB)

The report of the Director of Planning, Housing and Environmental Health presented a Local Nature Recovery Strategy (LNRS) on behalf of the Responsible Authority (Kent County Council), which was now in its final stages at the pre-publication review period.

As a Supporting Authority, Tonbridge and Malling Borough Council had 28 days to consider the LNRS and to either lodge any publication advisory notice to Kent County Council (KCC) if it was considered that the final Strategy could not be justified and/or was materially deficient or confirm support for proceeding to publication.

Due regard was given to the details outlined in the report, together with the LNRS and on the grounds that the Strategy set priorities for biodiversity enhancements, mapped where nature recovery actions could be located for both habitats and species and delivered improvements for wildlife and other environmental benefits, Cllr Taylor proposed, Cllr Betts seconded and Cabinet

RESOLVED: That

- (1) the purpose and content of the Pre-Publication Kent and Medway Local Nature Recovery Strategy be noted;
- (2) the Borough Council's support to proceed to publication be confirmed; and
- (3) the Borough Council's response be delegated to the Director of Planning, Housing and Environmental Health, in consultation with the Cabinet Member for Planning.

CB 25/97 BUDGETARY CONTROL AND SAVINGS UPDATE - JULY 2025

(Decision Notice D250100CAB)

In accordance with the Borough Council's Financial Procedure Rules, the Head of Finance and s151 Officer's report provided an update on the financial position as of the end of July 2025. Members were also informed about the progress towards achieving the savings target for the 2026/27 budget

A number of areas had been identified as variations to the original estimate and included a reduced inflationary increase on the Refuse, Recycling and Street Cleansing Contract, an adjustment in respect of utility support payments to the Tonbridge and Malling Leisure Trust arising from falling energy prices and the implementation of energy saving measures at leisure facilities and an increased award in respect of 'Polluter Pays' grants. These had resulted in a net variable variance as at the end of July 2025.

Attention was also drawn to areas of overspend including temporary accommodation for homelessness clients, essential grounds work maintenance surrounding the rebutment at Tonbridge Castle and unexpected works to resolve a water leak at the Racecourse Ground.

Particular reference was made to base budget reviews undertaken by all Services to identify contributions towards the savings target. Whilst the areas of saving and/or income generation were short of the minimum £300,000 target, when the overprovision of inflation for the Refuse, Recycling and Street Cleansing Contract was reflected, the revised total met the savings target.

Finally, Members recognised the risks related to Business Rates and the lack of valuation on some properties and the ongoing Fair Funding Review, both of which could fundamentally impact the Borough Council's income streams.

Cllr Coffin proposed, Cllr Boughton seconded and Cabinet

RESOLVED: That

- (1) the net favourable variance of circa £730,000 as at the end of July 2025 when compared to the proportion of the 2025/26 budget (as set out in paragraph 4.9) be noted;
- (2) the current business rate pool position as at the end of July 2025 (as set out in paragraph 5.2) be noted; and
- (3) the progress towards the Savings Target to be achieved for the budget setting for 2026/27 (as set out in section 7) be noted.

CB 25/98 SPORTS FACILITIES EVIDENCE

(Decision Notice D250101CAB)

Consideration was given to the recommendations of the Housing and Planning Scrutiny Select Committee of 15 July 2025 in respect of the approach to maintaining and enhancing sports facilities in the Borough through the adoption of the Indoor Sports Facilities and the Playing Pitches and Outdoor Sports Facilities Strategies (Annexes 1 and 2 respectively).

These Strategies had been progressed as part of the evidence base for the Local Plan process to ensure delivery of sustainable development to support existing and new communities.

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. Particular reference was made to the Joint Parish Skate Park (a tri-parish agreement between Borough Green, Platt and Wrotham) and it was felt that this should be included in 14.5.3 (BMX and Skate Parks) of the Playing Pitches and Outdoors Sports Facilities Strategies (Annex 2). This was supported unanimously.

Concern was expressed regarding the accuracy of some of the detail provided in the Strategies. However, it was felt that a thorough review had been undertaken and there was no evidence to indicate that the assessment of need was not robust.

On the grounds of maximising the Borough Council's ability to support and deliver key facilities across the Borough and to inform the negotiation of s106 agreements where development would impact on facility use, Cllr Boughton proposed, Cllr Taylor seconded and Cabinet

RESOLVED: That

- (1) the Indoor Sports Facilities Strategy (attached at Annex 1) be endorsed and adopted as the Borough Council's current policy position on sports facilities, subject to careful consideration of comments received from local sports teams;
- (2) the Playing Pitches and Outdoor Sports Facilities Strategy (attached at Annex 2) be endorsed and adopted as the Borough Council's current policy position on sports facilities, subject to careful consideration of comments received from local sports teams and the inclusion of the Joint Parish (Borough Green, Platt and Wrotham) Skate Park in 14.5.3 (BMX and Skate Parks); and
- (3) delegated authority be given to the Director of Planning, Housing and Environmental Health, in consultation with the Cabinet Members for Community Services and Planning, to publish Stage

E reviews of these Strategies to update the position to help inform the Local Plan and other Borough Council workstreams.

CB 25/99 RISK MANAGEMENT

(Decision Notice D250102CAB)

Consideration was given to the recommendations of the Audit Committee of 21 July 2025 in respect of the risk management process and the Strategic Risk Register (SRR).

Due regard was given to the views of the Committee, the financial and value for money considerations and the legal implications and a number of changes made to the current Register, including the deletion of some risks that were no longer felt to be strategic risks, were noted. The number of 'red' risks on the SRR were 3 as set out below:

- Achievement of Savings and Transformation Strategy
- Failure to agree a Local Plan
- Managed exit from the Agile System.

Cllr Betts proposed, Cllr Boughton seconded and Cabinet

RESOLVED: That

- (1) 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 of the report be noted; and
- (2) the service risks identified in Annex 2 of the report be noted.

CB 25/100 ANNUAL SENIOR INFORMATION RISK OWNER REPORT 2024-25

(Decision Notice D250103CAB)

Consideration was given to the recommendations of the Finance, Regeneration and Property Scrutiny Select Committee in respect of the new Annual Senior Information Risk Officer (SIRO) report for 2024/25, which provided a comprehensive overview of the key activities, achievements and challenges faced by the Borough Council over the past year.

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 outlined in the report. The proposals to enhance cyber resilience were welcomed as the importance of ensuring the Borough Council was adequately equipped to address current threats was recognised. Members also welcomed the detailed report of the SIRO and the in-dept discussion at the Scrutiny Select Committee.

Cllr proposed Boughton, Cllr Coffin seconded and Cabinet

RESOLVED: That

- (1) the annual report (attached at Annex 1) providing strategic oversight and assurance on organisational information risk and digital resilience be noted;
- (2) the proposed investment in enhanced cybersecurity services be supported and a procurement process be initiated;
- (3) the associated costs for incident response to be covered using available grant funding; and
- (4) the ongoing operational costs for security monitoring be funded from existing reserves initially and incorporated into the core budget in future financial years.

MATTERS SUBMITTED FOR INFORMATION

CB 25/101 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 25/102 NOTICE OF FORTHCOMING KEY DECISIONS

The Notice setting out the Key Decisions anticipated to be taken during October 2025 was noted. A Notice for the period October to December 2025 was to be published in due course.

CB 25/103 EXCLUSION OF PRESS AND PUBLIC

Cllr Coffin proposed, Cllr Boughton seconded and it was

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 KEY DECISIONS****CB 25/104 BLUEBELL HILL TEMPORARY ACCOMMODATION PROJECT - TENDERS**

(Decision Notice D250104CAB)

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

The report of the Director of Planning, Housing and Environmental Health detailed the tenders received for the Bluebell Hill temporary accommodation project and sought approval to award the contract.

A supplementary report, published in advance of the meeting, provided more detail in respect of an assessment of an enhanced scheme and information on risks to the project.

Due regard was given to the financial and value for money considerations, the funding arrangements and the detailed proposals for a base or enhanced scheme as set out in the reports. Careful consideration was also given to the assessment of risks and a register for the project had been developed. This would continue to be reviewed throughout the scheme to ensure risks were identified and mitigated as far as reasonably possible.

Members observed that the units were good quality and built off site rather than the true definition of modular. These units also had a life span of circa 100 years and were not considered a temporary solution. The importance of retaining flexibility around opportunities to grow the site if further funding became available was also recognised.

On the grounds of demonstrating best value for money and accessing Local Authority Housing Fund grant, providing an alternative to nightly paid temporary accommodation, making best use of land assets and helping households to secure suitable accommodation, Cllr Betts proposed, Cllr Keers seconded and Cabinet

RESOLVED: That

- (1) delegated authority be granted to the Director of Planning, Housing and Environmental Health and the Director of Central Services and Deputy Chief Executive to enter into a Design and Build contract for the enhanced scheme for the construction of modular housing at Bluebell Hill former commuter car park with the lead tenderer (as detailed in the report);

- (2) it be noted that the amount tendered was within the original budget proposal;
- (3) it be noted that the design phase only would be committed to initially;
- (4) delegated authority be granted to the Cabinet Member for Finance, Waste and Technical Services and Deputy Leader, in consultation with the Director of Planning, Housing and Environmental Health and the Director of Central Services and Deputy Chief Executive, to agree the gateway approval to move to the build stage of the contract; and
- (5) delegated authority be granted to the Cabinet Member for Finance, Waste and Technical Services and Deputy Leader, in consultation with the Director of Planning, Housing and Environmental Health and the Director of Central Services and Deputy Chief Executive, to use the Local Authority Housing Fund grant to purchase street properties for use as temporary accommodation should the enhanced scheme for Bluebell Hill project become undeliverable.

**CB 25/105 LARKFIELD LEISURE CENTRE - WET CHANGE
REFURBISHMENT**

(Decision Notice D250105CAB)

(Reasons: 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 tender process for the refurbishment of the Wet Change area at Larkfield Leisure Centre and sought approval for the award of the contract.

Due regard was given to the financial and value for money considerations, the assessment of risk and the legal implications detailed in the report. A risk register had been developed for the project and would be reviewed throughout the scheme to ensure risks were identified and mitigated as far as reasonably possible.

On the grounds that best value had been demonstrated and of ensuring that the Borough Council's leisure facilities were maintained in a safe, working state for the enjoyment of customers, Cllr Keers proposed, Cllr Betts seconded and Cabinet

RESOLVED: That delegated authority be granted to the Director of Street Scene, Leisure and Technical Services, in consultation with the Cabinet Member for Community Services, to award the contract to the

lead tenderer for the refurbishment of the Wet Change area at Larkfield Leisure Centre on the basis that the costs fall within the project budget of £270,000 (excluding locker replacement and internal redecoration).

EXECUTIVE NON-KEY DECISIONS

CB 25/106 TONBRIDGE TOWN CENTRE PROGRAMME BOARD - MINUTES AND RECOMMENDATIONS

(Decision Notice D250106CAB)

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

Members reviewed the Notes of the Tonbridge Town Centre Programme Board for the meetings of 16 May 2025 and 20 June 2025 (attached at Annexes 1 and 2 respectively). Recommendations in respect of a number of Tonbridge projects were also presented for consideration.

Cabinet had due regard to the recommendations of the Programme Board, the financial and value for money considerations and the legal implications and recognised that de-coupling the Tonbridge Farm Sportsground project from the Tonbridge Town Centre Programme Board enabled the project to be managed independently and provided greater scrutiny.

Members were assured that project spend would be carefully monitored and reviewed and on the grounds of supporting the regeneration of Tonbridge Town Centre, Cllr Mehmet proposed, Cllr Keers seconded and Cabinet

RESOLVED: That

- (1) the notes of the Tonbridge Town Centre Programme Board of 16 May 2025 and 20 June 2025 (attached at Annexes 1 and 2) be noted;
- (2) a Feasibility Study/Business case analysis for a full-size all-weather pitch and pavilion refurbishment, including future operational and management arrangements, at Tonbridge Farm Sportsground be undertaken;
- (3) discussions with Tonbridge Angels Football Club to consider partnership opportunities for the Tonbridge Farm Sportsground site be continued;
- (4) the Tonbridge Farm Sportsground project be de-coupled from the Tonbridge Town Centre Programme Board; and

- (5) work with RIBA Stage 2 design process, as outlined in the Angel Centre Replacement Tonbridge Town Centre Programme Board report (attached at Annex 3) be continued.

The meeting ended at 8.21 pm

Agenda Item 5

Due to the timescale and print deadline, the recommendations of the Audit Committee will be circulated to Members in advance of the meeting of Cabinet.

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Audit Committee

29 September 2025

Part 1 - Public

Recommendation to Cabinet



Cabinet Member	Martin Coffin - Deputy Leader; and Cabinet Member for Finance, Waste and Technical Services
Responsible Officer	Management Team
Report Author	Paul Worden, Head of Finance

Annual Audit Report 2024/25

1 Summary and Purpose of Report

- 1.1 Our external auditors (Grant Thornton UK LLP) are required to satisfy themselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources and to report on the same to those charged with governance - which for this purpose is the Audit Committee – followed by Cabinet and Full Council.

2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 An assessment by the Council's external auditors on the arrangements for securing economy, efficiency and effectiveness in its use of resources along with recommendations for improvement.

3 Recommendations

- 3.1 Members are RECOMMENDED to:
- 1) Consider and approve the Auditor's Annual Report [**Annex 1**] for 2024/25;
 - 2) Note the comments made in respect of the key recommendations from 2023/24;
 - 3) Note and endorse the management comments to the 2024/25 value for money recommendations raised; and
 - 4) Make any specific recommendations to Cabinet and/or Full Council as the Committee feels appropriate considering the Annual Report.

4 Introduction and Background

- 4.1 Our external auditors (Grant Thornton UK LLP) are required to satisfy themselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources and to report on the same to those charged with governance - which for this purpose is the Audit Committee - followed by Cabinet and Full Council.
- 4.2 The last Annual Audit Report relating to the financial year 2023/24 was presented to this Committee in January 2025. Members might recall that two significant weaknesses in the Council's arrangements to improve economy, efficiency and effectiveness were highlighted relating to procurement and performance management. The Committee has been tracking progress against the action plan to remedy these over the past 12 months.

5 2024/25 Annual Audit Report

- 5.1 Grant Thornton's report is attached at **[Annex 1]**.
- 5.2 The auditors report on three distinct areas, namely:
- 1) Financial sustainability;
 - 2) Governance; and
 - 3) Improving economy, efficiency and effectiveness.
- 5.3 In terms of financial sustainability and governance it is pleasing to note that no significance weaknesses were found, albeit some improvement recommendations have been made.
- 5.4 In 2023/24, one key recommendation remained concerning the role of procurement within operational aspects of the Council's work. Members will recall that the progress related heavily within 2024/25 and as a result the Auditors consider that this recommendation has been implemented in full and no further action is required.
- 5.5 This year's report has not identified any significant weaknesses, with only one improvement recommendation being made in respect of the response to the Internal Audit recommendation on the Agile Software implementation. The Council's Management response is shown in their report, but is replicated below;

Recommendation The Council should follow through on the commitments that it has made in response to Internal Audit findings in review of the Agile software implementation. Management should ensure that progress against each improvement action is regularly reported to Members.

Relates to Economy, efficiency and effectiveness

Management actions In addition to this improvement action, Internal Audit also carried out a review, an action plan has been prepared with named officers and

regular updates both to the Cabinet Member responsible and wider Committee Membership.

Responsible Officer: Eleanor Hoyle on behalf of Corporate Management Team

Due date: March 2026

- 5.6 In prior years there were also several improvement recommendations as shown in Appendix C to the annex. Members can note that most of the recommendations have either been closed or downgraded to an 'Insight', one recommendation remains in place concerning the reserves forecast. A review of the reserves is being undertaken in line with the target under that Annual Service Delivery Plan and will be reported to Cabinet in November 2025 and will feed into the MTFS in line with the budget preparations.

6 Financial and Value for Money Considerations

- 6.1 As set out in the Auditor's Annual Report.
- 6.2 The Auditor should not need to carry out any additional work as a result of this report and therefore no additional fees should accrue.

7 Risk Assessment

- 7.1 The remaining recommendations within the report covering Reserves and Agile will need to be reported to members and officer in line with the timetables proposed.

8 Legal Implications

- 8.1 The Council's external auditor is required under s20(1)c) of the Local Audit and Accountability Act 2014 to satisfy themselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.
- 8.2 The Code of Audit Practice issued by the National Audit Office in 2020 requires us (Grant Thornton UK LLP) to report to you our commentary relating to proper arrangements.

9 Consultation and Communications

- 9.1 The Auditor's report will be available to the public through this agenda.

10 Implementation

- 10.1 To address the recommendations made, Management Team have agreed actions with anticipated timescales as set out in the report.

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 Annual Report from Grant Thornton

Tonbridge and Malling Borough Council

Auditor's Annual Report
Year ending 31 March 2025

September 2025



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The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed for the purpose of completing our work under the NAO Code and related guidance. Our audit is not designed to test all arrangements in respect of value for money. However, where, as part of our testing, we identify significant weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose all irregularities, or to include all possible improvements in arrangements that a more extensive special examination might identify. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting, on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

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01 Introduction and context

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Introduction

This report brings together a summary of all the work we have undertaken for Tonbridge and Malling Borough Council during 2024-25 as the appointed external auditor. The core element of the report is the commentary on the value for money (VfM) arrangements. The responsibilities of the Council are set out in Appendix A. The Value for Money Auditor responsibilities are set out in Appendix B.

Opinion on the financial statements

Auditors provide an opinion on the financial statements which confirms whether they:

- give a true and fair view of the financial position of the Council as at 31 March 2025 and of its expenditure and income for the year then ended
- have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024-25
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

We also consider the Annual Governance Statement and undertake work relating to the Whole of Government Accounts consolidation exercise.

Auditor's powers

Under Section 30 of the Local Audit and Accountability Act 2014, the auditor of a local authority has a duty to consider whether there are any issues arising during their work that indicate possible or actual unlawful expenditure or action leading to a possible or actual loss or deficiency that should be referred to the Secretary of State. They may also issue:

- Statutory recommendations to the full Council which must be considered publicly
- A Public Interest Report (PIR).

Value for money

Under the Local Audit and Accountability Act 2014, we are required to be satisfied whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (referred to as Value for Money). The National Audit Office (NAO) Code of Audit Practice ('the Code'), requires us to assess arrangements under three areas:

- financial sustainability
- governance
- improving economy, efficiency and effectiveness.

Our report is based on those matters which come to our attention during the conduct of our normal audit procedures, which are designed for the purpose of completing our work under the NAO Code and related guidance. Our audit is not designed to test all arrangements in respect of value for money. However, where, as part of our testing, we identify significant weaknesses, we will report these to you. In consequence, our work cannot be relied upon to disclose all irregularities, or to include all possible improvements in arrangements that a more extensive special examination might identify. The NAO has consulted on and updated the Code to align it to accounts backstop legislation. The new Code requires auditors to share a draft Auditor's Annual Report (AAR) with those charged with governance by a nationally set deadline each year, and for the audited body to publish the AAR thereafter. This new deadline requirement is introduced from November 2025.

Local government – context

Local government has remained under significant pressure in 2024-25

National

Past



Funding not meeting need

The sector has seen prolonged funding reductions whilst demand and demographic pressures for key statutory services has increased; and has managed a period of high inflation and economic uncertainty.

Present



Financial sustainability

Many councils continue to face significant financial challenges, including housing revenue account pressures. There are an increasing number of councils in receipt of Exceptional Financial Support from the government.

Future



Funding reform

The UK government plans to reform the system of funding for local government and introduce multi-annual settlements. The state of national public finances means that overall funding pressures are likely to continue for many councils.



External audit backlog

Councils, their auditors and other key stakeholders continue to manage and reset the backlog of annual accounts, to provide the necessary assurance on local government finances.



Reorganisation and devolution

Many councils in England will be impacted by reorganisation and/or devolution, creating capacity and other challenges in meeting business as usual service delivery.

Local

The Council is a borough council with a population of 133,000 residents. The Council operates under an Executive decision-making model, which oversees the formation of all major policies, strategies and plans and as such the Council’s formal decision making and governance structure constitutes the Full Council and an Executive (the Cabinet). Full Council and Cabinet are supported by ten policy committees and three scrutiny committees. The Council has 44 councillors, and the Council is elected every four years. The most recent elections were in May 2023 when the Conservatives secured a majority with 21 elected councillors.

It is within this context that we set out our commentary on the Council’s value for money arrangements in 2024-25.

Grant Thornton Insights – Local Government Reorganisation (LGR)

National perspectives - devolution and LGR

In December 2024, the English Devolution White Paper set out the government’s vision for a simpler form of local government. The intention is to produce better outcomes, save money for reinvestment in local services and to improve local accountability. All councils with a two-tier county and district system of local government (together with neighbouring small unitary councils) were required to set out the plans for a programme of devolution and local government reorganisation.

On 5 February 2025, the government’s Devolution Priority Programme was announced to establish six new regional Mayoral Strategic Authorities. Those selected for the programme submitted plans by May 2025 with the ambition of holding Mayoral elections in May 2026.

On the same date, all remaining councils with a 2-tier were required to develop proposals to reconfigure county and district services into one or more new unitary councils. Plans are required to be submitted by 28 November 2025 with the ambition of establishing the new unitaries from April 2028.

Local perspectives - LGR in the Kent region

In February 2024 the 14 councils in the Kent region (including Medway) were informed they would not be included in the Devolution Priority Programme. The move to a Mayoral Strategic Authority model for regional services would be delayed.

Kent councils submitted an interim plan for LGR in March 2025 and are currently developing a full proposal for submission by 28 November 2025. Governance arrangements are in place to manage the process, overseen by the Kent and Medway Joint Chief Officers group. A single external development partner has been appointed to develop options for consultation over the summer and autumn of 2025 and will support the development of the final proposals in November.

Our discussion with councils in the Kent region indicate a good level of collaboration between officers to progress the LGR agenda. Kent has a diverse political landscape and the political discussion is expected to become more challenging as the proposals crystallise, particularly in regard to the specific configuration of the new unitaries.



Grant Thornton insight

What the Council is already doing

- Active participation of officers in the governance and options appraisal process.
- Consideration of LGR compatibility in contract renewal and capital investment decisions.
- Safeguarding responsible financial decisions in the medium-term including use of reserves.

The Council should consider

- Modelling potential outcomes to discuss with members and establish political priorities.
- Making advance preparations for member and public engagement within a tight timeframe.
- Considering the potential cost of transition for the Council and how this will be funded.
- Making use of available guidance, including the “[Learning from the new unitary councils](#)” report by Grant Thornton.

02 Executive summary

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Executive summary – our assessment of value for money arrangements

Our overall summary of our value for money assessment of the Council’s arrangements is set out below. Further detail can be found on the following pages.

Criteria	2023-24 Assessment of arrangements	2024-25 Risk assessment	2024-25 Assessment of arrangements
Financial sustainability	A No significant weaknesses in arrangements identified but improvement recommendations made.	No risks of significant weakness identified	A No significant weaknesses in arrangements identified and no new improvement recommendation made. However, one prior year improvement recommendation has been kept open
Governance	A No significant weaknesses in arrangements identified but improvement recommendations made.	No risks of significant weakness identified	A No significant weaknesses in arrangements identified and no new improvement recommendation made. However, two prior year improvement recommendations have been kept open
Improving economy, efficiency and effectiveness	R Significant weaknesses from prior year in relation to procurement and contract management remained open. Improvement recommendations raised.	No risks of significant weakness identified	A No significant weaknesses in arrangements identified but one improvement recommendation made.

- G

No significant weaknesses or improvement recommendations.
- A

No significant weaknesses, improvement recommendation(s) made.
- R

Significant weaknesses in arrangements identified and key recommendation(s) made.

Executive summary

We set out below the key findings from our commentary on the Council's arrangements in respect of value for money.



Financial sustainability

The Council has established a robust and well-integrated framework for financial planning and savings delivery, which supports its strategic priorities and ensures financial sustainability. The Medium-Term Financial Plan and Savings & Transformation Strategy underpin the Council's approach, incorporating scenario planning, sensitivity analysis, and alignment with the Corporate Strategy. Evidence from outturn reports and budgetary control highlights prudent financial management, including favourable variances, strong reserve levels, and robust governance arrangements. However, over-optimism around the use of earmarked reserves in the medium-term should be reviewed. Overall, the Council's arrangements are sufficient and effective, with no significant weaknesses identified.



Governance

The Council has robust arrangements in place to manage risk, internal controls, fraud prevention, financial management, and governance. Risk management is supported by a Strategic Risk Register that is regularly reviewed, while Internal Audit and Counter Fraud services provide comprehensive coverage with no material weaknesses or fraud cases identified in 2024-25. Budget-setting processes are sound, aligning with the Medium-Term Financial Plan, and benefit from thorough scrutiny and collaboration across multiple levels. Financial reporting and oversight are strong, with regular updates to Cabinet and Audit Committee, although there is scope to enhance decision-making by including full-year financial forecasts. Overall, the Council's arrangements are sufficient and effective, with no significant weaknesses identified.



Improving economy, efficiency and effectiveness

The Council has implemented strong arrangements for contract management and procurement which are considered sufficient to close the key recommendation raised in 2022-23. Improvements includes the maintenance of a contract register, implementation of a best-practice procurement strategy and the embedding of procurement-related responsibilities in departmental processes. Key performance indicators (KPIs) aligned with the corporate strategy are reviewed quarterly, supported by comparative benchmarking and internal audit reviews to ensure data accuracy. Lessons from past challenges, such as the Agile software project, are being embedded to mitigate future risks. Overall, the Council's arrangements are sufficient and effective, with no significant weaknesses identified.

Executive summary – auditor’s other responsibilities

This page summarises our opinion on the Council’s financial statements and sets out whether we have used any of the other powers available to us as the Council’s auditors.

Auditor’s responsibility	2024-25 outcome
Opinion on the financial statements	Our audit of your financial statements is substantially complete, and we plan to issue an unqualified audit opinion following the Audit Committee meeting on 29 September 2025. Our findings are set out in further detail on pages 11-12.
Use of auditor’s powers	<p>We did not make any written statutory recommendations under Schedule 7 of the Local Audit and Accountability Act 2014.</p> <p>We did not make an application to the Court or issue any Advisory Notices under Section 28 of the Local Audit and Accountability Act 2014.</p> <p>We did not make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014.</p> <p>We did not identify any issues that required us to issue a Public Interest Report (PIR) under Schedule 7 of the Local Audit and Accountability Act 2014.</p>



03 Opinion on the financial statements and use of auditor's powers

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Opinion on the financial statements

These pages set out the key findings from our audit of the Council's financial statements, and whether we have used any of the other powers available to us as the Council's auditors.

Audit opinion on the financial statements

We plan to issue an unqualified opinion on the Council's financial statements following the Audit Committee meeting on 29 September 2025. The full opinion will be included in the Council's Annual Report for 2024-25, which can be obtained from the Council's website.

Grant Thornton provides an independent opinion on whether the Council's financial statements:

give a true and fair view of the financial position of the Council as at 31 March 2025 and of its expenditure and income for the year then ended

- have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024-25
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

We conducted our audit in accordance with: International Standards on Auditing (UK), the Code of Audit Practice (2024) published by the National Audit Office, and applicable law. We are independent of the Council in accordance with applicable ethical requirements, including the Financial Reporting Council's Ethical Standard.

Findings from the audit of the financial statements

The Council provided draft accounts a month before the national deadline of 30 June 2025.

Draft financial statements were of a good standard and supported by detailed working papers.

Audit Findings Report

We report the detailed findings from our audit in our Audit Findings Report. A final version of our report will be presented to the Council's Audit Committee on 29 September 2025. Requests for this Audit Findings Report should be directed to the Council.

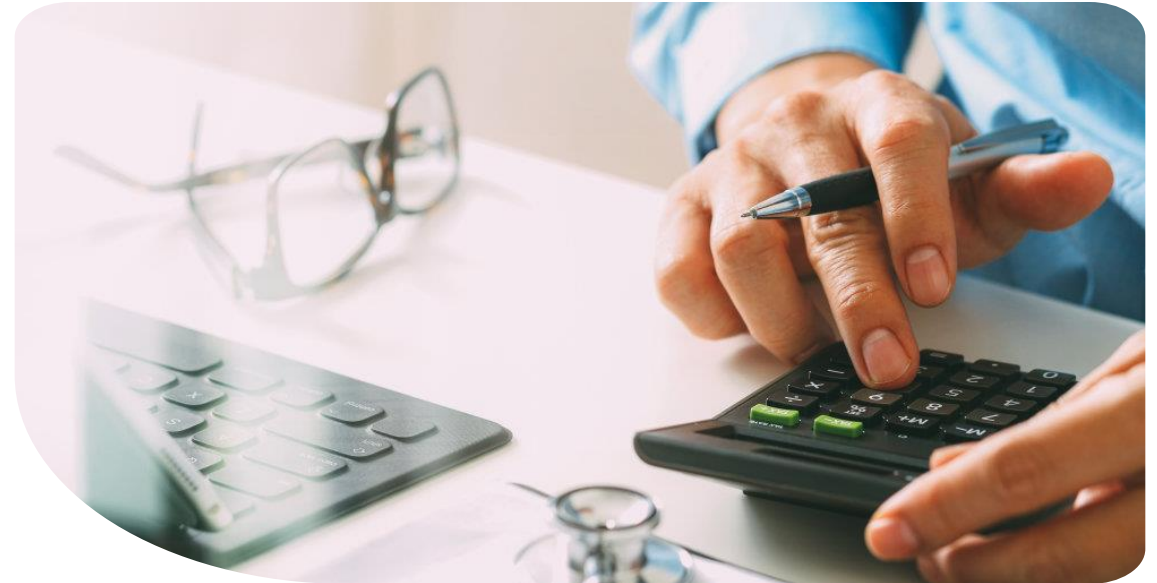
Other reporting requirements

Annual Governance Statement

Under the Code of Audit Practice published by the National Audit Office we are required to consider whether the Annual Governance Statement does not comply with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting, or is misleading or inconsistent with the information of which we are aware from our audit.

We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.



04 Value for money commentary on arrangements

Value for money – commentary on arrangements

This page explains how we undertake the value for money assessment of arrangements and provide a commentary under three specified areas.

All councils are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. Council's report on their arrangements, and the effectiveness of these arrangements as part of their annual governance statement.

Under the Local Audit and Accountability Act 2014, we are required to be satisfied whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The National Audit Office (NAO) Code of Audit Practice ('the Code'), requires us to assess arrangements under three areas:

Page 47



Financial sustainability

Arrangements for ensuring the Council can continue to deliver services. This includes planning resources to ensure adequate finances and maintain sustainable levels of spending over the medium-term (3-5 years).



Governance

Arrangements for ensuring that the Council makes appropriate decisions in the right way. This includes arrangements for budget setting and budget management, risk management, and making decisions based on appropriate information.



Improving economy, efficiency and effectiveness

Arrangements for improving the way the Council delivers its services. This includes arrangements for understanding costs and delivering efficiencies and improving outcomes for service users.

Financial sustainability – commentary on arrangements (1)

We considered how the Council: Commentary on arrangements		Rating
identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them	<p>The Council set a balanced revenue budget for 2025-26 and employs a robust framework for developing savings plans through its Medium-Term Financial Plan (MTFP) and Savings & Transformation Strategy (STS). The 10-year MTFP is updated annually and incorporates sensitivity analysis to address funding gaps and manage financial risks such as inflation and service demand pressures. Evidence from outturn reports and budgetary control demonstrates prudent financial management, including favourable variances and strong reserve levels, with no inappropriate use of reserves identified in response to the upcoming Local Government Reorganisation (LGR).</p> <p>While we have no indication of significant weaknesses in the Council’s arrangements for developing savings plans or financial planning, a prior-year improvement recommendation regarding over-optimism in the use of earmarked reserves remains in place (see page 31). Additionally, the Council should consider establishing an earmarked reserve for LGR to fund its contribution to transition costs.</p>	A
plans to bridge its funding gaps and identify achievable savings	<p>The Council has established a robust framework for developing and delivering savings through its Savings & Transformation Strategy, which is integrated into the MTFP. This phased approach is supported by detailed business cases for major projects and regular progress reviews by the Management Team and Members. The Council has a strong track record of achieving savings, which has contributed to financial sustainability. However, specific plans are still needed to address a future funding gap, with ongoing engagement and oversight in place to support savings delivery.</p>	G
plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities	<p>The Council has well-defined financial planning arrangements that align with its strategic and statutory priorities, as outlined in the Corporate Strategy. The MTFP ensures alignment between financial resources and key objectives, with investments in areas like de-carbonisation, waste management, housing, and infrastructure reflecting the Council’s focus on environmental sustainability, housing, and economic growth.</p> <p>A structured process links service and financial planning, including business case reviews for large investments, while robust scrutiny of the budget-setting process, as demonstrated at the January 2025 Cabinet meeting, supports informed decision-making.</p>	G

- G

No significant weaknesses or improvement recommendations.
- A

No significant weaknesses, improvement recommendations made.
- R

Significant weaknesses in arrangements identified and key recommendation(s) made.

Financial sustainability – commentary on arrangements (2)

We considered how the Council:	Commentary on arrangements	Rating
ensures its financial plan is consistent with other plans such as workforce, capital, investment and other operational planning which may include working with other local public bodies as part of a wider system	<p>The Council ensures consistency between its financial plan and other strategic and operational plans by embedding alignment across its budgeting and planning processes. The Corporate Strategy underpins financial decisions, with the MTFP and Capital Programme reflecting key priorities such as environmental sustainability and housing. Investments in areas like de-carbonisation and temporary accommodation illustrate this alignment.</p> <p>The Capital Programme is funded through a mix of external grants and internal reserves, supported by robust monitoring and regular reporting to Cabinet.</p> <p>The Treasury Management Strategy (TMS) further promotes financial sustainability by ensuring prudent practices and aligning with the MTFP.</p>	G
identifies and manages risk to financial resilience, e.g. unplanned changes in demand, including challenge of the assumptions in underlying plans	<p>The Council has strong arrangements in place to identify and manage risks to financial resilience, supported by regular reporting and robust governance processes. Key strategies, including the TMS, STS and MTFP, are regularly scrutinised by Cabinet, scrutiny committees, and Full Council, ensuring transparency and oversight.</p> <p>The introduction of sensitivity analysis into financial planning from November 2024, following a prior recommendation, further strengthens these arrangements by providing scenario planning to assess potential impacts, such as inflation, on financial performance.</p>	G

- G

No significant weaknesses or improvement recommendations.
- A

No significant weaknesses, improvement recommendations made.
- R

Significant weaknesses in arrangements identified and key recommendation(s) made.

Grant Thornton insights – learning from others

The Council has the arrangements we would expect to see in respect of financial sustainability, but could challenge itself to go further, based on the best arrangements we see across the sector.

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What the Council is already doing

- The Council differentiates between mandatory and discretionary services when presenting revenue estimates and supporting information to Cabinet. This is considered good practice.
- Recent MTFS updates delivered to Cabinet Members contain sensitivity analysis which helps Members to understand how variations to assumptions, such as inflation, will impact expenditure or income.
- The Council has established an earmarked reserve for LGR to fund contribution to transition costs.



What others do well

- High performing councils often look to develop a balanced budget throughout the MTFS period which includes a savings programme that fully manages the projected funding gap over the period.



The Council could consider

- Capital underspends can indicate slippage in planned programmes, potentially increasing delivery risks or additional costs for services relying on them. It is important to set realistic capital budgets and provide Members with clear information to ensure effective performance monitoring and challenge, avoiding the tendency to explain underspends as simply unrealistic budgeting.
- Reviewing and broadening the scope of the Savings & Transformation Strategy to take advantage of transformation opportunities, with the aim of maximising future savings potential.
- Including a year-end forecast within the Financial Planning and Control budget monitoring reports to help Members understand the full-year impact of different items.

Governance – commentary on arrangements (1)

We considered how the Council:	Commentary on arrangements	Rating
monitors and assesses risk and how the Council gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud	<p>The Council has robust arrangements for monitoring and assessing risk, maintaining internal controls, and preventing and detecting fraud. Risk management is supported by a comprehensive strategy and guidance document, with the Strategic Risk Register (SRR) reviewed quarterly by Cabinet and Audit Committee to monitor high-level risks effectively. While some recommendations from an external review by Zurich Risk Management are still being implemented, the SRR framework remains operational and effective.</p> <p>Internal Audit services, delivered through Kent County Council, align with the Council’s risk register and provide comprehensive coverage of key risks. Quarterly reporting to the Audit Committee and the Internal Audit Annual Report confirm no significant restrictions on scope or independence. Counter Fraud services are integrated with Internal Audit, and no material fraud cases were detected in 2024-25.</p>	G
approaches and carries out its annual budget setting process	<p>The Council has a robust budget-setting framework that involves detailed collaboration with Service Managers to prepare accurate estimates based on past outturns, current plans, and future demands. The process is subject to thorough scrutiny at multiple levels, including the Overview and Scrutiny Committee, Cabinet, and Council, ensuring that savings, pressures, risks, and growth are carefully reviewed before approval. The approved budget aligns with the MTFP, integrating short-term and long-term financial planning.</p>	G
ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information; supports its statutory financial reporting; and ensures corrective action is taken where needed, including in relation to significant partnerships	<p>The Council has effective processes for budgetary control, financial reporting, and management information. Regular reports to Cabinet and the Audit Committee cover key budget areas and treasury management, ensuring strong oversight.</p> <p>Roles and responsibilities for financial management are clearly defined in the Constitution and financial regulations, supporting statutory compliance. While financial reporting is robust, there is scope to improve decision-making by including full-year financial forecasts at the Council-level. This was identified in the prior year (see page 32) and will be kept open as an improvement recommendation. No capacity issues within the finance team or audit concerns have been identified.</p>	A

- G

No significant weaknesses or improvement recommendations.
- A

No significant weaknesses, improvement recommendations made.
- R

Significant weaknesses in arrangements identified and key recommendation(s) made.

Governance – commentary on arrangements (2)

We considered how the Council:	Commentary on arrangements	Rating
ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency, including from audit committee	<p>The Council has well-established arrangements to ensure informed, transparent, and evidence-based decision-making. The Constitution clearly defines decision-making principles and responsibilities, with key decisions communicated in advance through a ‘Notice of Forthcoming Key Decisions’ to allow for research and challenge.</p> <p>Scrutiny is facilitated by three Select Committees, which align with corporate priorities and hold the executive to account. Audit Committee minutes confirm regular and effective Member challenge, while declarations of interest and a Code of Conduct ensure ethical governance. The presence of the S151 Officer on the senior leadership team further supports financial accountability in decision-making.</p> <p>As in the prior year, we note that the declarations of interest of some Members appear out of date on the Council's website. The prior year improvement recommendation will therefore remain in place (see page 32).</p>	A
monitors and ensures appropriate standards, such as meeting legislative/regulatory requirements and standards in terms of staff and board member behaviour	<p>The Council has robust arrangements to ensure appropriate standards, legislative compliance, and governance of staff and Member behaviour. Member conduct is overseen by a Joint Standards Committee, which manages complaints and advises on the Code of Conduct. The number of complaints received is proportionate, and no significant breaches of standards or legislative requirements were identified. The Annual Governance Statement confirms the effectiveness of the Council’s governance arrangements, with no significant gaps reported.</p> <p>In procurement, the Council joined the Mid-Kent Procurement Partnership in May 2024, providing access to expert resources and clear governance through a formal agreement. The partnership has supported the development of a Procurement Strategy, which was approved by Cabinet following internal governance processes.</p>	G

- G** No significant weaknesses or improvement recommendations.
- A** No significant weaknesses, improvement recommendations made.
- R** Significant weaknesses in arrangements identified and key recommendation(s) made.

Improving economy, efficiency and effectiveness – commentary on arrangements (1)

We considered how the Council:	Commentary on arrangements	Rating
uses financial and performance information to assess performance to identify areas for improvement	<p>The Council has implemented robust arrangements to assess performance and identify areas for improvement through its performance management framework, introduced in 2023-24 following a prior weakness. Key performance indicators (KPIs), aligned with the Corporate Strategy, are reviewed quarterly through structured governance processes, ensuring effective Member challenge and accuracy.</p> <p>Comparative benchmarking with data from sources such as LG Inform Plus and Kent Analytics enables the Council to evaluate its performance relative to similar councils. Data quality and accuracy are further supported by the Local Code of Corporate Governance and internal audit reviews.</p>	G
evaluates the services it provides to assess performance and identify areas for improvement	<p>No external inspections or reviews were conducted during the 2024-25 financial year or afterward, as confirmed by the S151 Officer. Consequently, there is no improvement plan in place for assessment.</p>	G
ensures it delivers its role within significant partnerships and engages with stakeholders it has identified, in order to assess whether it is meeting its objectives	<p>The Council has well-structured arrangements to manage its role in significant partnerships and engage stakeholders effectively. Key partnerships, including those with the Mid-Kent Procurement Partnership, Tonbridge and Malling Leisure Trust, and Urbaser, are monitored through performance schedules and KPIs included in the Annual Service Delivery Plan. These KPIs are reported quarterly to the Communities and Environment Scrutiny Select Committee, ensuring regular oversight.</p> <p>The Council engages extensively with stakeholders through public consultations, community forums, and internal governance structures. Consultations and forums allow for input on services, policies, and resource allocation, while internal processes ensure decisions are informed by diverse perspectives. The Corporate Strategy was shaped by community consultation, reflecting the Council’s commitment to stakeholder involvement.</p>	G

- G

No significant weaknesses or improvement recommendations.
- A

No significant weaknesses, improvement recommendations made.
- R

Significant weaknesses in arrangements identified and key recommendation(s) made.

Improving economy, efficiency and effectiveness – commentary on arrangements (2)

We considered how the Council:	Commentary on arrangements	Rating
Commissions or procures services, assessing whether it is realising the expected benefits	<p>The Council has strong arrangements to ensure it is realising benefits from commissioned and procured services. Performance for key contracts (Leisure, Grounds Maintenance, and Waste) is monitored through regular operational meetings and KPIs, some of which are included in the Annual Service Delivery Plan and reviewed quarterly. No significant disputes exist, and contract renewals are progressing smoothly.</p> <p>Significant improvements have been made in procurement and contract management, including joining the Mid-Kent Procurement Partnership in 2024, which has enhanced efficiency and supported the development of a best-practice Procurement Strategy. These improvements are considered sufficient to close the prior year key recommendation, see page 26 for more information.</p> <p>Training for officers, anti-fraud measures. Lessons can be learned from previous challenges, such as the Agile software project and we raise an improvement recommendation to ensure that the recommendations identified by Internal Audit’s review of the Agile implementation are embedded into future processes.</p>	A

- G No significant weaknesses or improvement recommendations.
- A No significant weaknesses, improvement recommendations made.
- R Significant weaknesses in arrangements identified and key recommendation(s) made.

Improving economy, efficiency and effectiveness – improvement area

Area for improvement identified: Lessons from Agile system implementation

Key finding: The Council took a proactive approach by commissioning an internal audit of the Agile software implementation to ensure that lessons are learned and mistakes are not repeated in future software implementations.

In response, management commits to improving procurement and project management processes to address each of these issues and mitigate the risk of similar challenges in future implementations.

Evidence: We reached this conclusion following review of the relevant internal audit report and conversations with management.

Impact: Failure to learn lessons from the unsuccessful software implementation risks further implementation failures in the future.

Improvement recommendation 1

IR1: The Council should follow through on the commitments that it has made in response to Internal Audit findings in review of the Agile software implementation. Management should ensure that progress against each improvement action is regularly reported to Members.

05 Summary of value for money recommendations raised in 2024-25

Improvement recommendations raised in 2024-25

	Recommendation	Relates to	Management actions
IR1	The Council should follow through on the commitments that it has made in response to Internal Audit findings in review of the Agile software implementation. Management should ensure that progress against each improvement action is regularly reported to Members.	Economy, efficiency and effectiveness (page 22)	Actions: In addition to this improvement action, Internal Audit also carried out a review, an action plan has been prepared with named officers and regular updates both to the Cabinet Member responsible and wider Committee Membership. Responsible Officer: Eleanor Hoyle on behalf of Corporate Management Team Due date: March 2026

06 Follow up of previous Key Recommendation

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Follow up of 2022-23 Key Recommendation

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Prior Key Recommendation	Raised	Progress	Current status	Further action
3Es - The Council needs to improve its procurement and contract management arrangement by: 1. Updating its procurement strategy; 2. Ensuring the contracts register is monitored, kept up to date and used by all services; 3. Ensuring it fully meets the Local Government (Transparency Requirements) (England) Regulations 2015 legislation; 4. Having a suitably trained client lead for procurement and contract management; 5. Provide training for officers and members on procurement and contract management to enable them to fully understand their responsibilities for social value and value for money; and 6. Ensuring the Council’s shared arrangements for fraud also include procurement and contract management.	2022-23	<p>The Council has significantly improved its procurement processes by developing a new procurement strategy in collaboration with the Mid-Kent Procurement Partnership, which has been validated as appropriate through Internal Audit. The strategy reflects best practices, aligning with the principles of the Local Government Association’s National Procurement Strategy for Local Government.</p> <p>The contracts register is now regularly updated and publicly available, ensuring transparency in contract awards. The Council has embedded procurement responsibilities within departments, with the partnership providing expertise and guidance to clarify roles and responsibilities.</p> <p>Training for officers is enhanced, focusing on tender evaluation and procurement practices, with plans to extend this to Members to improve their understanding. Robust anti-fraud and anti-bribery measures have been embedded in procurement processes, supported by financial controls and regular internal audits to ensure oversight.</p> <p>These improvements address previous weaknesses, and the progress made since 2022-23 is sufficient to close this key recommendation.</p>	Implemented in full	No further action required

07 Appendices

Appendix A: Responsibilities of the Council

Public bodies spending taxpayers' money are accountable for their stewardship of the resources entrusted to them. They should account properly for their use of resources and manage themselves well so that the public can be confident.

Financial statements are the main way in which local public bodies account for how they use their resources. Local public bodies are required to prepare and publish financial statements setting out their financial performance for the year. To do this, bodies need to maintain proper accounting records and ensure they have effective systems of internal control.

All local public bodies are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. Local public bodies report on their arrangements, and the effectiveness with which the arrangements are operating, as part of their annual governance statement.

The Council's Section 151 Officer is responsible for preparing the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Section 151 Officer is required to comply with CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. In preparing the financial statements, the Section 151 Officer is responsible for assessing the Council's ability to continue as a going concern and use the going concern basis of accounting unless there is an intention by government that the services provided by the Council will no longer be provided.

The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.



Appendix B: Value for Money Auditor responsibilities

Our work is risk-based and focused on providing a commentary assessment of the Council’s value for money arrangements.

Phase 1 – Planning and initial risk assessment

As part of our planning, we assess our knowledge of the Council’s arrangements and whether we consider there are any indications of risks of significant weakness. This is done against each of the reporting criteria and continues throughout the reporting period.

Phase 2 – Additional risk-based procedures and evaluation

Where we identify risks of significant weakness in arrangements, we undertake further work to understand whether there are significant weaknesses. We use auditor’s professional judgement assessing whether there is a significant weakness in arrangements and ensure that we consider any further guidance issued by the NAO.

Phase 3 – Reporting our commentary and recommendations

The Code requires us to provide a commentary on your arrangements which is detailed within this report. Where we identify weaknesses in arrangements we raise recommendations.



A range of different recommendations can be raised by the Council’s auditors as follows:

Statutory recommendations – recommendations to the Council under Section 24 (Schedule 7) of the Local Audit and Accountability Act 2014.

Key recommendations – the actions which should be taken by the Council where significant weaknesses are identified within arrangements.

Improvement recommendations – actions which are not a result of us identifying significant weaknesses in the Council’s arrangements, but which if not addressed could increase the risk of a significant weakness in the future.

