

# TONBRIDGE & MALLING BOROUGH COUNCIL



## EXECUTIVE SERVICES

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

15 April 2026

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

Dear Sir/Madam

Your attendance is requested at a meeting of the Overview and Scrutiny Committee to be held in the Council Chamber, Gibson Drive, Kings Hill on Thursday, 23rd April, 2026 commencing at 7.30 pm.

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

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

Yours faithfully

DAMIAN ROBERTS

Chief Executive

## A G E N D A

1. Guidance on the Conduct of Meetings

7 - 10

## **PART 1 - PUBLIC**

2. Apologies for absence
3. Notification of Substitute Members 11 - 12
4. 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.

5. Minutes 15 - 22

To confirm as a correct record the Minutes of the meeting of the Overview and Scrutiny Committee held on 22 January 2026.

6. Any Executive Decisions which have been 'called in' 23 - 24
7. Outside Body Update - Kent County Council Health Overview and Scrutiny Verbal Report

An update will be provided on recent activities of the organisation.

### **Matters for Recommendation to the Cabinet**

8. Section 106 Processes and Considerations 25 - 36

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

9. Annual Service Delivery Plan Quarter 3 (2025/26) Reporting 37 - 62

This covering report and annex provides data on the performance of the Borough Council during Quarter 3 of 2025/26 in relation to the milestones and Key Performance Indicators (KPIs) set out in the Annual Service Delivery Plan 2025/26.

## **Matters for Information**

10. Property Owned and Rented Out by TMBC 63 - 72

This report sets out the properties which are owned and rented out by the Council, including details such as the annual rental, asset valuation and cost of maintenance.

(Note: In accordance with LGA 1972 - Sch 12A Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information), Annex 2 is private.)

11. Record of Decisions taken by the Executive 73 - 76

A record of decisions taken by the Cabinet and/or Cabinet Members since the last meeting of the Committee is attached for information.

12. Notice of Forthcoming Key Decisions 77 - 82

The Notice of Key Decisions anticipated to be taken during the period April to June 2026 is attached. This may be subject to change due to adjustments to the reporting timetable.

13. Work Programme 83 - 84

The Work Programme setting out matters to be scrutinised during 2026 is attached for information. Members can suggest future items by liaising with the Chair of the Committee.

14. Urgent Items 85 - 86

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**

15. Exclusion of Press and Public 87 - 88

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 for Recommendation to the Cabinet**

16. New Angel Leisure Centre - Financial Review 89 - 196

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

This report considers the potential financing arrangements of the new Angel Leisure Centre facility.

17. Urgent Items 197 - 198

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

## **MEMBERSHIP**

Cllr Mrs A S Oakley (Chair)  
Cllr L Athwal (Vice-Chair) and Cllr K B Tanner (Vice-Chair)

Cllr Mrs S Bell  
Cllr T Bishop  
Cllr C Brown  
Cllr R I B Cannon  
Cllr L Chapman  
Cllr A Cope  
Cllr P M Hickmott

Cllr M A J Hood  
Cllr F A Hoskins  
Cllr S A Hudson  
Cllr D W King  
Cllr A McDermott  
Cllr W E Palmer  
Cllr D Thornewell

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## **GUIDANCE ON HOW MEETINGS WILL BE CONDUCTED**

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

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

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

### **Attendance:**

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

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

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

### **Ground Rules:**

The meeting will operate under the following ground rules:

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

For those Members participating online:

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

### **Voting:**

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

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

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**Overview and Scrutiny Committee**

	<b>Conservative</b>	<b>Liberal Democratic</b>	<b>Green</b>	<b>Ind. Kent Alliance</b>	<b>Labour</b>
1	Dave Davis	Bill Banks	Kath Barton		Angus Bennison
2	James Lark	Paul Boxall	Steve Crisp		
3	Mark Rhodes	Garry Bridge	Robert Oliver		
4	Keith Tunstall	Trudy Dean	Bethan Parry		
5	Colin Williams	Roger Roud	Stacey Pilgrim		

**Members of Cabinet cannot be appointed as a substitute to this Committee**

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Declarations of interest

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## TONBRIDGE AND MALLING BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE

#### MINUTES

Thursday, 22nd January, 2026

**Present:** Cllr Mrs A S Oakley (Chair), Cllr L Athwal (Vice-Chair), Cllr K B Tanner (Vice-Chair), Cllr Mrs S Bell, Cllr T Bishop, Cllr C Brown, Cllr R I B Cannon, Cllr A Cope, Cllr P M Hickmott, Cllr M A J Hood, Cllr F A Hoskins, Cllr S A Hudson, Cllr D W King, Cllr A McDermott, Cllr W E Palmer and Cllr M R Rhodes (substitute).

**In attendance:** Cllrs A G Bennison, M D Boughton, A Mehmet\* and M Taylor were also present pursuant to Council Procedure Rule No 15.21.

(\*participated via MS Teams)

Apologies for absence were received from Councillors L Chapman and D Thornewell

#### PART 1 - PUBLIC

##### **OS 26/1 NOTIFICATION OF SUBSTITUTE MEMBERS**

Notification of substitute members were recorded as set out below:

- Cllr M Rhodes substitute for Cllr L Chapman

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

##### **OS 26/2 DECLARATIONS OF INTEREST**

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

However, for reasons of transparency, Cllr Bishop advised that he was one of the Borough Council's appointments to the Board of the Tonbridge and Malling Leisure Trust who were referenced in Capital Plan Review 2025/26 (item 8). As this did not represent an Other Significant Interest on the grounds that the matter being discussed was for recommendation only and therefore not regarded as prejudicial, he remained in the meeting and participated in the discussion.