Information that informs our ongoing risk assessment

Cumulative knowledge of arrangements from the prior year	Key performance and risk management information reported to the Executive or full Council
Interviews and discussions with key stakeholders	External review such as by the LGA, CIPFA, or Local Government Ombudsman
Progress with implementing recommendations	Regulatory inspections such as from Ofsted and CQC
Findings from our opinion audit	Annual Governance Statement including the Head of Internal Audit annual opinion

Appendix C: Follow up of previous improvement recommendations (1)

Prior recommendation		Raised	Progress	Current position	Further action
Page 63	IR1	2023-24	Review is underway with target deadline of November 2025. No changes have been made at this stage.	Not yet implemented. The Council's earmarked reserves for areas such as Climate Change, and Homelessness Accommodation are forecast to remain level in the medium-term. However, given pressures such as increasing homelessness demands and existing plans in these areas, it may be overly optimistic to assume these reserves will remain untouched.	Improvement recommendation still in place – The Council still needs to review and update its reserves forecast in the MTFP to address any potential over-optimism in its assumptions.
	IR2				
		2023-24	Updated response from management is that: "Review underway, Annual Service Delivery plan Objective 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." Current Milestone "Initial report on options to save a minimum of £300,000 by summer 2025, to feed into the budget setting process for 2026/27."	Not yet implemented. Per management update, we understand that a review is underway, but no changes have been made at this stage.	Improvement recommendation downgraded to an 'Insight' (see page 18) – The Council still needs to review and broaden the scope of its Savings & Transformation Strategy to take advantage of transformation opportunities, with the aim of maximising future savings potential.

Appendix C: Follow up of previous improvement recommendations (2)

	Prior recommendation	Raised	Progress	Current position	Further action
Page 64	IR3 The Council should review and update their budget setting process to ensure that a complete set of risks is identified, and that information to provide context to those risks is provided and Members are made aware Of possible medium-term scenarios the Council may face.	2023-24	Section 25 statement updated to include a complete set of risks and assumptions around the robustness of the estimates within the MTFS and budget. Sensitivity analysis added to MTFS updates.	Fully implemented. The section 25 statement includes a complete set of risks and assumptions around the robustness of the estimates within the MTFS and budget. Sensitivity analysis is also now taking place and Members are now made aware of possible medium-term scenarios the Council may face.	Improvement recommendation closed – No further work required.
	IR4 The Council should include a year-end forecast, and explanations of service level overspends within the Financial Planning and Control budget monitoring reports.	2023-24	No progress made.	Not yet implemented. The Council has not acted on the recommendation from the prior year.	Improvement recommendation downgraded to an ‘Insight’ (see page 18) – While the recommendation is not implemented, we have seen evidence that the Council operates a solid budgetary control reporting system.
	IR5 The Council should ensure that past-date declarations of interest are updated for the current year or by way of a statement of confirmation no change, to ensure the public is assured of their reliability.	2023-24	A recent letter was sent asking Councillors to review and provide confirmation of no change or update, as necessary.	All councillors have now provided 2024-25 declarations (aside from one who is on long-term sick leave). We are therefore content that the declarations of interest are now materially up to date.	Improvement recommendation closed – No further work required.

Appendix C: Follow up of previous improvement recommendations (3)

Prior recommendation		Raised	Progress	Current position	Further action	
Page 65 IR7	IR6	The Council should prioritise the continued development of its KPI reporting to ensure that data is complete.	2023-24	KPIs have been produced and are shared with Members.	Fully implemented. Appropriate KPIs are now produced and shared with Members. KPIs are aligned to the Council’s Corporate Strategy and are presented alongside comparative benchmarks.	Improvement recommendation closed – No further work required.
		The Council should undertake a retrospective, post-implementation review of the Agile Project to learn lessons for application to future projects to maximise success, minimise delays and ensure consideration of a PMO/project management support is undertaken in the initial stages of project scoping.	2023-24	Agile implementation was ultimately unsuccessful. The retrospective review of the Agile Project has taken place.	Fully implemented. Management has developed an improvement plan to ensure that the risk of future unsuccessful software implementations is sufficiently mitigated.	Improvement recommendation closed – We raise a subsequent improvement recommendation to ensure that the improvement plan is enacted and Members kept up to date on progress (see page 25).
	IR8	The Council should prioritise the formalisation of the governance arrangements to monitor the effectiveness of the Procurement Partnership, supported by an Internal Audit review of arrangements.	2023-24	The Council has taken significant steps to strengthen its governance and oversight of the partnership. The Council commissioned an Internal Audit review of procurement arrangements, with positive feedback.	Fully implemented. The Mid-Kent Procurement Partnership has been formalised through a two-year agreement with defined roles, responsibilities, and reporting mechanisms.	Improvement recommendation closed – No further work required.

Appendix C: Follow up of previous improvement recommendations (4)

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	Prior recommendation	Raised	Progress	Current position	Further action
IR9	The Council should establish formal processes for the requesting, approving, reporting and oversight of tender waivers.	2023-24	Governance arrangements have been now been set up and are sufficient to monitor the effectiveness of the Procurement Partnership.	Fully implemented. A formal system is now in place for officers to request tender waivers. Officers seeking a tender waiver are required to consult with statutory officers and the Mid-Kent Procurement Partnership.	Improvement recommendation closed – No further work required.
IR10	The Council should ensure it establishes, or maintains, a consistent and regular schedule of performance monitoring Of its key contracts for leisure, waste and grounds maintenance by Members, via its Scrutiny Select Committee structure.	2023-24	KPIs have been included within the Annual Service Delivery Plan to enable the performance monitoring of key contracts.	Fully implemented. Key contract performance is tracked through KPIs which roll up into the Council's annual service delivery plan and are reported against quarterly.	Improvement recommendation closed – No further work required.
IR4 (22-23)	Improve the Workforce Strategy to include fully costed strategy over the medium to long-term.	2022-23	Improved Workforce Strategy approved by Members and shared with staff.	Improved strategy now in place with focus on talent development, recruitment and retention, wellbeing and change readiness	Improvement recommendation closed – No further work required.
IR6 (22-23)	The Council needs to fully integrate performance and financial reporting for revenue and capital to improve financial reporting.	2022-23	KPIs and Service Delivery embedded into budget setting process following implementation of annual service delivery plan.	KPIs and Service Delivery now part of budget setting process ensuring that performance metrics as well as financial metrics impact the budget and feed into financial reporting.	Improvement recommendation closed – No further work required.



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Agenda Item 6

Due to the timescale and print deadline, the recommendations of the Audit Committee will be circulated to Members in advance of the meeting of Cabinet.

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Audit Committee

29 September 2025

Part 1 - Public

Recommendation to Cabinet



Cabinet Member	Matt Boughton – Leader; Martin Coffin – Cabinet Member for Finance, Waste and Technical Services
Responsible Officer	Management Team
Report Author	Paul Worden – Head of Finance (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. An update is also provided in respect of the work being undertaken within the Council to champion risk management.

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;
 - 2) **NOTE** the service risks identified in Annex 2; and

- 3) **REVIEW** the Risk Management Strategy and accompanying Risk Management Guidance and, subject to any amendments required, **RECOMMEND** to Cabinet its adoption by Full Council.

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 risk.
- 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 January and subsequently adopted by Full Council on 20 February 2024. Members agreed that the next update of the Strategy would be in September 2025 and is presented in section 8 in this report.

5 Risk Management Escalation Process

- 5.1 Effectively risks are assessed/scored in terms of their likelihood/impact.
- 5.2 Any risk evaluated as 'High Risk' (score of 15 or above) will be deemed by the Council to be beyond 'risk tolerance' and to have exceeded its 'risk appetite' and will be escalated immediately. Such risks should be added to the service's risk register and discussed at the earliest opportunity within the Service Management Team (SMT) to inform a decision as to whether this should be escalated to Management Team by the respective Service Director. Management Team should then consider whether the risk is significant enough for inclusion in the Strategic Risk Register and action this if relevant. A record should be maintained of risks discussed at both SMTs and Management Team and the outcome of those discussions.
- 5.3 Similarly risks identified as "Medium Risk" may be escalated to the appropriate SMT for advice and to ensure they are kept fully aware of the current risks being faced. Risks determined as "Low Risk" should be managed within the service

team. It is recommended that SMTs consider periodic review or moderation processes for Service Risk Registers to ensure they are happy with the scores risks have been given and confirm whether there are 'Medium' or 'Low' risks they wish to consider further.

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 An executive summary of the RED risks has been provided at **[Annex 1]** and a full update of the current strategic risks and how they are being managed as at the time of writing is appended at **[Annex 1a]**.
- 6.3 For completeness the risks that were categorised as RED at the time of the July meeting of this Committee is given below:
- Achievement of Savings and Transformation Strategy
 - Failure to agree a Local Plan
 - Managed exit from the Agile System
- 6.4 The Register has been updated and, as usual, notes in red font on the Register identify current mitigations and updates to the strategic risks.
- 6.5 The Devolution / Local Government Reorganisation risk remains at an amber level at this stage. Further work is ongoing regarding the submissions from the Kent authorities with the assistance of a strategic partner which will inform the ongoing risk assessment and will be shared with Members as this progresses.
- 6.6 The current RED risks REMAIN as:
- Achievement of Savings and Transformation Strategy
 - Failure to agree a Local Plan
 - Managed exit from the Agile System

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 July is appended at **[Annex 2]**.

- 7.3 Senior officers undertook mandatory training with the Risk Consultant in October 2024. Risk management appears as an agenda item for all Service Management Teams and Corporate Management Team meetings.

8 Risk Management Strategy and Risk Management Guidance

- 8.1 As part of arrangements in place to ensure risk management maintains a high profile within the Council, the Strategy and accompanying Guidance is subject to annual review and endorsement through the Audit Committee, Cabinet and Council.
- 8.2 Following the Zurich Risk Management review undertaken in 2023/24 the authority committed to a review of the Risk Management Strategy and the accompanying Risk Management Guidance.
- 8.3 A copy of the Risk Management Strategy and accompanying Risk Management Guidance is attached at **[Annex 3]** and **[Annex 4]** respectively.
- 8.4 Changes to the Guidance include a shift from a 4 x 6 risk matrix to the nationally recognised 5 x 5 risk matrix that is used by the Central Government.
- 8.5 To assist managers in assessing these risks the Risk Officer Champions group have also considered examples of how the impact could be considered in matters of reputational, health and safety and financial considerations.
- 8.6 Following these changes, the format of the Council's risk registers will also change. The officer group considered that the current format did not demonstrate any unmitigated risk to the Council and felt that a better flow to demonstrate how the Council currently mitigates these issues and what would be required to mitigate the risks still further would be required. An example of the new format is shown in **[Annex 5]**.
- 8.7 The new strategy, guidance and risk register formats have been shared with the Council's Wider Management Team and officers will provide further feedback at the Committee.
- 8.8 Reporting on the new matrix and format will occur from the January 2026 meeting following approval by this Committee and full Council in October 2025.

9 Zurich Risk Management Review

- 9.1 With the approval of the updated Risk Management Strategy, associated guidance and review of the risk register format, the recommendations given by Zurich are now complete as shown in **[Annex 6]**.

10 Financial and Value for Money Considerations

- 10.1 Financial issues may arise in mitigating risk which will be managed within existing budget resources or reported to Members if this is not possible.

- 10.2 Effective risk management arrangements make a positive contribution to ensuring value for money is provided in the delivery of services.

11 Risk Assessment

- 11.1 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.
- 11.2 A specific item for 'Risk Management' appears on all Management Team and Service Management Team agendas.

12 Legal Implications

- 12.1 There is a Health and Safety requirement for effective risk management to be in place and the Strategy supports this requirement.
- 12.2 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.

13 Cross Cutting Issues

- 13.1 Equalities and Diversity
- 13.1.1 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 Annex 3 - Risk Strategy Annex 4 - Risk Management Guidance Annex 5 - New Format Risk Register Annex 6 - Zurich Recommendations Matrix

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Direction of Travel key



Downward or positive movement



No change in movement



Upward or negative movement

No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score (1-6)	Impact score (1-4)	Overall risk score	Current Mitigation	Desired Likelihood Score (1-6)	Desired Impact score (1-4)	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Direction of Travel	Review Date
4	Achievement of Savings and Transformation Strategy	F, R, S	Failure to meet objectives and/or make savings. Impact on quality of service, budget overspends, salami slicing, etc. staff motivation impacted and increased risk of fraud or error.	01/04/2017	4	4	16	STS reviewed and updated in line with review of MTFS. Regular reports to update MT and Members. The 25/26 Budget is balanced with small contribution to General Revenue Reserve and significant contributions to Earmarked Reserves for Corporate priorities. s25 statement reported to Members in Feb 25 MTFS updated and reported to Cabinet in February 2025 alongside budget. STS also updated at this point Taking all opportunities to maximise income receipts where appropriate New savings programme being devised by MT	3	3	9	Exercise launched by MT to identify savings to contribute to 1st tranche of savings based on last 3 year outturns. This has been reported to FRPSSC in Sept 2025. In addition, a wider review is currently being finalised by MT to identify more significant options for Members to consider in order to deliver the full programme of savings needed.	Exercise launched by MT to identify savings to contribute to 1st tranche of savings based on last 3 year outturns. This has been reported to FRPSSC in Sept 2025. In addition, a wider review is currently being finalised by MT to identify more significant options for Members to consider in order to deliver the full programme of savings needed.	Chief Executive / Head of Finance (Section 151 Officer)/ Management Team		Dec-25
5	Delivery of a Local Plan	F, R	Reputational risks around not being able to agree a Local Plan.Impacts around not meeting the timeframe for submission of the Local 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.	04/01/2017	4	4	16	Members are updated via workshop sessions open to all members on Local Plan policies - as part of the Engagement Strategy and via email updates and reports to the Housing & Planning Scrutiny Select Committee. Local Plan risk register in place to manage full range of individual risks Ensure that all other policy tools, including 5 year housing land supply evidence, is up to date The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework. It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Use of legal advisors/Counsel to ensure plan is legally sound and compliant with NPPF/NPPG.	3	3	9	Regular review of Government policy that may impact on delivery, including updated housing standard methodology and WMS relating to Planning. Regular review of project plan and liaison with consultants to ensure plan can be delivered within current Government timeframes. Ongoing engagement with Counsel Ongoing engagement with Members including implementation of engagement strategy and ensuring Members are sighted and able to comment on policy areas ahead of Local Plan consultation Regular analysis of budget position and programme. Maintain staff levels within Planning Policy team to ensure capacity to manage process Regular analysis of programme - within Policy team on a weekly basis, reporting to Head of Planning/DPHEH bi-weekly. Resource available corporately to manage contract and procurement delivery	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.	Director of Planning, Housing and Environmental Health		Dec-25
12	Managed exit from Agile (This replaces previous risk "implementation of Agile Software") NEW	F, S	Service impacts from level of staff time required to test upgrades, attend training and test data migration Post implementation data issues if transfer is poorly managed	17/03/2025	4	4	16	Fixed term 'Service Transformation Manager' role appointed to in order to provide internal project management resource Regular informal briefings to Cabinet Risk and issue log maintained Internal meetings with staff. Post-implementation review being carried out by internal Audit - live lessons learned being PID signed with IDOX, which includes establishing technical requirements for return of data from Agile system	2	1	2	Revised internal governance Commercial relationship management with IEG4	Digital Strategy	Director of Planning, Housing and Environmental Health		Dec-25

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No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score (1-6)	Impact score (1-4)	Overall risk score	Current Mitigation	Desired Likelihood Score (1-6)	Desired Impact score (1-4)	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Direction of Travel	Review Date
1	Safeguarding and PREVENT	S, R	Significant impact should a child, young person or adults at risk come to harm, including radicalisation and child sex exploitation, and TMBC are unable to demonstrate appropriate processes are in place with adequate staff resource to ensure safeguarding procedures are consistently being followed.	01/04/2017	3	4	12	<p>The overall responsibility for safeguarding lies with the Chief Executive, rather than individual services.</p> <p>The Council has undertaken the following actions to mitigate risk</p> <p>Carried out audit review of procedures to identify and address weaknesses</p> <p>Provided training to all licenced Dual, Hackney Carriage and Private Hire Drivers</p> <p>Provides a secure database for the recording and sharing of safeguarding concerns.</p> <p>Officer Study Group with safeguarding champions across services who are able to provide advise and support regarding safeguarding issues</p> <p>Dedicated safeguarding officer employed for 2.5 days per week.</p> <p>Training provided to staff</p>	3	4	12	<p>Continue to refer Safeguarding concerns to appropriate agencies where necessary and also raise with partners at the weekly CSU meetings.</p> <p>Complete outstanding actions from the Safeguarding Audits/ Self Assessments.</p> <p>Dedicated Safeguarding Officer now in post.</p>	Safeguarding Policy	Chief Executive		Dec-25
2	Financial position/budget deficit	F, R	<p>Financially unstable organisation. Failure to deliver a balanced budget, detrimental impact on quality of service, increased intervention and/or s114 notice.</p> <p>This includes</p> <p>Failure to maximise New Homes Bonus (for as long as it exists).</p> <p>Assessment of the current economic implications of higher inflation and interest rates</p> <p>Failure to deliver identified savings / Additional income</p>	01/04/2017	3	4	12	<p>The Council provides an annual statement (as a minimum) on the following areas;</p> <p>Treasury Management and Investment Strategy.</p> <p>Robustness of estimates and adequacy of reserves (s25 statement)</p> <p>Medium Term Financial Strategy (MTFS)</p> <p>Savings and Transformation Strategy (STS)</p> <p>Statement of Accounts containing Audit and Value for Money Opinion. 2023/24 accounts audited without qualification and a positive position from External Audit noted. 2024/25 accounts closed in accordance with statutory requirements and audit underway. 20024/25 outturn showed underspend, which has allowed contribution to reserves for key priorities.</p> <p>Growth in business rate income above baseline assisted overall financial position in year 24/25 . This is expected to continue in 2025/26.</p> <p>The Council also considers it has the following</p> <p>Effective Budgetary control and reporting procedures covering areas such as Leisure Trust Utility costs</p> <p>Effective monitoring covering Business Rates and Council Tax income including reporting to the Kent Pool.</p> <p>Regular reviews undertaken on the forecast of the Local Government Settlement. Responses have been made to consultations so far and will continue as new consultations are issued</p> <p>2024/25 outturn was positive, mainly due to investment income and business rates</p> <p>Minimum level of General Revenue Reserve maintained at £3m. In addition, a Budget Stabilisation Reserve is held.</p> <p>Update of MTFS presented to Members in February 2025 Budget meeting. Current financial position within MTFS shows balanced budget for final year. This is after allowing for assumptions made on long term resourcing issues covering Funding Reform, Business Rates reset and allows for increased contract costs on major council contracts.</p> <p>Budget monitoring to date shows overall budget on track, although individual areas need careful review and attention.</p>	3	3	9	<p>Continued budget monitoring during year and actions put in place to address overspending areas, e.g. homelessness. In addition, through budget 2025/26, consider increased budget pressures and how they will be met.</p> <p>It has always been anticipated that once local government Funding Reform has been undertaken, the position will dramatically switch and expenditure will outstrip external funding. Therefore savings needs to be made in order to ensure that by the end of MTFS we have a balanced budget again. Under new government, national priorities and actions need to be carefully tracked. NEW SAVINGS PROGRAMME BEING LAUNCHED BY MT with budget holders to assess options for presentation to Members.</p> <p>Ensure that Business Rate income is maximised for benefit of TMBC prior to any Reset by any incoming Government (expected 26/27)</p> <p>Update of MTFS presented to Members in February 2025 as part of budget setting showed expected funding gap to be £2.8m. This can be broken down into tranches over next 4 to 5 years with first tranche of £600k to be achieved by 1 April 2026. £300k has now been identified and reported to both Cabinet and FRPSSC in September 2025</p> <p>Continue to respond to any consultations in respect of LG finances.</p> <p>Waste, Homelessness and Local Plan continue to be service areas of financial pressure and are being managed carefully. In addition, any necessary growth areas need to be carefully managed and increase in spend needs to be matched by reductions elsewhere.</p> <p>MT and Cabinet continuing to work to consider the best way of delivering transformation which could also to assist with identification and delivery of efficiencies. New savings programme being devised by MT, and details to be reported to Cabinet in near future</p> <p>Carefully review any knock on implications from upper tier spending and funding decisions and where appropriate consider action to address this. Council will need to plan for potential for borrowing in relation to replacement of Angel Leisure Centre. Reports due to come to Members in first part of 2025/26.</p> <p>Continue to actively monitor in year budgets to enable swift action as needed</p>	<p>Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"</p> <p>Annual Service Delivery Plan has an objective of identifying at least £300k savings. This has now been identified and report to Cabinet in September 2025.</p>	Head of Finance (Section 151 Officer)		Dec-25




No	Risk Title	Risk Type	Consequences	Date identified	Likelihood Score (1-6)	Impact score (1-4)	Overall risk score	Current Mitigation	Desired Likelihood Score (1-6)	Desired Impact score (1-4)	Desired risk score	Actions required to ensure mitigation remains	Links to Corporate Objectives / Strategies	Lead on behalf of Management Team	Direction of Travel	Review Date
3	Performance Management	F,R,S	Without an effective performance management framework in place, the authority will not be able to monitor delivery, understand any required improvements or achieve value for money for our residents.	30/08/2023 (separated from Corporate Plan)	3	3	9	Having now been established for over 2 years, a review of performance management was undertaken and reported to O&S and Cabinet in November 2024. Improvements have been made in terms of reporting, as well as strengthening the link between the Corporate Strategy 2023-27 and delivery through the Annual Service Delivery Plan 2025/26 which comprises approximately 70 priority actions and 60 KPIs and was adopted by Cabinet in February 2025.	1	3	3	A streamlined reporting process was implemented during Q3 2024/25, with quarterly reports going to Management Team, O&S and Cabinet and this process is continuing for the reporting of the Annual Service Delivery Plan 2025/26. An annual Member Report is scheduled for the relevant Scrutiny Select Committee, highlighting achievements over the previous 12 months and future plans.	One of the priorities in the new Corporate Strategy is "Efficient services for all our residents, maintaining an effective council"	CE/MT	↔	Dec-25
4	Achievement of Savings and Transformation Strategy	F, R, S	Failure to meet objectives and/or make savings. Impact on quality of service, budget overspends, salami slicing, etc. staff motivation impacted and increased risk of fraud or error.	01/04/2017	4	4	16	STS reviewed and updated in line with review of MTFS. Regular reports to update MT and Members. The 25/26 Budget is balanced with small contribution to General Revenue Reserve and significant contributions to Earmarked Reserves for Corporate priorities. s25 statement reported to Members in Feb 25 MTFS updated and reported to Cabinet in February 2025 alongside budget. STS also updated at this point Taking all opportunities to maximise income receipts where appropriate New savings programme being devised by MT	3	3	9	Exercise launched by MT to identify savings to contribute to 1st tranche of savings based on last 3 year outturns. This has been reported to FRPSSC in Sept 2025. In addition, a wider review is currently being finalised by MT to identify more significant options for Members to consider in order to deliver the full programme of savings needed.	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"	Chief Executive / Head of Finance (Section 151 Officer)/ Management Team	↔	Dec-25
5	Delivery of a Local Plan	F, R	Reputational risks around not being able to agree a Local Plan.Impacts around not meeting the timeframe for submission of the Local 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.	04/01/2017	4	4	16	Members are updated via workshop sessions open to all members on Local Plan policies - as part of the Engagement Strategy and via email updates and reports to the Housing & Planning Scrutiny Select Committee. Local Plan risk register in place to manage full range of individual risks Ensure that all other policy tools, including 5 year housing land supply evidence, is up to date The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework. It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. Use of legal advisors/Counsel to ensure plan is legally sound and compliant with NPPF/NPPG.	3	3	9	Regular review of Government policy that may impact on delivery, including updated housing standard methodology and WMS relating to Planning. Regular review of project plan and liaison with consultants to ensure plan can be delivered within current Government timeframes. Ongoing engagement with Counsel Ongoing engagement with Members including implementation of engagement strategy and ensuring Members are sighted and able to comment on policy areas ahead of Local Plan consultation Regular analysis of budget position and programme. Maintain staff levels within Planning Policy team to ensure capacity to manage process Regular analysis of programme - within Policy team on a weekly basis, reporting to Head of Planning/DPHEH bi-weekly. Resource available corporately to manage contract and procurement delivery	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.	Director of Planning, Housing and Environmental Health	↔	Dec-25
6	Organisational development inc. staff recruitment and retention/skills mix. Impact of loss of capacity caused by recruitment difficulties upon delivery of corporate objectives. Increase in rate of inflation and consequent pressure on level of pay award.	F, R, S	Lack of resources or the right skills to deliver required outcomes, loss of key professionals/senior officers due to pay constraints and pressures, reduced staff morale and quality of work, leading to financial loss, reputational damage and detrimental impact on staff wellbeing.	01/04/2017	3	4	12	Review of staff resources and skills via service reviews. Organisational structure reviews are part of S&TS to achieve efficiency, coordinated service delivery and reflect changing legislative and policy requirements and priorities. The Council implemented it's Market Supplement policy in October 2023. At present all 'qualified' Planning Officer roles receive a market supplement. Vacant Planning Officer roles are advertised with a 'Golden Hello' payment. Specific workstream on Building Control due to Building Safety Act requirements for all surveyors to be recertified - looking at different certification routes and HR processes for staff.	3	4	12	Succession planning and staff development to be prioritised and reflected in an updated appraisal process (delivered 1 April 2025). Engagement of agency staff, external consultants and specialists where required. Reviewed by MT on a monthly basis to ensure Value for Money. Resilience and rationalisation of existing structures. Pay award for 2025/26 for all staff. Award of 2.9% agreed by General Purposes Committee in January 2025, with SCP 1 & 2 plus 315 deleted. Structural reviews approved by Members on an ongoing basis. Workforce Strategy approved by General Purposes Committee in June 2022. Revised version approved by General Purposes Committee in March 2025.	HR Strategy (Inc. Workforce Development Strategy) Savings and Transformation Strategy	Director of Central Services and Deputy Chief Executive/ Chief Executive	↔	Dec-25



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7	Health and Safety	F, R, S	Significant reputational impact should a service user, officer, member or contractor come to harm and TMBC are unable to demonstrate appropriate processes were in place.	01/04/2017	3	4	12	Lone working policy and service based practices to be continuously monitored. Health and Safety considered by management at weekly SMT meetings. Staff involvement with Health & Safety Group Ongoing review undertaken to react to potential key risk areas. Organisational learning and response to national events. Incident and near miss reporting.	2	3	6	Embedding and dissemination of good practice through staff briefings. Corporate Health and Safety Group (chaired by DPHEH) identifying cross organisational issues with feedback to Management Team and Health and Safety Officer. All services have reviewed all their Health & Safety local Procedures in particular Lone working and service specific risk assessments. Staff survey on H&W completed spring 2021, results reviewed and a future survey will be incorporated into general staff survey approach Corporate Health & Safety Policies and procedures are up to date and reviewed regularly which all staff can access. Continuing focus on risk assessment process including reviews as a result of Coronavirus pandemic. Further staff wellbeing survey to focus on working at home and wellbeing.	Staff wellbeing and customer care underpin the Council's fundamental service and corporate objectives	Director of Planning, Housing and Environmental Health	↔	Ongoing
8	Cyber Security	F, R	Loss of data and legislative breach, leading to financial penalties and reputational impact.	01/04/2017	3	4	12	The Council has; Information Security Policy deployed via Policy Management System. Implemented network security measures including access controls. Considered cyber insurance. Established an Information Governance Group. Appointed a Member Cyber Champion. Rolled out Cyber awareness training to all staff and Members via eLearning. Deployed 'Next generation' Palo Alto firewall technology for improved visibility and control. Deployed software solution to identify potential confidential data held on file servers. Implemented secure email in accordance with NCSC guidelines. Maintained dual level firewall security with the KPSN gateway being primary and the Council's own firewalls secondary. Implemented Solarwinds Security Event Manager. 1 member of IT team obtained Certified Information Systems Security Professional (CISSP) qualification October 2020. Implemented cloud backup and DR facilities to improve resilience; and embedded cyber security into DR and BCP processes. Continued to monitor Cybersecurity alerts via LGA Cyber Security email; through membership of NLAWARP and CISP; and attending information sharing events such as Kent Connects Information Security Group. Cloud based web and email filtering has been deployed to improve availability and resilience. Completed firewall ruleset review following migration to Cloud to ensure our configuration is in line with best practice guidelines. Done Annually at ITHC Carried out phishing simulation exercises for awareness training for staff and members, to highlight areas of risk and to identify training needs. Subsequent online training sent out to all staff and members. Developed and deployed wallpaper/ lock screen to all TMBC laptops and PCs, with cyber security reminder to further reduce risk by increasing awareness. Head of IT appointed Senior Information Risk Owner (SIRO) from October 22. This role has responsibility for information and data risk and protection. Obtained Cyber Essentials accreditation in May 2025, demonstrating that our technical controls are designed to defend against the most common cyber threats. NCSC approved cyber security training has been evaluated and made available via the Council's new LMS.	3	3	9	The Council has; Prioritised the resources (both financial and staff) to ensure relevant updates and security mitigations are carried out in a timely manner. Scheduled annual IT Health Check (ITHC), quarterly PCI scans, and monthly vulnerability scans, feeding into remediation plans. Investigating and resolving detected security issues from previous ITHC. New ITHC completed August 2024, including the TMBC Microsoft 365 environment with remediation of security improvements underway. Next ITHC scheduled for w/c 18 August 2025 Regular email messages are sent out to all staff and Members on cyber security vigilance. Continuing to investigate emerging threats and cyber alerts, communicating with 3rd party suppliers to check compliance/obtain security updates and implementing mitigations as required to reduce likelihood of compromise. Training for IT staff on security aspects of Cloud environment is underway. Investigating further improvements to DR capability with specific regard to recovery from cyber incidents. Ensuring new staff have been invited to undertake training cyber security training. Further training and audits will follow to ensure the Council is as aware and prepared as possible to respond to potential cyber attacks. Procured NCSC approved cyber security training for staff and members, deployed during 2023, continued training throughout 2024 and re-procured for 2025 Staff and Councillors have been required to complete Cyber Training. Phishing simulations are carried out on an ad-hoc basis, without prior notification, to check effectiveness of training, and as regular assurance of staff and member awareness. Maintaining of industry standards, PCI DSS, Cyber Essential and Cyber Essential Plus annually to ensure that any changes in the IT environment still demonstrate that our technical controls are designed to defend against the most common cyber threats. Enrolment and management of devices in Intune is now live. It has replaced SCMC for deployment of all line of business apps to PCs and laptops, and Microsoft Defender for Endpoint is being used to leverage additional security features including network blocking when malware is detected and enforcement of encryption on laptops and removable media.	IT Strategy	Director of Central Services and Deputy Chief Executive	↔	Dec-25



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	Cyber Security. Continued							Achieved 'Substantial' rating for Cyber Security at Internal Audit Report TM19-2023 & TM07-2023 - Cyber Security and ICT Infrastructure (Combined Report). An in-depth phishing training package, to highlight specific risks and increase staff awareness, was deployed to all staff and followed up by phishing simulations to check effectiveness of training. PCI DSS accreditation achieved to demonstrate that standards have been met by the Council with compliance of the PCI DSS standards to help protect sensitive payment card information and help reduce the risk of data breaches and fraud. Obtained Cyber Essentials Plus accreditation in October 2024, demonstrating that our technical controls are designed to defend against the most common cyber threats which were independently checked and verified. Utilising Microsoft Defender for Cloud to further enhance security of the Council's Azure IaaS infrastructure. Operation member of the IT team to be trained in the Certified Information Systems Security Professional (CISSP) qualification to ensure there is a higher knowledge of security within the team - Staff member qualified in Jan 2025 Maintain and using the new government framework Cloud Assessment Framework (CAF) to ensure critical systems are documented and robust. - CAF readiness and assessments completed in line with the first Government adoption programme				Test restore to sandbox environment carried out to validate our ability to recover successfully from a cyber incident. Areas for improvement identified, documentation of process underway and training for all technical support staff planned for Q4 2024/25. Continued ongoing development training to ensure that knowledge is kept up to date. Investigating preventative analysis, monitoring and remediation of suspected malicious network activity and NCSC approved cyber incident response retainer services to allow on hand cyber experts to assist with any Cyber Incident that may occur. Investigating and working towards the new government framework Cloud Assessment Framework (CAF) to ensure critical systems are documented and robust. Run regular simulations for Cyber readiness to ensure all staff are prepared and understand their roles during incidents. Report of the Senior Information Risk Owner (SIRO) presented to FRPSSC July 2025 in part 2 with recommendations for consideration by Cabinet in September				
9	Business Continuity and Emergency Planning (incl. Civil Contingencies)	F, R, S	Failure to provide statutory service or meet residents' needs resulting in additional costs, risk of harm and reputational impact. Impact/pressures on services and resources. Failure to ensure proper safeguards to prevent or to respond adequately to a significant disaster/event e.g. terrorist attack at a large scale public event, fire or flood	updated January	3	4	12	The Council has in place; Business Continuity Plan. Corporate Business Continuity Risk Register Emergency Plans Disaster Recovery Plans Inter-Authority Agreements Mutual Aid Agreement Partnership agreement with Kent Resilience Team. Emergency Planning Support Officer. Duty Emergency Coordinator System and Duty Officer System introduced to provide greater resilience. Covid Secure rest centre plan has been developed Flood Risk Assessments along with Support from Parishes with Flood Wardens EA support for expansion of Leigh Storage Area and works to Medway River Wall	3	4	12	Emergency planning documentation undergoing constant review and key aspects exercised. Increase % of staff trained in roles identified in the Emergency Plan Training organised by Kent Resilience Team. Business Continuity working group established to review and update existing Plan. Updated plan to be considered by Management Team and tested by a training exercise. Duty Officer rota in place to support Duty Emergency Coordinators out of hours. All staff fully trained before commencing duties. Out of Hours Manual reviewed and regularly updated. DSSLTS sits on Kent Resilience Forum Strategic Board. Actions taken in response to the Covid 19 pandemic will be reviewed and lessons learnt for the future. Any approved changes will be reflected in the Corporate Business Continuity Plan. Business Continuity Group including all members of Management Team meets twice weekly to oversee and coordinate response to pandemic. Annual Emergency planning review to be reported to Management Team. 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 ongoing. Enhanced staff training being developed to ensure rest centre staffing levels Funding allocated in Council's Capital Plan to support works to Leigh Flood storage area which will be completed by 2025.	Business continuity underpins the delivery of the Council's essential services and is a core of the authorities risk management	Director of Street Scene, Leisure & Technical Services		Dec-25



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10	Sustained or increasing levels of Housing need.	F, R, S	Increased demand on Housing and Revenues & Benefits services. Significant cost of providing temporary accommodation Inability to meet our legislative requirements - increased risk of decisions being challenged.	01/04/2017	4	3	12	TMBC run Welfare Reform Group with partner agencies invited. Knowledge sharing and issue identification. Council has joined the ReferKent network Additional resources in place to ensure focus on prevention activity and management/increase of ... Working with owners to bring long term empty properties back into use. Ongoing work on Empty Homes is being supplemented by fixed term resource. Council in February 24 agreed empty homes premium and second homes premium. EQIA assessment of key decisions included in all Board reports. Signposting now to UC rather than HB for new working age claimants. Keeping track of welfare statistics CTR Scheme approved for 24/25 . Downsizing incentive policy agreed Homelessness services externally reviewed and Member approved action plan being implemented	3	3	9	Improved working with TA providers leading to more guarantees of available accommodation and developing a TA Procurement Strategy 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. Continue to facilitate Welfare Reform group and widen participation from external partners so as to ensure best support for those affected by welfare reforms in T&M. Work with Kent councils collaboratively to ensure grants and support targeted to those most in need Continued focus on homelessness prevention through staff training, team structure and delivery of homelessness action plan Distribute latest Household Support Fund	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	Director of Planning, Housing and Environmental Health/ Head of Finance (Section 151 Officer)		Sep-25
11	Political factors including stability of political leadership and decision making	F, R	Decisions required to achieve objectives including corporate strategy and savings and transformation may not be made and therefore required savings not achieved.	01/04/2017	3	4	12	Close liaison with Leader, Deputy Leader and Cabinet in developing the Savings & Transformation Strategy. Clear and comprehensive reports to support Members in making appropriate decisions to support the S&TS. Regular Group Leader meetings in place and stability of leadership following election. Regular pattern of informal MT/Cabinet meetings to provide stability and cohesiveness	3	3	9	Member briefings and training sessions.	Underpins delivery of overall strategy and Savings and Transformation.	Chief Executive		Sep-25
12	Managed exit from Agile (This replaces previous risk "implementation of Agile Software") NEW	F, S	Service impacts from level of staff time required to test upgrades, attend training and test data migration Post implementation data issues if transfer is poorly managed	17/03/2025	4	4	16	Fixed term 'Service Transformation Manager' role appointed to in order to provide internal project management resource Regular informal briefings to Cabinet Risk and issue log maintained Internal meetings with staff. Post-implementation review being carried out by internal Audit - live lessons learned being PID signed with IDOX, which includes establishing technical requirements for return of data from Agile system	2	1	2	Revised internal governance Commercial relationship management with IEG4	Digital Strategy	Director of Planning, Housing and Environmental Health		Dec-25
13	Carbon Neutral 2030 Aspiration	F, R, S	Significant reputational risk, particularly if other similar councils have achieved similar goals or targets. Significant financial cost to purchasing offsets to meet carbon neutral. High cost of increased frequency and intensity of extreme events (floods, heat waves) that increase costs and disrupt service delivery.	01/09/2023	4	3	12	Development of climate evidence (e.g. for the Local Plan), partnerships (residents, community and other Councils) and pathway analysis to support move towards transformative and larger-scale emissions reductions. Produce advice on decarbonising new waste collection contract. Increased contributions to Climate Change Reserve to Support match funding as well as capital projects. Grant Award received for Energy Efficiency measures for Sports Facilities. Total grant award of £1.6m will support installation of LEDs, solar PV and a heat pump at Larkfield Leisure Centre, reducing vulnerability to energy price variations and tackling a significant source of carbon emissions. Grant Award received for Energy Efficiency measures for Sports Facilities confirmed got Poulton Wood Golf Course to be installed in 2025/26.	3	2	6	New strategic planning, oversight and commitment by Members, senior management and services to ambitious actions beyond 'business as usual'. Improved understanding of financial returns from climate mitigation measures that can be reinvested. Innovative thinking and delivery of services and mitigation options. Gap analysis report endorsed at Overview and Scrutiny Committee January 24 Funding is dependant on successful applications and awards being achieved, otherwise Council Resources will be needed. Successful delivery of decarbonisation projects using grant funding. Ensure all delivery, project and monitoring milestones set by funders are met.	Climate Change Strategy 2020 - 2030, Corporate Strategy 2023 - 2025	Chief Executive		Dec-25



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14	Contract/Contractor Procurement	F, R	Failure to appoint suitably experienced and qualified contractors leading to poor quality of service, reputational damage and increased costs to the Council.	01/02/2024	2	3	6	Compliance with Council's adopted Procurement Rules and Strategy. Consultation undertaken with Property and Legal Services to ensure appropriate Lease/License/Contract arrangements are in place. Procedure adopted and monitored for the engagement of contractors setting out and seeking minimal requirements including Risk Assessment and Public Liability. Establishment of cross-departmental working groups for key contracts and projects. Contracts awarded on an evaluation of 'most economically advantageous' and 'best value' and not solely on financial benefit. Directorate representatives on the Council's Procurement OSG. Use of Mid-Kent Procurement Partnership Use of specialist advisors on major contracts. Contracts to include break clause and/or extension periods based on performance. Use of contract frameworks where appropriate. Risk assessment approach to appointment of contractors.	1	3	3	Corporate Procurement Strategy adopted Procurement documentation being reviewed. Corporate Training progressing for staff and Members Annual report to audit committee on procurement performance Compliance with new Procurement Act regulations Review level of legal resources for supporting contract procurement	Procurement Strategy. Compliance with legislation. Health and Safety.	Director of Street Scene, Leisure & Technical Services	↔	Dec-25
15	Devolution and Reorganisation in Kent Local Government	F, R	Uncertainty about future operating models and changes / opportunities in responsibilities or service provision leading to financial pressures, impact on quality of services, reputational damage. 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 Staff concerns: scale of change & securing a job in new structure Not being aligned with other Councils forming the new unitary. Political risks & loss of public support if no consensus achieved. The current council may not having sufficient capacity (financial, staffing and project mgmt.) to manage the transition process and carry out Business as Usual Is there a risk towards shorter-term thinking (Political Thinking) Risk of Forward Planning being linked to changes in long term organisation	Feb-25	4	3	12	Mitigation will be subject to legislative agenda. Dependent on the accounting records for the debt, whether attributed to specific assets or distributed on Population base Work on certain services will be cross cutting and staff could be seconded to prepare for unitary works therefore leaving ongoing services with reduced support. Regulation 24 will prevent excessive spending from a given date. Major Capital Works (replacement for Angel and Temp Accommodation) will need to be agreed and letter of intent issued prior to this date. Issues around staff retention and appointment needs clarification in accordance with legislation rather than through rumour. Changes in recent elections have changed political control of authorities and therefore a potential wider mix of Political Parties. Link to Core service provision Will depend on 'go-live' date on how matters schemes are progressed or deferred.	4	3	12	Will depend on legislation and accounting records held Planned resources priorities, both frontline and support staff areas in order to maintain service provision. Clear project management of major schemes, showing milestones for achievement. Regular reporting to Members and Management. Open and Transparent communications with staff on progress and potential impact on staff. In regards to recruitment issues working with Neighbouring boroughs could allow cross working or mentoring. Pro active engagement with other authorities and seek alignment on systems during the transition process. Utilisation of Transformation Reserve, Project Groups including secondment, external expertise. Government funding received and being held by Kent County Council. Strategic Partner engagement is now underway.	All Strategies	Chief Executive	↔	Dec-25

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

		Risk Identified	Background	New or ongoing	Reason for removal / ongoing
Page 85	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.
		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 to be submitted to O&S Committee on 11 Sept 2025. This will raise the issue of capacity and resources.
		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 Q1, the 2025-26 programme is currently around 15% 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.
		Loss of Key Personnel	With the loss of the Director Finance and Transformation, irrespective of the appointment of the Head of Finance (Section 151 Officer) there will be a need for interim resources at Section 151 and Deputy Section 151 levels	Ongoing.	Report to go onto Council 8th July 2025.
		Fair Funding	Proposals to Central Government funding to Local Authorities underway - expectation that funds could be diverted to deprived areas	Ongoing.	Consultation response to be shared with members.
		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.
		Supported Accommodation	The Supported Housing (Regulatory Oversight) Act 2023 came in to force August 2023. Assessment of the act has been ongoing and a consultation on how the act will regulated in practice. The practice is likely to involve a Licensing duty for the responsibility of the Council. Further implications could effect Housing Benefit payments to Landlord where care levels are considered to be unsuitable for the tenant.	Ongoing	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.
		Government withdraws funding for Public Sector Decarbonising Scheme	Government has not allocated any funding for future rounds on PSDS funding in the latest Spending Review, meaning it is likely the Council will need to fund in their entirety new decarbonising projects coming forward. The first of which will be the substantial Tonbridge Pool scheme	Ongoing	
		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 a risk once migration complete.

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

Planning, Housing and Environmental Health	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

Street Scene, Leisure and Technical Services	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.

RISK MANAGEMENT STRATEGY



June 2025

1. Introduction

- 1.1. The risk management strategy of Tonbridge and Malling Borough Council (the Council) is to adopt best practices in the identification, evaluation, and cost-effective control of risks. This is intended to ensure that risks are reduced to an acceptable level or, where possible eliminated, thereby safeguarding the Council's assets, employees and customers and the delivery of services to the local community.
- 1.2. The Council endeavours to deliver essential services to the local community. It will exercise a prudent approach to risk taking and decisions will be made within the parameters of the Council's internal control and governance arrangements, i.e. Constitution, Procedural Rules, etc. These arrangements serve to ensure that the Council does not expose itself to risks above an acceptable level.

2. Mandate and commitment

- 2.1. This strategy is supported and endorsed by the Management Team and Members of the Audit Committee who will ensure that:
 - The risk management objectives are aligned with the objectives and strategies of the Council
 - The Council's culture and risk management strategy are aligned
 - The necessary resources are allocated to risk management
 - There is a commitment to embedding risk management throughout the organisation, making it a part of everyday service delivery and decision making
 - The framework for managing risk continues to remain appropriate

3. Applicability

- 3.1. This strategy applies to all functions undertaken by the Council. Where the Council enters partnerships the principles of risk management established by this strategy and supporting guidance should be considered as best practice and applied where possible. The Council expects that our significant contractors have risk management arrangements at a similar level, and as such will be subject to monitoring during the procurement and contract arrangements.

4. Objectives

- 4.1. The risk management objectives of the Council are to:
 - Embed risk management into the culture of the Council
 - Apply a consistent approach to risk management across all services.
 - Manage risks in line with its risk appetite, and thereby enable it to achieve its objectives more effectively
 - Reduces and where possible eliminate the impact, disruption and loss from current and emerging events
 - Harness risk management to identify opportunities that current and emerging events may present and maximise benefits and outcomes

- Ensure effective intelligence sharing and collaboration between risk management disciplines across all Council activities
- Ensure fraud risks are proactively considered and embedded into the organisation's risk management arrangements
- Ensure sound and transparent risk management arrangements are operated in partnership and commissioner / provider situations, underpinned by a culture that supports collaboration and the development of trust, ensuring clear effective lines of communication and the management of relationships.

4.2. The delivery of this strategy is the collective responsibility of officers, Service Management Teams, Management Team, the Council's partners and Members, with delivery being assured by the Management Team.

5. Roles and responsibilities

- 5.1. Responsibility for risk management runs throughout the Council. Managers and staff that are accountable for achieving an objective are accountable for managing the risks to achieving it.
- 5.2 To ensure that risk management is successful, the roles and responsibilities of key groups and individuals are identified at the table shown at 5.4 .
- 5.32. Other officer groups' deal with related risk specialisms such as Health and Safety; Treasury Management; Emergency Resilience and Business Continuity; Insurance; Information Security; Anti-fraud, bribery and corruption, etc. These groups are linked into the governance arrangements of the Council so that their work is co-ordinated within the Council's overall risk management framework.
- 5.4. In order to support Members and Officers with their responsibilities, risk management guidance is available.

Group or Individual	Responsibilities
Full Council / Cabinet	Approval of the Risk Management Strategy will be witnessed by the signature of the Leader of the Council.
Audit Committee	<p>The Audit Committee, as those charged with Governance, will provide independent assurance of the adequacy of the risk management framework and will monitor the effective development and operation of risk management in the Council.</p> <p>The Chairman of the Audit Committee will take a lead role in promoting the application of sound risk management practices across the Council.</p> <p>Training will be provided periodically for all Audit Committee members.</p> <p>The Audit Committee will consider the Risk Management process as part of the assurance evidence in support of any Annual Governance Statement.</p>

Committees	<p>Responsibility for considering risk when making decisions on behalf of the Council.</p> <p>Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability.</p> <p>Encourage open and frank conversations about risks, ensuring appropriate reporting and escalation as required.</p>
Chief Executive	<p>Responsibility for the overall monitoring of strategic risks across the Council, including the endorsement of priorities and management action. Responsible for ensuring that risk management resources are appropriate.</p> <p>Also responsible for counter-signing the Risk Management Strategy.</p>
Section 151 Officer	<p>Active involvement in all material business decisions to ensure immediate and longer-term financial implications, opportunities and risks are fully considered.</p>
Management Team (MT)	<p>To ensure the Council manages risks effectively and actively consider, own and manage key strategic risks affecting the Council through the Strategic Risk Register.</p> <p>Keep the Council's risk management framework under regular review and approve and monitor delivery of the annual risk work programme.</p> <p>Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability.</p> <p>Encourage open and frank conversations about risks, ensuring appropriate reporting and escalation as required.</p> <p>Delegate the development and delivery of appropriate training to support the implementation of this policy for Members and Officers.</p>
Service Management Teams (SMT)	<p>Responsibility for the effective management of risk within the directorate, including risk escalation and reporting to the Management Team as appropriate.</p> <p>Briefing sessions will be provided on an as and when basis to senior management.</p>
Internal Audit	<p>Assesses the effectiveness of the risk management framework and the control environment in mitigating risk.</p> <p>Review and challenge risk management arrangements through its audit and fraud prevention activities.</p>
All elected Members and staff	<p>Identify risks and contribute to their management as appropriate. Report inefficient, unnecessary or unworkable controls. Report loss events or near-miss incidents to management.</p>

6. Review of this strategy

- 6.1. It is the responsibility of the Audit Committee to: 'On behalf of the Council ensure that Risk Management and Internal Control systems are in place that are adequate for

purpose, and are effectively and efficiently operated.’ Internal Audit will support their role in assuring its effectiveness and adequacy.

- 6.2. Information from Internal Audit and from other sources will be used to inform recommended changes to the strategy and framework at least annually. Any changes will be presented to the Audit Committee for approval before publication. The Strategy was last reviewed in January 2024 and will be reviewed next in January 2026.

7. Approval

Signed:

Print Name: Matt Boughton

Date:

Position: Leader of the Council

Signed:

Print Name: Damian Roberts

Date:

Position: Chief Executive

Document Review History

Version	Reviewed	Reviewer	Approver	Date Approved
Jan 2024	December 2023	Chief Financial Services Officer	Audit Committee and Full Council	Feb 2024
Current	Sept 2025	Head of Finance	Audit Committee and Full Council	

**TONBRIDGE AND MALLING BOROUGH COUNCIL
RISK MANAGEMENT GUIDANCE**

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TONBRIDGE AND MALLING BOROUGH COUNCIL
RISK MANAGEMENT GUIDANCE

1. Introduction

- 1.1. Tonbridge and Malling Borough Council (the Council) has an approved Risk Management Strategy (the Strategy) and this guidance should be read in conjunction with this Strategy.
- 1.2. The aim of this guidance is two-fold; to specify how the Council will deliver its objectives as outlined in the Strategy and provide guidance on how to effectively manage and monitor risk.

2. Achieving strategy objectives

- 2.1. The Council shall achieve its objectives, as outlined in the Strategy, through:
 - Integrating effective risk management practices into the Council's management, transformation, decision making and planning activities.
 - Maintaining the frequency and effectiveness of monitoring of key risks.
 - Providing sufficient risk management training, awareness sessions and support for both Members and Officers of the Council in order to ensure compliance with the Strategy.
 - Ensuring links between audit planning and risk management processes to enable assurance on the effectiveness of risk management across the Council.
 - Subjecting the Council's risk strategy, guidance and practice to annual review to ensure ongoing effectiveness of risk management.
 - Provide robust monitoring and challenge on risks and there mitigating actions.
 - Working with internal and external partners and providers to ensure that effective risk management arrangements are in place to protect the Council.
 - Providing guidance on identifying, assessing, managing and reporting on risk, including escalation of risks.

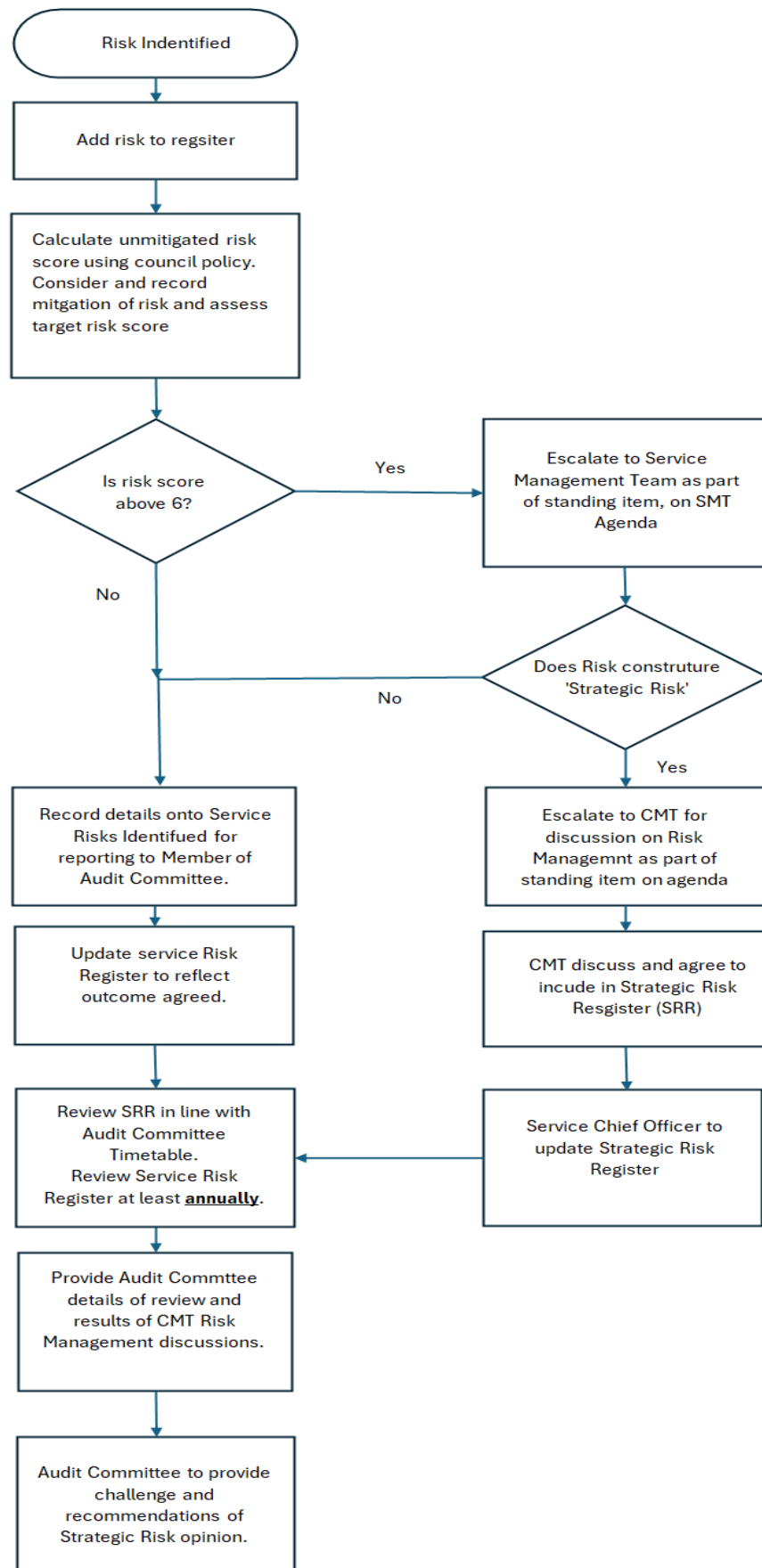
3. Risk Management Process

- 3.1. The risk management process is a circular effect being the following
 - Identify the risk
 - Assess the impact of that risk
 - Evaluate and score the risk
 - Escalate the risk where necessary
 - Allocate mitigation and take action
 - Monitor the risk



4. Risk management at a glance

- 4.1. The following process flow diagram visually demonstrates the risk management process that should be followed by officers.



5. Identifying and Assessing risks

- 5.1. Risk is something that might happen, which if it materialises will affect us in some way or other. A risk is a combination of 'likelihood' and 'impact', that is; how likely the risk is to happen and if it did how much would it affect us. Where a risk is identified it should be recorded on the services risk register, see Appendix A. This Register should be considered a 'live' document and therefore be a process of continually review and update.
- 5.2. Before evaluating the level of risk associated with an activity you should determine what could trigger the risk assess what the consequences may be if it did occur, i.e. identify the risk event. In doing so you should be mindful of the potential timeframes of this risk occurring and focus on a period of no longer than two years in the future, after this period risks are considered speculative.
- 5.3. The Council classifies risk into the distinct types;
 - Financial – Those that have a monetary impact on the Council.
 - Reputational – Those that have an impact on the public perception of the Council, this could be from a regulatory, environmental or service delivery perspective.
 - Health and Safety – Those that have an impact on the health and safety of the public or officers of the council.
- 5.4. The risk assessment should then determine the consequences of failing to act on this risk.

6. The Risk Register

- 6.1. Following a recommendation from Zurich in 2024, the Council uses a single format of risk register to cover, operational, service and strategic risk.
- 6.2. The format of the register can be found in Annex 1 to this guidance note along with details of what needs to be included on the register in line with the guidance offered below.

7. Evaluating and Scoring the risks

- 7.1. Once you have identified the risk and the potential consequences and impacts, the risk needs to be scored.
- 7.2. The Council has now adopted the national model of a 5 x 5 matrix, this matrix will be used for Health and Safety and Business Continuity process. The table below give the four levels of risk and the scoring matrix.

LOW	MEDIUM LOW	MEDIUM HIGH	HIGH
1 – 3	4 – 6	7 – 12	13 – 25

- 7.3. Each risk should initially be considered in its rawest form, prior to any mitigation that you may have in place to eliminate or reduce the risk.
- 7.4. Using the table below and the examples given in Appendix A of this guidance note, managers should consider the likelihood and impact of each risk identified.

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

- 7.5. You can then calculate the overall risk score by multiplying the likelihood score by the impact score. The score should then be assessed as red, amber, yellow or green.
- 7.6. However, once the unmitigated risk has been calculated managers should then include the mitigations, if any, that have been put in place in order to reduce the risk to what is considered the current level.
- 7.7. Using the 5 x 5 matrix rescore the issue to give the current level of accepted risk.
- 7.8. Amber risks, those scoring between 8 and 12, should be raised at Service Management Team, added to the Service Risks identified list which can be found on the [Strategic Risk Register Sharepoint Site](#).
- 7.9. Red risks, those scoring 15 to 25, should be considered by Service Management Teams for potential escalation 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.
- 7.10. Managers should then consider mitigating factors that are in place to reduce the impact of the initial risk scoring, examples that can be used are existing policies and strategies within the Council such as lone working, whistle blowing or training course offered to staff.

- 7.11. Using these mitigations managers should then consider the potential changes to both the likelihood and impact scoring and adjust accordingly, if the mitigations do not impact on the initial score, further discussions should take place with your Service Management Team.
- 7.12. Services should then document the actions required to ensure that the identified mitigation remains, this could include examples as ensuring that training of staff is relevant and that the policies are regularly reviewed and published.
- 7.13. Any links to corporate objectives or strategies should be identified and listed along with the service lead and the date of next review.
- 7.14. Service Risk registers should be reviewed regularly but be subject to peer review at Service Management Team on an annual basis. These reviews should be documented and included within the minutes of the Service Management Team.

8. Escalating risks

- 8.1. Where a risk has been identified the service should consider whether the risk should be escalated to either Service Management Team or onto Corporate Management Team.
- 8.2. It is suggested that the following process should be followed.

Low (Green) Risk	Managed within Service Team
Medium Low (Yellow) Risk	Managed within Service Team but regularly reviewed
Medium High (Amber) Risk	Escalate to Service Management Team with consideration to raise at Corporate Management Team
High (Red) Risk	Full Discussion at Service Management Team and Consideration by Corporate Management Team with potential inclusion on Strategic Risk Register.

- 8.3. Where a risk is identified in having an impact onto the Strategic operations of the Authority the Chief Officer should raise their concern at the next Corporate Management Team.
- 8.4. Where Corporate Management Team that the risk identified is of a strategic impact, the Chief Officer should add the risk onto the Strategic Risk Register (SRR) for sharing with Members of the Audit Committee. The Strategic Risk Register can be found at [TMBC Strategic Risk Register - Home \(sharepoint.com\)](#).
- 8.5. Where the risk is not considered of a strategic nature but does have major service implications it the Chief Officer should add the risk to the Service Risks Identified which can be found in the same location as the SRR. These risks are reported to the Audit Committee as examples of issues within Services but not high enough to escalate to Strategic Risk.

9. Allocating risks and determining actions

- 9.1. Any risk identified should be allocated a lead officer, the allocation will depend on the type and severity. This lead officer will be responsible for monitoring and scoring the risk.
- 9.2. The table below suggested the ownership of the of risks depending on the levels and location of the risk.

Location of Risk	Level	Suggested owner
Strategic Risk Register	All Levels	Member of Management Team
Service Risk Register	Amber and Above	Service Management Team
Service Risk Register	Yellow and Green	Service Manager

- 9.3. Once the risk has been allocated those responsible should then consider how that risk is to be managed, taking into account the mitigation that has been put in place, these actions are;
- Terminate – Stop the activity that gave rise to the risk.
 - Tolerate – Accept the risk but ensure that the mitigation identified is robust and remains in place.
 - Transfer – Transfer the risk to a third party, this could be through insurance or contracting out, although the responsibility will remain with the Council but will act as mitigation.
 - Treat – Put in place controls and contingency plans to reduce the risk levels to an acceptable level.

10. Monitoring Risks

- 10.1. Risks should be continuously monitored, as unmanaged risks can prevent the Council from achieving its objectives.
- 10.2. As a minimum Service Risk Registers should be reviewed by the Service Management Team on an annual basis, with weekly discussion on risks identification being minuted as part of service Management Teams.
- 10.3. Strategic Risk should also be discussed and minuted as part of Corporate Management Team, with quarterly monitoring taking place in order to report current identified risks and their scores to Member of Audit Committee at their scheduled meetings.
- 10.4. As part of the discussions at both SMT's and CMT the following needs to be considered
- Changing Risks – Is the risk still appropriate and relevant to the Council.
 - Escalation or De-escalation – has the risk levels changed due to the situation changing, this could be an increase or decrease in scoring requiring the change.

- Changing landscape – have any new risks be identified.
- Process – are procedures in place to carrying out regular reviews.
- Challenge – Are the risks stale.
- Control Measures – Are these still in place and can they be relied on.
- Scoring – Does the scoring and therefore risk level seem right when compared with other risks.

11. Proximity of risk

- 11.1. As mentioned above the registers should only consider events that could occur within two year time frame. Some risks will have higher priorities than others, either due to timing or severity.
- 11.2. Priorities can be categorised as follows:
- Immediate – Risk likely to occur / most severe within the next 6 months
 - Medium Term - Risk likely to occur / most severe between 6 to 12 months
 - Long Term - Risk likely to occur / most severe 12 months plus
- 11.3. Where risks are considered immediate or medium term priorities management should ensure that any mitigation required to reduce or eliminate the risk should be acted upon immediately and maintained until the risk is no of concern. Longer term risks may require additional work to fully mitigate or eliminate risk but time scales should be given to implement these factors and these should also be closely monitored.

TONBRIDGE AND MALLING BOROUGH COUNCIL
RISK MANAGEMENT GUIDANCE

Appendix A - Determining Likelihood and Impact

	Likelihood	Example – winter weather
Almost Certain	<ul style="list-style-type: none">• Is expected to happen	<ul style="list-style-type: none">• Rain
Likely	<ul style="list-style-type: none">• More likely to happen than not	<ul style="list-style-type: none">• Strong winds
Reasonably Possible	<ul style="list-style-type: none">• Strong possibility it will happen	<ul style="list-style-type: none">• Snow
Unlikely	<ul style="list-style-type: none">• This could happen	<ul style="list-style-type: none">• Flooding
Rare	<ul style="list-style-type: none">• Once in a lifetime occurrence	<ul style="list-style-type: none">• Thames freezes over

Impact

Score	Description	Health and Safety - Examples	Reputational - Examples	Financial - Examples
1 Low	Minimal or no impact	Some distress caused, very minor injury	No Media coverage / minor complaints/minor non-compliance to internal standards	Financial loss or overspend of below £10k
2 Moderate	Limited impact, easily recoverable	Mild injury or illness leading to less than three days absence	Adverse local media / negative local opinion / formal complaints. Failure to meet internal standards, <24 hrs Service Disruption	Financial loss or overspend of more than £10k
3 Significant	Noticeable impact, requires some resources to address	Injury or illness requiring medical attention leading to more than 7 days absence	Adverse local & national media / member or senior staff position threatened. Failure to meet Professional and National Standards, Serious Service Disruption for less than 24hrs. Situation remembered for years/ member or senior officer resignation, national and local media coverage, failure to meet legislative standards, Service Suspension for more the 24 hrs.	Financial loss or overspend of more than £50k
4 Severe	Significant impact, requiring substantial resources and effort	Injury or illness requiring immediate hospital treatment	Criminal Prosecution, Repeated failure to meet legislative standards, Service Suspension for an indefinite period.	Financial loss or overspend of more than £250k
5 Catastrophic	Devastating impact, potentially irreversible	Loss of limb or fatality		Uncontrollable financial loss or overspend of over £500k

*Impact should always be considered in terms of financial loss, harm to a person or people and the Council's reputation and should link to Tonbridge and Malling Borough Council's risk appetite.

TONBRIDGE AND MALLING BOROUGH COUNCIL
RISK MANAGEMENT GUIDANCE

Annex B - Risk Register Format

The template example below shows a risk from the Strategic Risk Register, it now shows the unmitigated risk impact of the risk identified, the mitigation in place and then the mitigated or accepted risk score. This score will trigger the escalation process to Service Management Teams or onto Corporate Management Team for escalation to the Strategic Risk Register.

Number	Risk Title & Description	Effect of non compliance	Classification	Risk Owner from Management Team	Date identified	Last date of review	Unmitigated risk Score			Movement to previous review	Current mitigation in place	Mitigated risk Score			Movement to previous review	Actions required to reduce score further	Link to Annual Service Development Plan	Links to Strategies
							Likelihood Score (1-5)	Impact score (1-5)	Overall risk score			Likelihood Score (1-5)	Impact score (1-5)	Overall risk score				
	Acheivement 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 on behalf of Management Team	Apr-17	Mar-25	4	5	20		Savings and Transformation Strategy is reviewed, by Members and Officers, along side Councils Medium Term Financial Strategy.	3	3	9		1) Taking opportunity to maximise income receipts were appropriate. 2) Exercise to commence to identify and assess savings opportunities for review by Members in September 2025	Objective 3.15	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"

Actions completed to increase mitigation and potentially reduce scoring

these need to be smart time related

Number	Risk Title & Description	Effect of non compliance	Classification	Risk Owner from Management Team	Date identified	Last date of review	Unmitigated risk Score			Movement to previous review	Current mitigation in place	Mitigated risk Score			Movement to previous review	Actions required to reduce score further	Link to Annual Service Development Plan	Links to Strategies
							Likelihood Score (1-5)	Impact score (1-5)	Overall risk score			Likelihood Score (1-5)	Impact score (1-5)	Overall risk score				
	Acheivement of Savings and Transformation Strategy - Failure to meet obejctives or savings targets	Resultant overspend would have signifcant on council reserves resulting inpotential Section 114 notice delaring authority is no longer a Going Concern	F & R	Head of Finance on behalf of Management Team	Apr-17	Mar-25	4	5	20	↔	Savings and Transformation Strategy is reviewed, by Members and Officers, along side Councils Medium Term Financial Strategy.	3	3	9	↔	1) Taking opportunity to maximise income receipts were appropriate. 2) Exercise to commence to identify and assess savings opportunities for review by Members in September 2025	Objective 3.15	Priority in the Corporate Strategy of "Efficient services for all our residents, maintaining an effective council"

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ZM Risk Management Review Recommendation Matrix

Reference	Recommendation	Management Response	Update September 2025	Officer / Member Responsible	Implementation Date
	Culture and Leadership				
1	Consider assigning a corporate risk champion who will drive risk management conversations, set the tone and be the example to follow for both fellow senior level managers and officers at all levels.	This role should be considered by Corporate Management Team on who would have sufficient seniority and resource.	Director of Finance and Transformation appointed as Corporate Risk Champion to be supported by Service Officers as individual Service Risk Champions. DFT now replaced by Head of Finance (S151 Officer)	Director of Finance and Transformation	November 2024
2	Clarify risk management roles and responsibilities, in particular to separate officers and members' roles. This should include not just what is expected, but also how responsibilities should be carried out.	This will be considered as part of the Risk Strategy Review	Risk Strategy to include terms of reference for Risk Champions, Officer and Members. Roles and responsibilities have been shared and accepted in the Officer Group. These have been reflected in the Risk Strategy roles to be approved by Members.	Head of Finance, Risk Management Officer Group and CMT	September 2025
3	Review the level of engagement that is possible from senior officers within current workloads to ensure that risk management responsibilities and objectives are realistic.	Wider review will need to be undertaken	Discussion at Officer Risk Management Group, implementation of new formats to be phased over forthcoming year starting with Strategic Risk Register and then Operational Risk Registers over the next 12 months	Head of Finance, Risk Management Officer Group and CMT	September 2025
	Risk Appetite & Strategy				
4	Define risk appetite levels and statements across different risk categories. This will provide an organisational approach and align thinking across officer and members while providing officers practical guidance at key decision points.	Wider review will need to be undertaken	Contained within Risk Strategy and Guidance notes issued to service managers and staff.	Head of Finance, Risk Management Officer Group and CMT	September 2025
5	Revisit the risk management strategy and its place among other frameworks. Determine if there are opportunities to include risk management as an integrated part of working rather than an add-on requiring specific resources.	The Council's Risk Strategy and Guidance will be reviewed following the clarification of risk appetite.	Workflow to be developed, giving links between areas such as Safeguarding, Budget and Savings, Procurement and Workforce Strategies. These strategies are under review by responsible officers and will be linked following approval	Head of Finance	September 2025
	Governance				
6	Consider a process for increasing visibility of risks across services, this could be either at management level through a management board or more informally through risk champion officers from each service that take on responsibilities for both risk updates within services but also meet to share practices and discuss emerging risks.	Ensure that risks are adequately discussed at Team and Service Management Meetings.	Service Risk officer have been appointed and Risk is a weekly item on Service and Corporate Management Team agendas.	Appointed Risk Champion and CMT	November 2024
7	Ensure that members, and audit committee representatives in particular, receive risk management training that include clear descriptions of their remit and responsibilities.	Training to Members is being prepared and delivered on 15 th January 2024. The session will be recorded and placed into the members resources library.	Received January 2024	Head of Finance	January 2024
	Methodology				
8	Initiate dedicated risk identification sessions at both service- and corporate level to increase proactive risk identification and expand the timeline available to manage risks by being proactive rather than reactive.	Ensure that risks are adequately discussed at Team and Service Management Meetings.	Officer Risk Group discussions are to include the both the Service Risks identified and Strategic Risk Registers in order to provide wider challenge and feedback to CMT and Members.	Head of Finance, Risk Management Officer Group and CMT	September 2025

9	Ensure controls are SMART and that risk owners complete follow-ups. Risk should have practical roadmaps to desired risk score.	Risk Registers need reviewing on an annual basis by Service Management Teams along with documented evidence showing review.	To be discussed at Risk Group but plan is that Risk 'route map' to be discussed with Service Risk Holder and they are to provide project plan to eliminate or reduce risk.	Risk Champions on SMTs	September 2025
	People & Training				
10	Mandate training sessions for elected members, senior leadership, service heads and possibly also third tier managers.	Members training will be delivered in January 2024, Officer training will be arranged following policy renewal in June 2024	Member Training delivered Jan 24 Officer Training Oct 24.	Chief Financial Services Officer	November 2024
11	Consider if there are officers within teams that could have capacity to receive extra training and be integrated risk champions in each service.	Review following Risk training	Consideration to be made following Officer Training in October.	CMT	November 2024
	Projects, Partnerships, Contracts & Supply Chain				
12	Review procurement and contract policies and ensure that a defined risk management approach is included. Ensure training is supplied to increase the skills and confidence of officers managing contracts and partner relationships.	Consideration to be made by Procurement OSG	Cabinet approved Procurement Strategy December 2024 integration into risk Strategy will take place during review.	Head of Procurement OSG, Appointed Risk Champion	September 2025

Cabinet

14 October 2025

Part 1 - Public

Executive Non-key Decision



Cabinet Member	Adem Mehmet (Cabinet Member for Infrastructure & Tonbridge Regeneration)
Responsible Officer	Adrian Stanfield (Director of Central Services) and Eleanor Hoyle (Director of Planning, Housing & Environmental Health)
Report Author	Dean Radmore (Tonbridge Town Centre Programme Manager)

Tonbridge Town Centre Masterplan Framework Adoption & Delivery Strategy

1 Summary and Purpose of Report

- 1.1 This report presents the feedback from the Masterplan Framework public engagement survey that concluded on 31st August 2025.
- 1.2 This report also presents the Masterplan Framework Delivery Strategy for consideration following receipt of the Masterplan Framework report from consultants Mace, Architects Periscope & Commercial Property Specialist Vail Williams and completion of the Masterplan Framework public engagement survey.

2 Corporate Strategy Priority Area

- 2.1 Investing in our local economic to help support residents and businesses and foster sustainable growth.
- 2.2 Under this theme, the Corporate Strategy identifies 'ways we could use our land and other assets better, especially in Tonbridge town centre'.

3 Recommendations

- 3.1 That Cabinet notes the feedback received from the Masterplan Framework public engagement survey between 14th July and 31st August 2025 at **Annex 1**.
- 3.2 That Cabinet supports the recommendation of the Tonbridge Town Centre Programme Board that the final Masterplan Framework at **Annex 2** & Masterplan Framework Addendum 1 at **Annex 3** be adopted.

- 3.3 That Cabinet supports the recommendation of the Tonbridge Town Centre Programme Board that the Masterplan Framework Delivery Strategy at **Annex 4** be approved and reviewed annually.

4 Introduction and Background

- 4.1 The Tonbridge Town Centre East of High Street Masterplan work has been completed by Mace, Architects Periscope and Commercial Property Specialists Vail Williams between December 2024 and June 2025. They were appointed following a competitive procurement process.
- 4.2 The Consultants were responsible for preparing a high-level illustrative masterplan and spatial development proposals, supported by viability and delivery analysis, to support meeting the housing and employment growth requirements for the area.
- 4.3 Following the Cabinet meeting on 30th June 2025 a Masterplan Framework public engagement exercise was undertaken between 14th July and 31st August 2025 to obtain feedback on the development proposals within the Masterplan Framework report.

5 Proposal

- 5.1 That Cabinet notes the feedback received from the Masterplan Framework public engagement survey between 14th July and 31st August 2025.
- 5.2 That Cabinet supports the recommendation of the Tonbridge Town Centre Programme Board in the meeting on 26th September 2025 at **Annex 5** (Part 2 - Private) that the Masterplan Framework report and Masterplan Framework Addendum 1 is adopted following feedback received from the Masterplan Framework public engagement survey between 14th July and 31st August 2025.
- 5.3 That Cabinet supports the recommendation of the Tonbridge Town Centre Programme Board in the meeting on 26th September 2025 at **Annex 5** (Part 2 - Private) that the Masterplan Framework Delivery Strategy is approved and reviewed annually.

6 Other Options

- 6.1 That the Masterplan Framework report is not adopted and is not included within the emerging Local Plan. This will mean that the guiding principles and development proposals within the Masterplan Framework are not able to be upheld by the Council's planning team for future developments within the east of High Street masterplan area.

7 Financial and Value for Money Considerations

- 7.1 As noted above, viability of the overall scheme is currently challenging, which it is for all town centre regeneration schemes. As work progresses, opportunities for any external grant funding to support delivery will be explored.
- 7.2 Viability will continue to be reviewed and re-assessed as part of any proposals that come forward for consideration.
- 7.3 Any funding or value for money considerations will be monitored, reviewed and recommended by the Tonbridge Town Centre Programme Board to ensure that any expenditure on the town centre programme is managed appropriately.

8 Risk Assessment

- 8.1 A project risk register is regularly reviewed and updated for the East of High Street Masterplan project. With regards to the specific recommendations in this report, a key risk is that future development within the east of High Street masterplan area cannot be as easily managed without the adoption of the Masterplan Framework and its inclusion within the emerging Local Plan.

9 Legal Implications

- 9.1 The project is being progressed through an internal Project Officer Group. Legal Services and the Mid Kent Procurement Partnership have been involved and will continue to be involved to ensure all legal requirements are met.

10 Consultation and Communications

- 10.1 A public engagement activity has previously taken place as part of the masterplan exercise with an online survey for businesses and the public taking place between 30th January and 16th February 2025.
- 10.2 Engagement with key stakeholders has also taken place during the masterplan exercise including Network Rail, Sainsbury's, Kent County Council, Alliance Leisure, Tonbridge Civic Society, Tonbridge Historical Society and Warders Medical Centre & PHP Group.
- 10.3 A Masterplan Framework public engagement survey took place between 14th July and 31st August to obtain feedback on development proposals within the Masterplan Framework report.
- 10.4 On 27th August meetings with Tonbridge Historical Society and Tonbridge Civic Society took place. The two societies are generally supportive of the Masterplan Framework.

11 Implementation

- 11.1 The proposed timeline for the delivery is contained within the Masterplan Framework Delivery Strategy at Annex 4.

12 Cross Cutting Issues

12.1 Climate Change and Biodiversity

- 12.1.1 Climate change advice has been sought during the masterplan exercise and sustainability is a key aspect to the proposed replacement Angel Centre project which is the catalyst development within the masterplan area.

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

- 12.3.1 Procurement – Advice and guidance has been, and will continue to be, sought from the Mid Kent Procurement Team to ensure compliance with legislation.

Background Papers	
Annexes	<p>Annex 1 - Masterplan Framework Survey Results</p> <p>Annex 2 – Masterplan Framework</p> <p>Annex 3 – Masterplan Framework Addendum 1</p> <p>Annex 4 – Masterplan Framework Delivery Strategy</p> <p>Annex 5 – Tonbridge Town Centre Programme Board meeting notes from 26th September 2025 (Part 2 – Private)</p>

Masterplan Framework Survey Results

including written responses from

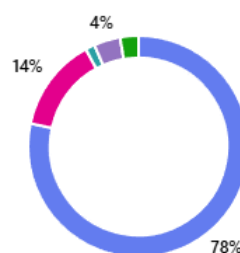
Tonbridge Civic Society & Tonbridge Historical Society

1458 responses received between 14th July and 31st August 2025

1. Are you:

[More details](#)

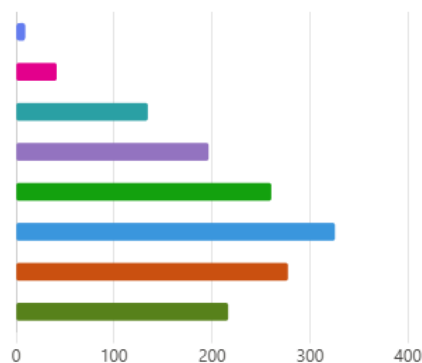
● A resident of Tonbridge	1255
● A resident within Tonbridge & Malling Borough	220
● An owner of a business in Tonbridge	22
● Employed in Tonbridge	62
● A visitor	43



2. What is your age?

[More details](#)

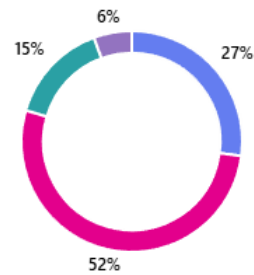
● Under 16	9
● 16 - 24	41
● 25 - 34	134
● 35 - 44	196
● 45 - 54	260
● 55 - 64	325
● 65 - 74	277
● Over 74	216



3. How often do you go to Tonbridge town centre?

[More details](#)

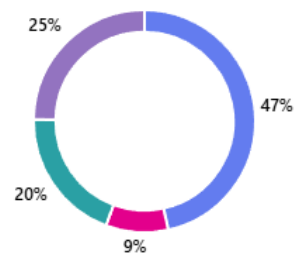
Daily	395
More than once a week	765
More than once a month	217
Infrequently	81



4. What are your main reasons for visiting the town centre?

[More details](#)

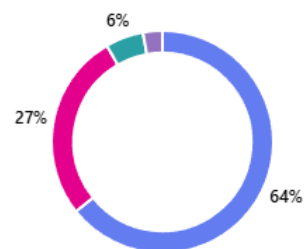
Shopping	1316
Using the Angel Centre	257
Using health services	554
Recreation	699



5. Do you agree that a new GP surgery, to provide more capacity for an existing town GP practice, would be beneficial?

[More details](#)

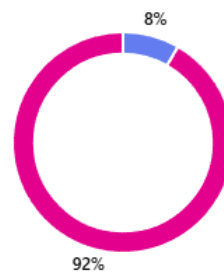
Strongly agree	937
Agree	399
Disagree	81
Strongly disagree	41



6. Part of Sovereign Way East Car Park has been identified for either residential development or a new GP surgery. What do you feel would be most beneficial for the town centre in this location?

[More details](#)

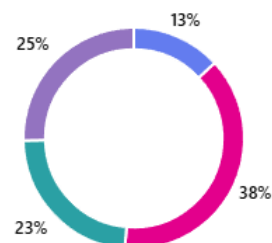
● Residential	121
● New GP surgery	1337



7. Sovereign Way North Car Park has been identified for residential development to assist the council to meet its high housing targets. Do you agree that this site is the most appropriate for residential development?

[More details](#)

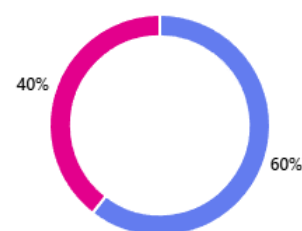
● Strongly agree	191
● Agree	557
● Disagree	341
● Strongly disagree	369



8. Vale Road Car Park has been identified for either residential development or approximately an 80-bed hotel. What do you feel would be most beneficial for the town centre in this location?

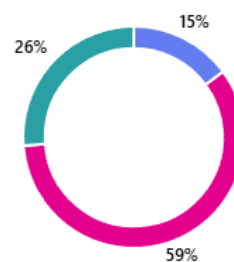
[More details](#)

● Residential	881
● Hotel	577



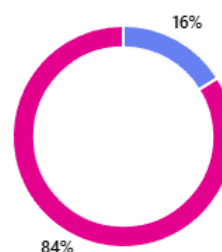
9. Once the new Angel Centre is completed on the site of the Sovereign Way Mid Car Park, what should the old Angel Centre site be used for? [More details](#)

Residential development	218
Mixed-use development (residential/commercial/hotel)	858
Other	382



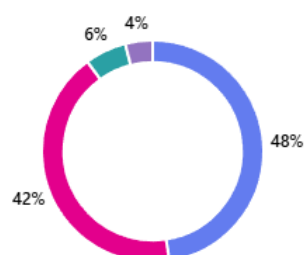
10. Should the Angel West Car Park be developed for residential/mixed-use or should this remain as parking? [More details](#)

Residential/mixed-use	236
Remain as parking	1222



11. Do you agree with the plan to create a riverside park along the south bank of the river tributary within the masterplan area? [More details](#)

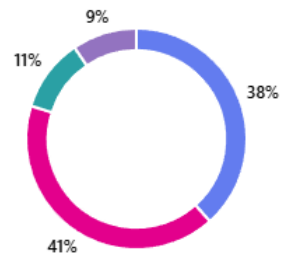
Strongly agree	694
Agree	618
Disagree	88
Strongly disagree	58



12. Taken overall, do you agree that the regeneration proposals for the east of High Street area will be good for Tonbridge?

[More details](#)

Strongly agree	560
Agree	604
Disagree	156
Strongly disagree	138



Tonbridge Civic Society - Response to Masterplan for East of High Street

Summary

The Society welcomes the efforts to regenerate the area to the east of the High Street. The redevelopment of Sainsbury's, combined with central government demand for large numbers of new housing, means the Society is open to reimagining the area.

In its specifics, we strongly support the idea of a linear park alongside the river, and - subject to appropriate design - additional residential development. A new health centre building presumably should be a welcome boost to patient numbers, and the prospect of a new hotel seems positive, given previous studies indicating a relatively low number of hotel beds for a town of Tonbridge's size and location.

Regarding the replacement for the Angel Centre, we acknowledge and support the idea that the new building should be a key component. However, we lack information on what it will contain and so remain concerned that the civic facilities will be squeezed out, just as they have been sidelined in the current building.

And while we welcome the consultation for many other areas - notably parking, connectivity, traffic management and flood issues - there isn't sufficient information to take a well-reasoned view.

The below comments are made in the knowledge that comments are being sought on the masterplan, and use of land, rather than specifics. However, there are many elements where what is being posited as detail to be filled in later have a direct impact on whether they are desirable in the first place.

Residential

The site in question is one of maybe only two substantial areas left in central Tonbridge that can and likely should support a substantial number of houses. (The other is the land owned by Network Rail.)

It is not realistic to proscribe the specific mix of housing at this stage, but there are a few principles we would hope can also be adopted.

Firstly, a mix of residential types. The majority of recent development in central Tonbridge has been 1-2 bedroom flats. Additional types should be considered.

Secondly, affordable housing. We have seen examples where affordable housing has not been included in exchange for S106 funding, potentially outside the town.

Thirdly, height. We note that an initial report suggested a four-storey limit, while now we are seeing six or seven storeys being considered. The greater the height, the higher the risk of more slabsided buildings without proper engagement with surroundings.

Ensuring that developments have frontages that engage with the surroundings at ground level should be a priority.

Fourth, the Society has always campaigned for high-quality design and we very much hope that this can be written into the plan at this stage, rather than hoping this is something that can be filled in down the line in negotiation with developers.

Parking

More than 40 years ago, the Society disagreed with the existing plan for the site because of the large amount of parking and so we are generally supportive of attempts to use the site in more imaginative ways.

That said, such a change in use will need to be carefully considered. We note that the multistorey car park option is now viewed as unviable, making it more likely that gross numbers of parking spaces will be reduced. We are uncertain from the numbers in the report just how many spaces are on the current site compared with the proposal. Being clear on this seems important, not least because of the inevitable negative public response to any reduction in parking spaces.

And given the pushback and general scepticism from residents around many car parking proposals (such as around the Upper Castle Fields proposal), we would encourage further research to ensure solid data around actual usage patterns.

We tentatively support the 1:1 ratio for car parking spaces for the new residential developments, given the recent trend for town centre developments to proceed on much lower ratios. We believe the latter mean that residents of those developments park their cars in town centre car parks given the lack of alternatives, notably car clubs, in the town.

Generally, public transport provision and cycle routes remain poor, pushing many nearby residents into cars even for short journeys. Addressing this should be a priority and run alongside or ahead of reducing car parking spaces.

Retail

We note a general lack of focus on retail within the plan, other than mention of possible ground floor commercial units. Given the constrained space of the site, and the adjacent High Street and surroundings, this seems reasonable. That said, if the W01 site were to be developed it would seem natural for there to be some retail in the mix joining the High Street area to the new development.

Flooding

The site is in a flood zone according to the flood maps, so any development will have to accommodate this.

Healthcare

Building greater healthcare capacity in the town is a welcome part of the plan. We note that Warders - who would presumably take the space - is itself advocating for engagement on the plan. We assume the plan involves moving an existing facility so have some concern whether current patients will automatically see the benefit. The details here might be crucial, notably about parking.

Hotel

Adding a hotel into the masterplan is one of the less certain parts of the masterplan, not least that it would be dependent on a third party for its execution. In general, steps that enhance Tonbridge as a destination should be welcomed, given its wide range of attractions and facilities. The proposed site is in an appropriate place close to both the High Street and the station.

Leisure

The council has pushed through its plan to replace the Angel Centre, despite some strong opposition within the town. The Society agrees that something must be done with the current Centre but regrets some of the secrecy around the process. At the time of writing, we know a report has been written about the possibilities of the centre but we cannot see it or know its conclusions because of claims of 'commercial confidentiality'. Echoing the point made above, even if a further consultation is to take place regarding preferred usage of the site, decisions are already being made that will constrain the scope of the facility.

While we welcome the focus of the plan on the new facility, we have two further concerns:

- First, the smaller footprint of the proposed site. Given one of our main demands for the Angel Centre is to retain and reinvigorate the centre's civic facilities, we worry that a smaller building will be focused on the sporting side of the leisure centre, and the spaces in the new building will be either too small or too specialized to be repurposed for civic purposes.

- Second, we understand and cautiously welcome the urgency of the plan process. However, we want to be sure there is certainty about the demolition of the current Angel Centre and the use of land. Towns frequently have to live with vacated buildings for years, sometimes decades, because of the difficulty and expense of demolition and site clearance.

Public Realm

The proposal for a linear park alongside the water is to be welcomed. In general, there is much more that can be done with the river in the town, and that particular piece of

riverside (between the High Street, the current Angel Centre, and Sovereign Way) needs to be enhanced. We would want a much more open route between the High Street and the park. The current walkway joining the High Street to the north end of Angel Lane is not a welcoming place.

Connectivity / Traffic

Given its central location, the site should be a simple place to walk through. However, routes are blocked by the large surface car parks and a range of impediments.

It would be good to encourage and open up walking routes to make it easier to move north/south and east/west, including direct routes so that schoolchildren and residents can safely walk from Vale Road to the High Street and vice versa. We would encourage further research to fully understand desire lines and actual usage patterns.

We would also like to see a proper traffic management plan early in the planning process. Avenue Du Puy and Sovereign Way are crucial routes around the town, and if WO1 was to be developed we would have concerns about Angel Lane.

Tonbridge Civic Society

September 2025

Tonbridge Historical Society - Response to Masterplan for East of High Street

Firstly, can I say thank you for updating the Tonbridge Historical Society [THS], at the recent Teams meeting, regarding the Tonbridge Town Centre Masterplan that is currently out for public consultation.

As we discussed, THS sets out below its key response to the masterplan for inclusion within the public consultation responses.

THS is not against any town centre development provided the proposed development respects the towns historical background and landscape. This once in a generation opportunity gives the council the chance to reinvigorate as well as addressing some of the issues that currently affect the town centre. The exact composition of any development is predominately for others to bring forward. Although THS fully supports the inclusion of a modern and town focused Angel Centre with community facilities as well as enhancing the riverside experience in this part of the town.

Tonbridge sits at the western end of the historic Medway floodplain and little meaningful archaeological excavations have been undertaken within the area south of the Big Bridge and the location of the railway. This once in a generation chance gives the town the opportunity to carry out a meaningful archaeological investigation relating to the towns prehistoric, Roman, medieval and more modern history including the coming of the railway. Something that has not happened in the past. Just because the lack of any previous archaeological excavations or finds this should not be taken as there is nothing of interest to find nor inhibit the need for any archaeological excavations in the future.

The proposed town centre development locations form an adjacent ribbon of proposed developments including the proposed developments at the Old Gas Works and River Centre Car Park, running north to south, through the town and all south of the Big Bridge. The borehole and trial pit logs indicate the existence of various organic matter included within various silt layers, a tree trunk sized stump, crushed seashells at river gravel levels and the top of the Tunbridge Wells Sandstone bedrock at various levels ranging from 3.2 - 3.5metres, 5.8 - 6.1metres and 9.00metres below the current ground level respectively. THS await the outcome of the proposed geo-archaeological and archaeological investigations for these sites which may provide a greater understanding in relation to the proposed town centre locations.

THS would suggest that serious thought and consideration is given to having an archaeological watching brief during the execution of any site investigation work to provide an early indication of the ground conditions and the potential for a more comprehensive archaeological investigation. The proposed new Angel Centre scheme could be considered as an early example of this approach. Some form of community

engagement programme could be considered but would need more detailed examination later in the process.

Finally, THS would like to draw to your attention to an article in British Archaeology, issue 192, September/October 2023 - 'Archaeology and Construction' which reports on a recent MOLA led research programme that illustrates, well planned archaeological works that are given the right time and resources allocated from the outset contributed up to £1.3bn in construction savings through reduced delay costs during 2017-18.

THS trust that you find its response informative in the preparation of the Public Consultation report to the Council and look forward to participating in the future.

Kind regards

Tonbridge Historical Society

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EOHS MASTERPLAN FRAMEWORK

East of High Street Masterplan Framework Report

Tonbridge & Malling Borough Council

11 June 2025

v2.4



EXECUTIVE SUMMARY



Figure 1: Masterplan Framework

Tonbridge & Malling Borough Council (the Council) has an exciting opportunity to enhance Tonbridge as a successful town to ensure it continues to be a thriving, sustainable urban community. The Tonbridge town centre masterplan framework aims to support the Council to transform council-owned land and buildings, focusing on the area east of the town's high street, surrounding Sainsbury's supermarket. The land is currently home to numerous surface car parks and the well-supported but ageing Angel Leisure Centre (the Angel Centre).

The Council is in a strong position to support the delivery of much-needed homes while enhancing the character and identity of the East-Of-High-Street (EOHS) area of the town centre. Building on Mace's

work during Phase 2, the approach to the masterplan has been housing and landscape-led and has also been significantly influenced by identifying a suitable location for the replacement leisure centre within the 'red line' of the EOHS area. The parameters used to establish an agreed location of the new leisure centre has been informed by the work done independently by leisure centre specialist, Alliance Leisure Services.

The UK Government is moving ahead with its plans for Local Government Reorganisation (LGR) of local authority structures across England; this will likely include change within Kent. These anticipated political changes, coupled with the condition of the existing leisure centre, which requires significant investment to even maintain the current standards, have brought an urgency for the new replacement leisure centre to ensure Tonbridge residents continue to benefit from continued service of leisure facilities. The masterplan framework has shifted focus to meet this new challenge and help the Council deliver the most value to its residents before any LGR changes happen.

The masterplan framework balances the demand for new housing with the town centre's character and identity. Engagement with the local community and stakeholders has been vital to shaping a masterplan framework that can meet both local aspirations and the Council's corporate objectives.

Masterplan framework

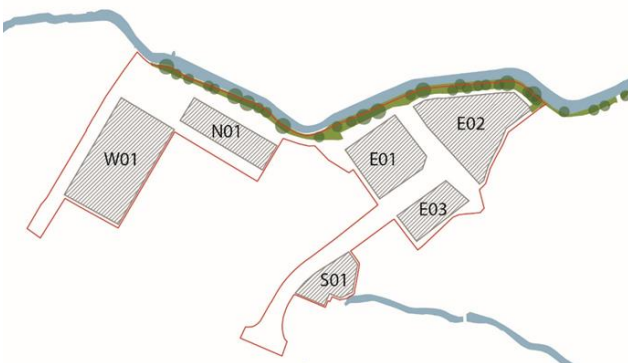


Figure 2: Site key

The EOHS Masterplan Framework sets out a transformative vision for Tonbridge town centre, aiming to create a vibrant, sustainable, and inclusive urban environment. The framework integrates key elements from three tested development options to optimise housing, leisure, and public realm outcomes.

Central to the plan is the relocation of the Angel Leisure Centre to Sovereign Way Mid Car Park (E01), activating the River Medway frontage and enhancing connectivity through improved pedestrian and cycling routes.

Key features include:

- **122 new homes** at Sovereign Way North (E02), with flood-resilient design and undercroft parking.
- A **new leisure centre** at E01, designed for accessibility, flood resilience, and active public engagement.
- A **primary healthcare facility** at E03 and a **budget hotel** at Vale Road (S01) and supporting commercial space where appropriate.
- Enhanced public realm, including a **linear river park**, active frontages, and improved east-west connectivity.
- Design strategies that prioritise sustainability, flood mitigation, and placemaking.

Delivery

The Council has committed to delivering the new leisure centre first, recognising its catalytic role and the urgency posed by potential LGR. Each development plot has been assessed for delivery options, including unconditional sales, developer procurement, or Council-led investment. In summary:

- **E01:** Leisure centre delivery is prioritised and fully funded by the Council.
- **E02:** Most market-attractive site, with multiple disposal and development options.
- **E03:** Partially used for leisure centre parking; potential for a new medical centre.
- **N01:** Angel Centre to be demolished post-leisure centre completion; site suitable for housing or hotel.
- **S01:** Independent hotel development opportunity.
- **W01:** Retained for parking in the short term; potential for future mixed-use development.

Future opportunities

Several strategic opportunities are identified to enhance long-term viability and community benefit:

- **Flood risk mitigation:** Post-2025 Leigh Barrier upgrades could reduce flood constraints, improving development viability.
- **Build-to-Rent (BTR):** Alternative investor models could unlock rental housing potential.
- **Planning framework:** Adoption of a site-specific masterplan into the Local Plan is recommended to maintain design quality and control.
- **Viability improvements:** Future market conditions, grant funding, and placemaking benefits from early developments may enhance financial feasibility.
- **Stakeholder engagement:** Continued collaboration with Network Rail, Sainsbury's, and healthcare providers is essential for integrated development.
- **Public engagement:** Further outreach is needed, especially to younger residents, to build trust and ensure inclusive planning.

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1

THE BRIEF

1. THE BRIEF

The Council is seizing a key opportunity to build on the success of Tonbridge town centre, aiming to ensure it remains a vibrant, sustainable urban hub. At the heart of this ambition is a masterplan framework focused on unlocking the potential of council-owned land and buildings, particularly the area east of the High Street, surrounding the Sainsbury's supermarket. This location, currently occupied by surface car parks and the well-used but ageing Angel Centre, presents a prime site for regeneration and transformation.

Mace has worked with architects, Periscope, and commercial property agency, Vail Williams, to outline a framework for change in the Council's flagship regeneration site. Mace and Periscope were responsible for preparing a masterplan framework and spatial development proposals, supported by viability and delivery analysis from Vail Williams to ensure the assumptions made were grounded in deliverability. The team made sure to consider the housing and employment growth requirements for the area and engage closely with emerging national and local planning policy.