**OS 26/3 MINUTES**

**RESOLVED:** That the Minutes of the meeting of the Overview and Scrutiny Committee held on 13 November 2025 be approved as a correct record and signed by the Chair.

**MATTERS FOR RECOMMENDATION TO THE CABINET****OS 26/4 REVENUE ESTIMATES 2026/27**

The report of the Head of Finance and the Cabinet Member for Finance, Waste and Technical Services referred to the responsibility of the Cabinet under the Constitution for formulating initial draft proposals in respect of the Budget and explained that, under the Budget and Policy Framework, one of the responsibilities for the Overview and Scrutiny Committee was to scrutinise the draft Estimates and, where appropriate, make recommendations to Cabinet.

In preparing the Estimates, due regard had been given to the Corporate Strategy and particular consideration given to the need to address a number of key issues including the provision of cost-effective temporary accommodation, the regeneration of Tonbridge, climate change initiatives, transformation to improve efficiency and effectiveness and delivery of the Local Plan.

Particular reference was made to the provisional local government finance settlement covering the 2026/28 to 2028/29 financial years. This was published on 17 December 2025 and incorporated changes to the Local Government Finances under the Fair Funding 2.0 and Business Rates Reset. A large number of previous grants issued under Section 31 of the Business Rates (Small Business, Retail Relief and Under Indexing) part of Homelessness Prevention Grant, National Insurance compensation and New Homes Bonus were now included in the settlement under Revenue Support Grant. However, the Funding Guarantee received over the last few years had also been included into the new Revenue Support Grant and the financial settlement covered the financial years April 2026 to March 2029 which was welcomed as it allowed greater financial planning in forthcoming years.

As part of the settlement the Government prepared a Core Spending Assessment to detail the resources available to the Borough Council as a whole. It was noted that Tonbridge and Malling saw the second highest reduction in its Core Spending Assessment for authorities in England. In addition, it was noted that this assessment included a notional amount for Council Tax Revenue to be raised by the authority. This was based upon the Council Tax and Taxbase for 2025/26 and allowed for the assumption that the Band D amount would increase in line with the referendum principles and taxbase increased based on a national average. This element, Council Tax, were removed for the purposes of comparisons between years.

Overall, this represented a decrease in funding to the Borough Council of 9.8% which amounted to circa £1.549m over the settlement period.

Attention was also drawn to the ability for district councils to increase council tax up to 3%, or £5 whichever was greater.

Further work had been undertaken to assess the recent changes associated with Business Rates revaluation and the calculation of the Income Base from the Retained Rates for the 2026/27 estimates. The Head of Finance confirmed that estimated returns to Central Government had been made placing the Council at the provisional baseline income of £3.362m.

Members were advised that, in accordance with the MTFS objectives, the annual contribution to the Revenue Reserve for Capital Schemes, excluding capital renewals, had previously been set at £250,000. However, given pending reorganisation it was felt that an increase to £500,000 per annum until 2028/29 was appropriate. In addition, the annual contribution to the Building Repairs Reserve to meet ongoing maintenance and repair obligations was set at £820,000 from 2026/27 onwards. This reflected an additional allowance for the Homelessness Properties operated by the Council. Further reviews might be required to keep a balance reserve position.

However, the future financial position remained uncertain and difficult to determine due to the current economic conditions, assumptions in respect of inflation and interest rates. The uncertainty and volatility surrounding local government finances and the potential effects of Local Government Reorganisation had not aided financial planning with an increased risk of significant variations compared to projections.

Careful consideration was given to the Revised Estimates for 2025/26 and the draft Revenue Estimates for 2026/27 (attached at Annex 1) within the context of the Medium-Term Financial Strategy (MTFS) and the Council's priorities. Variations were detailed in Annex 1 and at 9.2 and 10.2 of the report.

Members sought clarification and reassurance on a number of areas including the capacity of the Valuation Office and the progress of regeneration projects within Tonbridge. There were no further recommendations in respect of the Revenue Estimates identified.

Finally, to support scrutiny of the Revenue Estimates information had been provided as to whether a service was mandatory or discretionary (attached at Annex 2) and this was welcomed by Members.

In closing, the Committee recorded appreciation to the Accountancy Team for their significant contribution in preparing the estimates for consideration.

Cllr Oakley proposed, Cllr Brown seconded and the Committee

**\*RECOMMENDED:** That the Revenue Estimates as drafted (attached at Annex 1) be endorsed for consideration by Cabinet at its special meeting on 10 February 2026.

**\*Recommended to Cabinet**

## **OS 26/5 CAPITAL PLAN REVIEW 2025/26**

The report of the Head of Finance and Cabinet Member for Finance, Waste and Technical Services detailed proposals for the Capital Plan for the remainder of 2025/26 and 2026/27 and sought endorsement of recommendations to the Cabinet.