The brief for the EOHS masterplan framework outlines a comprehensive plan for the development and regeneration of the town centre. The focus is the creation of a high-level masterplan framework, supported by viability and delivery analysis, to meet housing and employment growth requirements.

Key components include strategic diagrams, sketch views, viability assessments, and stakeholder engagement summaries. The framework seeks to emphasise the integration of the river into the town's life, the provision of physical and social infrastructure, and the implementation of sustainable design and climate change mitigation strategies. Urban design principles focus on creating a sense of place, enhancing permeability and connectivity, and establish a positive relationship with the town centre conservation areas. The brief also required engagement activities with elected members, internal council teams, the public, and wider stakeholders to ensure a collaborative and inclusive approach. See outline of the engagement in Appendix 1 and Appendix 2.

The Council sees the framework as a starting point and recognises that the brief needs to evolve in response to a shifting political landscape. As the work to develop the masterplan framework has been undertaken, the brief has evolved as follows;

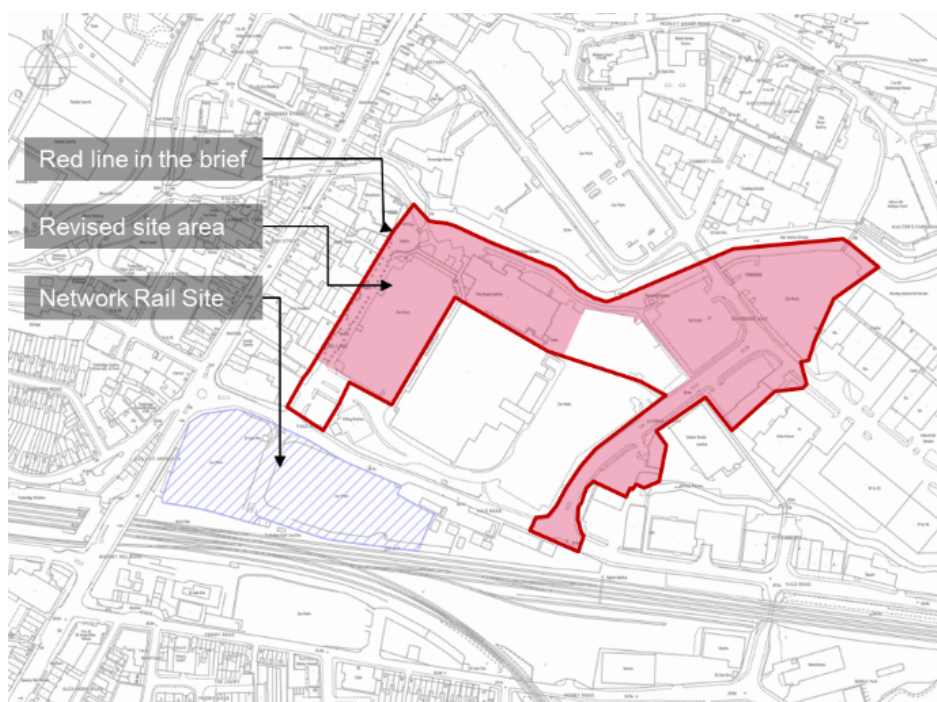


Figure 3: Changes to site red line

-
- A change to the redline due to the complexities of the Sainsbury's lease agreement on the parking east of the Sainsbury's and adjacent to the Angel Centre.
 - Omitting the small parcel of land adjacent to the filling station that is not owned by the Council.
 - Prioritisation of the new leisure centre programme due to existing building condition and potential for reorganisation. This shifted the initial options for the masterplan framework to focus on 3 possible locations for a new leisure centre.
 - Acknowledging the longer-term opportunity for Network Rail to integrate their sites into a broader masterplan. However, given Network Rail internal decision-making processes and the relative lack of maturity of their development plans, it was decided not to focus on integration with their sites.
 - Additionally, given the need to keep the framework high-level, it was agreed that highways pre-application discussions and Design South East Panel design review would be explored at a future stage.



2

MARKET INSIGHT AND BENCHMARKING

2. MARKET INSIGHT & BENCHMARKING

Vail Williams provided market insight and benchmarked values for potential development of EOHS and explored various commercial aspects including market research, developer interest and soft market testing. The primary objective was to provide approximate gross development values (GDVs) for different uses such as residential, retirement, care, Build-to-Rent (BTR) and hotel accommodation. The findings and insights are crucial for understanding the potential and viability of proposed development, ensuring that it aligns with the broader economic and market trends.

The overview of the current economic climate highlights the impact of global trade tensions and geopolitical issues on the UK housing market. Despite these challenges, the UK housing market has shown resilience, with rising property prices and strong demand for new mortgages.

The local market research focuses on Tonbridge, providing detailed analysis of housing prices and trends, which are essential for estimating GDVs for various residential units. Additionally soft market testing has been undertaken to gauge developer interest in retirement, care, BTR and hotel sectors, offering valuable insights into the potential demand and financial considerations for each sector. The conclusions drawn from this market testing are pivotal for shaping the masterplan framework and ensuring the successful delivery of development.

The UK residential market

The UK residential market has shown resilience despite various economic challenges. A Halifax report indicates that the housing market started 2025 positively, with average property prices rising by 0.7% in January, recovering from a slight dip in December 2024. This increase pushed the average property price to a new record high of £299,138. However, annual growth slowed to 3.0%, the slowest rate since July 2024.

Affordability remains a significant challenge for many potential buyers, but the market's resilience is noteworthy. Despite geopolitical uncertainties and waning consumer confidence, other key indicators for the housing market look fairly positive. The Bank of England has made its first base rate cut of the year, and household earnings are expected to continue outpacing inflation, easing some financial pressure from the cost-of-living squeeze.

Mortgage rates are likely to hover between 4% and 5% in 2025, influenced by global financial markets and domestic monetary policy. Buyers have been adjusting to this new normal, understanding that rates are unlikely to return to historical lows of 1%. The fundamental issue in the housing market remains the lack of supply, which, coupled with a gradual improvement in affordability, should support further modest house price growth this year.

Housing types

Several general assumptions were outlined for residential development, including the provision of parking spaces, limited demand for 3-bed flats, and the potential for premium pricing for units with balconies and river views. It recommends excluding 1-bed houses from the mix and replacing them with 2-bed houses or flats to optimise return on cost. Additionally, there is an emphasis on the importance of building insurance availability and the impact of flood risk on viability.

- **Houses** - Consideration was given to development of new houses in Tonbridge, for example Cala Homes' Barden Croft and Skillcrown's Priory Mews. Barden Croft offers estate housing with gardens, averaging £576/sqft, while Priory Mews, a higher density town centre development, averages £495/sqft. The expected gross development values (GDVs) for new houses in this location are approximately £340,000 for a 1-bed unit, £455,000 for a 2-bed unit, £575,000 for a 3-bed unit, and £625,000 for a 4-bed unit. These values reflect the urban town centre design and the specific characteristics of each development.

- **Flats** - Analysis of new flats on the market in Tonbridge was undertaken, including converted office buildings and new developments. Riverbank House, a converted office building, averages £448/sqft, while The Nave, built over a Morrisons store, averages £444/sqft. Law House, a high-quality new build development, averages £540/sqft. The expected GDVs for new flats in this location are approximately £270,000 for a 1-bed unit, £355,000 for a 2-bed unit, and £415,000 for a 3-bed unit. These values incorporate factors such as parking availability and the quality of the development.
- **Maisonettes** - Maisonettes are a less common residential typology in the local market, with no direct evidence for new developments. The recommendation was for a mid-point rate between flats and houses for financial modelling, considering the advantages of an own front door and forecourt for parking. The expected GDVs for maisonettes are approximately £535,000 for a 3-bed unit and £585,000 for a 4-bed unit. The exercise noted the importance of securing building insurance on acceptable terms and conducting sensitivity analysis to ensure viability of maisonettes.
- **Affordable Housing** – The findings noted that the affordable housing market is currently not strong, with typical blended affordable prices as low as 50% of private market value. It suggests modelling affordable housing at 55% of private sale rates, with sensitivity testing at 50% for a worst-case scenario and 60% for a best-case scenario. The need for central government policy support and funding was noted to improve the affordable housing market and ensure the inclusion of affordable units within EOHS.

Market engagement

Market testing for EOHS has revealed promising opportunities, particularly in the care home sector. There is strong potential for care home development, with premium land values estimated between £1.7 million and £1.9 million per acre for a serviced site. This sector's demand is driven by the town's higher residential sale values and an ageing population, making it a viable option to include in the masterplan. Incorporating care uses could significantly improve viability and align with the Council's objectives.

Interest from later living developers is currently low, with numerous major operators indicating that the town has sufficient supply for now. However, this is expected to change over time as market conditions evolve. It is advisable to conduct full market testing at the appropriate time, including a wider range of later living and care developers to ensure comprehensive coverage and future interest.

The viability of BTR tenures appears marginal at this stage. Developers have expressed concerns about the economic feasibility of multi-family housing in this location, suggesting that rents may not justify the build costs. Despite this, continued dialogue with interested developers is recommended to explore potential joint ventures or alternative strategies. Widening the marketing efforts based on further responses could also help in identifying viable opportunities.

The site shows suitability for budget hotel operators, with a budget hotel operator expressing interest in an 80-room hotel. However, their offer highlights some viability challenges, particularly regarding rental terms. Further market testing with additional budget operators is suggested to explore better options and ensure the project's success. The overall aspect and nature of nearby occupiers make EOHS more suitable for budget hotels rather than luxury accommodation.

General consideration for all sectors include understanding the flood risk solution as part of any detailed proposal. This is a significant constraint that needs to be addressed to ensure successful development. Care and retirement uses may require lower parking provisions compared to traditional residential uses, which could be beneficial in terms of land use and generating employment. These factors should be carefully considered in the masterplan to optimise EOHS's potential and meet the Council's objectives.

Later living market	
Developers contacted: 2 x Developers	Findings: <p>Developer 1: Currently, there isn't a strong requirement for a new retirement development in Tonbridge due to recent projects. However, they indicated potential future interest, particularly in the eastern plot EO2.</p> <p>Developer 2: They have a positive view of Tonbridge but are currently engaged in other projects. They might consider a new site in 2-3 years.</p>
Interest: <p>Currently low interest from major operators, but this is expected to change over time.</p> <p>Full market testing recommended at the appropriate time to include a wider range of developers.</p>	
Care home market	
Developers contacted: 2 x Developers	Findings: <p>Developer 1: Expressed interest in part of the site for a care home, contingent on flood risk solutions and project timelines. They provided a formal expression of interest.</p> <p>Developer 2: Strong interest in the site, particularly the Sovereign Way North Car Park for a care home. They estimated a developer might pay around £2.6m for the site, assuming planning consent for 80 beds over 3 storeys.</p>
Interest: <p>Strong potential for care home development, with premium land values estimated at £1.7m to £1.9m per acre for a serviced site.</p> <p>Recommendation to include care uses in the masterplan to improve viability and align with client objectives.</p>	
BTR market	
Developers contacted: 2 x Developers	Findings: <p>Developer 1: Indicated that multi-family housing might not be viable due to rent not justifying build costs. They suggested a joint venture with the council could be more attractive.</p> <p>Developer 2: Did not respond, suggesting either a lack of interest or capacity to take on new projects.</p>
Interest:	

Marginal viability for BTR use, but continued dialogue with interested developers is advised.
Potential to widen marketing efforts based on further responses.

Hotel market

Developers contacted:

2 x Developers

Findings:

Developer 1: Showed interest in an 80-room hotel but highlighted viability challenges due to rental offers. They provided a formal offer with specific terms.

Developer 2: Did not respond, likely due to existing representation in the area.

Interest:

Suitable for budget hotel operators, with further market testing recommended to explore additional operators.

An interested operator's offer indicates some viability challenges, but further testing could yield better results.

The East of High Street site offers a valuable opportunity to deliver a balanced mix of uses that go beyond residential development. Incorporating a range of complementary uses will help create a vibrant, inclusive, and economically resilient town centre that meets the evolving needs of the community.

- **Care Home:** The site is well-suited to accommodate a modern care facility, responding to the town's ageing population and the growing demand for high-quality, purpose-built care environments. This use can also contribute to local employment and provide essential services within walking distance of the town centre.
- **Budget Hotel:** There is potential to introduce a budget hotel, which would support tourism and business travel while increasing footfall in the town centre. A hotel in this location would benefit from proximity to shops, leisure facilities, and public transport, enhancing the area's appeal to visitors.
- **Build-to-Rent (BTR):** While current market conditions present some viability challenges for BTR schemes, the site's central location and connectivity make it a strong candidate for future rental housing. Alternative delivery models and changing investor appetite may unlock opportunities for this tenure in the medium to long term.

This broader mix of uses will support the Council's placemaking ambitions, diversify the local economy, and ensure the long-term sustainability of the town centre.



3

DEVELOPMENT OF THE MASTERPLAN FRAMEWORK

3. DEVELOPMENT OF THE MASTERPLAN FRAMEWORK

To expand on the relationships developed in Phases 1 and 2 that shaped the Council's priorities and design principles, wider community stakeholders were engaged. Through this evolving engagement, the consultant team gained a deeper understanding of community needs while fostering awareness and enthusiasm for the Council's plans for the EOHS area.

With the support of the Council's project team, the consultant team connected with the Tonbridge community using a two-pronged approach: hosting focus groups at the Angel Centre with selected diverse groups and conducting wider public digital engagement.

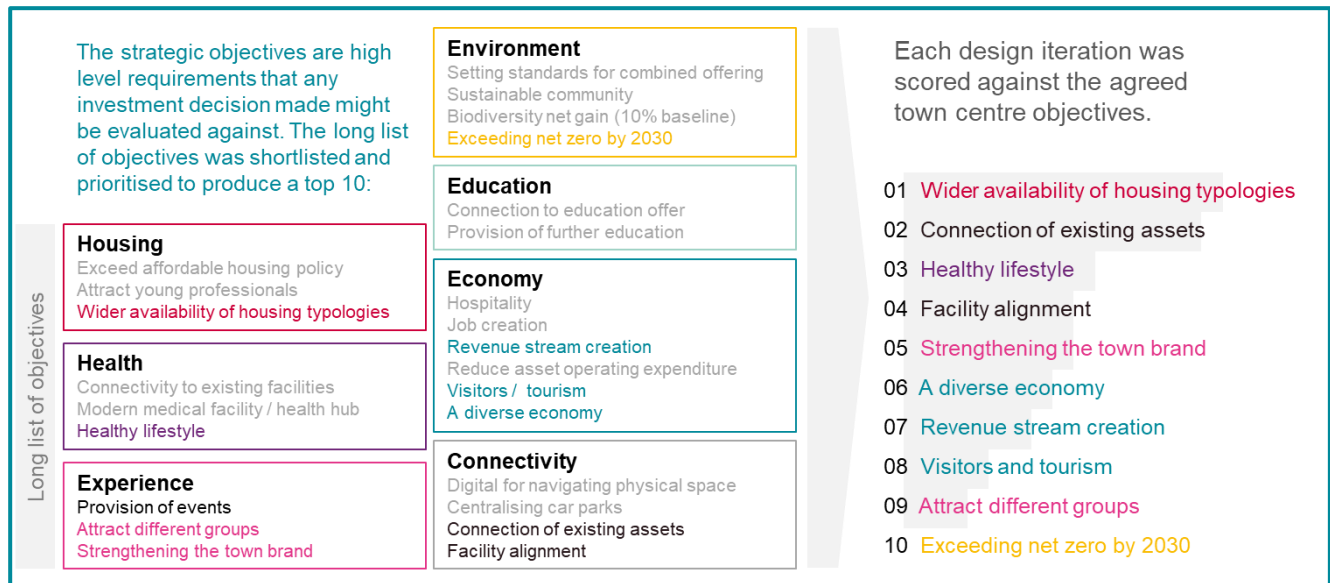


Figure 4: Phase 1 Development priorities

Net Zero by 2030 – setting an example for private sector to follow which meets the town plan.	Ensure a sustainable positive revenue baseline, net of operational maintenance costs	Meet Affordable Housing Policy; balance of type and tenure to reflect project requirements
Baseline assumptions identified by stakeholders as essential considerations for any development		

Figure 5: Phase 1 Baseline assumptions

Building on the work done during Phases 1 and 2, the public engagement simplifies the 10-priority programme objectives into five discussion themes. These themes retain the original principles but are more accessible for public and stakeholder groups.

The aims of these themes are to:

- Group issues into broader topics for holistic discussion
- Encourage open discussions at events and online engagement through questionnaires
- Make themes relatable to everyday experiences
- Gather quantitative feedback to inform the masterplan design
- Reflect the broad status of the masterplan
- Focus on reasons behind lifestyle, transport and behaviour choices rather than design opinions.

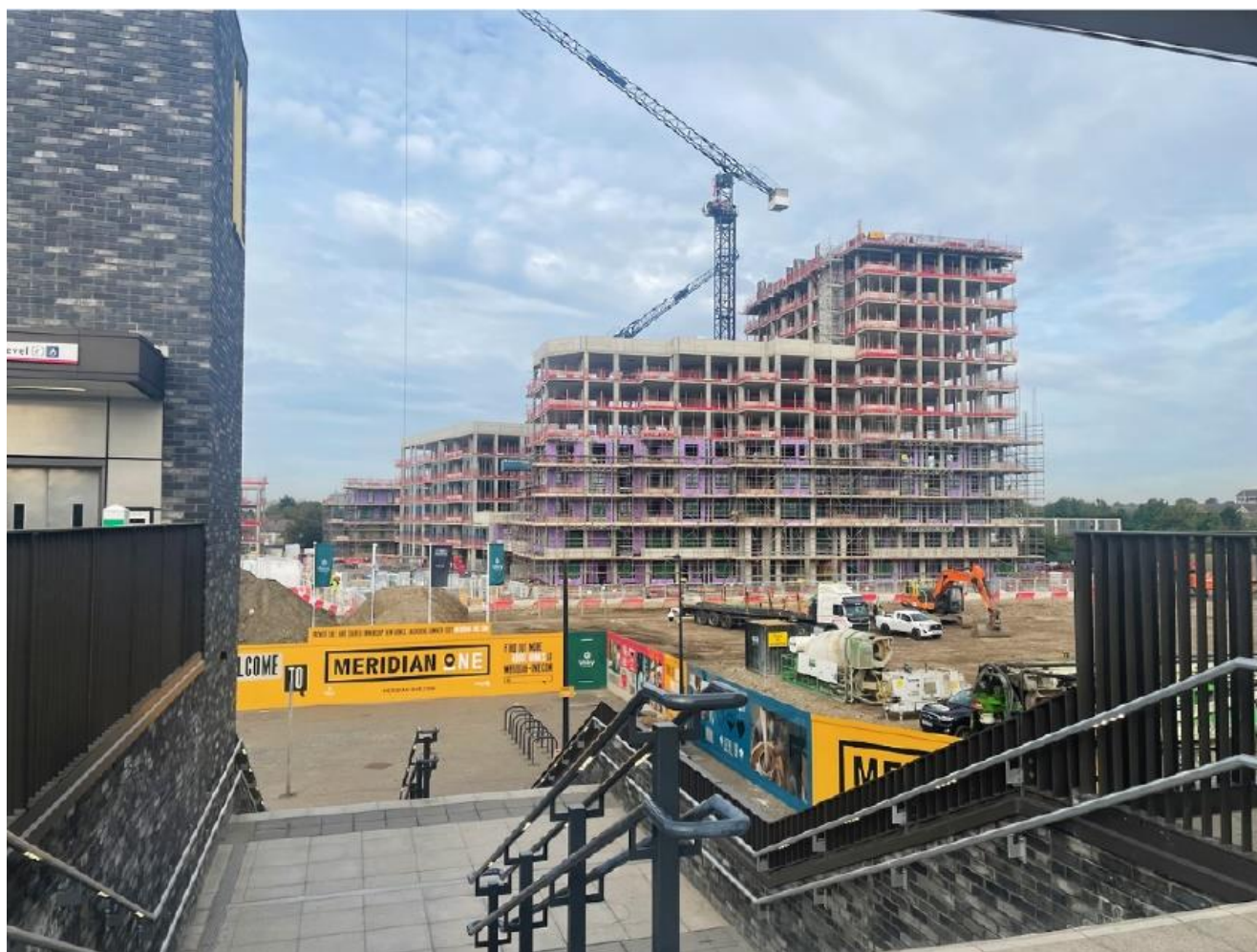
This engagement formed the foundation from which a masterplan framework could be developed.



Figure 6: Priorities to themes

In summary, the framework must present a clear vision for EOHS, emphasizing the most important and distinctive qualities that should be preserved and celebrated in future developments. It should establish design principles that guide more detailed planning stages, ensuring high-quality outcomes in the delivery of new homes, commercial spaces, and community facilities. Additionally, the framework must acknowledge the Council's commitment to providing a new leisure centre within EOHS and identify site-specific challenges that could impact successful delivery.

The framework marks the beginning of a longer journey. It is vital that development proposals are inclusive, relevant and aligned with the aspirations of those who live, work, and spend time in the town centre, to maximise benefits for the whole community. The framework communicates the outcomes of scenario-testing and the application of urban design principles. The plans and diagrams are intentionally indicative, exploring potential approaches to the transformation of EOHS.



*Figure 7: Benchmark development: Meridian Water Phase 1, Enfield Council, London
The phasing and objectives of the masterplan had to be ambitious, yet deliverable. Photo credit, Enfield Council.*

The site and its context

The area identified for the masterplan framework is located east of the High Street and sits within the town centre. The boundaries are defined by the banks of the River Medway, the east frontage of the High Street shops, Vale Road on the south, and Avenue Du Puy on the west. The site excludes Sainsbury's supermarket and the car park located east of the supermarket (but includes the car parks located east of Avenue Du Puy and a car park east of Sovereign Way).



Figure 8: Project site with the existing Angel Centre highlighted in yellow



Figure 9: The high street

The site forms part of Tonbridge town centre, which presents a great variety of uses, shaped by history and by nature. Within the town centre boundary, the traditional streets are complemented by open spaces, flood plain in Tonbridge Park and productive uses on the east.

The town identity is tied to its heritage features and leisure assets associated with the natural landscape. It is rich in historic character, with two conservation areas located within the town centre. There are significant opportunities to better connect with the surrounding landscape, community and leisure assets.

Site constraints

There are three main constraints for EOHS:

- **The River Medway** provides an ecological structure of Tonbridge, supporting lush green spaces, historic landmarks and recreational opportunities. The river is also a source of flooding and a movement barrier in certain areas of the town, including the EOHS site.
- **The railway:** Tonbridge benefits from being well connected by rail with frequent, direct, high-speed connections to London, Hastings, Ramsgate and Dover. At the same time the railway creates a barrier to north-south permeability and directs people and cars toward few crossing points.
- **The High Street** is the heart of the old market town which develops along its length. The listed buildings and their route are unique elements of the town, but create a close, long frontage which tends to define a "back front" on the project site.

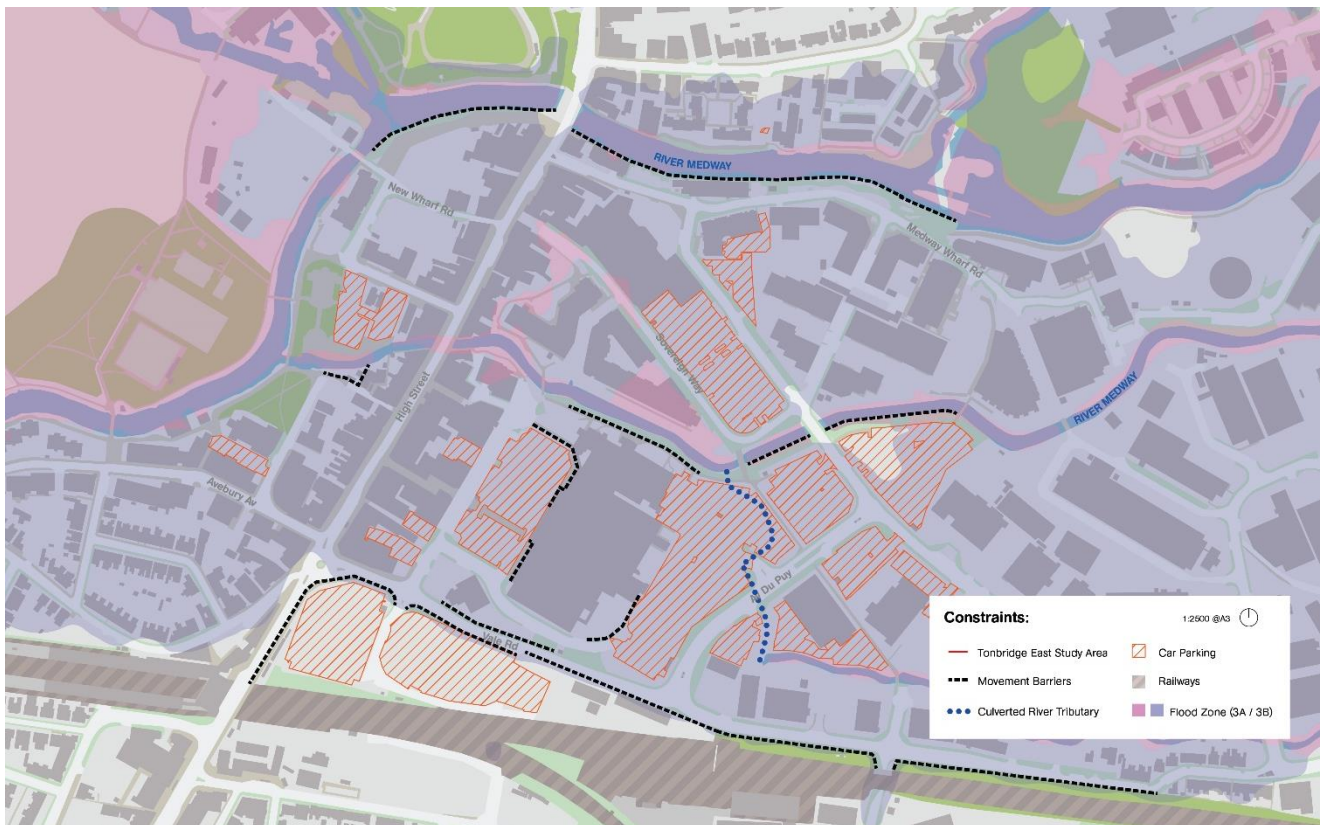


Figure 10: Site Constraints diagrammatic plan



Figure 11: The River Medway from the north edge of the site

The history of Tonbridge's foundation and growth can be traced back to a crossing over the River Medway, in use since the Iron Age. The river has consistently played a crucial role in the town's development. When the Medway was made navigable in the 18th century, it significantly boosted the local economy. However, as river transport declined, the town's relationship with the waterway weakened.

The historical core of Tonbridge – including the strategic positioning of the castle – is closely linked to the river. Yet, in more recent developments, the integration of waterways has been less considered. The river is hidden from view in public spaces, with private developments built up against the banks. Some stretches of the river lack public footpath access, resulting in a fragmented experience of the river within the town's key public areas.

Nonetheless, the river – both visible and concealed – remains a valuable asset, offering opportunities to reconnect with nature and providing vital traffic-free connections. For instance, the Medway serves as the starting point of the Medway River Walk, a 28-mile hiking route through the Kent countryside. The river and its surrounding spaces have the potential to act as a catalyst for a greener, less congested and more climate-resilient future. The masterplan framework explores ways to enhance and better integrate this linear open space into the wider project site.



Figure 12: Diagram showing the south bank of the Medway transformed into a linear park.

The River Medway to the north and the railway line to the south create significant movement barriers, with only a few bridges and underpasses providing crossings. The Sainsbury's superstore and the Angel Centre further reduce permeability, as their combined massing forms a large, low-rise block.

The finished floor level of the site is elevated above the existing level of the Angel car park, and long ramps have been constructed to provide access to the buildings. These further restrict ease of movement through the area.

The community garden to the west of the Angel Centre is poorly overlooked, underused by local residents, and shows signs of anti-social behaviour. The presence of large surface car parks contributes to a car-dominated environment.

In addition, the scale of the retail box and the inactive secondary frontage along Angel Lane contribute to the perception of the site as the "back" of the high street, lacking a clear connection with the most recognisable features of the town centre.

While the River Medway is a significant natural and landscape asset for future development, its presence also introduces substantial constraints for the site:

- The river presents a physical barrier to north–south movement across the site
- The entire site falls within an area of high flood risk.

Fluvial flooding represents the most significant physical constraint, as the site lies within Flood Zone 3b. The site is also affected by surface water.

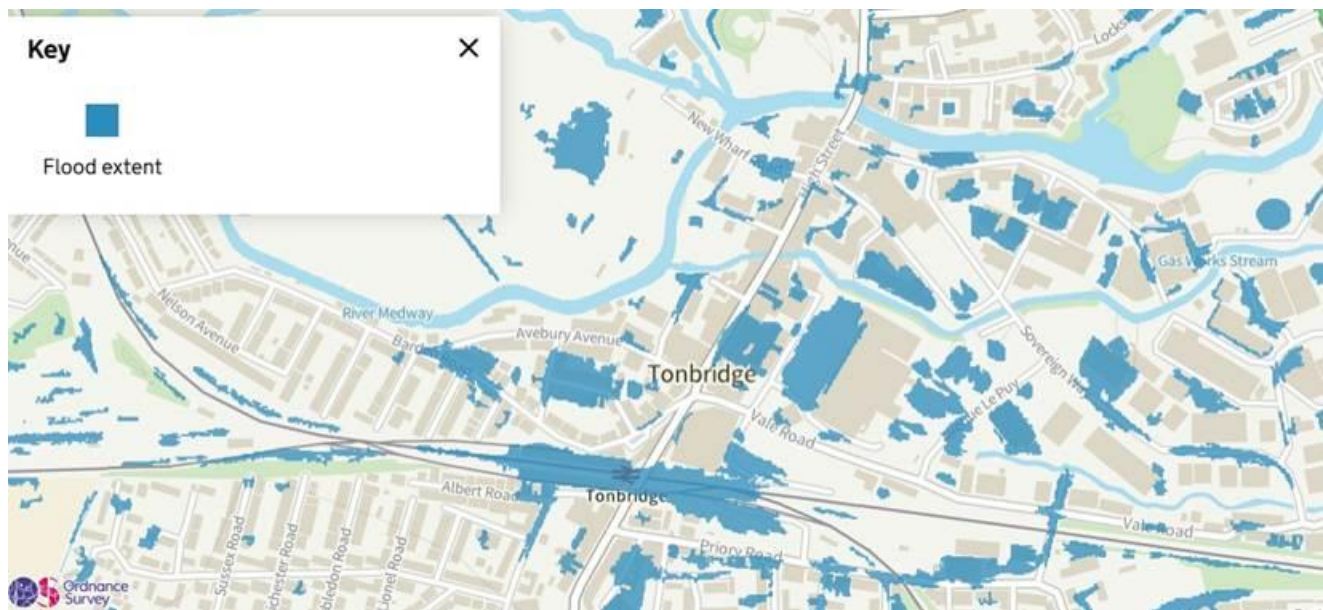


Figure 13: Flood map for planning Gov, surface water 1 in 100

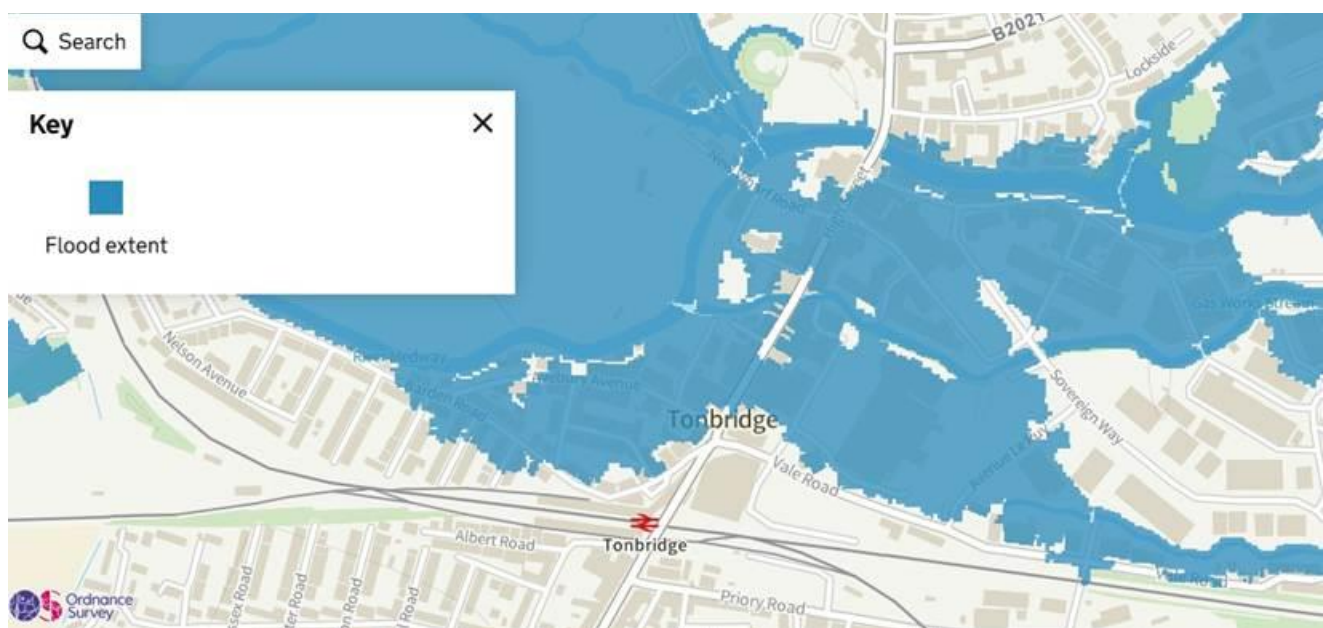


Figure 14: River flood map for planning Gov, river 1 in 100 years

According to the *Tonbridge and Malling Borough Council Level 1 Strategic Flood Risk Assessment* (2016), Tonbridge has experienced notable flood events, most recently in 2013, which severely affected the town centre.

Any development proposals on this site will require a comprehensive and evidence-based approach to flood risk management, including:

- Engagement with fluvial flood risk management specialists at the earliest stage
- Site-specific hydraulic and hydrological modelling to assess the baseline flood risk and to demonstrate the safety and viability of proposed development

- Detailed Flood Risk Assessments (FRA) and supporting evidence for all planning applications, demonstrating compliance with national and local planning policy.

Prior to the introduction of any development, substantial infrastructure works are required to address baseline flood risk, including:

- On-site mitigation strategies to reduce flood impact across proposed land uses
- Floodplain compensation measures to ensure no net increase in downstream flood risk
- Integrated water management solutions designed to enhance resilience to surface water flooding.

It should be noted that the complexity and scale of required flood mitigation interventions exceed the scope of this masterplanning exercise however, the development scenarios outlined in the framework are informed by high-level assumptions regarding flood management feasibility.

Furthermore, it is important to consider the implications of the ongoing upgrades to the Leigh Flood Storage Area (FSA), which are scheduled for completion by the end of 2025. These improvements are designed to increase upstream water storage capacity, allowing attenuation of peak flows and controlled downstream release. Upon completion, these works are expected to reduce flood risk to Tonbridge town centre, including the eastern site area. Consequently, the assumptions and strategies within this framework will need to be reviewed and updated in line with revised flood risk assessments post-2025.

Site opportunities



Figure 15: Site opportunities diagram

At the outset, it is important to emphasise EOHS's strategic role in the sustainable development of Tonbridge. Benefiting from established road and energy infrastructure, strong public-transport links

and an infill location between productive industrial land and the town's historic core, the site presents a pivotal opportunity for growth. Developing here avoids extending services and utilities into agricultural land or the Green Belt, thereby containing Tonbridge's outward suburban sprawl. A well-planned, mixed-use scheme would optimise land use and public investment, broaden the area's housing offer and reinvigorate local businesses on the High Street by increasing footfall and bringing more residents to their doorstep.

The site presents a rare chance to broaden the town centre's residential, social and commercial offer. To the north, the River Medway creates a clear, attractive frontage, and its densely planted banks could be enhanced to form a valuable linear habitat for wildlife. Existing roads already deliver good access to all parts of the site, keeping the need for any additional highway infrastructure to a minimum.

Its proximity to Tonbridge railway station—and the direct services to London—makes the location highly desirable for those who wish to enjoy the town's human scale while staying well-connected to the wider South East. Although the plot lies within walking distance of the conservation area and several listed buildings, it is not itself subject to heritage designations. Even so, any development must adopt a scale, massing and architectural character that sits comfortably within its surrounding context.

Design considerations in response to site constraints

For this framework, the implications of flood risk for future development have been based on the current conditions. Additional investigations have been undertaken, including a review of precedent approaches and technical strategies applicable to similar high-risk contexts.

Key mitigation measures have been taken as part of the design assumptions for the residential development from planning applications recently submitted within the town centre. These measures have a double objective: to ensure the site is safe for users, and to ensure the development doesn't increase the risk of flooding for third parties. The main measure consisted in locating all residential units at the same height and propose a resilient ground floor design.

In one of the planning applications submitted in proximity to the project site, an acceptable level for residential units has been 600 mm above the Above Ordnance Datum (AOD) level of maximum flood event 1 in 100 years, with an additional 70% increase due to climate change of 23.70 m AOD.

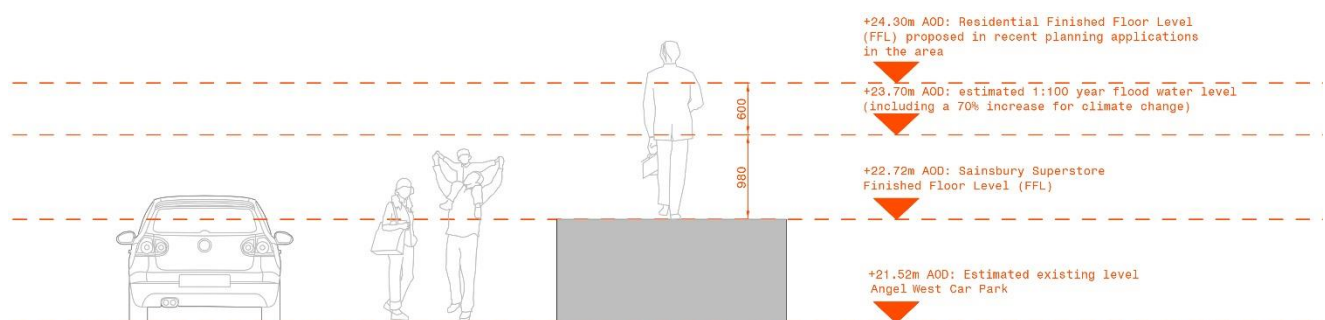


Figure 16 Illustrative section of different ground levels and estimated residential finish floor level (FFL) taken as assumption for the new development.

These requirements are especially challenging in the Angel West car park, which is believed to be the lowest point of the project site and is most affected by surface water. This location also presents complex interface issues with the adjacent Sainsbury's superstore, which has a raised finished floor level.

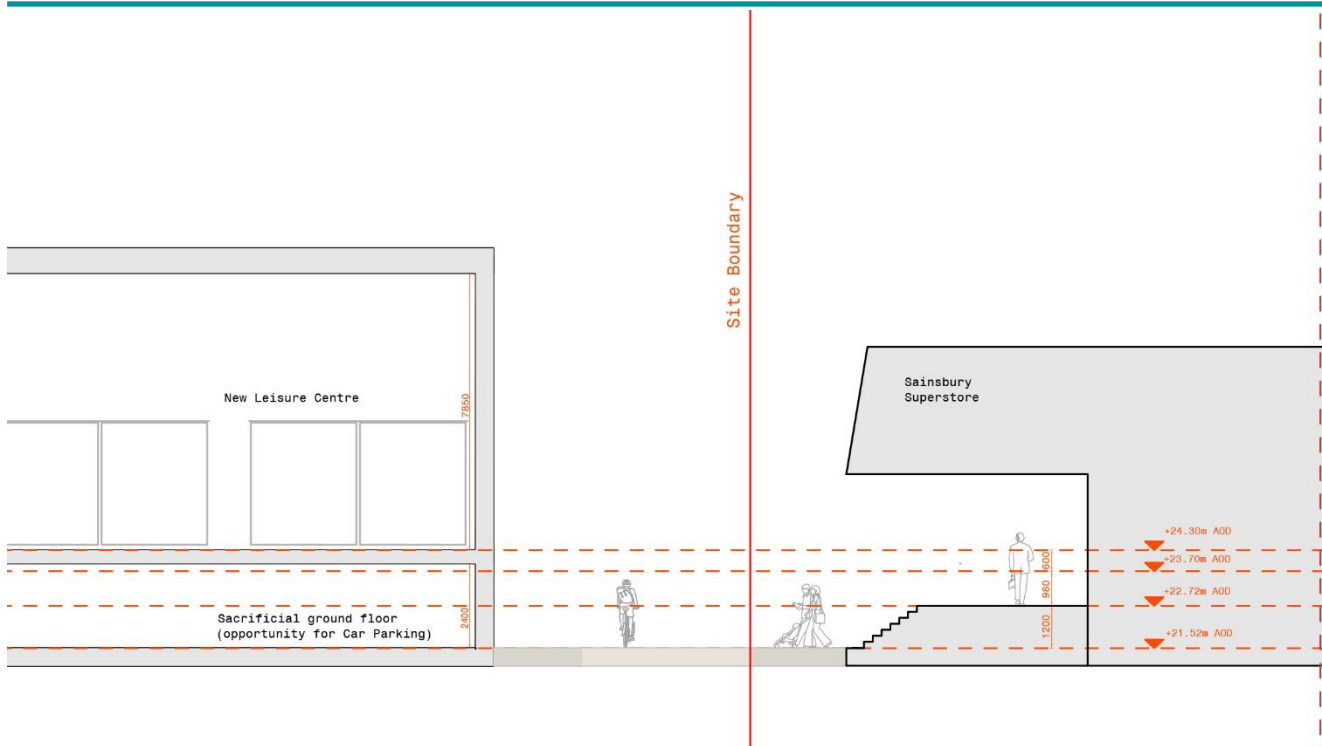


Figure 17: Illustrative section showing how the ground floor relationship between Angel Lane (left) an indicative massing of a new leisure centre (centre) and Sainsbury superstore (right) may result because of flood mitigation measures.

Due to projected increases in flood levels from climate change, it is assumed that residential development on the site would need to begin from the first floor upwards. There is also significant uncertainty regarding the viability of providing commercial spaces at street level without additional flood protection measures, as flood events pose a serious risk to electrical systems and merchandise

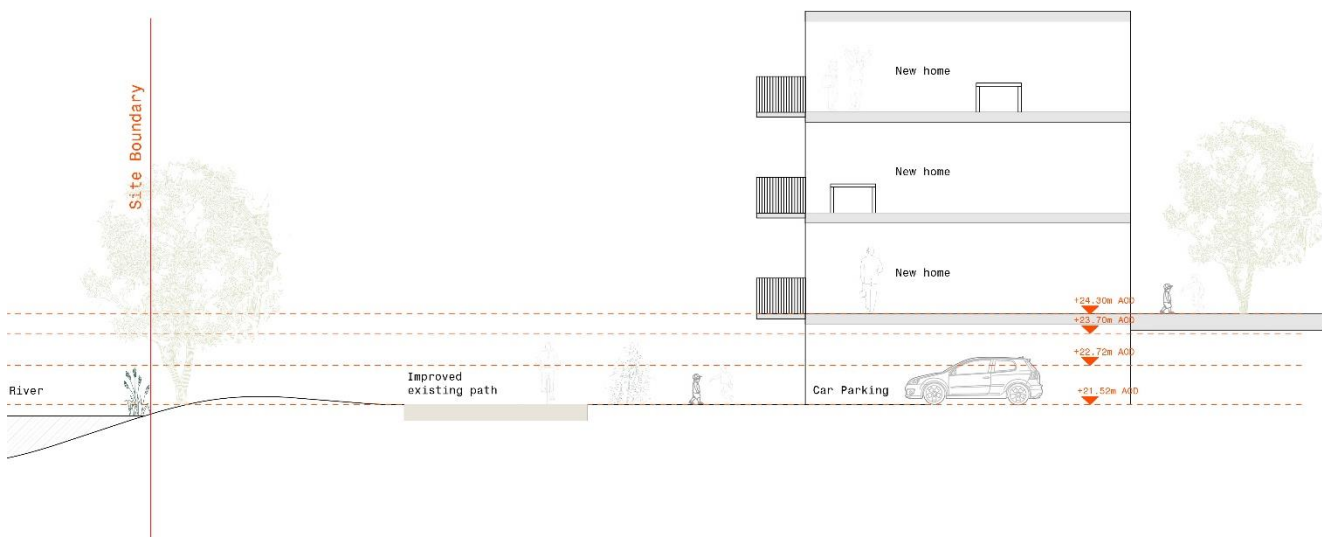


Figure 18: Illustrative section of the river park with a residential building fronting the river. The location of the car park on the ground floor and the new dwelling on the first floor upwards reflects the current masterplan assumptions and highlights the risk of delivering large portions of blank and inactive facades with the new development.

The vertical distribution of building uses shown here, driven primarily by flood risk mitigation, presents significant challenges from an urban design perspective:

- Car parks create "dead edges": Unlike retail, cafes, or residential windows, parking doesn't engage pedestrians. There's no visual interest or social interaction, no sense of arrival, enclosure, or character along a river path.

- Missed opportunity for place-making: River paths are prime public assets. Turning their edges into blank walls or garage doors wastes their potential to be vibrant, active, and safe.
- Active frontages improve perceived and actual safety. A parking garage gives no passive surveillance—no one's watching, which can encourage anti-social behaviour.
- They fail to create a sense of arrival, enclosure, or character along a river path.
- Car-centric design near sensitive ecosystems can harm biodiversity and water quality.

Design solutions can mitigate some of these negative effects by re-establishing active frontages and improving the sense of safety associated with the public realm along the river edge. The following examples are appropriate for the Tonbridge project site and should be further explored as the development progresses and more detailed design work is undertaken.

Design solution 1

Provide private amenity space on an “outdoor mezzanine” level, which could bridge the homes on the first floor with the river towpath level. This would offer a degree of privacy for residents while also enabling passive surveillance along the river and high-quality outdoor space for the new dwellings.



Figure 19: On the left, illustrative section showing the new homes along the Medway with the "outdoor mezzanine" private amenity. On the right side, a similar solution was designed for outdoor amenities in Brannan Street by David Baker Architects, San Francisco,

Design solution 2

Provide individual front doors at ground level, leading to a private staircase up to the first floor. The ground floor space, located below the recommended flood level, would be limited to non-habitable uses such as storage and circulation. To ensure safe evacuation during a flood, the first-floor dwelling would also include a secondary entrance at that level.



Figure 20: Illustrative section showing the new homes along the Medway with the individual front doors facing the riverfront.

The two design solutions presented here are based on a scenario where flood risks remain unresolved and unmitigated. In contrast, implementing offsite flood compensation combined with additional flood defense measures could significantly expand the range of viable development options, including a broader mix of housing types and building typologies.

Options testing

The consultant team tested a range of options based on an initial set of assumptions, while exploring variables within the defined scope of the exercise. These assumptions were:

- Existing site constraints and, where possible, preferred strategies to address them
- Opportunities presented by the site
- Proposed transport and utilities infrastructure to be introduced
- Housing mix and tenure for the residential provision
- Car parking for the new housing delivered on site and, where possible, public car parking
- Proposed land uses to be incorporated on the site, including:
 - Residential units
 - Leisure centre
 - Health centre / GP practice
 - Hotel (optional)
 - Commercial ground floor uses in mixed-use buildings (optional).
- E01, E02 and W01 were the only sites suitable for the Leisure Centre

The outcomes were evaluated against the relative performance of each option, including viability considerations. As required by the brief, the assessment began with identifying the optimal location for the new leisure centre, as this use is prioritised for early delivery and presents the most demanding spatial requirements among the proposed land uses. Next, the net developable land was defined from the gross site area, excluding existing roads, new roads needed to access the plots,



Figure 21: Development parcels for the Tonbridge EOHS masterplan framework.

and a minimum offset for the river linear park:

These development parcels have codes associated with them:

E01 – Sovereign Way Mid Car Park: 0.29 ha
E02 – Sovereign Way North Car Park: 0.43 ha
E03 – Sovereign Way East Car Park: 0.16 ha
S01 – Vale Road Car Park: 0.1 ha
N01 – Existing Angel Centre: 0.21 ha
W01 – Angel West: 0.55 ha

There are 938 car parking spaces currently managed by the Council across the 5 car parks in EOHS, plus the car park located east of the Sainsbury's. Parking is an important service provided to the local community as it gives access to the town centre, especially people who live in areas not well served by public transport.