Members were reminded that the capital plan process provided a means of maintaining a pool (List C) from which schemes could be selected for evaluation and possible implementation. It also provided an opportunity to review the provisions for schemes which were already in the Capital Plan (List A).

It was explained that capital expenditure was currently funded from the revenue reserve for capital schemes, grants from government and other bodies, developer contributions and from capital receipts derived from the sale of assets. In some circumstances other earmarked reserves were used to fund in full or in part appropriate capital plan schemes. However, it was also noted that based on current approvals that from 2029/30 the Borough Council might need to borrow to fund such expenditure.

Proposals for List C which included the addition of 'fast track' schemes in respect of Tonbridge Farm Sportsground Improvements All Weather Pitch, Leybourne Lakes Country Park – Resurfacing Access Roads and Paths, Taddington Valley – Site Improvement Works, Water Safety Systems Installation for Swimming Pools and Innerva Suite – Angel Leisure Centre were outlined in 9.4 of the report. Funding arrangements and evaluated details for these schemes were set out in Annex 4 and 10.1 to 10.6 of the report.

In addition, to the five schemes identified for 'fast track', a further scheme concerning the boilers at Tonbridge Swimming Pool required consideration to enable a potential amendment to the current Boiler Scheme on List A to include this additional site. This scheme could be funded from the annual capital allowance of £500,000. There was no objection raised to amending the current List A scheme.

Careful consideration was given to the existing Capital Plan (List A) and List C (as detailed in Annexes 1 – 3) and officers responded to questions raised by Members related to the reduced budget provision of housing

assistance, capital receipts of the old Angel Leisure Centre and the scheme at Tonbridge Farm Sportsground.

In response the Committee was assured that housing assistance support was not being reduced but funded by Better Care Funding and every effort would be made to put capital receipts towards the replacement Angel Centre in due course. An offer to hold a Member briefing on the Tonbridge Farm Sportsground to better understand the project was welcomed. Other queries raised would be addressed out of meeting and if appropriate necessary adjustments to the schemes would be made.

Members recognised the significant financial implications in respect of a number of schemes and were reassured that the costs, risks, works and valuations associated with the projects would be carefully monitored. It was also commented that projects set out should be implemented as soon as possible in advance of local government organisation so that these could be started/completed if the Borough Council no longer existed.

Finally, the Committee recorded appreciation to Officers in Finance Services for their contribution in preparing both the Revenue Estimates and the Capital Plan.

**\*RECOMMENDED:** That

- (1) the current Capital Plan (List A) position (attached at Annex 1) be noted;
- (2) List C (attached at Annex 3) be amended by Cabinet as detailed in 8.3 of the report;
- (3) the transfer of the five fast-track evaluated schemes (shown in 9.4 and Annex 4) from List C to List B be commended to Cabinet for endorsement;
- (4) the remaining four List C schemes listed in 9.4 be selected for evaluation;
- (5) Cabinet endorse Capital Plan (List B) totalling £1.869m (detailed in Annex 2 and 11.3) transferring to List A, subject to the remaining finance being identified;
- (6) Cabinet be asked to update the Capital Plan (List A) position as recommended above; and
- (7) the Cabinet be invited to endorse the Capital Strategy (attached at Annex 5) for adoption by the Council and publication on the Council's website.

**\*Recommended to Cabinet****OS 26/6 PROCUREMENT PARTNERSHIP - FORMAL REVIEW**

The report of the Director of Street Scene, Leisure and Technical Services reviewed the performance of the Mid-Kent Procurement Partnership since the Borough Council joined in May 2024 and sought comments in respect of the way forward.

Members were pleased to note that the Procurement Partnership had been very well received; an improvement in high quality procurement and contracting activity and the key actions for the Partnership in the next 12-18 months as detailed in the report.

Consideration was given to a number of options regarding the Procurement Partnership, as detailed in paragraph 8 of the report. Due regard was also given to the financial and value for money considerations, the assessment of risk and legal implications.

In recognition that membership of the Mid-Kent Procurement Partnership supported full compliance with relevant legislation and maintained an effective council, Cllr Oakley proposed, Cllr Cannon seconded and the Committee

**RECOMMENDED:** That

- (1) Option 3 to continue with the Procurement Partnership with a further review in 4 years' time and ensuring that budget was made available to do so be commended to Cabinet for adoption.

**OS 26/7 ANNUAL SERVICE DELIVERY PLAN 2026/27**

The report of the Chief Executive and Leader of the Borough Council presented a Annual Service Delivery Plan for 2026/27. This was a performance management tool that set out the Borough Council's priority actions for the year, along with key milestones and targets that could be used to monitor when the organisation was on target with delivery.

Members reviewed the draft Annual Service Delivery Plan 2026/27 (attached at Annex 1) and a number of amendments, corrections and points of clarification were suggested. These would be reviewed by the Corporate Policy and Communities Manager in liaison with Services.

Particular reference was made to the replacement of the Penny Shelter in River Walk, Tonbridge following its accidental demolition by a street cleaning vehicle. As this was still to be resolved by the insurance company it was difficult to predict what funding would be required and whether there would be a requirement to replace 'like for like' if the Shelter was considered a heritage asset.

There was also detailed discussion in respect of Fixed Penalty Notices for fly tipping and the role of the contractor. There was general support for this to be discussed at a future meeting of the Communities and Environment Scrutiny Select Committee.