The framework explored parking provision under the new leisure centre. The car parking provision for new housing is assumed to target a 1:1 ratio provided on plot. Surface parking solutions have been avoided because they are not allocated to homes, and the site has limited capacity. The masterplan testing established a few, key fixed strategies that could frame the different options explored:

- The protection and enhancement of the public open space on the south bank of the river Medway
- The strengthening of the active travel east-west connections along the river as main movement route across the site
- The optimisation for site permeability: bigger development parcels should include break points and parcels adjacent to site boundaries should not obstruct access road corridors

Land Use

The following options compared three different land use distributions, exploring a good distribution of non-residential uses a higher footfall in the public realm around them and a high degree of public realm activation. Option 1 concentrates non-residential uses (the leisure centre, the hotel, the health centre) on the western side of the site to establish stronger connections with the High Street. Option 2 distributes the uses along the River Medway to maximise the activation of the improved linear park. Option 3 brings non-residential uses away from the high street to better use existing roads, to avoid congestion and to maximise the quantity of residential units facing the riverfront.

House Types

All residential typologies are capped at 18 m—around seven storeys—striking a balance between optimising density and enabling swift design and delivery. Since the Building Safety Act came into force, the performance gap between low-rise and high-rise schemes has grown: buildings under 18 m benefit from simpler approvals, while taller blocks face longer programmes, higher costs and heavier administrative requirements.

In terms of housing types, the masterplan options explored a perimeter arrangement of gallery-access apartment blocks. This layout delivers a high proportion of dual-aspect homes and creates south-facing courtyards that provide shared amenity space and a visual buffer between new residences and the adjacent industrial area. The same solution is proposed for the residential parcels north of Sainsbury: the south facing open courtyards will offer a visual threshold against the norther blank facade of the superstore.



Option 1

Number of homes: 289

Types of dwelling: ground floor maisonettes, gallery access and internal double-loaded corridor flats, town houses (E02 only)

Net plot density: 167 d/ha

Site density: 100 d/ha

Number of public parking spaces: 307 (in East Angel car park)

Number of residential car parking spaces (on plot provision): 327

The back of the high street is transformed into a civic hub, fronting an improved community garden on the riverfront. All non-residential uses are located around the western car park to extend the activities of the high street within the site through the arcades. The new residential quarter is located on the eastern side of the site, defining a quiet cluster around an enhanced Sovereign Way.



Figure 22: Option 1 aerial sketch view and ground floor plan

Option 2

Number of homes: 246

Types of dwelling: ground floor maisonettes, gallery access and internal double-loaded corridor flats, town houses (E02 only)

Net plot density: 142 d/ha

Site density: 85 d/ha

Number of public parking spaces: 357 (in East Angel car park and in E03, serving leisure centre and health centre)

Number of residential car parking spaces (on plot provision): 308

Non-residential uses are distributed along the river to maximise the activation of the Medway path as a key linear public space. The Angel Centre is located at the centre of the new development next to key cycling and walking links. A mix of housing typologies opens opportunities to a wide range of potential new residents.



Figure 23: Option 2 aerial sketch view

Option 3

Number of homes: 275

Types of dwelling: ground floor maisonettes, gallery access and internal double-loaded corridor flats

Net plot density: 159 d/ha

Site density: 95 d/ha

Number of public parking spaces: 307 (in East Angel car park and in E03)

Number of residential car parking spaces (on plot provision): 296

The western car park is turned into a low-rise high-density area with mews streets and a mid-rise apartment block screening the area from the traffic of Vale Road. Angel Centre's new location celebrates the riverfront of the Medway with green open spaces complementing the indoor leisure facilities. In the same plot the new leisure centre is co-located with a residential block. Health and commercial uses are located on the existing main road.



Figure 24: Option 3 aerial sketch view

Design development

The design development phase was instrumental in shaping a masterplan framework that is both visionary and grounded in deliverability. This phase built upon the strategic objectives established in earlier stages and was informed by detailed site analysis, stakeholder engagement, and scenario testing. Several key considerations significantly influenced the evolution of the framework, helping to refine land use distribution, spatial relationships, and design responses to site-specific challenges.

Key design considerations:

- **Angel West Car Park (W01): A complex but valuable opportunity**

Residential design solutions for the Angel West car park were found to be sub-optimal in initial testing due to the site's irregular geometry, flood risk, and adjacency to the Sainsbury's superstore. However, this does not preclude residential use. Instead, it highlights the need for a bespoke, context-sensitive design approach that can unlock the site's potential while addressing its constraints. Future development here should explore innovative typologies and public realm integration to enhance permeability and activate the river edge.

- **Leisure Centre at Sovereign Way Mid (E01): A strategic anchor**

The selection of Parcel E01 as the preferred location for the new leisure centre, particularly as proposed in Option 2, was a pivotal decision. This location offers excellent connectivity and the ability to positively address the river edge. Its placement at the intersection of key pedestrian, cycling and vehicular routes ensures it will serve as a civic anchor and catalyst for wider regeneration. Key considerations include:

- **Proximity to the existing Angel Centre:** The new facility maintains close proximity to the existing leisure centre, preserving its established relationship with the town centre. This ensures continuity for existing users, who will experience minimal changes to their regular travel patterns.
- **Site suitability:** The plot's size and configuration are well-suited to accommodate a standalone building, allowing for an efficient and optimised footprint without the need for compromise or subdivision.
- **Contextual flexibility:** The surrounding plots present no significant constraints, allowing the leisure centre to act as a catalyst for regeneration. Rather than being shaped by its context, the facility will define and influence the future development of this part of the town centre.
- **Strategic connectivity:** The site sits at the intersection of two key pedestrian routes: the improved east–west active travel corridor running along the river, and the north–south public footpath connecting Sovereign Way (adjacent to Waitrose) to the southern railway line, with onward links to Priory Road via Strawberry Vale. Although the footpath is currently narrow and in need of upgrades, it holds strategic value as a traffic-free connection to the High Street, enhancing the leisure centre's accessibility and role in promoting active travel.
- **Flooding:** The leisure centre's design must also respond to flood resilience requirements while maintaining inclusive access and active frontage.

- **Primary healthcare facility: Prioritising accessibility**

A new medical facility is best located along existing roads rather than the riverfront. This ensures convenient access for patients using all modes of transport, including walking, cycling, public transport, and private vehicles. The design development process recognised that health facilities must be legible, accessible, and integrated into the town's movement network, rather than isolated within scenic but less practical locations.

- **Encouraging east–west movement and public realm activation**

A core objective of the framework is to strengthen east–west connectivity between the High Street and the riverfront. This is achieved through a carefully considered land use distribution and public realm strategy that encourages movement across the site, particularly through the western park

and arcades. The design promotes permeability, active travel, and social interaction, helping to stitch the new development into the existing urban fabric.

Broader design principles and responses:

- **Flood-responsive architecture:** All residential units are elevated above the floodplain, with ground floors designed for non-habitable uses. Innovative solutions such as outdoor mezzanines and dual-access homes were explored to maintain active frontages and ensure safety.
- **Mixed-use and flexibility:** The framework supports a mix of residential, leisure, health, and commercial uses. Parcels such as E02 (Sovereign Way North) are optimised for medium-density housing, while others like S01 (Vale Road) are suited for standalone uses like a hotel.
- **Public realm integration:** The public realm adjacent to the river is envisioned as a continuous linear park, connecting all plots and enhancing biodiversity, recreation, and climate resilience. Each development parcel is expected to contribute to this network through doorstep greenspaces and active frontages.
- **Phased and viable delivery:** The design development process was grounded in viability testing, ensuring that proposals are realistic and deliverable. Building heights were capped at 18m to avoid the cost and complexity of high-rise construction, and each parcel was assessed for its development potential and market attractiveness.

Progressing a viable development

Bringing forward viable schemes is a complex challenge faced across the country, and Tonbridge is no exception. Tonbridge's proximity to London, coupled with its excellent transport links and access to green spaces, should theoretically bolster its property values more robustly than many other places in the UK. Despite these advantages, Tonbridge like many other places across the country is not immune to viability challenges.

While certain areas of the town centre require improvement, there is no indication of market failure in Tonbridge. The primary driver of viability challenges is the significant inflation in construction costs, which has not been matched by corresponding increases in property values. This disparity creates a financial strain on development projects.

Moreover, the introduction of new fire safety regulations for taller buildings has further increased costs. Buildings above six storeys are particularly affected, as the construction methods required for these structures are more susceptible to cost inflation. For the East of High Street site, the need to mitigate flood risk will add additional costs to the development. However, these abnormal expenses typically do not render developments unviable in a town like Tonbridge under normal circumstances. It is essential to consider these factors comprehensively to understand the viability challenges and opportunities in Tonbridge.

In developing the masterplan framework for the Tonbridge EOHS site, several factors complicated the determination of viability for a fully developed scheme. A significant driver in testing options was the location of the new leisure centre, which was evaluated in three suitable locations. Although the quantum of deliverables on the remaining sites varied slightly, the differences between the options, including the types of housing delivered, were not substantial enough for one option to clearly deliver more value than the others.

The choice of location for the leisure centre was influenced more by placemaking impact and deliverability than by viability. Besides housing, the proposed uses included a hotel and a new primary health facility, both of which would be delivered as stand-alone elements. To gain a more accurate understanding of overall site viability, a practical method was to assess each individual plot and evaluate the specific types of housing that could be feasibly delivered on them.

New Leisure Centre

The new leisure centre is being delivered and funded by the Council. All the sites have similar flood conditions and later design stages would consider the shape of the building. To ensure continuity of

service the new leisure centre will be completed before the Angel Leisure Centre is decommissioned and demolished. Funding for the demolition of the Angel Leisure Centre is not included in the cost of delivering the new leisure centre and will need be funded from other sources or receipts from land disposal.

Public Realm

The key intervention that will connect all the plots within the wider site is improving the public realm along the riverbank into a linear public space for not only movement but also other leisure amenities.

The improvement of the public amenity along the riverbank is consistent across all the options that were tested.

One might think that the Council could deliver this public realm as one single intervention however given how the development is likely to progress over approximately a 10 year programme it would make sense to include these improvements within the delivery of the respective plots, or for the developers to make contributions for the Council to procure and deliver the public realm

The estimated minimum cost for the site wide infrastructure requirements is £2.65m, including £2m for the river walk public realm, £250k for new pelican road crossings and £340k for energy infrastructure upgrades. The latter could increase significantly depending on the available capacity in the network.

It is proposed that these infrastructure costs are funded by the application of a Section 106 agreement to each development plot. An allowance of 2.25% has been included in the financial modelling of the viability for each plot.

Primary Healthcare Facility

A new primary healthcare facility, approximately 1400 sqm across two floors, could be established at various locations within the site. Due to the complexities and funding structure associated with this type of facility, a specialist developer would be necessary, as rental income is supported by government funding through the NHS. Currently, there is a disparity between the rent levels paid by the NHS and the construction costs, although this is under review.

Hotel

The site demonstrates potential for budget hotel operators, with one expressing interest in establishing an 80-room hotel. This hotel could be situated on various sites and developed independently.

Feedback from the market engagement suggests interest in a 25-year lease for a budget hotel. The viability of a budget hotel is closely tied to the development model, Council's role and the Council's expectation for financial returns. A basic valuation of the asset based on current yields and the proposed annual rent from the operator suggests that it may not be commercially viable, however if the Council acted as investor and acted as landlord this could deliver a regular income to help subsidise service delivery. The ability to include a small retail or café unit on the ground floor could reduce the impact of having to raise the hotel to the first floor due to the flooding risk. Further design development, market engagement and financial modelling is recommended once the appropriate site has been finalised.

Housing

When evaluating the viability of housing across the site sales values and not rental yields were considered. For affordable housing, a policy-compliance scheme of 40% at a blended 65% of market value was assumed.

As with other similar developments, lower rise housing types have the most optimal efficiencies, higher values and lower cost construction methods thus tend to be more viable. Conversely, higher

buildings are the opposite and are more challenging to achieve a viable scheme. Six storey flats are roughly marginal.

Finding the right balance between delivering necessary housing numbers (higher densities) and viable schemes (lower densities) is a tension many local authorities are facing and is not unique to Tonbridge.

	E01	E02	E03	S01	N01	W01
Site Area (ha)	0.29	0.43	0.16	0.1	0.21	0.55
% of development land	17%	25%	9%	6%	12%	32%
Uses	Leisure Centre / Housing	Leisure Centre / Housing	Housing / Hotel / Medical	Housing / Hotel / Medical	Housing / Hotel / Medical	Leisure Centre / Housing / Hotel
Low rise - below 4 storeys	Yes	Yes	Yes	Yes	Yes	Yes
Midrise - 4 to 6 storeys	Yes	Yes	Yes	Yes	Yes	Yes
High rise - above 6 storeys	No	Yes	No	No	No	No

Figure 25: Summary of plots and use options



4

MASTER PLAN FRAMEWORK

4. MASTERPLAN FRAMEWORK

A bold new vision for Tonbridge's future

The East of High Street (EOHS) Masterplan Framework is more than a development strategy—it's a transformative vision for Tonbridge town centre. It reimagines underused land as a vibrant, inclusive, and sustainable neighbourhood that reconnects the town with its river, its heritage, and its people.



Figure 26: View of the new Leisure Centre from the river side public realm.

A Place Reimagined

At the heart of the framework is a powerful ambition:

“An ambitious and evolving town centre, where new leisure amenities enhance everyday life for the community, and thoughtfully designed homes invite more people to call Tonbridge home - helping to energise the high street and to rediscover the relationship between the town, the river and its open spaces.”

This is not just a framework; it is a blueprint for transformation. It's about unlocking the full potential of the EOHS area to deliver a place that is active, accessible, and alive with opportunity.

Key Moves That Shape the Vision

- **A new civic heart:** The new leisure centre at Sovereign Way Mid (E01) will be a landmark destination—flood-resilient, inclusive, and seamlessly integrated into the riverside park. It will anchor the regeneration and act as a catalyst for wider change.
- **Homes that bring life to the centre:** Over 275 new homes will be delivered across key plots, designed with sustainability, flood resilience, and community in mind. These homes will bring new energy to the town centre and support local businesses.

- **A river reimagined:** The River Medway becomes a central spine for movement, nature, and leisure. A new linear park will transform the south bank into a green corridor for walking, cycling, and socialising.
- **Health and hospitality:** A new primary healthcare facility and a potential budget hotel will diversify the town centre offer, supporting both residents and visitors.
- **Public realm with purpose:** Every corner of the site contributes to a safe, welcoming, and characterful public realm—designed to encourage interaction, movement, and pride of place.

Design That Delivers

The masterplan is underpinned by a series of smart, site-specific strategies:

- **Building heights** are capped at 18m to ensure deliverability and avoid the complexity of high-rise construction.
- **Flood resilience** is embedded in every design decision, with elevated residential floors, undercroft parking, and adaptable ground-floor uses.
- **Active frontages** and corner treatments ensure that every street and path feels safe, welcoming, and full of life.
- **Connectivity** is enhanced through new pedestrian and cycling routes, linking the High Street to the river and beyond.
- **Public realm** is prioritised, with each development plot contributing to a cohesive, high-quality network of open spaces.



Figure 27 Ground floor illustrative plans of the masterplan. Not to scale.



Figure 28 Roof level illustrative plans of the masterplan. Not to scale.

Masterplan themes: a framework for everyday life

The framework is built around five core themes that reflect the aspirations of the community and the Council's strategic goals:



Figure 29: View of new public realm along the river

Living in Tonbridge 2050

The scheme seeks both to increase the number of people living within the town-centre boundary and to draw residents from the wider urban area back into the centre for social, leisure and health activities. A new hotel, planned as part of the land-use mix, will also attract tourists and business visitors from farther afield.

Rediscover Tonbridge Town Centre

Suburban neighbourhoods at the edge of Tonbridge often treat the High Street and its heritage assets as remote from day-to-day life. This masterplan puts the River Medway, the castle and the High Street quite literally on residents' doorsteps by framing them with new homes and public realm. A higher intensity of use will, in turn, support local shops, cafés and cultural venues and encourage more frequent, everyday engagement with the town's historic core.

Open Spaces for Nature and Community

An upgraded linear park along the south bank of the river will invite walking and cycling, provide the most direct route to the new leisure centre and establish an ecological corridor of native planting and riverside habitats. Pocket parks and community gardens set within the development will give every household easy access to shared open space.

New Homes and Much More

Residential and residential-led plots will test a range of housing models, sizes and layouts to meet the needs of different age groups and household types. By offering variety in tenure and design, the plan aims to foster a genuinely mixed community that can make this part of Tonbridge its own.

Make Tonbridge the Most Sustainable Town in Kent

The site's infill location, served by existing roads, utilities and public transport, allows growth without encroaching on agricultural land or the Green Belt, containing outward sprawl and shortening everyday journeys. A carefully balanced, mixed-use programme will optimise land use, reduce car dependence, broaden the housing offer and boost High Street trade by bringing more people within a short walk of its shops and services.

Housing density: smart growth for a thriving community

Parcel name	Parcel area	Residential density tested	Number of new homes
E01 – Sovereign Way Mid Car Park	0.29 ha	n/a (leisure centre)	0
E02 – Sovereign Way North Car Park	0.43 ha	284 dwelling/ha	122 homes
E03 – Sovereign Way East Car Park	0.16 ha	n/a (health centre)	0
N01 – Existing Angel Centre	0.21 ha	270 dwelling/ha	56 homes
S01 – Vale Road Car Park	0.1 ha	n/a (hotel)	0
W01 – Angel West	0.55 ha	180 dwelling/ha	99 homes
		TOTAL	277 homes

Figure 30 Residential density site capacity

The masterplan embraces a thoughtful approach to density, one that balances ambition with liveability. Each development parcel has been tested to optimise the number of homes while ensuring high-quality design, daylight access, and flood resilience.

- **E02 – Sovereign Way North:** Up to 122 homes at a density of 284 dwellings/ha, with dual-aspect layouts and undercroft parking.

- **N01 – Former Angel Centre:** Around 56 homes at 270 dwellings/ha, with potential for ground-floor commercial uses.
- **W01 – Angel West:** Up to 99 homes at 180 dwellings/ha, subject to future feasibility.

This approach ensures that new homes are not only deliverable but also desirable, designed for real people, real lives, and real communities.

Site strategies: design that responds to place

Buildings heights and massing

The masterplan proposes a varied skyline that respects Tonbridge's character while introducing contemporary architecture. Heights range from 2 to 6 storeys, with taller elements carefully positioned to maximise views, light, and urban legibility.

Parcel name	Primary Use	Maximum Height
E01 – Sovereign Way Mid Car Park	Leisure Centre	2
E02 – Sovereign Way North Car Park	Housing (284 dwelling/ha)	6
E03 – Sovereign Way East Car Park	Primary Health Facility	3
N01 – Existing Angel Centre	Housing (270 dwelling/ha)	6
S01 – Vale Road Car Park	Hotel	5
W01 – Angel West	Housing (180 dwelling/ha)	5



Figure 31 Illustrative massing and land use distribution.

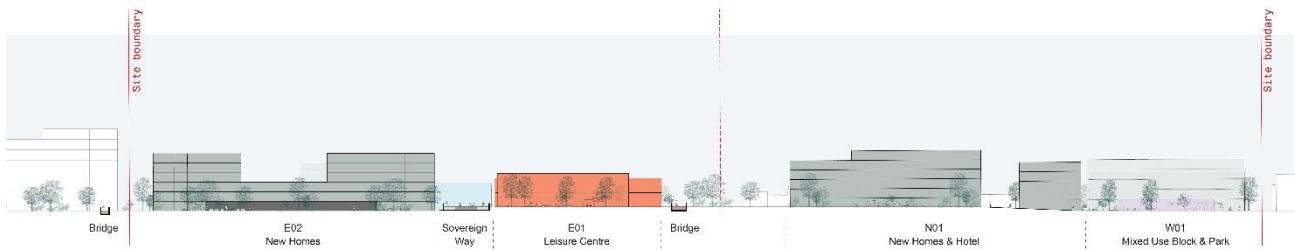


Figure 32 Masterplan illustrative elevation from the river north bank looking south

Subdivision for Permeability

Large plots are broken down to avoid monolithic blocks and encourage walkability. These breaks create opportunities for pocket parks, courtyards, and informal gathering spaces, fostering a sense of neighbourhood and openness



Figure 33: Development parcel sub-division diagram.

Connectivity: stitching the town together

The framework enhances Tonbridge's urban fabric by improving existing routes and introducing new connections:

- **East–west links** between the High Street and the river are strengthened through new pedestrian crossings and active travel corridors.
- **North–south permeability** is improved with better access across the site and toward the railway station.
- **Cycling and walking** are prioritised, with safe, attractive routes that encourage sustainable travel and healthy lifestyles.

This is a masterplan that puts people first, making it easier, safer, and more enjoyable to move through the town.

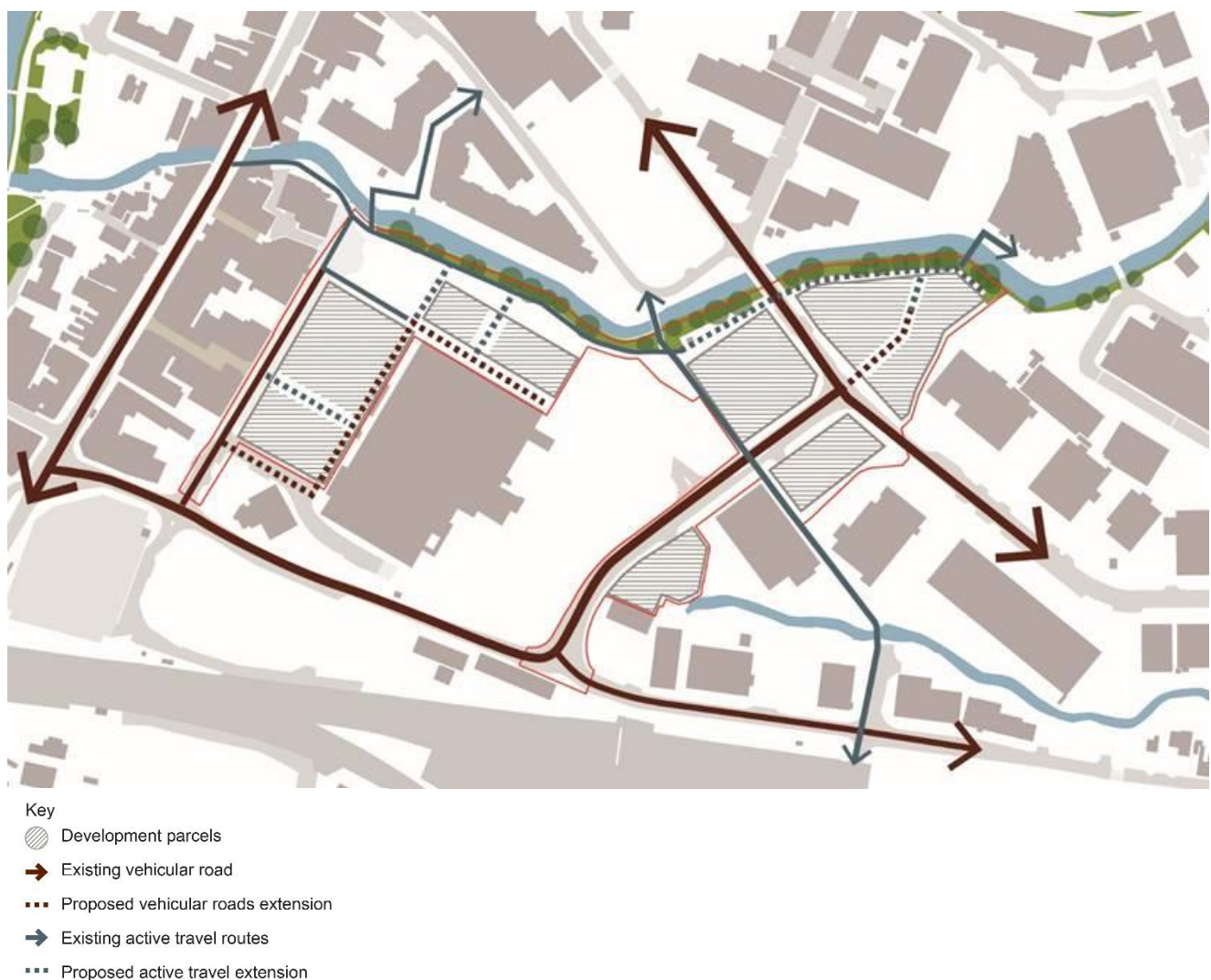


Figure 34: Connectivity and movement diagram.

Public realm: a landscape for living

The river becomes the centrepiece of a new linear park, an ecological and social spine that connects every part of the site. This green corridor will:

- Support biodiversity with native planting and habitat creation
- Provide space for walking, cycling, play, and relaxation
- Act as a climate-resilient buffer that enhances flood mitigation

Each development plot contributes to this network with doorstep greenspaces, active frontages, and high-quality materials that reflect Tonbridge's heritage and future.



Key

- New public realm delivered on plot
- Riverfront linear park
- Play provision
- Existing road improvement
- Improved pedestrian space

Figure 35: Public realm diagram with main play provision.



Figure 36: Restoration of an historic canal, envisioned as a catalyst for a healthy city. Catharijnesingel, Utrecht, The Netherlands, studio OKRA.

Existing main roads must be improved by adding pedestrian crossings in line with the river walk, active travel routes and the leisure centre main entrance. Further improvements along Avenue du Puy and Vale Rd can be introduced in later stage but it would be in line with the masterplan objectives and the project ambition to make the roads safer for cyclists and pedestrians.



Figure 37 Milton Road, Cambridge. The project was commissioned by Greater Cambridge Partnership with the aim to improve the existing road with public transport, cycling and walking infrastructure to make these sustainable travel options a more attractive alternative to the use of private cars.

Land use: a balanced, mixed-use neighbourhood

The EOHS masterplan is designed to deliver a **diverse and dynamic mix of uses** that reflect the evolving needs of Tonbridge's community. This is not just about building homes, it is about creating a **complete neighbourhood** where people can live, work, relax, and thrive.



Figure 38: Land Use diagram.

At the heart of the plan is a **carefully curated land use strategy** that balances residential, leisure, health, hospitality, and commercial functions across the site. Each use has been strategically located to maximise accessibility, support placemaking, and ensure long-term sustainability.

- **Leisure:** The new leisure centre at E01 is the flagship civic anchor of the development. Its riverside location and integration with active travel routes make it a destination for health, wellbeing, and community life.
- **Healthcare:** A new primary healthcare facility is proposed at E03, positioned along Avenue du Puy for maximum accessibility. Co-locating this with the leisure centre creates a health and wellbeing hub that supports everyday convenience and holistic care.

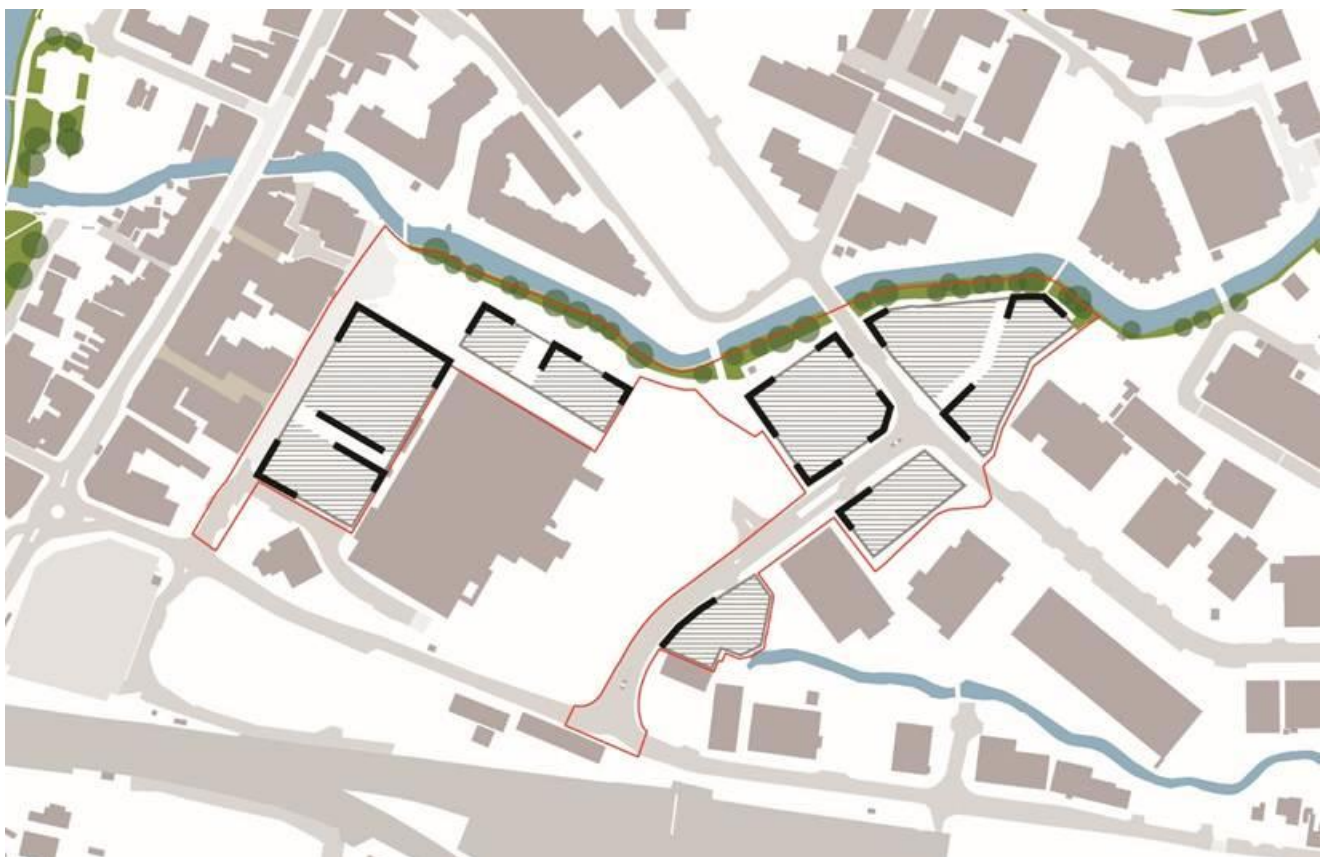
- **Residential:** The majority of the site is dedicated to delivering high-quality, flood-resilient homes. E02, N01, and W01 are identified as key residential parcels, offering a mix of typologies and tenures to support a diverse and inclusive community.
- **Hospitality:** S01 is earmarked for a potential 80-bed budget hotel, enhancing the town's visitor offer and supporting local businesses. If not delivered here, the hotel could be accommodated at N01, offering flexibility in response to market demand.
- **Commercial:** Ground-floor commercial uses are encouraged in key locations—particularly along Avenue du Puy and near the leisure centre—to activate frontages, support local enterprise, and create vibrant, people-friendly streets.

This land use strategy is **flexible yet focused**, allowing for adaptation over time while ensuring that each plot contributes meaningfully to the overall vision. It supports a **walkable, mixed-use environment** that reduces car dependency, encourages social interaction, and brings new life to the town centre.

Active frontage: streets that feel alive

To create a safe and welcoming environment, the framework prioritises **active frontages**—windows, entrances, and uses that engage with the street. Special attention is given to:

- **Corners**, which offer long views and natural surveillance
- **River edges**, where blank walls are avoided in favour of vibrant, people-friendly design
- **Ground floors**, which are designed to be flood-resilient yet animated, using creative solutions like outdoor mezzanines and dual-access homes



Key

Development parcels

Active frontage

Figure 39: Active frontage diagram

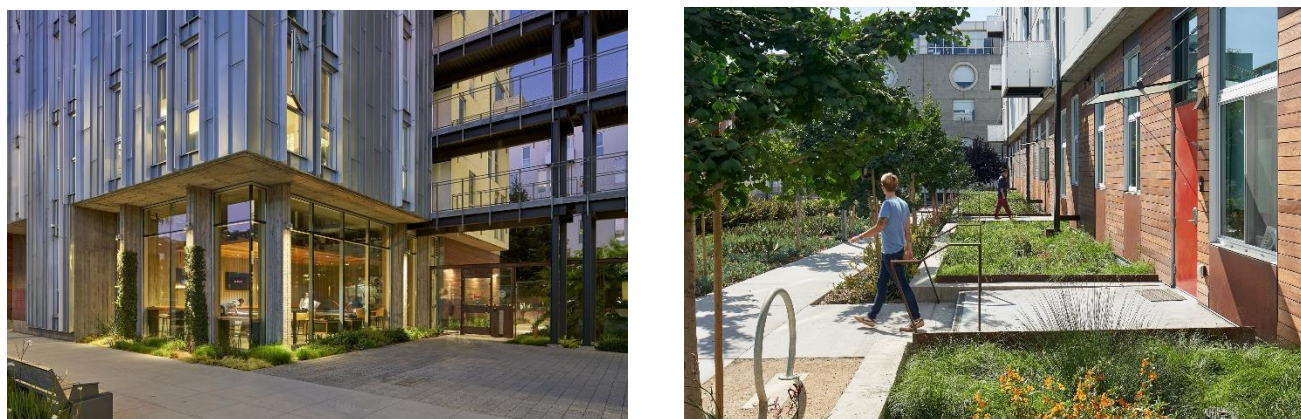


Figure 40 Brannan Street by David Baker Architects, San Francisco, US. Active frontages can take the form of non-residential uses at street level with generous opening overlooking the public realm, but also of individual homes entrance doors and kitchen windows.

Designing for resilience and inclusion: the leisure centre as a civic beacon

Flood risk is not just a constraint, it's a design driver. The new leisure centre must rise to this challenge, setting a benchmark for how civic architecture can be both resilient and welcoming. Every aspect of the building's design should reflect a commitment to accessibility, safety, and social value.

Inclusive Access and Circulation

The leisure centre must be effortlessly accessible to all. This means:

- **Step-free access** from surrounding public spaces to the main entrance, ensuring ease of movement for everyone.
- **A level internal lobby** aligned with the external approach, eliminating the need for lifts to reach reception.
- **Pedestrian-friendly design** that considers gradients, widths, and surface finishes to support wheelchair users, parents with prams, and those with limited mobility.
- **A clearly articulated entrance**, using massing, canopy design, glazing, and lighting to create a welcoming and intuitive arrival experience.
- **A vibrant forecourt** that encourages social interaction, with seating, informal play features, and views of the river to promote dwell time and community engagement.

Active Frontage and Urban Safety

To ensure the building contributes positively to the public realm:

- **Avoid blank walls**, service areas should be integrated with active uses like cafés, studios, or even climbing walls to animate the river edge and key pedestrian routes.
- **Maximise natural surveillance** through generous windows, low planting, and well-designed lighting that eliminates glare and shadow.
- **Connect seamlessly** to existing footpaths and wayfinding strategies, positioning the leisure centre as a gateway to the river park, not a standalone object.
- **Provide secure, covered cycle parking** along key desire lines, supporting sustainable travel and convenience.

By meeting these principles, the leisure centre will not only be flood-resilient and inclusive—it will be a socially activating space that strengthens the town's identity and public life.

Safeguarding the Riverfront: A Strategic Design Priority

As the river becomes a central feature of the masterplan, it's essential that development along its edge enhances, rather than compromises, its value. The riverfront is a natural asset and a strategic corridor for active travel, biodiversity, and public enjoyment.

To protect and elevate this space:

- **Design controls** should be maintained for all buildings fronting the river, ensuring high-quality architecture and public realm integration.
- **Future flood risk improvements**, such as the Leigh Barrier upgrades, may unlock new opportunities, but until then, development must proceed with caution and care.
- **Residential and non-residential buildings** should be designed to contribute positively to the river park, avoiding blank facades and prioritising active, engaging edges.

This approach ensures that the riverfront remains a defining feature of Tonbridge's identity—green, accessible, and full of life.

Plot-by-Plot Vision

E01 – Sovereign Way Mid Car Park: A new leisure centre that anchors the site, activates the riverfront, and sets the tone for future development.

E02 – Sovereign Way North Car Park: A flagship residential site delivering around 120 homes with undercroft parking and strong public realm integration.

E03 – Sovereign Way East Car Park: A health hub and parking node that supports the leisure centre and improves access across Avenue du Puy.

N01 – Former Angel Centre: A mixed-use opportunity with housing, potential hotel use, and commercial ground floor activation.

S01 – Vale Road Car Park: A standalone hotel site or alternative residential plot, with potential for café or retail at ground level.

W01 – Angel West: Retained as parking in the short term, with long-term potential for innovative mixed-use development.



Figure 41: Masterplan framework key

E01 – Sovereign Way Mid Car Park

New leisure centre

- To be delivered prior to the decommissioning of the existing to Angel Leisure Centre to ensure continuity of leisure services
- Flood resilient designs required to mitigate impact and future maintenance costs
- Active front onto the river/pedestrian network that is accessible and an easily identifiable entrance
- Responds to wider connectivity and active travel infrastructure
- Site has a number of significant sight lines through and beyond the masterplan area, therefore building design must consider these and how the building responds to the context
- Required accessible parking and electric car charging stations likely to spill over onto E03.



E02 – Sovereign Way North Car Park

Medium Density Housing

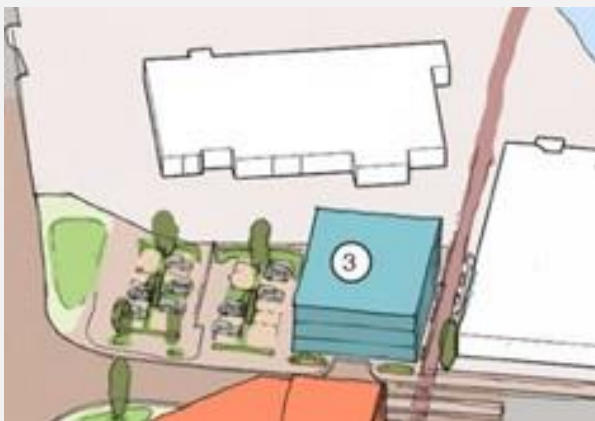
- 1 Medium density housing (in the range of 275 to 295 dpa), delivering around 120 new homes
- A market driven solution that responds to the Council's placemaking and housing policies, including delivery of affordable housing
- Flood resilient design
- Undercroft parking
- Careful consideration of heights to ensure dual-aspect and light into the public spaces
- Mix of public and semi public outside spaces
- Building heights of 3 to 6 storeys
- Responds to the active riverwalk public realm through frontage activation and lighting



E03 – Sovereign Way East Car Park

Primary Health Care Facility

- Delivery of a Primary Healthcare facility at c.1400 sqm facility
- Remainder of the site delivers parking provision to meet specific requirements for the new leisure centre
- Connectivity across Avenue du Puy to ensure access to the masterplan area and the wider town centre is essential
- Height of 3 storeys



N01 – Existing Angel Centre

Medium Density Housing / Hotel / Commercial

- Existing Angel Leisure Centre demolished once new facility is operational
- Delivery of around 55 new homes at a medium density (in the range of 260 to 280 dpa) with the possible inclusion of commercial uses at ground floor to assist with activation of frontages.
- a market driven solution that responds to the Council's placemaking and housing policies, including delivery of affordable housing
- Flood resilient design
- Responds to the active riverwalk public realm
- Potential for mixed use solution and budget hotel (should this not be deliverable on S01 site)



S01 – Vale Road Car Park

Hotel

- Suitable site for 80 bed budget hotel
- Alternatively, could be used for housing
- Up to 5 storey height
- Possibility of additional supplementary commercial uses
- Access to the Bowls Club retained



W01 – Angel West

Parking / possible future mixed-use development

- Sub-optimal site to deliver housing so will remain parking in the short to medium term
- May be the opportunity for limited other mixed-use space however this is not a priority





5

DELIVERY

5. DELIVERY

The Council has reached a significant decision to construct a replacement leisure centre on the Sovereign Way Mid car park site (E01). This new facility will be the first development to be delivered. This strategic move will eventually free up the site currently occupied by the Angel Leisure Centre for future development. **The full masterplan framework is expected to take over 10 years to deliver, reflecting the long-term vision and phased approach required for its successful implementation.**

Each site involved in this decision presents unique options, challenges, and opportunities.

Plot by Plot Options

E01 – Sovereign Way Mid Car Park

The Council will directly develop the replacement leisure centre on this site.

E02 – Sovereign Way North Car Park

Representing the most attractive development plot to the market, the Council has multiple options to consider:

- Retention of the existing car park (do nothing)
- Masterplan adoption,
- followed by unconditional sale – in advance, or in parallel, to an unconditional sale the Council could strengthen the planning policy through adoption of a masterplan. This would provide a greater level of control over any future development via the statutory planning process without triggering the requirement of a procurement process for a development agreement. The restrictions of the adopted masterplan may reduce the land value. This option would give the Council as landowner limited control over the eventual design and housing mix on site.
- Disposal of the site alongside masterplan adoption following a de-risking process of intrusive surveys and (ideally) service connections/diversions. This would incur an upfront cost to the Council but would maximise the capital value in the development market.
- Conditional sale / developer procurement – select a developer through a compliant procurement process that allows the Council to dictate or influence the subsequent development through a legal agreement (likely a development agreement). The restrictions of such an agreement will narrow the available market that would be available and reduce the residential land value that the Council may receive. The time required for a procurement process is unlikely to be completed prior to the anticipated date for local government reorganisation and hence TMBC may not be able to commit to a future legal agreement.

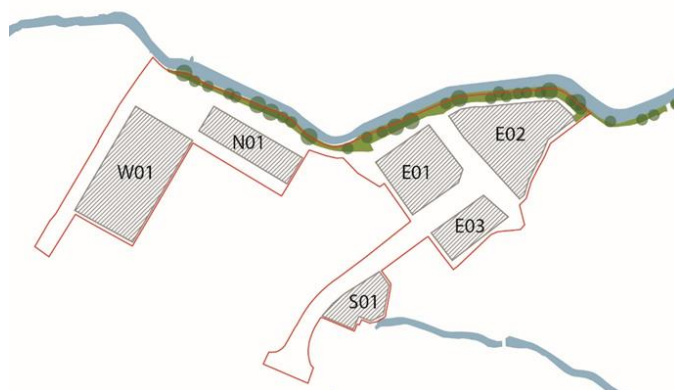


Figure 42: Development plot key

E03 – Sovereign Way East Car Park

Part of this site will necessarily be developed as part of the new leisure centre in the provision of allocated accessible parking and required electric car charging stations. Once the site area for these has been confirmed during design development of the leisure centre, the Council has options:

- Retention of the remaining car park.

- Disposal of the remaining site for development of a new medical centre would deliver improved facilities for residents on an accessible site and is deliverable within the time window prior to local government reorganisation (site area, satisfying best value obligations and NHS business case approvals process allowing).
- Further consideration of the site for alternative development uses at a later date

N01 – Existing Angel Centre

At the point at which the existing building is empty, the Council will directly procure and manage the demolition funded directly by Council borrowing, or through the disposal of another development plot (for example E02 or S01).

After this exercise, the options for the site are broadly similar to those for the Sovereign Way North site.

S01 – Vale Road Car Park

This plot represents the most deliverable opportunity for the Council given it sits independent to the other plots and is not dependent on any other activities; as a long-term car park it also represents the least costly to the Council in terms of lost parking revenue. The size of the plot restricts opportunities, however there are options:

- Retention of the existing car park.
- Unconditional sale – subject to further engagement with the market, there is sufficient space to site an 80-bed budget hotel on the site. As noted in this report, a footprint of a hotel this size would require building over the existing culvert and therefore would prevent potential future de-culverting of the stream. In order to ensure only offers from hotel developers are received, the Council may be prudent to adopt the masterplan.
- Conditional sale / developer procurement – again an option however current timescales mean that this may not be achievable
- Council as investor – the Council could fund and retain the hotel, subject to a pre-let agreement with a budget hotel operator. This could generate a long-term revenue income stream. Clearly, the future changes to the local authority structure is likely to impact the ability for TMBC to commit to this opportunity.



6

FUTURE OPPORTUNITIES

6. FUTURE OPPORTUNITIES

In the short-term, the delivery of the new leisure centre is the key priority. This project will serve as a catalyst for further development and investor interest in the wider area. It is acknowledged that the current environment presents challenges, including the uncertainty of LGR and viability issues. Despite these challenges, there are several opportunities for the Council to consider, as outlined below.

Flood risk mitigation

The viability and relationship between internal and external spaces across the wider masterplan are significantly driven by the risk of flooding. It is possible that the recent amendments to the 'Leigh Barrier' will have permanently partly or fully redistributed the risk of flooding and that subsequent modelling may confirm that fewer mitigation measures are required, having a bearing on viability.

Build to Rent (BtR) market

Market engagement has confirmed that there is strong demand for rental property in the town centre and the location, however the current BtR investment structures are not targeting Tonbridge, despite the town having some of the qualifying attributes.

In addition to Vail Williams's market insight, Mace has made preliminary enquiries with a specialist BtR consultant. The consultant has indicated that there may be alternative investor solutions that may well be more viable.

Planning framework

In the absence of procurement of a developer under a development agreement, a degree of control over the quality of the development is highly recommended because the current site constraints may easily drive the design response to poor outcomes in terms of urban design and placemaking.

Options to strengthen the planning framework:

1. Development of an Adopted Masterplan
2. Development of Supplementary planning Document

Of these options, Option 1 is recommended, adopted masterplan, because:

- may be quicker to be compiled and approved because site specific (because supplementary planning document needs to take into consideration a greater range of variables)
- but it will need to be in line with the Local Plan, if not the recommendation is an supplementary planning document instead.

Viability

Viability challenges are not unique to Tonbridge; they are proving difficult across the country. This is especially true for buildings over six stories, where construction cost inflation has been more acutely felt, along with the impact of new fire regulations on the efficiency of taller buildings. However, there are several opportunities to improve viability.

As the development progresses, starting with the new leisure centre, there is an expected placemaking uplift in values. This will bring improvements to EOHS, including the public realm immediately adjacent to the river, making the remaining sites more attractive to developers. Additionally, the need to deliver more affordable housing may lead to new government grant funding opportunities to progress housing delivery. Developments of this nature are delivered over many

years, and as such the wider economic environment may change to enable more favourable development opportunities.

Tonbridge remains a favourable location due to its well-connected status to London, indicating no market failure. Furthermore, flood defence infrastructure may positively improve the site from a flooding perspective, reducing costs and allowing for a wider range of housing types. When tested in more detail with the market, there may be developers who can bring forward innovative construction and funding solutions to deliver housing on some of the sites

Public engagement

During the public engagement, residents expressed that the council has not meaningfully consulted them on the development plans. There is concern over the future of the Angel Centre and the facilities that will be provided in the new leisure centre. Additionally, there is worry that parking provision will be significantly reduced.

It is understood that there will be public consultation regarding the delivery of the new leisure centre through the planning process. Further to this the council may wish to hold further engagement and communication events to keep Tonbridge residents informed about plans for the town centre. The engagement struggled to involve younger people in Tonbridge, which may be an area to focus on in future public engagement efforts.

Network Rail

Network Rail have potentially developable sites on both sides of the railway line, the site to the north of the line is across Vale Road from East of High Street and could thus be incorporated into a wider masterplan.

Network Rail needs to evaluate the operational assets on the site to determine what space can be released or rearranged. Collaboration between internal Network Rail property and operational colleagues is essential to test high-level opportunities for the sites. Numerous commercial tenants must be considered, and while more detail is needed on parking utilisation, there has been a steady increase in parking usage across their portfolio. Furthermore, any reduction in parking numbers would require approval from the Department for Transport (DfT). As such, Network Rail have more internal work to conclude in the short to medium term however there is the opportunity to include the Network Rail site within future detailed masterplanning work.