In recognition that without an effective performance management framework in place, the authority would not be able to identify any required improvements or achieve value for money, Cllr Bell proposed, Cllr McDermott seconded and the Committee

**\*RECOMMENDED:** That

- (1) the report be noted;
- (2) the draft Annual Service Delivery Plan 2026/27 (attached at Annex 1) be recommended to Cabinet for approval; and
- (3) any updated information addressing current gaps in information be considered during Quarter 1 reporting of the Annual Service Delivery Plan 2026/27.

**\*Recommended to Cabinet**

### **MATTERS FOR INFORMATION**

#### **OS 26/8 EMPTY HOMES UPDATE**

Members were provided with an update on empty homes work and the current figures, trends, recent activities and the work of the Empty Homes Officer were noted.

It was reported that as at 16 December 2025 there were 995 empty properties across the borough. This included all properties from empty for one day through to long term empty properties. Unfortunately, the Borough Council had seen a 17.19% increase in the number of long-term vacant dwellings (empty for more than 6 months), which was slightly above the national average.

A positive direction with Clarion Housing Group voids was noted and Members were assured that the Borough Council were keeping a record of properties disposed by the housing provider.

#### **OS 26/9 RECORD OF DECISIONS TAKEN BY THE EXECUTIVE**

The decisions taken by the Cabinet and Cabinet Members during the period November to January 2025/26 were presented for information and noted by the Committee.

**OS 26/10 NOTICE OF FORTHCOMING KEY DECISIONS**

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

**OS 26/11 WORK PROGRAMME**

The Work Programme setting out potential matters to be scrutinised during 2026 was noted. Members were invited to suggest future items by liaising with the Chair of the Committee.

**MATTERS FOR CONSIDERATION IN PRIVATE****OS 26/12 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 9.56 pm

# Agenda Item 6

Any Executive Decisions which have been “called in”

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## Overview and Scrutiny Committee

23 April 2026

### Part 1 - Public

#### Recommendation to Cabinet



[www.tmbc.gov.uk](http://www.tmbc.gov.uk)

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

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

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

#### s106 Processes and Considerations

##### 1 Summary and Purpose of Report

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

##### 2 Corporate Strategy Priority Area

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

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

##### 3 Recommendations

3.1 Members are asked to;

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

## 4 Introduction and Background

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

## 5 Process

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

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

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

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

## **7 Governance changes**

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

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

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

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

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

## **9 Risk Assessment**

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

## **10 Legal Implications**

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

## **11 Next steps**

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

## 12 Cross Cutting Issues

### 12.1 Climate Change and Biodiversity

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

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

### 12.2 Equalities and Diversity

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

Background Papers	None
Annexes	1 – Strategic Monitoring Group Terms of Reference 2 – Officer Monitoring Group Terms of Reference 3 – Data set on TMBC contributions

## **TMBC S106 Member Monitoring Group – Terms of Reference**

### **1. Purpose**

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

### **2. Objectives**

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

### **3. Membership**

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

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

### **4. Chairing and Administration**

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

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

## **5. Standard Meeting Agenda**

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

## **6. Reporting and Information Sharing**

Records will be stored electronically and shared via email.

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

Minutes will be produced and provided to the Group for review. These will also be reported for noting to the Council's Housing & Planning Scrutiny Select Committee.**7. Review of Terms of Reference**

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

## **TMBC S106 Officer Monitoring Group – Terms of Reference**

### **1. Purpose**

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

### **2. Objectives**

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

### **3. Membership**

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

### **4. Chairing and Administration**

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

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

### **5. Standard Meeting Agenda**

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

## **6. Reporting and Information Sharing**

Records will be stored electronically and shared via email.

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

## **7. Review of Terms of Reference**

These ToR will be reviewed annually or sooner if required.

**Annex 3**

Allocated projects  
(from May 2022  
onwards)

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

Other = 1 project - Kings Hill Cricket Club

Completed projects (from  
November 2024  
onwards)

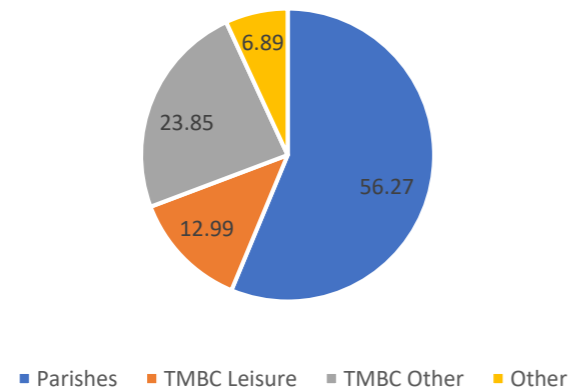
Responsible Party	Amount	Percentage of completed total %
Parishes	£202,723.02	41.36
TMBC Leisure	£160,582.02	32.76
TMBC Other	£7,284.00	1.49
Other	£119,556.45	24.39
<b>Total above</b>	<b>£490,145.49</b>	<b>100.00</b>
<b>Total completed tab</b>	<b>£490,145.49</b>	
<b>Variance</b>	<b>£0.00</b>	

Other = 1 project - Adonis Blue/BMAT

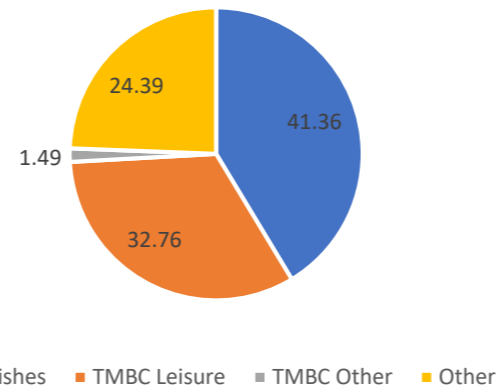
Allocated & Completed combined

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

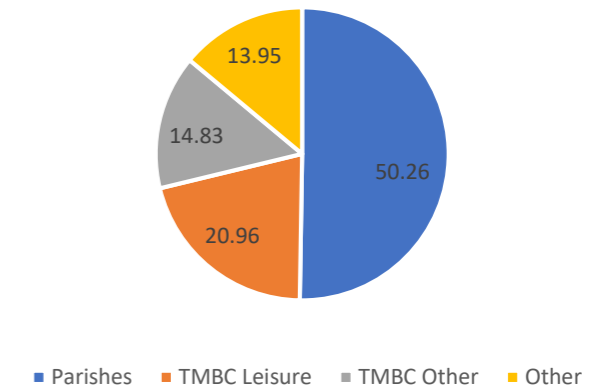
Percentage of S106 monies for allocated projects %



Percentage of S106 monies for completed projects %



Percentage of S106 monies for allocated and completed projects %



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

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

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

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

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

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

### Caring for the Environment

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

### Improving Housing and Protecting Areas

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

## Investing in our Borough and Local Economy

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

## Efficient and Effective Council

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7.1 None arising directly from this report.

## **8 Risk Assessment**

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

## **9 Legal Implications**

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

## **10 Consultation and Communications**

10.1 This data is used by the Council to communicate, both internally and to our communities, about our achievements as well as any areas of focus that the Council is working to improve

## **11 Cross Cutting Issues**

11.1 Climate Change and Biodiversity

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

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

11.2 Equalities and Diversity








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

Background Papers	None
Annexes	Annex 1 – Annual Service Delivery Plan Oct – Dec (Q3)

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## Annex 1: Annual Service Delivery Plan – Q3 Update

### Caring for the Environment - Activity:

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
1.1	Install electric vehicle rapid charging points in the borough to support the reduction in carbon emissions from private transport.	Climate Change	Deliver 40 more electric vehicle rapid charging points in our car parks by March 2026.	Head of Technical Services	Finance, Waste and Technical Services		Rapid chargers have been installed and commissioned. A total of 56 have been installed and commissioned with a further 14 to be connected shortly. Delivery has extended target.
1.2	Install air source heat pumps to serve the fitness pool at Larkfield Leisure Centre to help meet our 2030 Climate Change goal.	Climate Change	Planning Application approved by Full Council by summer 2025 (if required).  Works completed (including the removal of gas boilers) by March 2026.	Head of Administration and Property Services	Housing, Environment and Economy		Planning application not required.  Anticipated completion April 2026 due to delay in UKPN completing legal agreements.
1.3	Progress plans to decarbonise Tonbridge Pool heating system.	Climate Change	Preferred option agreed by Cabinet by November 2025.	Head of Administration and Property Services	Housing, Environment and Economy		Reported to FRPSSC on 17/02/2026 on proposed way forward.
1.4	Decarbonise Gibson offices and install renewable technology.	Climate Change	Report tender outcome to Members and award contract in June 2025.  Removal of gas boilers and installation of solar PV completed by March 2026.	Head of Administration and Property Services	Housing, Environment and Economy		Completed tender outcome – reported to Cabinet 3 June 2025.
1.5	Assess relevant Council owned land as Biodiversity Net Gain sites for the borough.	Climate Change	Baselines established for Council owned land during summer 2025.  Report outcome to Members by autumn 2025.	Head of Administration and Property Services / Climate Change Officer	Housing, Environment and Economy		Feasibility and implementation study completed October 2025. Feasibility and implementation study being assessed by Green Infrastructure OSG
1.6	Evaluate use of Hydro-treated Vegetable Oil (HVO) for the waste contract vehicles.	Climate Change	Report setting out consideration of HVO proposals within the recommissioning of waste and recycling services to Members by December 2025.	Head of Street Scene and Leisure	Finance, Waste and Technical Services/Housing, Environment and Economy		Report considered by Scrutiny Select Committee and way forward agreed. Discussions to take place with successful contractor once appointed.
2.1	Undertake the full procurement of all contracted waste and recycling services.	Recycling	Issuing of tender documentation in May 2025  Tender evaluation undertaken in December 2025.  Report to Cabinet to approve preferred contractor in Spring 2026.  Appointment of successful contractor in Spring 2026.	Head of Street Scene and Leisure	Finance, Waste and Technical Services		Tender documentation issued in May 2025. Complete.  Tender evaluation progressed in partnership with TWBC.Complete  On Track - Report to Cabinet will consider any recommendations from  CESSC on the 4 March On Track