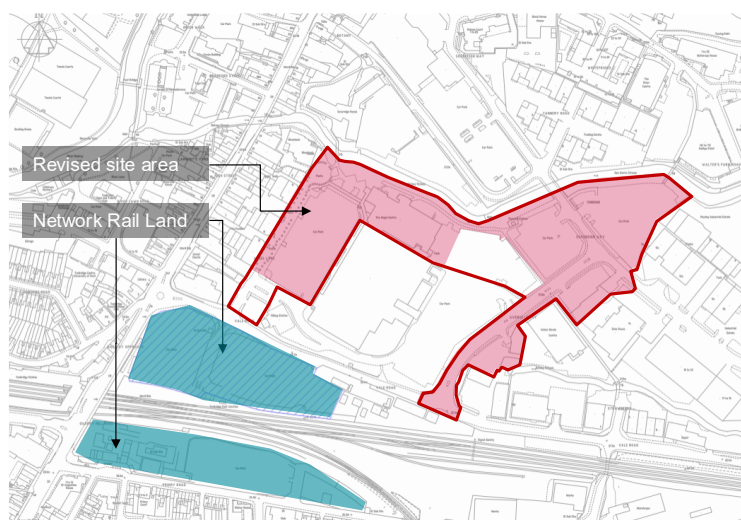


Figure 43: Network Rail sites

Sainsbury's

The consultant team and the Council recognise that Sainsbury's have a significant interest in the plans for the EOHS site adjacent to their store where refurbishment plans are being developed. As such it is vital that there is further engagement with Sainsbury's to best align the interests of all parties.

The northern part of the Sainsbury's Eastern car park that falls within the Sainsbury's lease and in part services the Angel Leisure Centre could help connect the existing Angel Centre site (N01) to the Sovereign Way Mid Park site (E01) where the new leisure centre will be located. This would have a significant positive placemaking potential. The Council owned Angel West (W01) is also used regularly by Sainsbury's customers and those accessing the high street. There is an opportunity for further discussions on how these sites can best utilised moving forward.

Angel West

In addition to the recommended upgrade of the public realm at the northern edge of the plot, the Council should consider the following options:

- Include in the masterplan as a residential development plot.
- Continue discussions with Sainsburys about lease areas to ensure that regeneration and place shaping opportunities are maximised'

Kent County Council

Kent County Council (KCC) are in ongoing discussions with TMBC with respect to proposed plans for EOHS.

A key opportunity with respect to the delivery of the new leisure centre on the Sovereign Way Mid Park site (E01) is to optimise the site through the release of KCC owned land.

Local Plan update

In July 2024, TMBC paused the updating their Local Plan due to changes in national planning policy. The council decided to wait for more details before proceeding. In February 2025, they discussed the Local Plan update and Local Development Scheme at a Housing and Planning Scrutiny Select Committee meeting, following the publication of the new National Planning Policy Framework in December 2024.

The Council is now able to advance the new Local Plan, with the EOHS site playing a crucial role in this. This site is considered vital due to its strategic location and potential for development, which aligns with the council's long-term vision for sustainable growth and community enhancement. As part of developing the new Local Plan, the council will need to engage with the public throughout the process to ensure transparency, gather valuable feedback, and foster community support. The masterplan framework can play a part in this engagement by providing a structured approach to planning and communication, ensuring that all stakeholders are informed and involved in the decision-making process. This collaborative effort aims to create a comprehensive and inclusive plan that meets the needs and aspirations of the community.



7

A P P E N D I C E S

7. APPENDICES

Appendix 1: Public Engagement

Focus Groups



Figure 44: Focus group workshop and collage

An in person focus group was held from 10:00 to 13:00 on Saturday the first of February 2025 at the Angel Leisure Centre. Select stakeholder groups were invited to attend and partake in a series of activities and discussions to voice their needs and concerns with respect to the future of the EOHS site and the broader Tonbridge town centre.

The groups that were invited to attend included:

- Tonbridge Civic Society
- Tonbridge & Malling Seniors (TAMS)
- Age UK (Tonbridge)
- Angel Lane CIC
- Active Kent and Medway
- Disability Assist for Independent Living
- University of the Third Age

The workshop took place over 3 hours on a rolling basis with participants able to drop in as and when they can. Participants were able to partake in ongoing group / individual exercises along with better understanding the site through concise background information. The activity was designed to be fun, interactive, and creative.

Though best efforts were made to engage with a younger audience through the support of Active Kent and Medway and their respective reach into local schools there was limited interest from younger residents.

Tonbridge Civic Society

The consultant team and TMBC client team held an in-person Q&A session with the Tonbridge Civic Society at the Angel Centre on Saturday the 1st of February 2025.

The Tonbridge Civic Society is dedicated to preserving the heritage and enhancing the environment of Tonbridge. The society acts as a watchdog, reviewing and commenting on planning applications and policies to ensure the conservation of the town's historical fabric. It maintains a strong link with the Tonbridge & Malling Borough Council planning department.

Wider Public Engagement

Digital Campaign

To reach out to as wide an audience as possible the team, with the support of the Council conducted a digital communication campaign and online survey for the residents of Tonbridge.

The purpose of the digital public engagement is to provide:

- Tonbridge residents with information, on a landing page, illustrating the work the Council is doing to unlock value from the EOHS site, and
- To test the core themes that are being explored in the master planning work with Tonbridge residents.

It is important to note that the purpose of this engagement was not a formal public consultation. Using a digital format allowed the Council and the consultant team to reach a wider group in an easily accessible way. Furthermore, given the tight timescales of this work, using digital tools allowed for interpreting responses to happen more efficiently.

To reach a wide group of Tonbridge the Council used the following channels:

- A Special TMBC Newsletter – the Council has significant reach to residents who receive the quarterly newsletter.
- Physical QR codes were used to link to the town centre development page and online survey
- TMBC website homepage adverts and notifications via the TMBC app
- TMBC social media channels – Facebook, Twitter & Instagram linking to the digital engagement page.

Further amplifying the message there was coverage in numerous local news publications and on local radio broadcasts.

The campaign exceeded expectations with respect to reach and engagement, the Tonbridge Town Centre website received 10,812 views and there was a good engagement rate of 5.14% across the Councils social channels.



Figure 45: Campaign reach across all social channels

Of the 3,520 who linked through from the Tonbridge Town Centre website to the online survey, 2,321 (66%) completed the survey. When asked for any other thoughts and comments, 990 people submitted a written response. Of the responses 83% were from people living in Tonbridge, 14% from those within the borough and 3% from elsewhere.

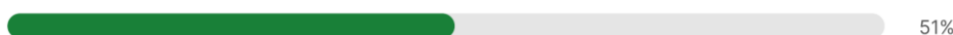
Under 20 - 18 votes



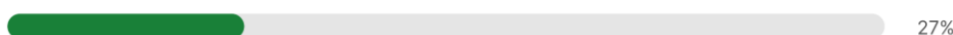
21 - 40 - 502 votes



41 - 65 - 1,178 votes



Over 65 - 623 votes



Positive Feedback	Negative Feedback
<ul style="list-style-type: none"> • Preservation of Green Spaces: Residents appreciate the green areas and emphasize the importance of preserving them. • Leisure Facilities: The Leisure Centre and river are seen as valuable assets that encourage exercise and relaxation. • Community Activities: Events like music on the river and community hubs are valued for bringing people together. • Retail and Leisure Facilities: Suggestions to improve the variety of shops and enhance leisure facilities such as the Angel Centre. • Public Transport: Better public transport options, including more frequent bus services and improved access for mobility scooters. • Community and Cultural Activities: Incorporating more community events and cultural activities into the town's development plans. • Affordable Housing: The need for genuinely affordable housing, particularly for families. • Environmental Considerations: Recognizing the impact of climate change and the need for responsible development. • Safety and Accessibility: Improved lighting and safety measures along the river path. 	<ul style="list-style-type: none"> • Traffic and Parking: Concerns about traffic congestion and the need for better access and parking facilities⁸⁹. • Housing: Opposition to the construction of more expensive flats and the need for affordable housing. • Retail and Leisure Facilities: Too many charity shops, fast food outlets, and nail bars, and not enough variety in small independent shops. • Public Transport: Unreliable public transport and lack of drop kerbs for mobility scooters. • Parking Charges: High parking charges are seen as detrimental to the town and its businesses. • Environmental Concerns: Building houses close to the river where it floods is considered irresponsible. • Survey Design: Criticism of the survey design, with limited choice of answers and leading questions. • Safety Issues: Concerns about safety along the river path and the need for more lighting. • Community Trust: Residents feel that the council has not meaningfully consulted them on the development plans.

The survey responses indicate a strong desire for sustainable development in Tonbridge, focusing on enhancing quality of life while addressing traffic, housing, and environmental concerns. Key issues include high parking charges, which some feel deter visitors and harm local businesses, and the need for free short-term parking.

The Angel Centre is seen as a valuable community asset that some believe should be modernised rather than relocated or demolished. Respondents also expressed frustrations with the lack of retail variety, traffic congestion, inadequate public transport, and the consultation process to date.

There is excitement about potential improvements, such as enhancing the river and castle areas, modernising the Angel Centre, attracting diverse shops, creating community spaces, and improving leisure facilities and public transport.

Overall, the feedback highlights the community's desire for thoughtful, inclusive planning that supports local businesses and enhances the town's appeal and accessibility.

Appendix 2: Stakeholder Engagement

Workshops

To effectively collaborate with key Council stakeholders, both officers and members, the consultant team held a series of workshops throughout the development process. The three design workshops and delivery workshop allowed the design team to reaffirm the Council's priorities, explore options for the site, particularly the location of a replacement leisure centre, agree the location of the leisure centre and discuss how to deliver a sustainable scheme. The starting point was the five themes:

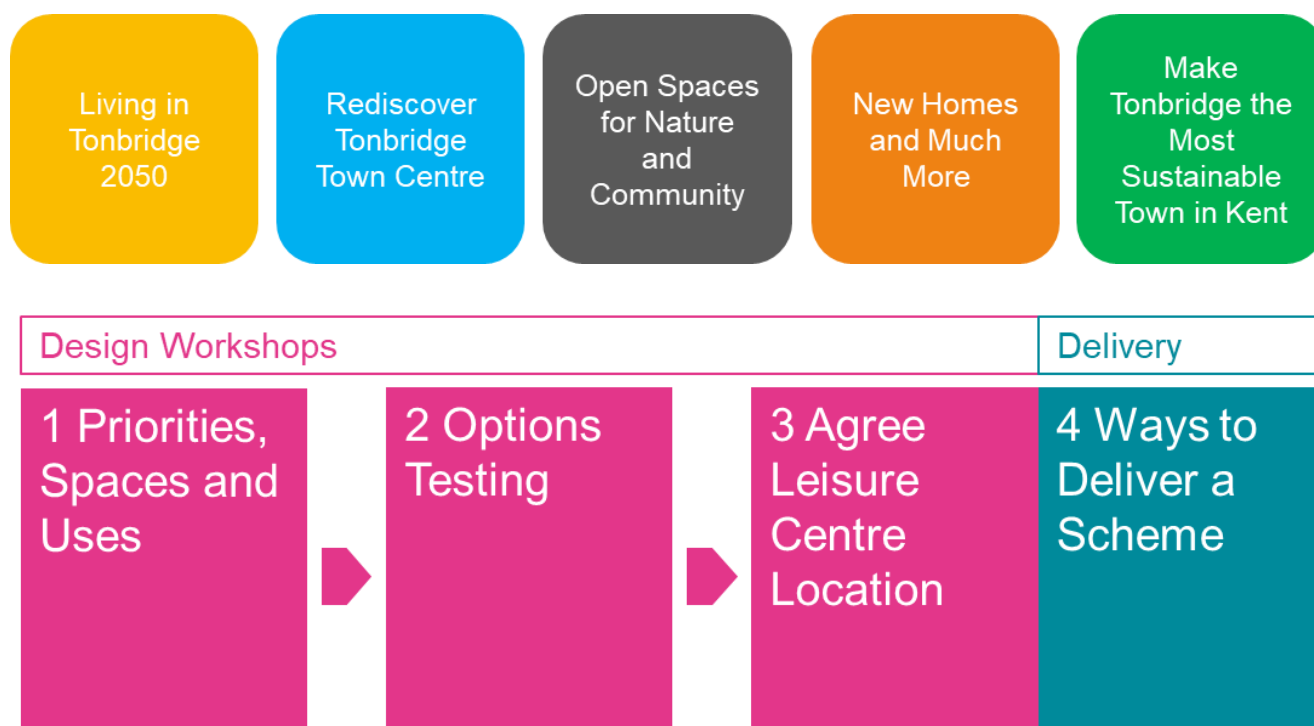


Figure 46: Design and Delivery workshops



Figure 47: Workshop 1



Figure 48: Workshop 2



Figure 49: Workshop 3 / 4

Key External Stakeholders

Alliance Leisure

The Council have commissioned Alliance Leisure to help the Council evaluate the needs with respect to a modernised leisure facility and whether to replace or refurbish the ageing Angel Leisure Centre to achieve this. Alliance Leisure have provided indicative block plans from their feasibility work for the new leisure centre which have been used to test the masterplan framework options.

Alliance Leisure is a UK leisure development partner, specializing in supporting local authorities to improve and expand their leisure facilities and services. Alliance Leisure has delivered many leisure projects, including new builds, large-scale refurbishments, and the activation of outdoor spaces. Their projects aim to make public leisure sustainable and build healthier communities. The company offers comprehensive support throughout the entire development process, from strategic planning to construction.

Network Rail

Network Rail were engaged during phase 2 of the Tonbridge Town centre work to understand their ambitions to potentially develop their sites on the North and South sides of the railway.

The Northern site, across from EOHS would most likely be developed first given the challenges of more immovable operational infrastructures such as substations and track access points on the Southern Site. Network Rail showed interest during these early discussions in working with the Council in progressing a wider masterplan depending on where their internal teams had progressed in evaluating the opportunity.

Conversations with Network Rail were revisited with respect to the progression of the EOHS masterplan framework work and included Network Rail's operational and property representatives along with representatives from Southeastern Railways. Some key takeaways from the meeting include:

- Network Rail need to evaluate the operational assets on the site and establish what space can be released or rearranged
- Network Rail property and Operational colleagues need to collaborate to test high level opportunities for the sites
- There are numerous commercial tenants that need to be considered
- Though more detail is needed on parking utilisation there has been steady increase in parking usage across the portfolio in general and any reduction in parking numbers would require approval from the Department for Transport (DfT)
- It was agreed that more work needed to be done internally at Network Rail and that any collaboration would take place at a future time and not for this masterplan framework

Tonbridge based Health Provider

Warders Medical Centre, and a specialist primary healthcare developer were engaged to understand typical requirements and commercial structures for a new primary healthcare facility

Tonbridge Historical Society

The Tonbridge Historical Society, founded in 1960, serves as a hub for individuals with an interest in the rich history of Tonbridge and its surroundings. Unlike many local historical societies, it extends its focus beyond local history to include national history and archaeology. The society's Research Group delves into various aspects of the town's history, producing publications and maintaining extensive archives and collections of historical artifacts. With a commitment to preserving the town's heritage, the society actively monitors local building works for potential archaeological discoveries.

- The Tonbridge Historical Society's key concern with respect to development is that due consideration won't be given for the potential archaeological importance of the site.
- That the site which is within the floodplain, with exception of the Sainsbury's and Angel Centre, has had little in the way of development may contain archaeological artifacts. The site was in more history a cricket field and prior to this open fields.
- There have been other important historic and prehistoric artifacts found in the vicinity.
- There is a concern that planning requirements with respect to archaeology don't consider anything other than that related to human settlements and remains.
- The Tonbridge Society's recommendation is to appoint an archaeologist early in the process when initial site surveys commence.

Sainsbury's

Given the level of detail, the decision to engage with Sainsbury's after the masterplan framework work is completed was taken. The consultant team and the Council recognise that Sainsbury's have a significant interest in the plans for the EOHS site adjacent to their store where refurbishment plans are being developed. As such it is vital that there is further engagement with Sainsbury's to best align the interests of all parties.

Kent County Council

TMBC have ongoing discussions with Kent County Council (KCC).

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ADDENDUM 1 to Tonbridge Town Centre East of High Street Masterplan Framework

This addendum provides additional information to the East of High Street Masterplan Framework report dated 11th June 2025.

Section	3 – Development of the Masterplan Framework
Location	Page 25, above Land Use

Insert: PARKING

- The current parking provision in the east of High Street area is as follows:

Car Park	Standard Bays	Disabled Bays	Motorcycle Bays	EV Charging Points	Total Bays
Angel East	371	20	2	0	393
Angel West	197	3	2	0	202
Sovereign Way Mid	112	0	0	0	112
Sovereign Way East	67	0	2	0	69
Sovereign Way North	164	4	0	12	180
Vale Road	31	0	0	0	31

The total number of standard bays is 942, corrected from 938 as detailed in the Masterplan Framework report.

- Car parking usage 7am to 7pm (based on December 2022 data):

Car Park	Average Occupancy (Wed)	Maximum Occupancy (Wed)	Average Occupancy (Sat)	Maximum Occupancy (Sat)
Angel East	26%	48%	31%	55%
Angel West	49%	93%	50%	85%
Sovereign Way Mid	42%	69%	28%	39%
Sovereign Way East	No data available at the time			
Sovereign Way North	22%	29%	20%	28%
Vale Road	No vehicles	No vehicles	1%	3%

Section	4 – Masterplan Framework
Location	Page 51, W01 – Angel West

Insert: Additional bullet point

- The Council will look to enhance parking opportunities in this location to support future demand and economic growth in the medium term.

Tonbridge Town Centre east of High Street Masterplan Framework



Delivery Strategy

October 2025

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1 Introduction

- 1.1 The Tonbridge Town Centre east of High Street Masterplan Framework Delivery Strategy expands on the information contained within sections 4 (Masterplan Framework) & 5 (Delivery) of the East of High Street Masterplan Framework report, providing more detail on the proposed delivery options and timescales and taking into account the results of the Masterplan Framework public engagement survey and proposing the preferred phasing of delivery within the context of Local Government Reorganisation timescales.

2 Background

- 2.1 The Tonbridge Town Centre East of High Street Masterplan work was completed by Mace, Architects Periscope and Commercial Property Specialists Vail Williams between December 2024 and June 2025. They were appointed following a competitive procurement process.
- 2.2 The Consultants were responsible for preparing a high-level illustrative masterplan and spatial development proposals, supported by viability and delivery analysis, to support meeting the housing and employment growth requirements for the area.
- 2.3 Following completion of the masterplan, a public engagement exercise was undertaken between 14th July and 31st August 2025 on the Masterplan Framework document. Although the survey was hosted digitally to allow responses to be efficiently collated, the Council was committed to working with the community in Tonbridge to ensure that everyone could access the information. Local Members were a key conduit to sharing information and key town centre sites including the Angel Centre, and the Castle had information available.

3 Context

3.1 Local Government Reorganisation

- 3.1.1 On 16th December 2024, shortly after the start of the masterplan exercise the Government published its English Devolution White Paper that set out the Government's current thinking on their priorities for Local Government. The Government's preferred model for local government as Strategic Combined Authorities with an elected mayor, and sitting underneath that, a number of Principal Unitary Authorities.
- 3.1.2 In early February 2025, Kent and Medway heard that they had not been included in the Government's Devolution Priority Programme meaning they would not be part of the fast-track programme for the creation of the new Mayoral Strategic Combined Authority and the new Unitary Councils.
- 3.1.3 In July 2025, the Government published the Devolution and Community Empowerment Bill. The Bill re-asserts the Government's intentions and paves the way for the legislation necessary for them to deliver Local Government Reorganisation and Devolution as quickly and as smoothly as possible.
- 3.1.4 Currently the existing Councils in Kent, including Tonbridge & Malling Borough Council are still on track to come together to form new Unitary Councils in April 2028. However, the delivery of this timetable is still dependent on central Government.

- 3.1.5 This means, that if timescales for Local Government Reorganisation are in line with current projections Tonbridge & Malling Borough Council will be part of a larger Unitary Council from April 2028 and can therefore no longer be responsible after this date, for solely delivering the developments within the masterplan area.
- 3.1.6 While Devolution is different from Local Government Reorganisation, the majority of Councils in Kent are still keen that this happens at the same time as it promises more funding, powers and influence for local government through the creation of a new Strategic Combined Authority and elected Mayor sitting above the new Unitary Councils in Kent.
- 3.1.7 While the Government's Devolution and Community Empowerment Bill puts an even greater emphasis on the role of elected Mayors and Strategic Combined Authorities, the timetable for Devolution in the Kent region has yet to be confirmed. Devolution cannot happen in advance of Local Government Reorganisation. Tonbridge & Malling Borough Council will therefore continue to make the case to Government for this to happen as soon as possible, ideally from April 2028, to align with the creation of the new Unitary Councils.

4 Masterplan Framework Survey Results

- 4.1.1 The Masterplan Framework survey was based on the delivery options put forward within section 5 of the Masterplan Framework Report. The survey contained questions relating to community status (resident, business owner, employee, visitor), age, frequency and reasons for visiting Tonbridge along with development options for specific sites within the east of High Street masterplan area and wider masterplan area.
- 4.1.2 The Masterplan webpage on the Tonbridge & Malling Borough Council website was viewed more than 17,370 times over the duration of the survey period and there were over 100,000 views on the Council's social media feeds. The survey itself received 1458 responses. Key responses to the survey were as follows:

	Strongly agree	Agree	Disagree	Strongly disagree
A new GP surgery, to provide more capacity for an existing GP practice	64%	27%	6%	3%
Is Sovereign Way North car park the most appropriate for residential development	13%	38%	23%	25%
Create a riverside park along the south bank of the river tributary	48%	42%	6%	4%
The regeneration proposals will be good for Tonbridge	38%	41%	11%	9%

	Residential	New GP Surgery
Part of Sovereign Way East car park has been identified for either residential development or a new GP surgery. What do you feel would be most beneficial in this location?	8%	92%

	Residential	Hotel
Vale Road car park has been identified for either residential development or an 80-bed hotel. What do you feel would be most beneficial in this location?	60%	40%

	Residential/Mixed-use	Remain as parking
Should the Angel West car park be developed for residential/mixed-use or should this remain as parking?	16%	84%

	Residential	Mixed-use development	Other
Once the new Angel Centre is completed, what should the old Angel Centre site be used for?	15%	59%	26%

4.1.3 382 responses were received for 'Other' in relation to the use for the old Angel Centre site. The highest number of responses can be categorised in order as follows:

Once the new Angel Centre is completed, what should the old Angel Centre site be used for?	Number of Responses
Parking	82
Retention of the existing Angel Centre	56
Entertainment complex (cinema/bowling)	45
Retail	30
Commercial	19
Community	19
Leisure	18
Green / Open Space	17
No development	11
No Residential	10
Youth Hub	10
Residential	8

- 4.1.4 Written responses to the survey were also provided from Tonbridge Historical Society and Tonbridge Civic Society following meetings held with them on 27th August 2025. TMBC officers will continue to work with both the Historical Society and Civic Society within the tight timescales for the Angel Centre and on future sites where there may be more opportunities.
- 4.1.5 The results of the public engagement survey means that there are minimal changes required to the Masterplan Framework. However, an Addendum will be included with the Masterplan Framework to provide more clarity on parking within the east of High Street masterplan area and the proposed use(s) for Angel West car park.

5 Linking with the Local Plan

- 5.1.1 Reference to the Masterplan Framework is being made within the Spatial Strategy section of the Reg 18(2) of the emerging Local Plan. This will be finalised at the Regulation 19 stage.
- 5.1.2 Following adoption of the Masterplan Framework all development sites within the east of High Street Masterplan area will be submitted during the next available round of Call for Sites.

6 Phasing Strategy & Timetable

6.1 Phasing

- 6.1.1 It is important to recognise that the delivery of development sites within the masterplan area will be carried out in a phased approach. The delivery of sites is likely to be dependent on many factors including viability, market conditions, developer/funder appetite, opportunities, risks, and completion of other sites. This could take numerous years in total, with sites brought forward at different points in time.
- 6.1.2 One advantage of a phased delivery is that the availability of parking will be rationalised incrementally in the east of High Street masterplan area over a longer period. While there will be a reduction of overall public parking ultimately in the east of High Street masterplan area, this can be managed and consideration can be given to alternative parking options as the scheme develops.
- 6.1.3 The current parking provision in the east of High Street area is as follows:

Car Park	Standard Bays	Disabled Bays	Motorcycle Bays	EV Charging Points	Total Bays
Angel East	371	20	2	0	393
Angel West	197	3	2	0	202
Sovereign Way Mid	112	0	0	0	112
Sovereign Way East	67	0	2	0	69
Sovereign Way North	164	4	0	12	180
Vale Road	31	0	0	0	31

6.1.4 Car parking usage 7am to 7pm (based on December 2022 data):

Car Park	Average Occupancy (Wed)	Maximum Occupancy (Wed)	Average Occupancy (Sat)	Maximum Occupancy (Sat)
Angel East	26%	48%	31%	55%
Angel West	49%	93%	50%	85%
Sovereign Way Mid	42%	69%	28%	39%
Sovereign Way East	No data available at the time			
Sovereign Way North	22%	29%	20%	28%
Vale Road	No vehicles	No vehicles	1%	3%

6.1.5 The parking post development is likely to be as follows:

Development Location	Post Development
Angel East car park	All bays retained
Angel West car park	All bays retained for the medium term
Sovereign Way Mid car park	Some bays likely to be retained for DDA parking
Sovereign Way East car park	Some bays to be retained for surgery & leisure centre customers
Sovereign Way North car park	Parking for development will be kept within the site
Existing Angel Centre site	Parking for development will be kept within the site
Vale Road car park	Parking may be kept within the site depending on the development

6.1.6 This will mean that over 60% of the current parking provision within the east of High Street masterplan area will be retained. The Council will look to enhance parking opportunities in this location to support future demand and economic growth in line with feedback from the survey. Further car parking surveys will also be undertaken as the developments progress.

6.2 Sovereign Way Mid Car Park

- 6.2.1 Initial survey & design work is already underway for the new leisure centre with completion of RIBA 4 (technical design) currently planned for Summer 2026.
- 6.2.2 It is anticipated that the RIBA stage 4 review will then be carried out by the Tonbridge Town Centre Programme Board, followed by Lead Cabinet Members, then Cabinet and then Full Council in Summer/Autumn 2026. If approval to proceed to RIBA 5 (Construction) is recommended, and approved at the final stage at Full Council, the Construction Contract can then be entered into by Autumn 2026. This will be subject to a spending freeze not being implemented by Central Government before this time as a result of Local Government Reorganisation.
- 6.2.3 If approval to proceed to construction is granted, the current construction period is currently planned to be between Autumn 2026 and Summer 2028.

6.3 Sovereign Way East Car Park

- 6.3.1 In relation to the development on Sovereign Way East discussion will continue with Warders Medical Centre and their chosen development partner, PHP Group and the NHS Integrated Care Board in relation to the relocated GP Surgery.
- 6.3.2 Members will determine if the GP Surgery development moves forward from a landowner perspective, however this will be dependent on the viability of the development which is directly reliant on the cost of the development versus the funding the NHS/ICB can provide. The GP Surgery should only be progressed if the new facility provides additionality in services and capacity for the benefit of the town.
- 6.3.3 The Council will need to ensure it achieves best value in all property transactions and options for ensuring that is the case for each site/development will be explored.

6.4 Sovereign Way North Car Park

- 6.4.1 TMBC to consider undertaking site surveys to de-risk the site but only with external funding if available.
- 6.4.2 The Council will look to promote a residential led scheme subject to development viability and preferable market conditions.

6.5 Existing Angel Centre

- 6.5.1 Due to delivery timescales of the new leisure facility, development of the existing Angel Centre will be after Summer/Autumn 2028.
- 6.5.2 The Council should arrange demolition of the existing building as soon as reasonably practicable once the new leisure centre is in operation, and look to recover the cost from either developments within the masterplan area or other external funding opportunities if possible, whilst giving consideration to any temporary viable short term use. This will remove the need for significant hoarding and costs, associated with securing and maintaining the building, and prevent the site from being left for a lengthy period of time prior to any future development.

- 6.5.3 TMBC to consider undertaking site surveys to de-risk the site but only with external funding if available.

6.6 Vale Road Car Park

- 6.6.1 The results from the masterplan framework survey indicated a preference for a residential development on Vale Road car park rather than a hotel (60%/40%). Although both options have viability challenges, based on the results of the survey, the preference is for residential.
- 6.6.2 Any development on the site will need to ensure access to the adjacent Angel Indoor Bowls Club.
- 6.6.3 TMBC to consider undertaking site surveys to de-risk the site but only with external funding if available.

6.7 Angel West Car Park

- 6.7.1 The survey showed clear public support to retain this area for parking. The Council will look to enhance parking opportunities in this location to support future demand and economic growth in the medium term.

6.8 Linear Riverside Park

- 6.8.1 The linear riverside park to the north of the east of High Street masterplan area and adjacent to the south bank of the river tributary will be delivered in stages, paid from S106 funding from developments within the masterplan area.
- 6.8.2 It is anticipated that the section between Angel Lane and Sovereign Way will be delivered first with the section adjacent to the Sovereign Way North car park being delivered alongside the residential development on that site.
- 6.8.3 TMBC will commission and adopt a design framework for the linear park to ensure if delivery is in phases, there will be a consistent approach to design and finishes. The linear park is to be delivered with the availability of S106 funding from developments within the east of High Street masterplan area or with other external funding opportunities.

6.9 Proposed Phasing Timetable

Site	Proposed Development	Proposed Delivery Timescales	Additional Comments
Angel East car park	No current development planned		Retained as car parking
Angel West car park	No current development planned in the short/medium term		Retained as car parking
Sovereign Way Mid car park	New Angel Leisure Centre	Autumn/Winter 2026 – Summer 2028	Delivery subject to any spending restrictions ahead of Local

			Government Reorganisation
Sovereign Way East car park	GP Surgery/Residential	Delivery subject to viability & NHS approval to proceed.	Subject to TMBC Member approval
Sovereign Way North	Site Surveys	2026/2027	Delivery of initial site surveys to be carried out subject to external funding
Sovereign Way North car park	Residential development	Delivery subject to viability	Subject to TMBC Member approval
Existing Angel Centre site	Explore viable temporary use/Demolition/Site surveys	June 2028 onwards	Temporary viable use and/or demolition of the existing building following completion of the new facility Delivery of initial site surveys subject to external funding
Existing Angel Centre site	Commercial/Residential	Delivery subject to viability	Delivery subject to completion of the new leisure centre & TMBC Member approval
Vale Road car park	Site Surveys	2026/2027	Delivery of initial site surveys to be carried out subject to external funding
Vale Road car park	Residential	Delivery subject to viability	Subject to TMBC Member approval
Linear Park	Design framework	2026	Development of design framework
Linear Park	Creation of linear park	When funding is available	Progression subject to availability of S106 funding from developments within the masterplan area or other external

			funding opportunities
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7 Governance and Review

- 7.1.1 Member recommendations and approvals will be required prior to any development activities detailed in this Delivery Strategy, including any agreements/sales being entered into, in line with the Council's constitution.
- 7.1.2 All development activities will first be discussed at the Tonbridge Town Centre Programme Board who will make recommendations to Cabinet/Cabinet Members. Cabinet Members will be able to take Non-Key Decisions relating to their portfolios, in line with the Council's Constitution. Any recommendations on non-executive matters will be referred to the full Council.
- 7.1.3 This delivery strategy shall be reviewed by the Tonbridge Town Centre Programme Board on an annual basis.

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Serving our community

Tonbridge and Malling Borough Council
Gibson Building
Gibson Drive
Kings Hill
West Malling
Kent
ME19 4LZ

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Cabinet

14 October 2025

Part 1 - Public

Executive Non-key Decision



Cabinet Member	Cllr Des Keers, Community Services
Responsible Officer	Damian Roberts, Chief Executive
Report Author	Gill Fox, Corporate Policy & Communities Manager

UKSPF Community Development Grant Scheme

1 Summary and Purpose of Report

- 1.1 To seek approval of schemes submitted for funding to the third round of the UK Shared Prosperity Fund (UKSPF), Community Development Grant Scheme.

2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 The proposed grant allocations are focussed on those projects that best meet the criteria for the Community Development Grant Scheme, aligning with Council priorities.

3 Recommendations

- 3.1 That the grant allocations as set out in Annex 2 of the report **BE ENDORSED**.

4 Introduction and Background

- 4.1 This is the third round of the UKSPF Community Development Grant Scheme, in addition to a recent TMBC funded scheme to mark the 50th anniversary year of the Council. The criteria for each scheme have remained largely the same, focusing on the following:
- A specific project deliverable within 5 months of receipt of funding
 - Projects which are funded from a variety of sources where the Council can provide additional financial support
 - Projects supporting the armed forces (e.g. cadets, veterans, military charities)

- Projects which help the Council meet one or more of the priorities set out in the Corporate Strategy, addressing one or more of the following priorities:
 - Helping vulnerable communities through the cost-of-living crisis
 - Supporting healthy lifestyles
 - Improving community safety
 - Helping people gain skills to access the workplace
 - Supporting environmental and carbon reduction initiatives

4.2 During the 9-week application window, 56 eligible bids were received. As anticipated, the scheme was oversubscribed, with the total amount applied for by eligible applicants exceeding the total funding pot. The eligible applicants requested a total of £124,312, exceeding the available grant fund of £76,660. Therefore, the full amount requested by all applicants cannot be offered and the agreed scoring criteria (attached at Annex 1) has been used to determine the level of award for each applicant.

5 Proposal

- 5.1 Applicants with a score of 25-36 receive 85% of the amount requested (this amounts to a grant of £2,125 for the highest scoring applicants).
- 5.2 Applicants with a score of 20-24 receive 70% of the amount requested (this amounts to a grant of £1,750).
- 5.3 Applicants with a score of 10-19 receive 55% of the amount requested (for those in this category, the grant ranged from £275 - £1,375 depending on the amount requested).
- 5.4 Taking the above approach, did leave a small surplus of £413 which has been allocated, given that the scheme is in such high demand. The grants for Wrotham WI and Hildenborough Conservation Group have been uplifted. Both groups requested a modest amount and this ensures the projects will still be viable. The surplus is split between the two, allocating each of them an additional £206.50.

6 Other Options

- 6.1 All other options considered meant that fewer applicants received funding. The approach to lower the amount of funding to all eligible bids was fairer and supports a good range of projects across the Borough.

7 Financial and Value for Money Considerations

- 7.1 Details of grant amounts are set out in Annex 2. All applicants will be informed of their grant allocation and asked to confirm that they can proceed with the projects as outlined in their bid, despite a lower amount than the initial request. Monitoring

will take place in 5 months' time to ensure that projects have progressed as intended.

8 Risk Assessment

- 8.1 The application process has been designed to minimise risk, with assessments based on set criteria. Payments will be made following this process and upon receipt of signed or audited accounts, along with a copy of the organisation's constitution.

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 The scheme has been promoted via the council website and social media channels. All applicants are asked at application stage to confirm they are willing to acknowledge the support of the Borough Council with regards to media and publicity. As projects progress there will be ongoing opportunities to promote the activity that has taken place because of the grant received. This will include visits from the mayor to help raise awareness of the work undertaken by groups following receipt of the grant.

11 Implementation

- 11.1 Following Cabinet approval, the funds will be allocated to successful recipients from early November. Monitoring and publicity will follow over the next 5 months.

12 Cross Cutting Issues

12.1 Climate Change and Biodiversity

- 12.1.1 Some impact on reducing emissions in support of carbon neutral by 2030 or enhancing the natural environment.
- 12.1.2 Climate change advice has been sought in the preparation of the options and recommendations in this report.
- 12.1.3 One of the priorities for funding is "supporting environmental and carbon reduction initiatives" and some of the applications support this objective.

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.

12.2.2 Several of the initiatives will make a positive contribution in supporting those with protected characteristics. Allocating grants to small charities and local groups helps to empower them to lead their own initiatives and ensures resources reach those who face the greatest barriers, creating more inclusive opportunities for social impact.

12.3 Other If Relevant

- Business Continuity / Resilience
- Health and Safety
- Healthy Lifestyles

12.3.1 The priorities that have been identified in the grant criteria include helping vulnerable communities, supporting healthy lifestyles, improving community safety and helping people access the workplace. Applications have been received that support these objectives.

Background Papers	None
Annexes	Annex 1 – Guidelines and Scoring Criteria Annex 2 – Summary of proposed grant allocations

Tonbridge & Malling Borough Council
UKSPF Community Development Grant Scheme

**Guidelines for Grants
(maximum grant £2,500)**

1. Who can apply?

Any community organisation or charity which:

- is based in the Borough and/or is providing a direct service to residents of the borough in line with community priorities
- provides services that will promote or improve the economic, social or environmental wellbeing of the area for the benefit of residents of Tonbridge & Malling and can clearly demonstrate this
- is in the community, not for profit or voluntary sector
- has a constitution or set of rules setting out its aims and objectives
- has a bank or building society account in its own name
- can provide externally examined, or signed accounts for the previous financial year
- only applies for one grant from this fund (we will not fund multiple projects from the same organisation)

2. The Council's Funding Priorities

Specific priorities for funding are as follows:

- A specific project deliverable within 5 months of receipt of funding
- Projects which are funded from a variety of sources where the Council can provide additional financial support
- Projects supporting the armed forces (e.g. cadets, veterans, military charities)
- Projects which help the Council meet one or more of the priorities set out in the Corporate Strategy, addressing one or more of the following priorities:
 - **Helping vulnerable communities through the cost-of-living crisis**
 - **Supporting healthy lifestyles**
 - **Improving community safety**
 - **Helping people gain skills to access the workplace**
 - **Supporting environmental and carbon reduction initiatives**

The Council will consider applications for core funding to support the on-going work of voluntary and community groups but will give higher priority to those applications seeking funding for a specific project or purchase.

2. Monitoring

Organisations will be asked to complete a monitoring form five months after the grant has been allocated.

3. We will NOT grant aid

- Businesses e.g. shops, pubs or salons (grants from this fund will support charities and the voluntary and community sector)
- Parish or Town Councils
- Multiple applications from the same organisation. An organisation can only receive funding for one project.
- Organisations seeking to add capital to their investments or reserves
- Local organisations whose total fund-raising is sent to their central HQ for redistribution
- Individuals seeking sponsorship
- Groups whose main aim is campaigning
- Activities that promote religion
- Groups that hold levels of reserves which are not in line with the Charity Commission's guidelines
- Activities, the full cost of which can be charged for

4. Awarding Grants

The table in section 5 below sets out the criteria and associated scoring that will be used for comparative assessment of applications for grants. This is provided to assist applicants in setting out their grant applications. Applicants are not expected to score themselves against the criteria; this will be done independently once the applications have been received.

All applications must be submitted online via the Council Website ahead of the deadline (**midnight on 15 September 2025**). Applicants will be advised of the outcome of their grant applications by October 2025, with funds distributed by November 2025.

The Council will operate an internal review process and will accept a request for a review of any decision. Any such request must be made in writing or email to the Council and should state the reasons why the applicant is aggrieved with the decision of the Council. A request for review will be considered by a senior officer and the applicant informed of the final decision. The decision of the Council on any eligibility matter will be final.



Funded by
UK Government



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5. Criteria and Scoring for Grant Applications

Criteria		Score	Awarded (office use only)
Location of the organisation	Based in the borough	3	
	Based in the local area (including Maidstone, Tunbridge Wells, Sevenoaks, Medway)	1	
Area of the borough served	Support focused on residents in more deprived communities (Trench, Snodland, East Malling or Aylesford)	3	
	Serves all areas of the borough	2	
	Serves another specified area of the borough	1	
Project Funding	Project supports armed forces community (e.g. cadets, veterans, military charities)	5	
	Grant will fund a project, purchase or seeks to establish a new group	5	
	Grant will fund both ongoing work and a specific project purchase	3	
	Ongoing work only	1	
Delivery of priorities	Assists with the delivery of more than one priority	5	
	Assists with the delivery of one priority	3	
Partnership working	Application involves joint working with others	2	
Other sources of funding	Several sources of funding obtained	5	
	Funding obtained from one other source	3	
	Funding applied for but not yet confirmed	2	
Recognised quality standard	Has achieved accreditation	3	
	Is working towards accreditation	1	
Community Grant Funding received from TMBC in the last two years	Yes	1	
	No	5	
Total Points Scored			

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Organisation	Purpose of grant	Grant request	Award amount
RBLI	To fund starter packs containing necessities for every new resident at Mountbatten Pavilion (RBLI's emergency accommodation).	£2,500	£2,125
North Tonbridge Community Association	To part fund essential tree maintenance work to ensure the grounds remain safe for community use.	£2,500	£2,125
Communigrow	To fund a minimum of 8 x 2-hour cookery sessions (including ingredients) for a range of beneficiary groups with a focus on East Malling and Snodland.	£2,500	£2,125
TM Active	To establish a "Men's Shed" in East Peckham, to reduce social isolation particularly for men at retirement age.	£2,500	£2,125
Babons Cancer Support	To run a 10-week Mens Talk Support Group, for men who have or have had cancer. The grant will pay for 2 qualified counsellors.	£2,500	£1,750
Betensen Trust (Alms House Charity)	To fund planning and surveyors fees for an additional flat to house a person in need of a home.	£2,500	£1,750
Swan Community Benefit Society	To undertake essential maintenance and repairs of the community pub. The grant will fund materials and the work will be undertaken by 60+ local volunteers.	£2,500	£1,750
Tonbridge Amateur Boxing Club	To fund a 12-week female focussed Empowerment Programme that uses boxing fundamentals to build confidence, resilience and wellbeing. Funding will provide 12 fully funded participant places.	£2,500	£1,750
Scotts Project Trust	To part fund the installation costs of an accessible bathroom, to empower individuals to maintain their independence in daily activities.	£2,500	£1,750
Tonbridge Rotary	To ensure the Christmas Festival celebration is free for all to enjoy, despite rising costs relating to security, equipment hire, insurance etc.	£2,500	£1,750
Arthurs Quest	Purchase of a replacement laptop, paying for accountancy services, funding a specialist to assist with policies and paying for DBS checks when onboarding new volunteers.	£2,500	£1,750
Sports Sister Community	To expand the holiday club programme to include at least one girls' football camp per school holidays, covering facility hire, coaching costs, equipment and free fruit and water for attendees.	£2,500	£1,750
Parkrun Peters Village (junior parkrun)	To assist with the Parkrun start-up fee, which is a one off payment which goes towards the ongoing costs for the lifetime of the event, including insurance, equipment, website etc.	£2,500	£1,750
Kent Farmers Market Association	To support and promote farmers' markets by updating and improving their website.	£2,500	£1,750
Age UK (Maidstone, Sevenoaks and Tonbridge)	To part fund a wheelchair accessible vehicle to allow the continuation of the essential transport service to the day centres.	£2,500	£1,750
Townsend Hook (Snodland) Bowls Club	To extend the shelter/canopy to allow elderly and disabled members to get into the shade in the summer.	£2,500	£1,750
Tonbridge Cricket Club	To purchase a BOLA Professional Bowling Machine.	£2,500	£1,750
Friends Together (grief support)	To provide an online counselling service accessed via the website.	£1,440	£792
Bluebell Hill Village Hall	To make safe and improve the aesthetics of the outside space for the various community groups who use it.	£2,500	£1,375

Organisation	Purpose of grant	Grant request	Award amount
CANWK	To fund a dedicated volunteer advisor to answer video calls during virtual outreach sessions at Snodland Town Council and the East Malling Centre.	£1,124	£618
PS Breastfeeding CIC	Funds to buy 4 new breast pumps along with milk collection kits.	£1,152	£634
Stocks Green Pre School	To fund a dedicated outdoor shelter, providing protection from sun and rain.	£2,500	£1,375
Kith n Kin (parent support group)	To fund a website, plus 2 x second hand phones to call back parents on designated Kith n Kin numbers.	£2,500	£1,375
Russet Players	To launch a new youth theatre, engaging with up to 20 young people in a fully inclusive and supportive theatre, removing financial barriers for those who would otherwise be excluded.	£2,500	£1,375
Tonbridge Angels Foundation	To fund additional coaches, equipment and pitch hire for a Pan Disability team. To fund a Football and Sporting Memories Café for local residents with minimal or moderate memory issues.	£2,500	£1,375
Stocks Green PTA	To expand the "Bike Bus" initiative, paying for equipment (bells, lights, hi viz jackets) and a bike shelter.	£2,494.85	£1,372
Tonbridge Lions	To help finance the biennial PSA cancer testing at the Angel Centre for all men in the Tonbridge community.	£2,500	£1,375
East Malling Centre	To purchase replacement floor to ceiling curtains, to help with heat insulation in the community hall.	£1,220	£671
Borough Green Village Hall	To replace deteriorating front main doors, to reduce heat loss and high energy costs.	£2,500	£1,375
Clear Synergy Ltd	To cover the rising costs of security and stewarding at the Tonbridge Christmas Festival – the grant will be used towards the costs of vehicle mitigation barriers to keep the public safe.	£2,500	£1,375
1 st West Malling Scouts	To contribute to the Community Impact Pond project and to replace two old gazebos used for camps.	£1,000	£550
KINARA (Kings Hill Active Retirement)	To fund two new short mat bowls handling units to make storing and rolling out heavy mats an easier process for all.	£2,355	£1,295
St Peter and St Paul	To fund a lunch club for single people and families who are isolated, lonely, vulnerable and facing financial hardship.	£1,000	£550
Wrotham Roses WI	Hall hire, speakers, equipment such as hearing loops, to meet the needs of members, to create a suitable environment for more vulnerable ladies.	£500	(£275 + £206.50) £481.50
WK Mind	To fund 6.5 interventions for young people, providing self-management skills, reduced risk of escalation and improving health outcomes.	£2,500	£1,375
Borough Green Junior Football Club	To raise awareness of girls football teams, with increased marketing and to fund equipment and coaching fees.	£2,500	£1,375
Compaid	To deliver one to one digital skills training sessions with a focus on supporting unemployed young people in Trench.	£2,500	£1,375
Mereworth and Kings Hill Scout Group	To replace marquees and sleeping tents for the outdoor programme/camps.	£2,500	£1,375
Heart of Kent Hospice	To part fund the Welfare Service – providing timely, appropriate and accurate welfare advice to those facing end of life illnesses and to their families.	£2,500	£1,375

Organisation	Purpose of grant	Grant request	Award amount
Angel Lane CIC	To provide a "Chatty Café" alongside the Angel Café during term time, where the community can come together with others and receive support if needed, such as food and refreshments they are unable to afford otherwise.	£2,430	£1,337
The Oaks Specialist College	To purchase items for the kitchen such as food processor, air fryer, utensils, trollies all with adaptations to enable people with disabilities to use them.	£2,500	£1,375
1 st Waterringbury Brownies	To fund a Brownie holiday for all girls in the unit including all activities.	£1,000	£550
Hildenborough Conservation Group	To purchase tools, spares and necessary PPE to enable the group to continue and expand its objectives of management of important and rare woodland.	£600	(£330 + £206.50) £536.50
Music at Malling	To continue to provide free monthly music workshops at Malling Abbey for young people and their families.	£2,500	£1,375
East Peckham Village Hall Charity	To fund a defibrillator outside the village hall.	£1,500	£825
Tonbridge Community Singers	To purchase music and equipment such as a microphone and amplifier to allow more free concerts.	£2,500	£1,375
Malling District Scout Explorers	To provide racking and storage for essential equipment and to purchase new kit – PA equipment, inflatable activity equipment – zorb balls, laser tag etc.	£2,500	£1,375
1 st Borough Green Scouts	To ensure every young person can attend the camps and take part in activities.	£2,500	£1,375
Snodland Community Cricket	To fund a storage container, additional equipment and lawn mowers.	£2,500	£1,375
Imago Community	To fund recruitment activity for the volunteer driver scheme.	£2,500	£1,375
Wouldham Allotments	To provide a compost toilet on site.	£2,500	£1,375
Tonbridge Baptist Church Sustain Foodbank	To fund weekly food shop to provide emergency food parcels.	£2,500	£1,375
Cast a Thought	To launch a "Fishing for Friendship" 8-week programme of facilitated sessions to help with confidence and resilience, improving social networks.	£2,496	£1,373
Kent Raynet (communication for emergencies and community events)	To complete the project to provide borough wide radio coverage allowing emergency centres in Kent to connect without relying on mains power.	£1,500	£825
Oaks Nursery	Maintenance, building work, painting and new equipment for the children.	£2,500	£1,375
Larkfield Community Church Foodbank	To purchase and distribute nonperishable food and basic hygiene products to those in need.	£2,500	£1,375
Total grant amount			£76,660

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Cabinet

14 October 2025

Part 1 - Public

Executive Non-key Decision



Cabinet Member

Cllr Des Keers - Communities

Responsible Officer

Damian Roberts – Chief Executive

Report Author

Gill Fox – Corporate Policy & Communities Manager
Esther Wright – Safeguarding Officer

Staff Training – Safeguarding and Equalities and Diversity

1 Summary and Purpose of Report

- 1.1 The Annual Service Delivery Plan for 2025/26 includes actions for Cabinet to approve staff training plans in relation to safeguarding and equalities and diversity. This report seeks approval of the suggested staff training plans.