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
2.2	Drive up greater recycling rates within our communities.	Recycling	2 council-run events that encourage recycling by March 2026.  2 'behaviour-change' campaigns (including fly-tipping) delivered by end of March 2026.	Head of Communication	Finance, Waste and Technical Services		2 food recycling events completed – VE Day and Tonbridge Food Festival.  Focus on food recycling campaign linked to 'No Food in Here' stickers being attached to all refuse bins.
2.3	Work with our contractors to minimise waste and remove single use plastics from their operations.	Recycling	Introduce greater use of refills and reduced waste from Council-owned sites by July 2025.	Climate Change Officer	Housing, Environment and Economy		Guidance note for event recycling was endorsed by CESSC in November 2025. Guidance note to be circulated to all event organisers in February 2026. Work undertaken by main contractor (TM Active) to reduce single use plastics. tactive have introduced food waste recycling in 2025 and have also reduced the provision of single-use plastic cups provided with tap water, resulting in an approx 45% reduction in drinking water plastic cup usage.
3.1	Improve our designated Air Quality Management Areas (AQMA) to help support a better environment for our residents.	Tackling Pollution	Revocation of 4 Air Quality Management Areas following improvements by March 2026.	Environmental Protection Manager	Housing, Environment and Economy		On track to achieve
4.1	Invest in Tonbridge Racecourse Sportsground for our residents and visitors.	Parks and Leisure	Refurbish tennis courts by August 2025.  Identify new options for the future use of the vacant bowls green by November 2025.	Leisure Services Manager (Outdoors)	Community Services		Works undertaken and refurbished facility in use by public.  Discussions with local Members undertaken and agreement to progress with site being used to locate water sports activity and other community users. Lease to Leisure Trust to be actioned.
4.2	Upgrade paths and bridges at our Country Parks to improve accessibility for residents and visitors.	Parks and Leisure	Improve paths at Haysden Country Park by September 2025.  Shallows Bridge Feasibility and Options Report reported to Cabinet by June 2025.	Leisure Services Manager (Outdoors)	Community Services		Path works progressed.  Cabinet have approved scheme for Shallows Bridge. Works to be progressed subject to removal of existing bridge and assessment of abutments.
4.3	Implement lighting improvements between Town Lock and Vale Road to provide safer access for the public.	Parks and Leisure/Promoting Well-Being	Engage with the different landowners on this complex site by April 2025.  Feasibility report to Finance, Regeneration and Property Scrutiny Select Committee in May 2025.  Report to Cabinet to agree to the scheme design by September 2025.	Director of Street Scene, Leisure and Technical Services	Community Services/Infrastructure and Tonbridge Regeneration		Landowner engagement actioned.  Report progressed.  Cabinet approved scheme. Works to be progressed subject to outcome of tender.

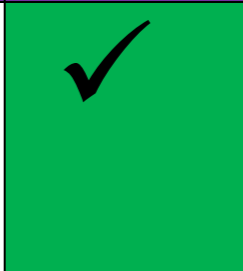


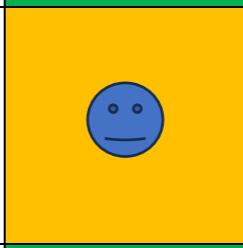


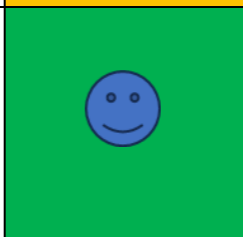
Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
4.4	Improve the condition of playing pitches for our sports clubs at Swanmead sportsground.	Parks and Leisure	Improvements to the drainage undertaken by March 2026.	Leisure Services Manager (Outdoors)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

#### Caring for the Environment – Performance Targets:

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

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

## Improving Housing and Protecting Areas – Activity:








Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
5.1	Implement the 25/26 milestones in the Local Development Scheme to work towards producing a Local Plan that accommodates sustainable growth and protects our important green spaces.	Local Plan and Housing	Community (Reg 18) Consultation materials (including approach to Member Engagement) considered by Housing and Planning Scrutiny Select Committee and approved by Cabinet in December 2025.  Successfully undertake community consultation on the Local Plan in Winter 2025.	Planning Policy Manager	Planning		
5.2	Prepare all system and staffing changes for the implementation of the Building Safety Levy as a key Government action arising out of the Grenfell Inquiry.	Local Plan and Housing	Report to Cabinet in Spring 2026 setting out formal preparations for the introduction of Building Safety Levy implementation in Autumn 2026.	Head of Planning	Infrastructure and Tonbridge Regeneration		Being reviewed as part of the PAS Action Plan - Recommendation R4.
6.1	Deliver a refreshed approach to Local Lettings Plans for new homes.	Affordable Housing	Local Lettings Plan policy agreed by Cabinet in June 2025.  Implementation report to Housing and Planning Scrutiny Select Committee in December 2025.	Head of Housing and Health	Housing, Environment and Economy		Local Lettings Policy approved and adopted by Cabinet in June 2025.  Delayed at the request of Members - will go to H&P SSC in March 2026
6.2	Work with the private sector housing market to increase housing solution opportunities for our residents.	Affordable Housing	Report detailing work to date with the Private Sector (including revised Landlord Incentive Scheme) presented to Housing and Planning Scrutiny Select Committee in Autumn 2025.  Delivery of a Landlord event in Autumn 2025.	Head of Housing and Health	Housing, Environment and Economy		Delayed at the request of Members - will go to H&P SSC in March 2026  An event is now being planned for April/May 2026 now the Renters Rights Act detail is known.
7.1	Increase the supply of Temporary Accommodation aligned to significant growth in housing demand.	Housing Support	20 additional units of Temporary Accommodation owned or managed by the Council by March 2026.	Head of Housing and Health	Housing, Environment and Economy		19 units at Bridge House now in use. Further unit at Martin Square to be delivered.
7.2	Adopt and implement a Homelessness Strategy to support our most vulnerable residents.	Housing Support	Homelessness Strategy considered by Scrutiny Select Committee by December 2025.  Homelessness Strategy adopted by Cabinet by March 2026.	Housing Solutions Manager	Housing, Environment and Economy		Due to be reported to H&PSSC in March 2026.  Due to be reported to Cabinet in May/June 2026.
8.1	Give greater protection to people living in rented accommodation.	Rented Accommodation	Report on the Renters (Reform) Act agreed by Cabinet in Summer 2025 <b>(NB Now updated to the Renters Rights Act)</b>  Requirements of the <b>Renters Rights Act</b> successfully implemented and managed by March 2026.	Housing Improvement Manager	Housing, Environment and Economy		Renters Rights Act coming into force from 1 May 2026. Due to be reported to H&P SSC in March 2026.  Implementation of Phase 1, 1 May 2026





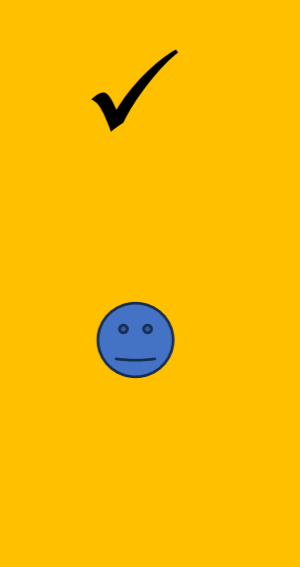
### Improving Housing and Protecting Areas – Performance Targets:


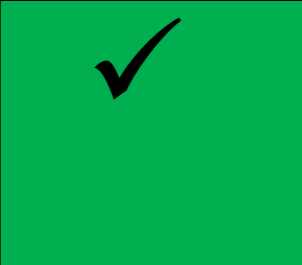

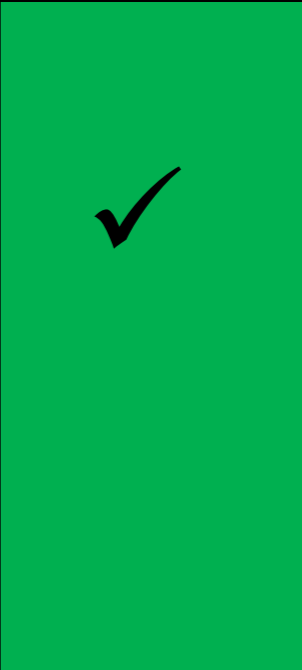
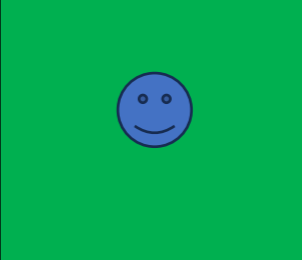
Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
015	5-year Housing Land Supply (years)	A calculation of whether there is a deliverable supply of homes to meet the planned housing requirement.	2.89	2.89	<b>2.89</b>		<b>5 years</b>	↔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