2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 Council staff have an important role to ensure we consider and support children and adults at risk of harm and that we deliver services where everyone feels respected, represented and able to thrive.

3 Recommendations

- 3.1 That Members **ENDORSE** the training plans set out in Annex 1 and Annex 2.

4 Introduction and Background

- 4.1 The 2025/26 Annual Service Delivery Plan sets out a commitment to approve a training plan for both safeguarding and equality and diversity. In each case, tiered training is suggested depending on the roles and responsibilities of the officer.
- 4.2 We propose the implementation of a tiered training framework, delivered through a rolling programme that ensures:
- All staff receive appropriate training aligned to their role
 - Training is refreshed at regular intervals to maintain awareness and competence

- A centralised record of training completion is maintained for audit and assurance purposes

5 Proposal

5.1 Training will be delivered via a combination of:

- E-learning modules
- Face-to-face workshops
- Scheduled refresher sessions
- Monitoring via HR systems

5.2 Attached at Annex 1 is the proposed training structure for Safeguarding.

5.3 Attached at Annex 2 is the proposed training structure for Equality and Diversity.

6 Other Options

6.1 There are many other training options for safeguarding, however the decision has been taken to focus on topics that have been highlighted in Safeguarding Child and Adult Reviews as a priority. In addition, those topics that staff are encountering have also been given a greater priority.

6.2 EDI training will focus on ensuring staff are fully aware of the need for fair, inclusive and respectful services for all, to ensure they can provide the best possible service to residents.

7 Financial and Value for Money Considerations

7.1 The online training courses for both safeguarding and equality and diversity are already available on the e-learning platform used by the council, there will therefore be no additional cost.

7.2 Most of the additional e-learning can be assessed via the kent safeguarding partnerships which is available for the council to use as a partner agency.

7.3 External expertise may be required to deliver some in person training. Where necessary training costs incurred from the use of external providers will be met from the training budget.

8 Risk Assessment

8.1 N/A

9 Legal Implications

9.1 By undertaking appropriate training, Tonbridge and Malling Borough Council meets its legal obligations under the Care Act 2014, Working Together to

Safeguard Children (2023), and the Public Sector Equality Duty (section 149 of the Equality Act 2010).

10 Consultation and Communications

- 10.1 Training will be rolled out in a timely manner to all staff. Information and details about the courses will be shared with staff via Staffnet messages.

11 Implementation

- 11.1 Details of tiered training requirements are set out in Annex 1 and Annex 2.
- 11.2 Mandatory e-learning Equalities and Diversity training to be undertaken by all staff with a completion date of 17 October 2025.
- 11.3 Mandatory e-learning for adult safeguarding to be completed 1 Nov – 15 December 2025 (this coincides with Safeguarding Adults Awareness Week)
- 11.4 Mandatory e-learning for child safeguarding, to be completed 15 January – 31 February 2026.
- 11.5 Training to be refreshed every two years.

12 Cross Cutting Issues

- 12.1 Climate Change and Biodiversity

- 12.1.1 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 Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this paper directly impact on end users. The impact has been analysed and does not vary between groups of people. The results of this analysis are set out immediately below.

- 12.2.2 This initiative will make a positive contribution in supporting those with protected characteristics.

- 12.3 Other If Relevant

- Human Resources
- Health and Safety
- Healthy Lifestyles

- 12.3.1 Training will be delivered and monitored with support from the Human Resources Team. Staff Safeguarding and EDI training promote an inclusive, safe and respectful environment, supporting the council's aim to protect wellbeing, prevent harm and encourage healthy lifestyles.

Background Papers	None
Annexes	Annex 1 – Tiered Safeguarding Training Annex 2 – Tiered Equality and Diversity Training

Safeguarding Training

Induction Training

All staff are required to complete the following mandatory training:

- **Safeguarding Children** (Nexus eLearning)
- **Safeguarding Adults** (Nexus eLearning)

In addition to these general courses, we propose that staff should also complete the following at induction:

- **Prevent Level 1** (Home Office eLearning) – free course

This training must be refreshed every **two years**.

Three Tiers

The training plan has been divided into three tiers.

Tier 1	Officers who don't have contact with residents in their roles or have limited contact.
Tier 2	Officers who interact with residents in their roles. This would include the majority of front-facing services e.g. Customer Service, Revenues team, Housing team etc.
Tier 3	Officers with Safeguarding responsibilities, e.g. Safeguarding Officers, Safeguarding Champions and Community Safety Unit Manager.

Rolling Programme

Level of contact with children, young people and/or vulnerable adults	Required Training	Refresh
Tier 1	Mandatory	
	Safeguarding children and safeguarding adults (eLearning)	At induction
	Safeguarding Children (elearning)	2 years
	Safeguarding Adults (elearning)	
	PREVENT Level 1 course (elearning)	
	Modern Slavery & Human Trafficking (elearning)	

Tier 2	Mandatory all Tier 1 courses (above) plus: Mental Capacity Act (elearning) Suicide Prevention (elearning) Recommended Domestic Abuse Forced Marriage Awareness Female Genital Mutilation Managers: Safer Recruitment	2 years
Tier 3 Designated Safeguarding Officers	Mandatory all Tier1 and Tier 2 courses (above) plus: Level 3 Adult Safeguarding Level 3 Safeguarding for Designated Practitioners (Child) PREVENT Level 2 Domestic Abuse Female Genital Mutilation Forced Marriage Awareness Safer Recruitment NRM First Responder Training Threshold Training for Child and Adult Safeguarding thematic learning events organized by safeguarding boards Other relevant Level 3 Courses as available through KSCMP and KMSAB	2 years

Equalities and Diversity Training

As part of our ongoing commitment to equality, diversity and inclusion (EDI), all staff are required to undertake EDI training, as follows:

Induction Training:

All staff to complete e-learning module Diversity & Equality, this will ensure staff can:

- Explain the difference between equality and diversity
- Acknowledge the importance of equality and diversity in and out of work
- List the protected characteristics
- List the different types of Prohibited Conduct
- Explain the link between the strands of equality and the benefits of diversity

All staff to complete e-learning module Direct and Indirect Discrimination, this will ensure staff can:

- Explain the difference between direct and indirect discrimination
- Recognise and describe discriminatory behaviour
- Explain how such behaviour may be avoided
- Acknowledge why discriminatory behaviour is legally, morally and professionally unacceptable

Two Tiers

Tier 1	Officers who don't have contact with residents in their roles or have limited contact.
Tier 2	Officers who interact with residents in their roles. This would include most front-facing services e.g. Customer Service, Revenues team, Housing team etc.

Rolling Programme

- Tier 1 – Complete e-learning Diversity & Equality (every 2 years)
 Complete e-learning Direct and Indirect Discrimination (every 2 years)
- Tier 2 – Complete the above Tier 1 courses and attendance at in person
 training session with an external provider (every 2 years)

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ANGEL LEISURE CENTRE – REPLACEMENT PROJECT

Item OS 25/45 referred from Overview and Scrutiny Committee of 11 September 2025

Members were advised that good progress had been made with the Angel Leisure Centre replacement project as part of the RIBA Stage 2.

The public engagement exercise had commenced and would run until 24 September 2025. Currently, over 1,000 responses had been received and reflected a strong public interest in the project. Members queried how many of these responses were outside of Tonbridge and it was indicated that this information could be collated once the consultation had finished. It was also suggested that the consultation could be promoted wider throughout the Borough via Larkfield Leisure Centre, other suitable locations and parish/town councils.

The selection of the main contractor was progressing alongside RIBA Stage 2 and Officers and the Cabinet Members for Infrastructure and Tonbridge Regeneration; and Finance, Waste and Technical Services would be involved in the procurement process.

Particular reference was made to the importance of meeting deadlines due to anticipated local government reorganisation and potential future borrowing controls. The potential for a new unitary authority to deprioritise local leisure facilities was identified as a risk by Members and it was reiterated that the project timeline was designed to address these risks and that timely decision-making was critical.

Whilst the final design was currently being developed it was expected to include a larger gym, group exercise studios, dedicated spin studio, soft play and café, multiple use community facilities and a sports hall, together with changing rooms and flexible multi-purpose rooms.

Members highlighted the need for the new centre to serve both leisure and broader community purposes and referred to feedback from the Tonbridge Civic Society and past uses of the centre. The Committee was assured that the proposed facility mix included three community rooms, flexible spaces and that community use was a key consideration in the design.

On the grounds that Members wished to discuss commercially sensitive financial information, the Chair proposed, Cllr Tanner seconded and the Committee

RESOLVED: That the press and public be excluded from the remainder of the consideration of this matter to avoid the disclosure of exempt information.

(The recommendations arising from this discussion are set out in OS 25/51)

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ANGEL LEISURE CENTRE – REPLACEMENT PROJECT

Item OS 25/51 referred from Overview and Scrutiny Committee of 11 September 2025

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

There was detailed and robust discussion on financial and value for money considerations, the potential risks in respect of local government reorganisation, asset disposal, borrowing of funds, potential loss of investment and repayment of loans.

A concern was also raised regarding the lack of a detailed and costed business case. Members were reassured that a business case had been developed as part of the feasibility study and was continually reviewed and refined as the project progressed. It was anticipated that a final costed business case could be presented to Members in 2026 when seeking approval for the final construction.

The Chair proposed, Cllr Athwal seconded and the Committee

***RECOMMENDED:** That

- (1) the Tonbridge Town Centre Programme Board give consideration to potential options around how any proceeds arising from the redevelopment of the current Angel Centre site could be used to offset any debt incurred in relation to the provision of the new leisure centre; and
- (2) the intention to present a fully costed business case to Members in advance of seeking approval for the final construction of the Angel Leisure Centre replacement be noted; and
- (3) the progress being made on the replacement of the Angel Leisure Centre, Tonbridge be noted.

***Recommended to Cabinet**

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Overview and Scrutiny Committee

11 September 2025

Part 1 - Public

Recommendation to Cabinet



Cabinet Member	Adem Mehmet - Cabinet Member for Infrastructure and Tonbridge Regeneration
Responsible Officer	Robert Styles - Director of Street Scene Leisure and Technical Services
Report Author	Darren Lanes - Head of Street Scene and Leisure

Angel Leisure Centre- Replacement Project Report

1 Summary and Purpose of Report

- 1.1 Following the Replacement Angel Leisure Centre All Member Presentation on 29th July 2025, this report provides an update on progress with the project and provides Members of this Committee the opportunity to ask questions of the Project Team and make any recommendations or comments to Cabinet.
- 1.2 **Corporate Strategy Priority Area**
- 1.3 Efficient services for all our residents, maintaining an effective council.
- 1.4 The replacement of the existing Angel Leisure Centre is identified in the Council's new Annual Service Delivery Plan 2025/26 and will help to facilitate the Council's wider development plans for Tonbridge Town Centre. It also supports the Council's aspiration to be carbon neutral by 2030.

2 Recommendations

- 2.1 Members of the Committee are asked to comment on the project and make any recommendations or comments to Cabinet.

3 Introduction and Background

- 3.1 The project to replace the existing Angel Leisure Centre has been progressing since December 2023 and is currently in the RIBA Stage 2 design stage. The slides of the recent All Member Presentation are attached (**Annex 1**) for information, which gives a comprehensive summary of progress with the project to date. Members of the Committee will recall that all aspects of the project were

covered by the presentation including the background, objectives, decision making, timeline, update on current position, costs and finances, public consultation and the way forward.

- 3.2 Members of the Council welcomed the presentation on a project which will represent the largest capital investment made by this Council to date. Members made a range of comments, and a number of changes were made to the public engagement exercise to make the accessibility of the questionnaire as widely available as possible. This included the ability to complete questionnaires at the Angel Leisure Centre and Tonbridge Castle by hand and a presentation at Tonbridge Community Forum. Members noted that the project was now estimated to cost £19m, having previously been estimated to cost £23m. Members particularly welcomed the potential inclusion of new facilities in the design such as soft play and dedicated spin studio.
- 3.3 At the All Member Presentation the full Project Team attended including Officers, Alliance Leisure (the Council's development partner), the project architect and the CEO of the Leisure Trust. In order for Members of this Committee to ask any questions or raise any issues on the project it is again the intention to have the full team present at the meeting.

4 Progress

- 4.1 Since the All Member presentation good progress has been made with the project as part of the RIBA Stage 2. Most notably the public engagement exercise has commenced. At the time of writing this report over 750 responses have already been received reflecting a strong public interest in the project. The survey is for a 6 week period so will close on 24th September 2025 following which the results will be collated.
- 4.2 A presentation on the replacement Angel Leisure Centre was made to the meeting of Tonbridge Community Forum on 1st September 2025 and a verbal update will be made at this meeting on any issues raised.
- 4.3 Site visits are being planned to other leisure facilities offering the same potential facility mix proposed for the replacement Angel Leisure Centre. This will be invaluable in assisting with determining proposed future operational arrangements including financial performance and market demand.
- 4.4 A key element of RIBA stage 2 is the selection of the building contractor. This is a competitive process overseen by Alliance with the involvement of the Council. Following previous comments on procurement made by the Town Centre Programme Board and endorsed by Cabinet the Cabinet Members for Infrastructure and Tonbridge Regeneration and Finance, Waste & Technical Services will be involved in a full day of interviews with the short list of building contractors which is a key element of the selection process.

5 Proposal

- 5.1 The proposal is to replace the existing Angel Leisure Centre with a new state of the art facility located on the existing Sovereign Way Mid car park in the town centre area east of the high street. The final design of the facility is currently being developed though it is proposed that it will include fitness facilities, including a larger gym, group exercise studios and dedicated spin studio, family facilities, including soft play and café, multi use community facilities, including power assisted active wellbeing hub, and a sports hall together with changing rooms and flexible multi-purpose rooms.

6 Other Options

- 6.1 Early in the process consideration was given to the option of refurbishing the existing Angel Leisure Centre but this was not considered by Cabinet to be viable or meet the objections of the project at its meeting on 10 January 2024.
- 6.2 A refurbishment of the existing facility was estimated, at the time, to be up to £15m and would involve the replacement of mechanical and electrical systems, internal alternations and reconfiguration, and replacement and upgrades to the building fabric. Costs were based purely on square metre rates and no survey or design works were undertaken to inform them.
- 6.3 A refurbishment option would also incur a significant loss of income claim from the Leisure Trust and also a loss of market share in the future as people would need to find somewhere else for the leisure activities whilst the work was being undertaken. The life of the refurbished building would not be as long as the proposal to replace the building. If detailed costings were required to refurbish the existing building, a feasibility study would need to be progressed. Multiple options were considered, reviewed and evaluated with regard to the proposed location for the replacement facility. The existing Angel Leisure Centre will continue to operate whilst the replacement facility is being constructed, following which it will be demolished and considered within the wider master plan for the town centre.

7 Financial and Value for Money Considerations

- 7.1 The estimated cost of the replacement facility including build cost, fees, equipment, contingency and build inflation is £19m. This is clearly a substantial sum and would represent the biggest investment in a project by this authority. The estimated cost should not be considered in isolation as the cost to refurbish the existing Angel Centre including the boilers and mechanical and electrical elements of the existing facility was estimated to be up to £15m
- 7.2 The Head of Finance is in the process of considering how the project could be funded and it is envisaged that the funding will be a mix of reserves, a contribution from the Leisure Trust, developer contributions and external borrowing. The approved estimates for 2025/26 allowed for additional contributions to the

earmarked reserve to reduce the need for external borrowing. At the time of writing this report the reserve balance stands at £9.15m.

- 7.3 The level of borrowing which may be required to balance the project will be determined after we have received the final tenders. Discussions with the Trust regarding the business plan and more generally the impact on the overall Management Fee are taking place, stressing the importance of the debt charges from borrowing needing to be covered. Members are advised that at the time of writing PWLB rates for a 40 year loan are around 6.49%.
- 7.4 Council Officers have worked alongside Alliance Leisure Ltd and the Leisure Trust to develop a draft Business Case for the future operation of the replacement facility. The draft Business Case is based on the indicative facility mix arising from the Stage 1 Feasibility Study and is being refined as RIBA Stage 2 progresses.
- 7.5 Within the draft Business Case, consideration was given to current and future anticipated revenue expenditure and income to give an indication of the potential impact on financial performance of the new facility. The draft Business Case has made a number of assumptions including being based on the current indicative facility mix and current market conditions. The draft Business Case also provides two financing scenarios based on a 20% and 40% increase in latent demand. Both scenarios suggest an improved financial annual operating position. The draft Business Plan does, therefore, give reassurance on future operating costs though these figures are indicative at this time and will have the potential to alter (positively or negatively) through the development of the project. It will clearly be important throughout the design stage to consider the commercial viability of each element of the facility mix.
- 7.6 Members should note that in the event of the Council deciding not to proceed after RIBA Stage 4 the costs incurred to date would be sunk costs chargeable to revenue.
- 7.7 By utilising the Council's own reserve to negate borrowing, there will be an impact on the Revenue Budget due to reduced investment income receipts. This will need to be factored into the Medium Term Financial Strategy if Members decide to proceed.

8 Risk Assessment

- 8.1 Key risks within the project relate to:
 - Potential Local Government devolution/reorganisation and in particular, the Government placing restrictions on the Council's spending
 - The Council being unable to fund the project, including anticipated costs escalating beyond the Council's approved budget during the design phase
 - Delays in the planning process

- Delays in the Council's decision-making process

8.2 Whilst it is proposed that Alliance Leisure will be awarded the contract through the RIBA Stages, it should be noted that 'Decision Gates' will be in place throughout the process. Most fundamentally following RIBA Stage 4, when final facility design and the Stage 4 Cost Plan will be brought back to Members for consideration and approval prior to proceeding to construction. The ability will also be contained within the contract for the Council to pause or halt any further work after RIBA Stages 2 and/or 3 should any unforeseen issues arise or there is a funding restriction imposed by Government as part of local government re-organisation proposals.

9 Legal Implications

9.1 The project is being progressed through an internal Project Officer Group. Liaison with officers from both Legal Services and the Mid Kent Procurement Partnership is undertaken as required.

10 Consultation and Communications

10.1 Members will be updated at the meeting on the level of feedback from the public engagement process referred to earlier in these papers.

11 Implementation

11.1 The current project timeline is included within the presentation in **Annex 1**. Subject to approval of Council, it is planned that construction will commence in June 2026 and be handed over to the Council in March 2028.

12 Cross Cutting Issues

12.1 Climate Change and Biodiversity

12.1.1 Climate change advice has been sought in the preparation of the options and recommendations in this report. The Council's Climate Change Officer has been engaged during the production of the Stage 1 Feasibility Study and will be consulted through the remainder of the project. Sustainability is a key aspect of this scheme.

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. Full consideration will be given equalities, diversity and accessibility through design stages of the project.

12.3 Other If Relevant

12.3.1 Procurement – Advice and guidance has been, and will continue to be, sought from the Mid Kent Procurement Team to ensure compliance with legislation.

12.3.2 Business Continuity / Resilience – It is proposed that the current Angel Leisure Centre will remain operational until the new replacement facility is complete to ensure continuity of service for the public.

12.3.3 Healthy Lifestyles – The proposal aims to provide opportunities for health and leisure in the local community.

Background Papers	None
Annex 1	All Member Presentation

ANGEL LEISURE CENTRE REPLACEMENT PROJECT

All Member Briefing
Tuesday 29th July 2025

Welcome and Introductions

- Welcome by Councillor Adem Mehmet
- Introduction of presenters
 - Key Members
 - Key Officers
 - Leisure Trust
 - Alliance Leisure
- Purpose of presentation/outcomes

Presentation Format

- Background
- Alternatives Considered
- Project Objectives
- Progress to Date
- Project Timeframe
- RIBA Stage 2 Update
- Finance
- Public Engagement
- Next Steps
- Questions

RIBA – Abbreviation for Royal Institute of British Architects

Background

- Reports and approvals

Cabinet (5 Dec 23) – Considered and resolved the following:

that the Angel Centre be demolished and replacement leisure facilities be provided in Tonbridge and, in principle, all options be kept on the table for the future location and nature of such replacement leisure facilities within Tonbridge.

Extraordinary O&S (10 Jan 24) – called in and recommended the following amendment:

That in principle, the Angel Centre be demolished and replacement leisure and community facilities be provided in Tonbridge and, in principle, all options be kept on the table for the future location and nature of such replacement leisure and community facilities within Tonbridge

Extraordinary Cabinet (10 Jan 24) – approved amended recommendation from O&S Committee as above

Alliance appointed RIBA Stage 1 (5 Feb 24)

Cabinet (4 Mar 25) – approved procurement route

Cabinet (1 Apr 25) – approved site location and appointment of Alliance Leisure RIBA Stage 2

Council (8 Apr 25) – approval of capital plan evaluation

Project Objectives

- to provide a fit for purpose, state of the art, carbon neutral facility delivering high quality leisure/community facilities
- 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

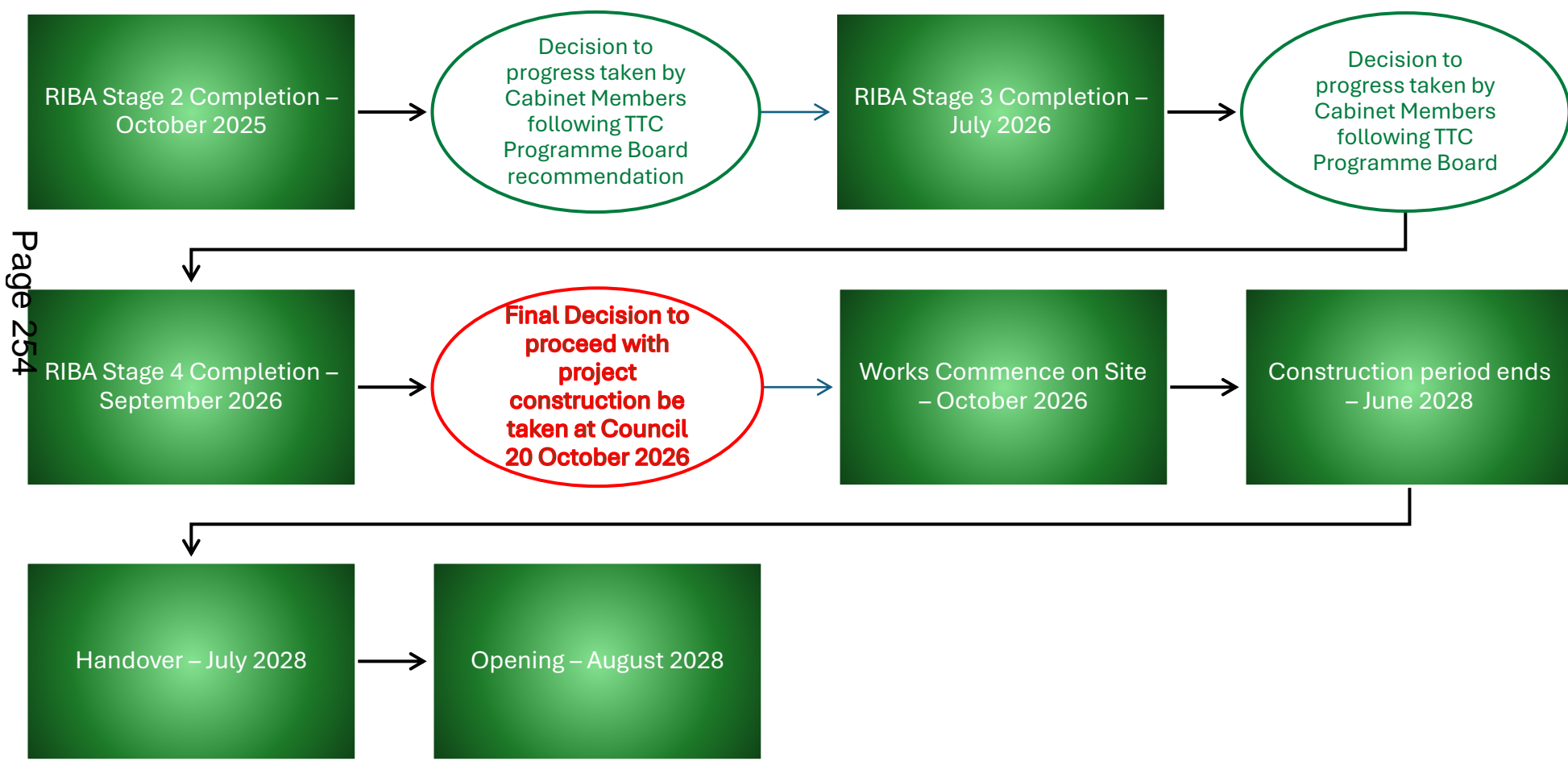
Alternatives Considered

- Replacement and refurbishment options considered by Members in the Finance, Regeneration and Property Scrutiny Select Committee report November 2023
- The report highlighted a number of disadvantages associated with a refurbishment option, including
 - Significant disruption to facility during the course of the work, resulting in customers moving elsewhere and a loss of income
 - Significant challenges to make the building carbon neutral and energy efficient in order to substantially reduce running costs
 - Difficulty in ensuring the existing building can be made fit for purpose to allow additional income to be generated
- The report highlighted a potential refurbishment cost range of £8.6m - £14.58m (mid 2023 prices)

Progress to Date

- Initial reports and approvals
- Links to wider development of East of the High Street
- Established a cross party Tonbridge Town Centre Programme Board (Cllr. Adem Mehmet – Chair, Cllr. Lee Athwal, Cllr. Des Keers, Cllr Garry Bridge, Cllr. Dennis King, Cllr. Mark Hood)
- Appointment of Alliance Leisure (Development Partner)
- Appointment of Leisure Trust (Future Operator)
- Stage 1 Feasibility completed
- Approved location (Sovereign Way Mid Car Park)
- Approval to move to RIBA Stage 2

Project Timeframe



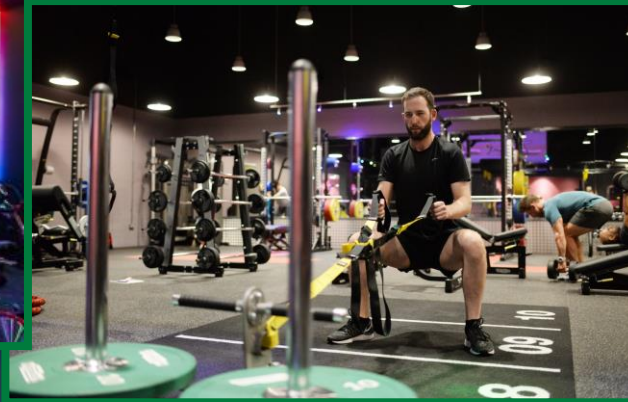
NB. The existing Angel Centre will remain open to customers throughout
 RIBA – Abbreviation for Royal Institute of British Architects

RIBA Stage 2 Update

- Proposed Facility Mix
 - Enlarged and enhanced fitness suite
 - Sports/community hall
 - New active wellness hub
 - New soft play offering
 - New dedicated spin studio
 - Three multi-purpose bespoke studios/rooms
 - New café
 - Changing facilities

RIBA Stage 2 Update

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RIBA Stage 2 Update



RIBA Stage 2 Update

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RIBA Stage 2 Update

- Consultants / Reports / Surveys
 - Structural & Civils Consultant - Appointed
 - Building Services Consultant - Appointed
 - BREEAM Consultant - Appointed and initial assessment undertaken
 - Phase 1 Site Investigation - Completed
 - Phase 2 Site Investigation - Pending concept design sign-off & UXO mitigation
 - Contamination Testing - Pending concept design sign-off
 - Topographical Survey - Under way
 - Utility / Service Capacity Survey - Complete
 - Drainage Survey - Under way
 - Planning Surveys - Pending concept design sign-off

RIBA Stage 2 Update

- Consultee Engagement
 - Planners - Awaiting confirmation of PPA to enable Pre-planning advice
 - Building Control - Initial engagement meeting held and overview of project discussed
 - Leisure Consultant - Sports Consultancy – sight of initial concept designs

Finance

- Capital and Revenue Funding
 - Project costs
 - Existing funds held
 - Leisure Trust contribution
 - Potential Developer Contributions
 - Need for borrowing
 - Repayment of Debt
 - Revenue funding
 - Service Fee Negotiations with Leisure Trust

Public Engagement

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In liaison with TA6 and
the Leisure Trust



Engagement with
current users



Dedicated website



FAQs



Online and paper
questionnaire



Timing

Next Steps

- Regular reports to Tonbridge Town Centre Programme Board
- O&S Committee (11 Sep 25)
- Final RIBA Stage 2 report to Tonbridge Town Centre Programme Board and Cabinet Member Decision Notice
- Final RIBA Stage 3 report to Tonbridge Town Centre Programme Board and Cabinet Member Decision Notice
- Report to Full Council prior to scheme approval to progress to construction phases

Questions



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ANNUAL SERVICE DELIVERY PLAN 2025/26 – QUARTER 1

Item OS 25/44 referred from Overview and Scrutiny Committee of 11 September 2025

The report of the Chief Executive provided data on the performance of the Borough Council during quarter 1 of 2025/26 in relation to the milestones and Key Performance Indicators (KPIs) set out in the Annual Service Delivery Plan 2025/26.

A strong level of performance had been achieved with 70% of activities making good progress. Overall, only 2 activities were red rated and these both related to delays caused by Government.

A satisfactory level of progress had been achieved for 52% of KPIs and included reduced number of complaints, reduced number of Anti-social Behaviour cases reported and 99.6% of invoices paid within the 30-day deadline. Due to some longstanding issues and recent dips in performance 26% of KPIs were red-rated.

Members appreciated the opportunity to assess performance and identified several matters for discussion:

- It was clarified that the managed return to IDOX was making positive progress and that project management was now handled by the Transformation Manager at the Borough Council;
- Questions were raised about the increase in fly tipping incidents and the implementation of higher fines. It was noted that the Borough Council received a share of paid fines. Plans would be made to provide Members with updated data on enforcement and to ensure new signage about fines was displayed.
- Members discussed the need for improved communication with community groups and made particular reference to recent changes at Barden Lake and the use of new substrates on footpaths. Officers committed to providing more information and ensuring that future works were communicated effectively, especially in the absence of a user group.
- Work was ongoing to identify locations for the installation of Digital Information Boards and contractual provisions for the prompt restoration of out-of-action sites would be considered.
- Clarification was sought on targets for crime statistics and fly tipping and the cumulative nature of targets and the rationale behind amber ratings was explained.
- Members suggested that questions be submitted in advance of meetings to allow for more comprehensive responses.

The Chair proposed, seconded by Cllr Hudson and the Committee

***RECOMMENDED:** That

- (1) appreciation be recorded for the overall progress made during Quarter 1;
- (2) appreciation be recorded for the achievements made during Quarter 1; and
- (3) the areas needing focus be noted.

***Recommended to Cabinet**

Overview and Scrutiny Committee

11 September 2025

Part 1 - Public

Recommendation to Cabinet



Cabinet Member

Cllr Matt Boughton

Responsible Officer

Damian Roberts, Chief Executive

Report Author

Jeremy Whittaker, Strategic Economic Regeneration Manager

Annual Service Delivery Plan Q1 (2025/26) Reporting

1 Summary and Purpose of Report

- 1.1 This covering report and annex provides data on the performance of the council during Q1 of 2025/26 in relation to the milestones and Key Performance Indicators (KPIs) set out in the Annual Service Delivery Plan 2025/26.

2 Corporate Strategy Priority Area

- 2.1 By the very nature of the milestones and KPIs, and their role in monitoring the performance of the Council in meeting the vision and priorities set out in the Corporate Strategy 2023-2027, this report covers all four of the priority areas – Caring for the Environment; Improving Housing and Protecting Areas; Investing in our Borough and Local Economy; and Efficient and Effective Council.

3 Recommendations

- 3.1 That overall progress, including achievements to date and areas needing focus,
BE RECORDED

4 Introduction and Background

- 4.1 This Q1 report and Annex represents the start of a new approach to performance management – replacing a suite of KPIs which had been in place since 2022, with a new Annual Service Delivery Plan that comprises both key activities and KPIs.
- 4.2 The breakdown of these activities and KPIs is divided up by the Corporate Strategy Priority Areas as follows:

Corporate Strategy Priority Area	Activities	KPIs
Caring for the Environment	15	14
Improving Housing and Protecting Areas	7	15
Investing in our Borough and Local Economy	15	10
Efficient and Effective Council	33	23
Total	70	62

5 Overview of Performance for Key Activities in Q1 (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 June 2025:

Corporate Strategy Priority Area	Red	Amber	Green	Total
Caring for the Environment	0	2	13	15
Improving Housing and Protecting Areas ¹	1	3	3	7
Investing in our Borough and Local Economy	0	6	9	15
Efficient and Effective Council	1	8	24	33
Total	2	19	49	70

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

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

5.3 A total of 49 activities (70%) were green-rated as of the end of Q1, which represents a strong level of performance. Of these, 5 activities were completed during Q1. Some highlights include:

Caring for the Environment:

- **COMPLETED:** Evaluation of use of hydro-treated vegetable oil for the waste contact vehicles.
- Tender documentation issued for waste and recycling services.
- Installation of air source heat pumps at Larkfield Leisure Centre progressing on site.
- VE Day food waste event undertaken.

Improving Housing and Protecting Areas:

- Local Lettings Policy adopted by Cabinet.

- Lease for 19 units of Temporary Accommodation at Bridge House now signed.

Investing in our Borough and Local Economy:

- Plans for replacement Angel Centre progressing well.
- Approval by Cabinet of the Business Rates (Shared Growth Fund) Programme.
- Establishment of a Temporary Banking Hub at Tonbridge Castle.
- Leigh Expansion and Hildenborough Embankment Scheme entering its final stages with installation of new gates.
- Launch of a Summer Marketing Campaign for Tonbridge Castle

Efficient and Effective Council:

- **COMPLETED:** Second Homes Premium implemented.
- **COMPLETED:** revised Workforce Strategy approved.
- **COMPLETED:** County Council Elections successfully delivered.
- **COMPLETED:** Silver Award in the Armed Forces Employer Recognition Scheme secured.
- Contract awarded for works to Gibson East.
- Annual Governance Statement signed off.
- Project Management templates developed and embedding, with training being arranged.
- Launch of an enhanced Community Enforcement Team
- Transfer of Waste Services calls into the Contact Centre.
- Plans for consolidating the Council's accommodation at Kings Hill are on schedule.
- Budget Review progressing well.
- Annual Governance Statement signed off.
- New external litter enforcement contract that helps to reduce anti-social behaviour commenced.
- Migration of all internal and external eforms to Jadu.

5.4 Overall, only 2 activities (3%) were red-rated. These were both related to delays caused by Central Government:

- a) 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 – **REASON:** the implementation of the levy has been delayed by Government by a year so that it will now come into effect in Autumn 2026.
- b) 13.12 Implement a new planning fee structure aligned to expected secondary legislation – **REASON:** the legislation has not yet been passed by Government.

6 Overview of Key Performance Indicators in Q1 (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 of the end of Q1 (end of June 2025):

Corporate Strategy Priority Area	KPI Status				Total
	Red	Amber	Green	N/A	
Caring for the Environment	1	2	8	3	14
Improving Housing and Protecting Areas	6	3	5	1	15
Investing in our Borough and Local Economy	2	3	2	3	10
Efficient and Effective Council	5	4	13	1	23
Total	14	12	28	8	62

NB: the N/A applies to KPIs that are either reported annually or have a slight lag.

- 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, 52% (28 out of 54) are green-rated, which represents a satisfactory level of progress. Some highlights in Q1 include:

- KPI008: Only 0.08% of waste collections missed
- KPI010: Street-cleansing complaints dropped to 5 in Q1
- KPI033: Occupation of Council-owned commercial premises went back up to 100%
- KPI043: Reported Anti-Social Behaviour cases were slightly lower this quarter in comparison to Q1 of 2024/25 (127 vs 130)
- KPI044: The number of victim-based crimes reported in the borough was the lowest since it was collected as a corporate KPI (Q2 of 22/23)
- KPI045: My Account registrations have increased to nearly 49,000 (although this is expected to drop slightly in Q3)
- KPI062: 99.6% of invoices were paid within the 30-day deadline.

6.4 Overall, 14 KPIs (26% of KPIs that are rated) are red-rated, these include:

- KPI009: Waste collection complaints were higher in Q1 (62).
- KPI015: Housing Land Supply is currently 2.89 years.
- KPI019: 41% of appeals were dismissed against the Council's refusal of planning permission.
- KPI026: 456 properties in the borough have been unfurnished and unlive in for longer than 6 months.
- KPI049: there are 12 vacant posts within the council
- KPI051: the mean Gender Pay Gap within the council is 22.3%
- KPI052: 84% of calls in the Contact Centre were answered.

6.5 There are a small number of KPI targets that should be flagged up at this early stage in the year:

a) KPI006 - % Household waste recycled and composted: the current target of 54% was calculated from the estimated out-turn figure for 2024/25 of 50%. The actual out-turn figure was 48%, and as such a target of 50-52% will likely be more achievable.

b) KPI046 – The number of My TMBC app downloads over the course of the year: this data may be challenging to access in future due to it being put behind a paywall.

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 as of itself 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
Annex 1	Annual Service Delivery Plan April-June 2025 (Q1)

Annex 1: Annual Service Delivery Plan – Q1 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.	Engineering Manager	Finance, Waste and Technical Services		Contractor performance being monitored to ensure timescale is met.
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. Works progressing well on site.
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		Company appointed to undertake decarbonising study (June 2025)
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 on 03 June 2025. Funding transfer due to be considered by Full Council on 08 July 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		The Planning Policy Team has appointed a company to assess the feasibility of the council utilizing its own land for Biodiversity Net Gain purposes. A draft report is expected in August 2025.
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 Cabinet and way forward agreed. Completed.
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.

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		VE Day food waste event completed. Further event planned for Tonbridge Food and Drink Festival in Sept 2025. Fly tipping campaign scheduled for Autumn 2025 and food waste campaign – timing to be confirmed.
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		The July 2025 is not achievable due to no Climate Change Officer currently in post (new officer anticipated October 2025). Work on this will commence in Autumn 2025.
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		Results on track to revoke Tonbridge High Street, Larkfield, Aylesford and Borough Green AQMA in Q3.
4.1	Invest in Tonbridge Racecourse Sportsground for our residents and visitors.	Parks and Leisure	Refurbish tennis courts by August 2025. Identify new options for the future use of the vacated bowls green by November 2025.	Leisure Services Manager (Outdoors)	Community Services		Quotations received for the tennis courts. To be funded in full through s.106 contributions. Date of works to be confirmed. Indoor/Outdoor Leisure Strategy to be considered by Scrutiny Select Committee and Cabinet.
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)/Engineering Manager	Community Services		Quotations received for Haysden Country Park and works to start on 07 July 2025. Initial feasibility study received, with existing bridge to be removed in September 2025 to allow the assessment of the bridge 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 the scheme design by September 2025.	Director of Street Scene, Leisure and Technical Services	Community Services/Infrastructure and Tonbridge Regeneration		First two milestones completed and scheme design being developed.
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		Quotes received and works planned for September 2025.







Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
4.5	Increase the number of vaults at Tonbridge Cemetery.	Parks and Leisure	64 new vaults installed by December 2025.	Parks Officer	Community Services		Order placed for vaults to be installed in August 2025.


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.	TBC				2900			Data submitted to CESSC on 16 July 2025 – however, data provided for Tonbridge Swimming Pool was incorrect and will be updated when the new Climate Change Officer is in post.		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 Poult Wood Golf Course.	371,015				1.5 m	↑		Q1 in 2024/25 was 365,670.		Leisure Services Manager	Community Services
003	Leisure Centre Income	Overall income generated by our Leisure Facilities as a % to profile.	103.4%				Over 100%	↑		Income was £3.105m against a budget of £3.004m in Q1.		Leisure Services Manager	Community Services
004	Leisure Centre Expenditure	Overall expenditure incurred by our Leisure Facilities as a % to profile.	100.4%				Under 100%	↔		Expenditure was £2.719m against a budget of £2.708m in Q1.		Leisure Services Manager	Community Services
005	Improved recycling pages on TMBC website	Number of clicks via social media and other channels during 2025/26.	1,001				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.	TBC				54%			Collation of data from KCC results in details shared one quarter behind. Out-turn for 24/25 was ultimately 48% and as such a target of 50% rather than 54% may be more achievable.	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%				0.10%	↔				Street Scene Manager	Finance, Waste and Technical Services

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
008	Waste Collection Completions	% completion of scheduled collections.	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				160	↓		Whilst complaints have increased in Q1, they still represent a very small percentage of the total collections made (approximately 0.001%)		Street Scene Manager	Finance, Waste and Technical Services
010	Street Cleansing Complaints	Number of formal complaints received about street cleansing.	5				20	↑				Street Scene Manager	Finance, Waste and Technical Services
011	Air Quality Management Areas (AQMA)	Number of AQMAs where NO2 results exceed the National Air Quality objective for which they are declared.	0				0	↔				Environmental Protection Manager	Housing, Environment and Economy
012	Fly Tipping	Number of reported incidents of fly tipping in the borough	254				975	↑				Street Scene Manager	Finance, Waste and Technical Services
013	Green Flag Status	Number of our parks with a Green Flag Status.	3				3	↔			45 (across Kent – June 2025)	Leisure Services Manager (Outdoors)	Community Services
014	Environmental Fixed Penalty Notices (FPNs)	% of environmental FPNs served that are paid.	N/A				65+%			Collation of data from Contractor results in details shared one quarter behind due to period of time payment is due.		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		Staff sickness and contract work associated with local plan evidence base, has meant that certain timescales are behind. This is currently being closely monitored and arrangements are being sought to ensure that timescales can be met. Consultation will take place in Autumn/Winter 2025, subject to Members agreeing the Draft Regulation 18 Stage 2 Local Plan consultation document.
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		The Building Safety Levy, which will impose a charge on developers for new residential buildings to fund building safety improvements, has been delayed by a year. It will now come into effect in Autumn 2026, rather than Autumn 2025, according to the government's technical consultation response. The delay is intended to give developers and local authorities more time to prepare for the levy's implementation.
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. The Implementation report is within the work plan.
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		Will be reported to Housing and Planning Scrutiny Select Committee in December 2025 due to the October meeting being focused on the Local Plan.
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		Lease for 19 units at Bridge House now signed. Occupation will begin in August 2025. A tender for the delivery of a scheme at Bluebell Hill is currently live.
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		These actions are both within the work plan.








Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
8.1	Give greater protection to people living in rented accommodation.	Rented Accommodation	<p>Report on the Renters (Reform) Act agreed by Cabinet in Summer 2025 (NB Now updated to the Renters Rights Act)</p> <p>Requirements of the Renters Rights Act successfully implemented and managed by March 2026.</p>	Housing Improvement Manager	Housing, Environment and Economy		Legislation and guidance still awaited.








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				5 years	↔		Having increased in previous years to 4.36 years, the figure dropped back to 2.89 in Q4 2024/25 following changes in the National Planning Policy Framework.		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.	75%				91%	↓		Government target is 60% , so still well above this figure in Q1.		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.	69%				76%	↓		Government target is 65% , so still above this figure in Q1		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.	77%				90%	↓		Government target is 80% so marginally under this figure in Q1.		Head of Planning	Planning
019	Planning Appeals - dismissed	Percentage of appeals dismissed against the Council's refusal of planning permission.	41%				70%	↓				Development Manager	Planning
020	Planning Enforcement	Number of Planning Enforcement Cases left open more than 4 months.	74%				68%	↑				Head of Planning	Planning
021	Tree Preservation Orders	Number of TPO applications in the historic backlog reported to Members in December 2024.	58				0	↑				Head of Planning	Planning
022	Housing Register	Total number of people on the housing register	343				800	↑		Figure is at end of Q1. This figure constantly changes as people get housed and new applications go live.		Head of Housing and Health	Housing, Environment and Economy
023	Affordable Housing	Number of Affordable Homes built out per annum.	N/A				170			Annual figure provided at end of Q4.	193 (MBC) 119 (TWBC)	Head of Housing and Health	Housing, Environment

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
											35 (SDC) in 2023/24		and Economy
024	Private Rented Sector	Number of households made a successful Private Rented Sector Offer.	0				24	↓		Access to private rented sector remains challenging. Resources to support this work are not yet fully in place.		Head of Housing and Health	Housing, Environment and Economy
025	Temporary Accommodation	Average number of all households in temporary accommodation as at end of the quarter.	122				120	↑		Numbers have reduced and were consistently between 120-125 in Q1, so edging closer to the target.	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				375	↓				Head of Housing and Health	Housing, Environment and Economy
027	Improving Housing Conditions	Number of properties where conditions have improved.	24				80	↑				Head of Housing and Health	Housing, Environment and Economy
028	Housing Enforcement Notices	Number of Housing Enforcement Notices Served.	1				3	↑				Head of Housing and Health	Housing, Environment and Economy
029	Disabled Facilities Grants	Number of homes adapted or improved for older and vulnerable residents to promote their independence and keep them safe in the community.	26				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		Due to be reported to Cabinet in October 2025 following public engagement.
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		Progress being made in accordance with the agreed timeline.
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. There is a strong likelihood that scheme completion will fall into 2026/27 due to the need to secure external 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.	Engineering Manager	Finance, Waste and Technical Services		Project delayed due to staff resource issues in Technical Services. Planning consent will be required along with Biodiversity Net Gain and Flood Risk Assessment consultant reports.
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		Project delayed due to staff resource issues in Technical Services,
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 will be published alongside the Reg 18 stage 2 Local Plan. The procurement of the transport evidence base including the Active Travel Strategy is currently behind schedule, however, this is being managed/monitored.
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		All projects in the programme underway or in the latter stages of planning. Rural England Prosperity Fund relaunched in June 2025.

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		Report to Cabinet on 30 June 2025.
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 well-advanced and scheduled to complete in advance of December 2025. Approval for Round 2 given in April 2025. Scheme launched in May 2025 with 13 applications submitted ahead of the 18 June 2025 deadline.
10.5	Implement a new Street Trading policy that supports our businesses, enhances our towns and generates maximum community benefit.	Economy Bouncing Back	Implementation of new policy by September 2025.	Head of Licensing, Community Safety and Customer Services	Housing, Environment and Economy / Community Services		In the process of being reviewed as a result of upcoming staffing changes.
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		Temporary Banking Hub opened in June 2025. Cash Access has identified three potential properties for the permanent hub (not been notified of location)
11.1	Help drive visitor numbers to Tonbridge Castle through events and activities.	Profile of Assets	Deliver a Summer marketing campaign during June to September 2025. Implement new activities following loss of the Gateway Service by March 2026.	Head of Communication / Head of Licensing, Community Safety and Customer Services	Community Services		Advertising on events/ marketing started June 2025. Reopening of attractions scheduled for end of July 2025. Working ongoing on new activities.
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 / Head of Licensing, Community Safety and Customer Services	Community Services		Work ongoing on report for Cabinet. Boards acquired for Castle and Kings Hill (May 2025). Paper to be submitted to Cabinet on September 2025
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. Planning application approved for new Science and Innovation Building at East Malling Research (NIAB EMR) by December 2025. RBLI Centenary Village Phase 2 completed and occupied by December 2025.	Head of Planning / Strategic Economic Regeneration Manager	Planning / Housing, Environment and Economy.		Developments at various stages: Panattoni Park Aylesford – Tesco now operational. The final small site is now occupied by Milence, with development scheduled to complete in 2025. NIAB EMR – no new application submitted as of June 2025.






Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
			<p>Application for RBLI Factory Development to be determined by summer 2025.</p> <p>London Golf Club planning application determined by spring 2025.</p> <p>Buckmore Park planning application determined by summer 2025 (subject to submission in early 2025).</p>				<p>RBLI Centenary Village – site nearing completion, some units already occupied.</p> <p>RBLI Factory – application submitted in March 2025.</p> <p>London Golf Club – application determined in April 2025.</p> <p>Buckmore Park – application submitted and approved on 30 June 2025.</p>
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		Last gate being installed in Summer 2025. Final instalment of TMBC contribution scheduled for Autumn 2025.

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				5.7%			Survey to be undertaken in August 2025.	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				1.00			Data will be released in November 2025.	0.78 (MBC); 0.99 (TWBC); 1.05 (SDC) in 2024	Strategic Economic Regeneration Manager	Housing, Environment and Economy
032	Unemployment Rate (%)	The % of the workforce that are claiming unemployment benefits.	2.4%				2.2%	↔		Unemployment rate static in line with county and national picture.	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%	↔				Head of Administration and Property Services	Housing, Environment and Economy
034	Council Events – Income	Total income generated from council run/supported events.	£25,429				£58,000	↑				Head of Licensing, Community Safety and Customer Services	Community Services
035	Property Rentals – Income	Total Income generated from commercial property rentals.	£99,995				£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:	£15,236				£95,000	↓		The closure of the castle attraction has		Head of Licensing, Community Safety	Community Services







Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
		Chamber Hire; Tea/coffee sales; Weddings; Castle Attraction and Artisan Market)								dented income, however this is expected to improve in August when it reopens.		and Customer 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				3,000	↓		Castle attraction opens on 02 August.		Head of Licensing, Community Safety and Customer Services	Community Services
038	Employment Land	% net change (gain/loss) in employment land	N/A				0%					Planning Policy Manager	Planning
039	People and Skills Fund	Number of local residents benefitting from projects completed through the People and Skills Fund	0				100	↔		Project outputs will start to become available from Q2.		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>Consultants appointed to support submission of proposals for new Unitary Authorities (June 2025).</p> <p>Terms of reference approved by Annual Council (May 2025). Consultation started on 02 June 2025, ending on 14 July 2025.</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>2 Wider Management Team meetings held in Q1 (09 April and 18 June).</p> <p>Q1 reporting process for the Annual Service Delivery Plan started on 20 June 2025.</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 - New templates published on StaffNet (May 2025).</p> <p>LGiU has been brought on board to deliver Project Management Training in September 2025.</p>
13.4	Refresh and update Medium Term Financial Strategy (MTFS) in light of new Government priorities and the direction for local government funding to be set out in the Spring (2025) Fair Funding Review.	Innovative and Cost-Effective Services	Refresh MTFS in November 2025 with update for Budget Setting in February 2026.	Director of Finance and Transformation / Chief Financial Services Officer	Finance, Waste and Technical Services		Work to update the MTFS will commence in September 2025.
13.5	Undertake a base budget review across all services to identify contributions towards in-year	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.	Director of Finance and Transformation	Finance, Waste and Technical Services		In progress – report scheduled for Finance, Regeneration and Property Scrutiny Select Committee in September 2025.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
	saving and the Medium-Term Financial Strategy 2026/27.						
13.6	Update the Treasury Management and Investment Strategy, aligning it to the Council's ambitions for property and regeneration investment.	Innovative and Cost-Effective Services	Updated Strategy for recommendation by Audit Committee in January 2026 and adoption by Council in February 2026.	Chief Financial Services Officer / Principal Accountant	Finance, Waste and Technical Services		Work will commence to meet target date.
13.7	Implement Second Homes Premium.	Innovative and Cost-Effective Services	Premium to be included in annual Council Tax bills (as appropriate) from 1 April 2025.	Revenues Manager	Finance, 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.	Chief Financial Services Officer / Principal Accountant	Finance, Waste and Technical Services		Work will commence to meet target date.
13.9	Implement Integra Centros Financial ledger system in order to improve efficiency and effectiveness of transactions and reporting.	Innovative and Cost-Effective Services	Implementation of full digital signatures and improved budgetary control reporting by March 2026.	Chief Financial Services Officer / Principal Accountant	Finance, Waste and Technical Services		Work underway to meet target date.
13.10	Strengthen Annual Governance Statement (AGS).	Innovative and Cost-Effective Services	<p>Review Service Assurance Statements which are completed by Statutory Officers and Directors to support the 2024/25 financial statements and the Annual Governance Statement.</p> <p>Annual Governance Statement signed off by Chief Executive and Leader of the Council by May 2025.</p> <p>Annual Governance Statement agreed by Audit Committee by July 2025.</p>	Chief Financial Services Officer / Principal Accountant	Finance, Waste and Technical Services		Annual Governance Statement signed off in May 2025 and scheduled to go to Audit Committee by July 2025.
13.11	Undertake an independent Planning Advisory Service Review and agree Action Plan for improvement.	Innovative and Cost-Effective Services	<p>Complete independent review by September 2025.</p> <p>Action Plan considered by Planning and Housing Scrutiny Select Committee by October 2025.</p> <p>Action Plan agreed by Cabinet by December 2025.</p> <p>Agreed action plan fully delivered by March 2026.</p>	Head of Planning	Planning		The Development Management aspect of the Review is being undertaken on 1st July with the main Peer Challenge scheduled to take place towards the middle of September. This has been delayed due to difficulties with securing an Officer Peer for the challenge.
13.12	Implement a new planning fee structure aligned to expected secondary legislation.	Innovative and Cost-Effective Services	<p>New fee structure considered by Planning & Housing Scrutiny Select Committee by December 2025.</p> <p>New fee structure agreed by Cabinet by February 2026.</p>	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

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
							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		Report submitted to Cabinet on 03 June 2025. Relocation of staff scheduled to commence in July 2025. Cabinet approved the principle of disposing Gibson West on 03 June 2025. Reduction in annual operating costs dependent upon the timescale for disposing of Gibson West.
13.14	Review of Executive Scrutiny Protocol and Associated Governance Arrangements.	Innovative and Cost-Effective Services	Review presented to Cabinet by September 2025.	Director of Central Services	Executive Leader		
13.15	Review of Workforce Strategy to ensure the organisation continues to evolve to deliver high quality services.	Innovative and Cost-Effective Services	Revised strategy, including a new Workforce Monitoring Statement, to be approved by General Purposes Committee by September 2025.	Head of Human Resources and Development	Executive Leader		Strategy approved (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		Lead Member to be nominated.
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		Contract commenced.
13.18	Investigate and trial new technologies to improve our car parks and improve the experience of our customers.	Innovative and Cost-Effective Services	Report on the potential of parking machines accepting contactless payments considered by Communities and Environment Scrutiny Select Committee in May 2025 and by Cabinet in July 2025. Automatic Number Plate Recognition introduced and operational at 2 car parks by March 2026.	Engineering Manager / Parking Manager	Finance, Waste and Technical Services		Project delayed due to staff resource issues in Technical Services
13.19	Implement the requirements of the new Procurement Act, and subsequently review the Council's financial procedure rules and	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		Contracts now tendered in accordance with new Procurement Act.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
	contract procedure rules contained within the constitution.			Director of Finance and Transformation			
13.20	Make it easier for customers to renew their garden waste subscription.	Innovative and Cost-Effective Services	Repeat payment option introduced for subscribers by March 2026.	Chief Financial Services Officer	Finance, Waste and Technical Services		Work will commence to meet target date.
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 Agile implementation has been replaced by the 'return to IDOX' project, which means that these services will remain on the IDOX Uniform platform, which is subject to a series of technical upgrades over summer 2025. Following these, training will be provided to staff on new features.
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.	Head of Licensing, Community Safety and Customer Services	Community Services		Funding contributions agreed in April 2025 with the new team up and running 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.	Revenues Manager	Finance, Waste and Technical Services		Work will commence to meet target.
14.3	Implement key projects as set out in the IT & Digital Strategy 2023-27 roadmap.	Available Services and Advice	Migration of all internal and external eForms from an EBASE to JADU platform and decommission all relevant systems infrastructure by Spring 2025. Adoption of corporate enterprise document management solution including digitization of all paper records across all services within the council by March 2026. Migration of all shared drives across the authority to SharePoint, including training for all staff by March 2026.	Head of IT	Finance, Waste and Technical Services		Migration of all internal and external eforms to Jadu completed. Work will commence to meet other milestones.
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		Work currently underway to meet target date.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
14.5	Complete the Integration of Services into the Contact Centre to improve customer experience.	Available Services and Advice	Transfer of Waste Services in Spring 2025. Transfer of Planning by Autumn 2025.	Head of Licensing, Community Safety and Customer Services	Community Services		Transfer of waste services took place on 01 May 2025.
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		Elections successfully delivered in 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		Work underway to achieve target.
15.2	Produce new Health Action Team (HAT) Action Plan for the One You Service to deliver health & wellbeing impact across the borough.	Promoting Well-Being	Health Action Team Action Plan approved by Cabinet by June 2025. Implementation of Action Plan from June 2025 onwards, including completion of two key actions from each of the three priorities by March 2026.	One You Team Leader	Housing, Environment and Economy		Report going to Communities and Environment Scrutiny Select Committee in September 2025 which will include action plan.
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.	Policy, Scrutiny and Communities Manager	Community Services		Freedom of the Borough granted in May 2025. Application submitted in May 2025 and Silver Award secured in June 2025.
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.	Policy, Scrutiny and Communities Manager	Community Services		Report to be considered by CESSC on 16 July 2025. Scheme will launch in August 2025 with a ceremony in 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.	Policy, Scrutiny and Communities Manager	Community Services		Training plan being considered and on track to report to Cabinet in October 2025.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
16.4	Improve Council's Safeguarding arrangements and performance.	Supporting Residents	<p>New training plan approved by Cabinet in October 2025, with training delivered to all staff and Members by March 2026.</p> <p>New enhanced safeguarding webpage with links to support agencies and safeguarding advice by March 2026.</p>	Policy, Scrutiny and Communities Manager	Community Services		<p>Phase 1 training completed (Safeguarding Champions received in person training in June 2025). On track to report to Cabinet in October 2025.</p> <p>Webpage launched on StaffNet (May 2025). On track to deliver TMBC webpage by March 2026.</p>

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%				99%	↓				Food and Safety Manager	Housing, Environment and Economy
041	One You Service	The number of residents benefiting from the support of the 'One You' Service.	209				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	↔		No outstanding priority actions from either child or adult safeguarding audits.		Policy, Scrutiny and Communities Manager	Community Services
043	Anti-Social Behaviour (ASB)	Total number of ASB cases in the borough that are reported to the Council.	127				510	↑		Slight reduction on Q1 of 2024/25 which had 130 reports.		Safer and Stronger Communities Manager	Community Services
044	Victim-Based Crime	Total number of reported Victim-based crimes in the borough.	1,667				7,200	↑		On track to meet target.		Safer and Stronger Communities Manager	Community Services
045	My Account registrations	The total number of residents with a My Account.	48,988				47,000	↑		Figure is above target at end of Q1, but will drop in Q3 when a review of My accounts is undertaken.		Head of Communication	Community Services
046	My TMBC app downloads	The number of app downloads over the course of a year.	627				1,500	↑		Estimated averages used for Apr/May due to issues accessing data. Relates to annual increase rather than total number of downloads since launch.		Head of Communication	Community Services

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
047	Public engagement with news from TMBC	The number of clicks on social media content over the course of a year.	4,593				22,000	↑		On track (June 2025)		Head of Communication	Community Services
048	Staff engagement	The proportion of staff who feel positively about working at the Council.	N/A				85%			Awaiting staff survey – timing to be confirmed.		Head of Communication	-
049	Vacant Posts (FTE)	Number of positions within the council that are currently vacant.	12				7	↓		No one issue causing this slight increase.		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	↓		No indication that slight increase in sickness absence is workplace related.	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%				18%	↔		Measures are being undertaken to try and reduce our Gender Pay Gap - Gender pay gap reporting – Tonbridge and Malling Borough Council	-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.	84%				94%	↓				Head of Licensing, Community Safety and Customer Services	Community Services
053	Contact Centre - Emails	% of emails responded to within 24 hours.	100%				100%	↔				Head of Licensing, Community Safety and Customer Services	Community Services
054	Contact Centre - Webchat	% of webchats handled by the Contact Centre.	70%				99%	↓		Webchat moved onto a new platform and had teething problems distributing enquiries to advisors. This has now been dealt with.		Head of Licensing, Community Safety and Customer Services	Community Services
055	Licensing	Fees generated from the processing of premises licenses under the Licensing Act 2003.	£18,222				£85,000	↔		The majority of annual fees are in Q3		Head of Licensing, Community Safety and Customer Services	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%				98.1%	↔		Q1 of 24/25 was 27.4%	98.0% (SDC) 97.5% (TWBC) 96.7% (MBC) in 2023/24	Revenues Manager	Finance, Waste and Technical Services

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
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%				99.4%	↑		Q1 of 24/25 was 29.2%	98.7% (TWBC) 98.4% (MBC) 97.3% (SDC) in 2023/24	Revenues 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				£0	↔		Q1 2024/25 - £61,450 below		Chief Financial Services Officer	Finance, Waste and Technical Services
059	Income Monitoring Data	Variation to budget approved by Council in February 2025 and 2026.	£64,673 below				£0	↑		Q1 2024/25 - £155,180 below		Chief Financial Services Officer	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				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				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%	↔		1651 invoices received and 1644 paid within 30 days.	99.6% of invoices paid in 30 days during 2024/25 so trend is neutral.	Exchequer Services and Systems Manager	Finance, Waste and Technical Services

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EXECUTIVE/SCRUTINY PROTOCOL

Item OS 25/46 referred from Overview and Scrutiny Committee of 11 September 2025

Members were invited to review the effectiveness of the Executive-Scrutiny Protocol (attached as Annex 1) to ensure that it remained fit for purpose.

The Chair of the Overview and Scrutiny Committee had been consulted and had requested that the section of the Protocol dealing with the Scrutiny Work Programme be amended to include reference to IT Strategies within the standing items for consideration. The Protocol attached at Annex 1 had been amended to include this reference.

It was clarified that the proposed amendment related to IT Policies and Strategies rather than individual projects. Members recognised the importance of regular scrutiny of IT matters, citing the anticipated impact of technological changes such as AI over the next decade and the need for the Borough Council to proactively address these developments.

On the grounds of the increasing importance and reliance on IT, the Chair proposed, Cllr King seconded and the Committee

***RECOMMENDED:** That the revised Protocol (at Annex 1) be approved.

***Recommended to Cabinet**

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Overview and Scrutiny Committee

11 September 2025

Part 1 - Public

Recommendation to Cabinet



Cabinet Member	Cllr Matt Boughton, Leader of the Council
Responsible Officer	Adrian Stanfield, Director of Central Services & Deputy Chief Executive
Report Author	Adrian Stanfield, Director of Central Services & Deputy Chief Executive

Executive/ Scrutiny Protocol

1 Summary and Purpose of Report

- 1.1 The Committee is invited to review the effectiveness of the Executive/ Scrutiny Protocol (attached as Annex 1) to ensure that it remains fit for purpose.

2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 The proposals in this paper will contribute to the above priority area by ensuring that the scrutiny function is effective in holding the executive to account.

3 Recommendations

- 3.1 Members are requested to **RECOMMEND** to Cabinet that the revised protocol at Annex 1 be approved.

4 Introduction and Background

- 4.1 The Executive/ Scrutiny Protocol was originally introduced in 2022, following a review of the Borough Council's governance arrangements. The Protocol was agreed by Cabinet in September 2022, following earlier consideration by this Committee.
- 4.2 The Protocol was then reviewed by this Committee in September 2023, with some revisions recommended to, and subsequently approved by Cabinet i.e. the formalisation of the process of submitting requests for agenda items to the Chair, and the inclusion within the Protocol of the Local Government Association guidance on the setting of scrutiny work programmes.

4.3 The protocol covers a number of areas, as follows: -

- Core principles
- Development of the scrutiny work programme
- Expectations of the Cabinet
- Expectations of the Overview and Scrutiny Committee
- Call-in
- Compliance with the protocol

4.4 In respect of call-in, Members are asked to note that the protocol predominantly deals with the procedure. Other matters, such as the number of members of the Overview and Scrutiny Committee required to trigger a call-in (5), are dealt with in the Overview and Scrutiny Procedure Rules at Part 4 of the Constitution. These Procedure Rules have not been reviewed in the preparation of this report.

4.5 The Chair of the Overview and Scrutiny Committee has been consulted in the preparation of this report. She has requested that the section of the Protocol dealing with the Scrutiny Work Programme be amended to include reference to IT Strategies within the standing items for consideration. The Protocol has therefore been amended to include this reference.

4.6 Members are invited to consider the remaining areas of the protocol and make such recommendations to Cabinet as they see fit.

5 Other Options

5.1 None considered.

6 Financial and Value for Money Considerations

6.1 None arising from this report.

7 Risk Assessment

7.1 The continued adoption of a protocol between the Executive and Scrutiny assists in defining the relationship between the two within our governance structure. This in turn assists in reducing the risks of disagreement and ensures that the scrutiny function is effective in holding the executive to account.

8 Legal Implications

8.1 In May 2019, the Ministry of Housing, Communities and Local Government issued statutory guidance under the Local Government Act 2000 and the Local

Democracy, Economic Development and Construction Act 2009. Local Authorities must have regard to this guidance when exercising their functions.

8.2 At paragraph 11(d), the guidance states

Managing disagreement – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an ‘executive-scrutiny protocol’ (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

9 Consultation and Communications

- 9.1 The Chair of the Overview and Scrutiny Committee has been consulted in the preparation of this report.

10 Implementation

- 10.1 Any proposals arising from this Committee will be reported to Cabinet in October for approval.

11 Cross Cutting Issues

11.1 Climate Change and Biodiversity

- 11.1.1 Limited or low impact on emissions and environment.

- 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
Annex 1	Revised Executive/ Scrutiny Protocol

OVERVIEW & SCRUTINY – CABINET PROTOCOL

1.	Introduction	
1.1	This protocol sets out the relationship between the Council's Cabinet and its Overview & Scrutiny Committee/ Scrutiny Select Committees. This includes the processes that these bodies will follow, where they will interact with each other, and how they expect the other to conduct itself.	
1.2	The Protocol is in addition to requirements set out in the Council's Code of Conduct and the Officer/ Councillor Protocol.	
1.3	This Protocol will promote an effective role for Scrutiny and foster a good working relationship between the Overview & Scrutiny Committee and the Cabinet that will ensure the Committee makes a valuable contribution to the effective running of the Council.	
1.4	<p>In seeking agreement to this protocol, it is acknowledged that there are different rights and roles of both Overview and Scrutiny and Cabinet Members but that both are committed to developing an effective relationship.</p> <p>This will involve but not be limited to:</p>	
		<ul style="list-style-type: none"> • Frequent and honest dialogue between Cabinet Members and Overview and Scrutiny Members, either individually or collectively; • Regular discussions regarding Cabinet and Overview and Scrutiny work programmes/activities including establishing joint activities/projects where possible; • Establishing effective and formal reporting structures; and • Respecting the confidential nature of the discussions that may from time to time take place.
2.	Principles	
2.1	The following principles set out how the working relationship between the Cabinet and the Overview and Scrutiny Committee should operate:	
	(a)	The Cabinet and members of the Overview and Scrutiny Committee recognise that they each have different functions and responsibilities that contribute to securing the best outcomes for the people who live and work in the borough;

	(b)	All participants in the working relationship between Cabinet and the Overview and Scrutiny Committee will do so in a spirit of mutual respect and constructive challenge;	
	(c)	Meetings of the Overview and Scrutiny Committee should be conducted in accordance with the statutory guidance (Annex 1);	
	(d)	The Cabinet recognises that the Overview and Scrutiny Committee has several rights, for example requiring Portfolio Holders to attend its meetings or calling-in Cabinet decisions which have not yet been implemented should they consider a decision to be reviewed. The Overview and Scrutiny Committee will exercise those rights responsibly;	
	(e)	The Agenda for Overview and Scrutiny will include as an early standard item, Non-Key Decisions made by members of Cabinet and officers since the last Overview and Scrutiny Meeting;	
	(f)	One of the principal responsibilities of the Overview and Scrutiny Committee is to hold the Cabinet to account. This enables non-Cabinet members to fully scrutinise important decisions made by the Cabinet whilst also allowing routine decision making to take place in a responsive manner. An important method to ensure accountability is through examining performance and decisions taken by the authority.	
		To facilitate this challenge the Overview and Scrutiny Committee may:	
		(i)	Challenge the Cabinet about decisions (whether key or non-key) which have been taken by Cabinet;
		(ii)	Require and consider Key Performance Indicators; and
		(iii)	Query or ask for information about any item on the Notice of forthcoming Key Decisions.
	(g)	In addition to their rights as councillors, members of the Overview and Scrutiny Committee and its working groups have additional rights of access to documents as included in the Access to Information rules in the Constitution. This allows the committee access to copies of any documents which are in the possession, or control, of the Cabinet or its committees. There are a few limits on this access, and these are identified in the rules;	

	(h)	Members of the Cabinet cannot be members of the Overview and Scrutiny Committee; and
	(i)	The Overview and Scrutiny Committee will report annually to Full Council to evaluate their work during the previous year and to summarise the programme for the forthcoming year.
3.	Development of the Scrutiny Work Programme	
3.1	Individual Portfolio Holders and Overview and Scrutiny Chairs should consider meeting regularly to identify and plan for policy development work in which all members can participate.	
3.2	The intention should be to programme such work at an early stage in the development of a policy.	
3.3	<p>Each meeting of the Committees will include an opportunity to consider forthcoming key decisions. The relevant committee shall identify any forthcoming key decisions which are:</p> <ul style="list-style-type: none"> (i) relevant to the functions of that committee and; (ii) that it may wish to scrutinise. 	
3.4	The Chair of the relevant committee will inform the Leader or relevant Cabinet portfolio holder and the Chief Executive of the matters which it may wish to scrutinise.	
3.5	The Chief Executive in consultation with Management Team will determine the appropriate lead officers for the matter in question.	
3.6	The relevant Chair, Leader and Chief Executive/ lead officers will discuss the parameters for scoping that matter and any appropriate timescales for the matter to be reported to the Committee, taking into account any key milestones for decision making, including time needed to obtain any advice which is required.	
3.7	<p>The Scrutiny Work Programme will also have the following standing items (Scrutiny Select Committee identified in brackets where relevant):</p> <ul style="list-style-type: none"> • Development of the Annual Budget (Overview and Scrutiny Committee); • Corporate Plan (Overview & Scrutiny Committee); • The Medium-Term Financial Strategy (Finance, Regeneration and Property Scrutiny Select Committee); 	

	<ul style="list-style-type: none"> Any Treasury/Investment/Capital Strategies (Finance, Regeneration and Property Scrutiny Select Committee); Any property acquisition and/or Disposal Strategy (Finance, Regeneration and Property Scrutiny Select Committee); Development of the statutory Development Plan (Housing and Planning Scrutiny Select Committee); Key Performance Indicators (relevant Scrutiny Select Committee); and Any IT Strategies (Finance, Regeneration and Property Scrutiny Select Committee)
3.8	In accordance with paragraph 8 of the Overview and Scrutiny Procedure Rules, a request may be made for other agenda items relevant to the functions of the Overview and Scrutiny Committee/ Scrutiny Select Committee(s) to be included on the agenda for the next meeting of the Committee/ Scrutiny Select Committee.
3.9	Any such requests will be considered against the criteria attached to this Protocol at Annex 2 in order to ensure that the scrutiny function is as effective as possible.
4.	Expectations of the Cabinet
4.1	It is expected that Cabinet Portfolio Holders should attend meetings of the Overview and Scrutiny Committee in person, when requested, to present reports relevant to their portfolio and answer any relevant questions. Where a Portfolio Holder is unable to attend on a particular date it is expected that another Portfolio Holder or the Leader will attend on their behalf.
4.2	All Members should promote an atmosphere of openness at Scrutiny Committee Meetings and should strive to ensure that questioning and debate takes place within a climate of mutual respect and trust between Scrutiny Committee Members, the Cabinet Member and other participants.
4.3	In order to notify Scrutiny Members of upcoming business and potential items to be added to the Committee's Work Programme, the Principal Democratic Services Officer will ensure that the Scrutiny Officer is kept updated of all new items that are added to the Cabinet Work Programme.
4.4	If necessary, the Leader will meet with the Scrutiny Officer, Principal Democratic Services Officer and the Chair of the Overview & Scrutiny Committee to consider the best way to deal with any forthcoming items of business.

4.5	Where the Overview and Scrutiny Committee (or Scrutiny Select Committee) has made recommendations to a decision-making body or person, that body or person will provide a written response to those recommendations setting out whether the recommendations are accepted or not, and the reasons for that decision.
4.6	Where the Overview and Scrutiny Committee (or Scrutiny Select Committee) has made recommendations to a decision-making body or person, that body or person will provide a written response to those recommendations setting out whether the recommendations are accepted or not, and the reasons for that decision.
4.7	Overview and Scrutiny Committee and the Scrutiny Select Committees are entitled to such information as is necessary to properly perform their functions. If the Overview and Scrutiny Committee or Scrutiny Select Committee request information from the Cabinet, the Cabinet will respond within 10 working days confirming whether the information requested exists and, if so, provide the committee with access to that information.
5	Expectations of the Overview and Scrutiny Committee
5.1	The Committee will provide constructive ‘critical friend’ challenge to the Cabinet’s proposals and decisions.
5.2	The Committee will remain non-political and be effectively led by Members who take responsibility in their role to drive service improvements.
5.3	The Cabinet’s response to Scrutiny’s recommendations will be published in the agenda of the next scheduled Overview & Scrutiny Committee meeting.
5.4	The Overview & Scrutiny Committee will monitor the effectiveness of services and undertake regular reviews of performance in relation to the Council’s services.
6.	Call-In
6.1	Call-in is the exercise of the Overview & Scrutiny Committee’s statutory power in section 21(3) of the Local Government Act 2000, to review a Cabinet decision that has been made but not yet implemented.
6.2	Once made, Cabinet decisions will ordinarily be published by the Democratic Services Team within two working days of the meeting, with date of publication included. Five clear working days are given before the decision can be implemented, in which time the Call-in must be made.

6.3	Requests for Call-in can be made by any 5 Members of the Overview and Scrutiny Committee.
6.4	Cabinet Members will be expected to attend any meeting of a Scrutiny Committee at which it is intended to consider a call-in request in relation to his/her area of responsibility. Where the relevant Cabinet Member cannot attend a call-in meeting, the Leader of the Council or Deputy Leader should attend in their absence. In the event of both the Leader and Deputy Leader also being unavailable, they should nominate another Cabinet Member to attend and be accountable for the decision.
6.5	<p>The following procedure shall take place at call-in meetings:</p> <ul style="list-style-type: none"> • The Members who called in the decision should speak first; • The Chair will then invite the Cabinet Member (decision maker) to respond; • The Committee can then ask questions of the decision maker who may ask a relevant officer to supply further information if necessary. <p>The Committee will debate the issue and vote on the outcome.</p>
6.6	The Overview & Scrutiny Committee cannot overturn the decision that has been called in. It may either agree with the decision/ decide to make no recommendations to the Decision Maker (in which case it will take immediate effect) or refer it back to the Cabinet/ Leader/ Portfolio Holder (as applicable) for further consideration, including any recommendations from Scrutiny Members.
6.7	It is the aim of the Council that call-ins should only be used as a last resort for resolution, and that other less-confrontational means should always be pursued prior to this option.
7.	Compliance with this Protocol
7.1	The Scrutiny Officer is responsible for overseeing compliance with the protocol and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny.
7.2	Matters relating to the protocol's success will be reported to full Council through the scrutiny annual report.

7.3	The role also includes promoting the role of the authority's scrutiny committee, providing support and guidance to members and officers relating to the functions of the scrutiny committee and providing a link between the Cabinet and the Overview and Scrutiny Committee/ Select Committees.
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Annex 1 – Statutory guidance

Guidance to ensure local and combined authorities are aware of the purpose of overview and scrutiny and how to conduct it effectively:

<https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

Annex 2 - Criteria for assessing scrutiny requests

Topics are suitable for scrutiny when	Topics are not suitable for scrutiny when
-scrutiny could have an impact and add value	-the issue is already being addressed elsewhere and change is imminent
-the topic is of high local importance and reflects the concerns of local people	-the topic would be better addressed elsewhere (and will be referred there)
-the resources are available that would be required to conduct the review, in terms of manpower and budget	-scrutiny involvement would have limited or no impact upon outcomes
-it avoids work duplication elsewhere	-the topic may be sub-judice or prejudicial to the council's interest
-the issue is one that the committee can realistically influence	-the topic is too broad to make a review realistic
-the issue is related to an area where the council, or one of its partners, is not performing well	-new legislation or guidance relating to the topic is expected within the next year
-the issue is relevant to all or large parts of the local area	-the topic area is currently subject to inspection or has recently undergone substantial change.
-the review would be in the council's interests	

(Amended September 2025/v3)

Agenda Item 13

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

PARISH PARTNERSHIP PANEL

MINUTES

Thursday, 28th August, 2025

Present: Cllr R W Dalton (Chair), Cllr Mrs M Tatton (Vice-Chair), Cllr Mrs S Bell, Cllr R P Betts, Cllr B Banks, Cllr M D Boughton, Cllr M Taylor and Cllr A G Bennison (substitute)

Together with representatives of Addington, Aylesford, Birling, Borough Green, Burham, East Malling and Larkfield, East Peckham, Hadlow*, Hildenborough, Ightham*, Kings Hill, Platt, Ryarsh (Vice-Chair), Snodland, Stansted, Trottiscliffe, West Malling, Wrotham Parish/Town Councils, County Cllr H Rayner and County Cllr D Sian and Chair of Kent Association of Local Councils (Tonbridge and Malling) (Parish Cllr S Barker)

(*participated via MS Teams)

In attendance: Councillors R I B Cannon*, D A S Davis* and M R Rhodes* were also present pursuant to Council Procedure Rule No 15.21.

(*participated via MS Teams)

Apologies for absence were received from Borough Councillors P Boxall, L Chapman, M A Coffin*, S Crisp, S M Hammond, P M Hickmott, Ditton, Plaxtol, Watringbury Parish Councils and County Cllr S Hudson.

(*apologies submitted for in-person attendance and participated via MS Teams)

PART 1 - PUBLIC

PPP 25/19 NOTIFICATION OF SUBSTITUTE MEMBERS

Notification of substitute Members was recorded as set out below:

- Cllr A Bennison substituted for Cllr P Hickmott

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

PPP 25/20 MINUTES

RESOLVED: That the Minutes of the meeting held on 29 May 2025 be approved as a correct record and signed by the Chairman.

PPP 25/21 UPDATE ON ACTION IDENTIFIED IN THE LAST MINUTES

There were no matters required to be updated.

PPP 25/22 UPDATE ON LOCAL GOVERNMENT REORGANISATION AND COMMUNITY GOVERNANCE REVIEW INTO A TOWN COUNCIL FOR TONBRIDGE

In the first part of the presentation, the Chief Executive (Mr D Roberts) and the Council Leader (Cllr M Boughton) provided a comprehensive update to Borough, Town and Parish, and County Councillors on the ongoing Local Government Reorganisation and Devolution process, including the Government's legislative agenda, options for proposed models for new unitary authorities within Kent and Medway currently under consideration, and the implications for local councils and services.

Particular attention was drawn to the seven models under consideration for Kent and Medway, including three, four, and five unitary authority options, as well as the Kent County Council's proposal of a single unitary with three Area Assemblies. Population criteria and the distribution of services and assets were discussed, with maps showing proposed boundaries of new unitary councils and population figures to illustrate the various options. The increased complexities and risks associated with boundary changes under some unitary models were highlighted and acknowledged given the requirement for a full Boundary Commission review process. The three Unitary option, based on initial consultancy analysis, proved to be a more financially sustainable model compared to the four Unitary option, and was the preferred option by the Borough Council alongside another four Councils in Kent and Medway.

With regard to the Neighbourhood Area Committees as introduced in the latest feedback from the Government, it was understood that these committees were intended to address concerns about local democracy and responsiveness, but their exact powers and relationship with parish councils remained to be determined.

In terms of the next steps and milestones of the Local Government Reorganisation programme, the proposal submission deadline of 28 November 2025 for all Councils within Kent and Medway was reiterated, with Government feedback and possible public consultation to follow in early 2026, elections to the new Unitary Councils in May 2027, and full implementation in April 2028. During the transition year between May 2027 and April 2028, existing Borough Councillors would continue delivering services for the borough, while the newly elected Unitary

Councillors would prepare the new Unitary Council's structures and policies.

Concerns were raised by Members of the Panel about the distribution of existing debts, particularly the risk of West Kent authorities inheriting a disproportionate share. It was noted that discussions with the Government and MPs to advocate for fair allocation were ongoing, noting that the new Unitary Councils would inherit both assets and liabilities, and that financial sustainability would be a key criterion for the proposals.

In response to questions raised by parish representatives about the implications of the Local Government Reorganisation for Town and Parish Councils, including precepts, asset ownership, and the role of Neighbourhood Area Committees, it was advised that parish assets and precepts would remain unchanged and that, while the relationship between Neighbourhood Area Committees and parishes was yet to be fully defined, there was no expectation that parish councils would be replaced or subsumed.

Furthermore, there was concern raised over the impact of the Local Government Reorganisation on Council staff, particularly regarding job security, staff transfers and the risk of staff leaving for other authorities that were included in the Devolution Priority Programme. As explained by the Chief Executive and based on what happened elsewhere in the country where reorganisation had taken place, the vast majority of staff would transfer on existing terms and conditions to the new Unitary Council and continue to deliver the services that residents needed. However, the main risk identified was retaining and attracting sufficient staff to maintain service delivery, due to retirements as a result of an aging profile and existing difficulty across the sector in recruiting to specialist roles.

Finally, reference was made to a communications campaign being coordinated across all 14 Councils in Kent and Medway to raise awareness among residents about the forthcoming reorganisation. The Borough Council committed to ongoing communications with Town and Parish Councils throughout the process, including regular updates, presentations and meeting with representatives of the Kent Association of Local Councils, especially while approaching key milestones.

In the second part of the presentation, the Head of Electoral Services provided an update on the outcome of the consultation in respect of a Community Governance Review into a town council for Tonbridge, showing a strong support from 72% of the 3,257 respondents for establishing a Tonbridge Town Council, although a 12% response rate of the electorate was noted.

A full report on the results of the consultation and the recommended next steps as part of the Community Governance Review would be

presented to the next meeting of Council on 28 October 2025 for a final decision to be taken and, subject to approval by Members, legal orders would be prepared and elections for the new town council could take place in May 2027, aligning with the local election cycle.

PPP 25/23 PLANNING CONSULTATION - ROLE OF PARISH/TOWN COUNCIL

With regard to a query raised by parish representatives at a previous meeting around the '21-day rule' in respect of the legal consultation period that Town and Parish Councils as well as other statutory consultees were required to submit representations on planning applications, it was explained by the Cabinet Member for Planning (Cllr M Taylor) that, while town/parish councils were required to submit responses within the 21-day statutory consultation period as set out in Article 25 of the Town and Country Planning (Development Management Procedure) (England) Order 2015, late submission of representations before an application was determined would still be accepted, although with less likelihood of it being fully considered and reflected in the case officer's report.

Town and Parish Councils were reminded of the merit of early submission and were also made aware of an early Member engagement plan in respect of major and strategic development proposals, subject to approval by Council, which was aimed to enhance engagement with Members at an early stage of a major application and create an opportunity for input from local Members around key planning issues or concerns.

PPP 25/24 LOCAL PLAN

During an update provided by the Cabinet Member for Planning (Cllr M Taylor), the importance of progressing the Local Plan and meeting the submission deadline set by the Government to avoid imposed plans was reinforced, with reference made to the uplifted housing need requirement from the Government placed on the Borough Council and the increased complexity created by the forthcoming Local Government Reorganisation.

Members noted that in accordance with the approved Local Development Scheme, the second stage of the Regulation 18 consultation was expected to be undertaken before Christmas this year, with Regulation 19 consultation and submission to the Planning Inspectorate by the December 2026 deadline. Depending on the capacity of the Inspectorate, the examination in public could potentially occur in late 2027 or early 2028.

Finally, in order to ensure Town and Parish Councils were kept up-to-date on the key dates and developments regarding the Borough Council's Local Plan process, it was agreed that the Cabinet Member for Planning would provide a concise written summary of key points to

parishes following the next meeting of the Housing and Planning Scrutiny Select Committee on 21 October 2025 and/or subsequent decision taken by Cabinet at its extraordinary meeting on 29 October 2025, both of which would focus on the second stage of the Regulation 18 Local Plan.

PPP 25/25 ANY OTHER BUSINESS

(1) Questions from East Peckham Parish Council

The Chair of Kent Association of Local Councils (Tonbridge and Malling) (Parish Cllr S Barker) reminded that a letter had been sent by the East Peckham Parish Council raising a number of questions, to which the Leader (Cllr M Boughton) advised that subject to clarification a response would be provided as soon as possible and could be shared with other interested parishes for transparency.

(2) Informal Landfill Register

The Cabinet Member for Planning (Cllr M Taylor) was compiling an informal landfill register and encouraged parishes that had not responded to provide the relevant information.

The meeting ended at 9.27 pm

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TONBRIDGE AND MALLING BOROUGH COUNCIL

TONBRIDGE COMMUNITY FORUM

MINUTES

Monday, 1st September, 2025

Present: Cllr L Athwal (Chair), Friends of Mill Stream (Vice-Chair),
Cllr K Barton, Cllr G C Bridge, Cllr J Clokey, Cllr A Cope,
Cllr F A Hoskins, Cllr A Mehmet, Cllr R W G Oliver, Cllr B A Parry,
Cllr S Pilgrim, Cllr M R Rhodes, Cllr K S Tunstall and
County Cllr P Stepto,

Together with representatives from:

Angel Indoor Bowls Club
Barden Residents Association
Feast
Rotary Club of Tonbridge,
Tonbridge Historical Society
Tonbridge Line Commuters
Tonbridge Lions Club
Tonbridge Sports Association
Tonbridge U3A

Apologies for absence were received from Councillor D W King,
County Cllr M Hood, TBUG and Tonbridge Parish Church.

TCF 25/28 NOTIFICATION OF SUBSTITUTE MEMBERS

There were no substitute Members nominated for this meeting.

TCF 25/29 MINUTES

RESOLVED: That the Minutes of the meeting held on 19 May 2025 be approved as a correct record and signed by the Chairman.

TCF 25/30 UPDATE ON ANY ACTION IDENTIFIED IN THE LAST MINUTES

Minute Number TCF25/17 (meeting held on 19 May 2025) – Update on Access to Cash

Sally Pearce addressed the Forum in respect of the Banking Hub during which she advised that although no update was available regarding a permanent banking hub, options were under consideration. Furthermore, consideration was being given to how the temporary hub housed at Tonbridge Castle could be publicised. It was recognised that if the facility were not used sufficiently, there was the risk that it might be

lost, however it was believed that in the short term, it was reasonably secure.

TCF 25/31 MEMBERSHIP OF THE TONBRIDGE COMMUNITY FORUM

Following a brief overview of the organisation provided by Lysette D'Urso, Community Development Co-ordinator, Imago Community at the meeting on 19 May 2025, it was proposed, seconded and unanimously agreed that Imago Community be appointed as a member of the Tonbridge Community Forum.

RESOLVED: That the Imago Community be appointed as a member of the Tonbridge Community Forum.

TCF 25/32 TONBRIDGE U3A

Following an invitation from the Forum, Lionel Shields provided a brief summary of the activities of the Tonbridge University of the Third Age, an organisation which provided opportunities for people no longer in full-time employment to learn for fun and share their knowledge and interests in a friendly environment.

TCF 25/33 NEW ANGEL CENTRE

Members were presented with an overview of the new Angel Centre by Councillor Adem Mehmet, Lead Cabinet Member for the Project, and Darren Lanes, Head of Street Scene and Leisure. The presentation encompassed the project's objectives, the alternatives considered, the progress achieved to- date, the project timeline, the current status, and the financial aspects, including project costs, funding, and viability.

In terms of public engagement, over 900 responses had been received to the consultation to date, which would close on 24 September 2025, of which 35% were non-users of the current Angel Centre, indicating effective outreach. Councillor Mehmet encouraged members to participate in the consultation to assist the Council in understanding the priorities of residents, users and local groups.

Members raised questions about the consultation design, particularly the use of closed questions though some queries related to the separate consultation undertaken on the broader Town Centre Redevelopment proposals. It was explained that it was important to ensure that expectations were effectively managed and outcomes were realistically achievable and all initiatives were both viable and deliverable. Members were asked to share any further concerns with Councillor Mehmet, who would then convey these to the project team.

Members commented on the commercial viability, expressing concern that this might impact community value, especially as most income would derive from usage fees. They also emphasised the importance of

maintaining the centre's role as a community service, as with the existing Angel Centre. Concern was noted regarding access for groups if facilities became less affordable for non-commercial users. It was additionally suggested to consider whether proceeds from the sale of the current Angel Centre site could be allocated to the new centre or towards reducing loan amounts.

Councillor Mehmet advised that the facility needed to be independently viable, flexible, adaptable and accessible for community use, with financial viability being supported through sufficient income generation and efforts were being made to maintain continuity of service.

Clarification was sought about potential Council revenue from the redevelopment of the current Angel Centre site once the new site became operational. It was noted that, due to the long-term nature of planning, no conclusive answer could be provided at this stage, but the Council remained responsible for managing public funds appropriately.

Members were informed that the Forum would receive an update on progress in six months.

TCF 25/34 TONBRIDGE TOWN CENTRE REDEVELOPMENT

Members received an update on the Tonbridge town centre redevelopment programme during which Councillor Adem Mehmet reported that the consultation had recently concluded and had received 1,500 responses. The majority participating in the process expressed positive views about the town's future plans and there was strong support for developing Riverside Park as an asset for the town, as well as retaining parking at Sovereign Way West; both elements would be considered for inclusion in the master plan. Additionally, ways to support medical services and the expansion of facilities were being explored to assist in reducing patient waiting times. Over the coming weeks, the feedback would continue to be analysed and key findings would be incorporated into the master plan.

Members raised concern regarding the potential loss of 20% of parking spaces, including accessible parking and displaced parking overflowing into residential areas. Councillor Mehmet emphasised the importance of not reducing parking to avoid negative impacts on the town centre and, although analysis was ongoing, it was not expected that there would be a significant reduction in overall parking.

Furthermore, concern was expressed about how funding for the park path would be secured and reassurance sought that the proceeds from the sale of any Tonbridge town asset would be reinvested in the town.

TCF 25/35 COMMUNITY GOVERNANCE REVIEW

Jeremy Whittaker, Strategic Economic Regeneration Manager, provided an update on the outcome of the consultation in respect of a Community Governance Review into a town council for Tonbridge, which showed a strong support from 72% of the 3,257 respondents for establishing a Tonbridge Town Council.

A full report on the results of the consultation would be presented to the next meeting of Council on 28 October 2025 and Full Council would be asked to agree the next steps of the Review process. The review would conclude at the end of February 2026, with a final report being taken to Full Council to agree whether a Town Council should be established. Subject to approval by Members, legal orders would be prepared and elections for the new town council could take place in May 2027, aligning with the local election cycle.

TCF 25/36 SPEED LIMIT ON LOWER HAYSDEN LANE

The item was deferred to the next meeting.

TCF 25/37 KENT POLICE UPDATE

Members received an update from Kent Police on neighbourhood policing and recent initiatives and operations.

In summary, in terms of community engagement, the Neighbourhood Task Force had expanded, increasing visible patrols in key areas to address anti-social behaviour (ASB) and youth issues. Licensing checks and education for taxi drivers had been implemented after concerns were raised about women being refused short taxi rides at the station and there had been participation in multiple community events and school initiatives, delivering educational sessions on hate crime, knife crime and ASB. Tonbridge Pride had been supported by police and LGBT+ Network, with positive engagement and a focus on hate crime prevention and recruitment. Finally there was ongoing communication of policing successes and partnership work shared with local community via media channels.

With regard to business engagement activities, Trading Standards and Youth Harm Reduction Officers had carried out checks at local businesses to ensure alcohol licensing compliance and the prevention of underage sales. Hotels had been tested for child safeguarding awareness and there had been visits to vape stores focused on compliance and education regarding vaping regulations. Furthermore, Licensed premises were visited by police teams, resulting in positive outcomes and improved behaviour in venues previously linked to high drug use.

Members received an update on current crime and ASB statistics, noting that ASB trends were comparable to the same period last year and there was no single event or incident identified as causing this trend. A slight increase from previous months aligned with patterns typically seen during the summer and school holidays and the area between the High Street and River continued to be a key location. With regard to shoplifting, there had been a reduction compared to previous years and since the start of the current year, which might be attributed to targeted police interventions, including hotspot patrols and plain clothes operations. In terms of serious crime and violence, numbers remained significantly low.

TCF 25/38 PROMOTION OF UPCOMING EVENTS

(1) Council Events

Members were advised that all events booked in with the Council to be held on its open spaces were available to view on the Council's website – <https://www.tmbc.gov.uk/events>. Particular attention was brought to the following events:

- Tonbridge Lions Dragon Boat Race – 7 September 2025. All proceeds from the event would be donated to local charities and good causes.
- Music@Malling Festival – 19 - 27 September 2025. A unique festival bringing world-class music to stunning historic venues in Kent.
- Outdoor Cinema – 26 September 2025. An invite was extended to view the 80s blockbuster adventure film The Goonies, at Tonbridge Castle.
- Tonbridge Castle Artisan Market – The market would be held on 28 September and 26 October 2025.

(2) Tonbridge Historical Society Talk

The Tonbridge Historical Society would be hosting a talk on Carve their names with pride – Female Secret Agents in the Second World War, at 7.45pm on 11 September 2025 at the Angel Centre. The key speaker at the event would be Julliette Pattinson, Professor of War Studies at Kings College, London. A full programme of events would be available on the society's website from mid-September.

(3) Tonbridge Folk Club

The Tonbridge Folk Club continued to meet at Ye Olde Chequers Inn on the first and third Monday of a month, 7.30pm to 10.30pm.

(4) Tonbridge Music Club

A distinguished programme of exceptional music, acclaimed artists and memorable events for 2025/26 was available on the Tonbridge Music Club website. The season included full-length formal evening concerts and shorter concerts as well as a participatory workshop for Low Brass players of all ages and stages.

(5) Tonbridge Repair Café

Members noted that the Repair Café would be at St. Stephen's Church on 13 September 2025, 10.00am - 12.30pm.

(6) Tonbridge Half Marathon

The Tonbridge Half Marathon, in partnership with Tonbridge Rotary Club and Tonbridge Lions, would take place on 5 October 2025.

(7) Tonbridge Rotary Christmas Festival

The Rotary Christmas Festival event would be held on 30 November 2025. The event would include a Christmas market, food and bars, a stage with performances by local acts and a low noise firework finale.

(8) Diabetes Screening

Diabetes screening would be available on 13 September 2025, 8.30am to 4.30pm at the Big Bridge, Tonbridge. The test would be carried out by health professionals and the facility was organised annually by Tonbridge Lions. Donations would be welcome to help the Tonbridge Lions with their charitable works.

(9) Tonbridge U3A Open Afternoon

Tonbridge U3A would be holding an open afternoon on 1 October 2025, 2.00pm – 4.00pm at The Angel Centre, Tonbridge. The event would provide an opportunity to meet members and explore the organisation's wide range of interest groups.

The meeting ended at 8.56 pm

Executive Decisions Record - September 2025

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
D250098CAB	Riverside Route Lighting Project, Tonbridge	Cabinet	02.09.25	05.09.25	12.09.25						13.09.25
D250099CAB	Local Nature Recovery Strategy - Pre-publication review period										
D250100CAB	Budgetary Control and Savings Update - July 2025										
D250101CAB	Sports Facilities Evidence										
D250102CAB	Risk Management										
D250103CAB	Annual Senior Information Risk Owner 2025/26										
D250104CAB	Bluebell Hill TA - Tenders										
D250105CAB	Larkfield Leisure Centre - Wet Change Refurbishment										
D250106CAB	Tonbridge Town Centre Programme Board - Minutes and Recommendations										
D250107MEM	Lease of Land to Tonbridge Model Engineering Society	Housing, Environment and Economy	15.09.25	15.09.25	22.09.25						23.09.25
D250108MEM	Write off of Unrecoverable Debts over £5,000.00	Finance, Waste and Technical Services	26.09.25	26.09.25	03.10.25						04.10.25
Decision pending	Call in period	Key Decision	Private	Urgent							
	Subject to call in										

URG - outside of budget and policy framework

*Due to Bank Holiday

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

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- This document will be published in advance of the meeting.

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Agenda Item 16

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

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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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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 19

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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