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

**Investing in our Borough and Local Economy – Activity:**

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
9.1	Drive forward Tonbridge Town Centre Regeneration Plans.	Using Land and Assets Better	Following the completion of the community engagement phase in Spring 2025, Masterplan for the Town Centre adopted by Cabinet by September 2025.	Head of Administration and Property Services	Infrastructure and Tonbridge Regeneration		Cabinet adopted Masterplan and Delivery Strategy October 2025
9.2	Make solid progress on our plans to improve leisure provision in Tonbridge.	Using Land and Assets Better	Progress plans for replacement Angel Leisure Centre to RIBA Stage 2 (initial concept design) by autumn 2025.	Head of Street Scene and Leisure	Infrastructure and Tonbridge Regeneration		Phase 2 completed and Cabinet approval given to progress to RIBA stage 3. Next key milestone is submission of planning application in March 2026
9.3	Implement early phases of Tonbridge Farm Sportsground masterplan to provide improved, accessible leisure facilities for the whole community.	Using Land and Assets Better	Approval of Tonbridge Farm business plan by Cabinet in Spring 2025.  Improve or replace existing facilities (including new pavilion roof and all-weather pitches) in accordance with the masterplan for the site by March 2026.	Head of Street Scene and Leisure	Infrastructure and Tonbridge Regeneration	 	Masterplan approved.  Capital Plan Scheme for new all-weather pitch approved. Pavilion roof being considered separately through BRREP. Briefing to be approved with Local Members. Scheme dependant on Football Foundation/Kent Football Association Funding.
9.4	Improve Bailey Bridge East car park in Aylesford.	Using Land and Assets Better	Improve car park to provide additional spaces, CCTV and new surface by Spring 2025.	Head of Technical Services	Finance, Waste and Technical Services		Implementation of project delayed due to external factors. Timescale to slip to next financial year
9.5	Stabilise flood mitigation protection at Wouldham River Wall.	Using Land and Assets Better	Complete RIBA Stage 1 (Preparation and Briefing) by Summer 2025.  Design and Procurement for the mitigation protection works in Spring 2026.	Head of Technical Services	Infrastructure and Tonbridge Regeneration	N/A	Project removed from ASDP following re-allocation of capital funds. External monitoring of wall will continue.
10.1	Ensure investment in infrastructure is aligned to population and housing growth.	Economy Bouncing Back	Produce fully costed and dated Infrastructure Delivery Plan and Funding Statement to inform the Local Plan by Summer 2025.	Planning Policy Manager	Planning		Work is progressing on the Infrastructure Delivery Plan (IDP) to support the Local Plan including engagement with infrastructure providers. An Interim IDP was published in October 2025, but isn't currently fully costed.
10.2	Delivery of the Tonbridge and Malling UK Shared Prosperity Fund (including Rural England Prosperity Fund) to support our businesses and residents.	Economy Bouncing Back	£327,000 of funding spent on projects by March 2026.  100% of Rural England Prosperity Fund allocated to eligible projects by November 2025.	Strategic Economic Regeneration Manager	Housing, Environment and Economy		Programme at around 75% spent at the end of Q3 with remaining projects progressing well.  All allocated by 05 September 2025. Funding will need to be spent by projects by the end of the financial year - with 84% spent at the end of Q3.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
10.3	Establish and implement a new programme to support the local economy using Business Rates Pool funding.	Economy Bouncing Back	Business Rates Pool Programme agreed by Cabinet in September 2025, with implementation from October 2025 onwards.	Strategic Economic Regeneration Manager	Housing, Environment and Economy		Business Rates Pool Programme agreed by Cabinet in July 2025 with progress on projects underway, including the Green Business Grants Scheme - Round 6 which will launch in February 2026.
10.4	Delivery of People and Skills Grant Scheme that creates training and employment opportunities for our residents.	Economy Bouncing Back	Round 1 Funded projects completed by December 2025, supporting 100 residents.  Cabinet Member approval to launch a Round 2 in June 2025.	Strategic Economic Regeneration Manager	Housing, Environment and Economy		All Round 1 projects now completed. In total, 159 residents have been supported through projects funded.  Approval given for Round 2 in April 2025 and launched in May 2025 with a deadline for submissions of 18 June 2025. In total, 10 projects were awarded funding.
10.5	Implement a new Street Trading policy that supports our businesses, enhances our towns and generates maximum community benefit.	Economy Bouncing Back	Implementation of new policy by September 2025.	Licensing Inspector	Housing, Environment and Economy / Community Services		New policy agreed at Licensing and Appeals Committee in November 2025.
10.6	Support the introduction of a new Banking Hub in Tonbridge that provides face-to-face personal and business banking services.	Economy Bouncing Back	Temporary Banking Hub up and running by Summer 2025.  Permanent location for the Banking Hub secured by March 2026.	Strategic Economic Regeneration Manager	Housing, Environment and Economy / Community Services		Completed - Approval given in April. Round 2 launched in May 2025 with a deadline for submissions of 18 June 2025.  Completed - Temporary Banking Hub - opened June 2025
11.1	Help drive visitor numbers to Tonbridge Castle through events and activities.	Profile of Assets	Deliver a Summer marketing campaign during June to September 2025.  Implement new activities following loss of the Gateway Service by March 2026.	Head of Communication / Tonbridge Castle, Events and Customer Services Manager	Community Services		Marketing campaign delivered. Advertising across print and social media, 20K leaflet distribution across Kent and London Tourism Centre.  Banking Hub will be on site until at least May 2026 however they have advised they may need an extension. Project is ongoing to assess viability of a café in the ground floor reception footprint. No decision will be made by March 2026. Consultant appointed to assess feasibility of delivering in-house café with a deadline for their report 3 April 2026, report to Scrutiny Select Committee May and Cabinet in June 2026.

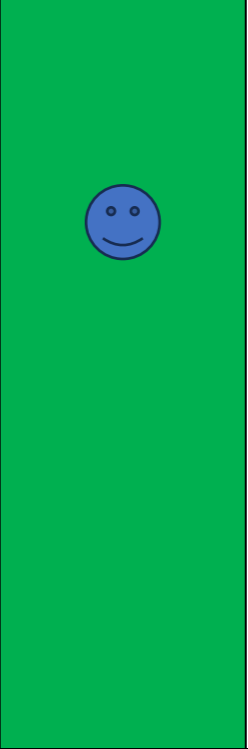
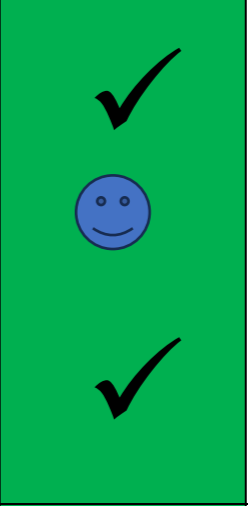

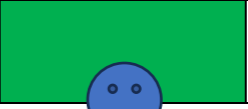
Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
11.2	Install new Digital Information Boards to help improve real-time communication with our residents.	Profile of Assets	Project approved by Cabinet by Summer 2025.  New Digital Information Boards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

Investing in our Borough and Local Economy – Performance Targets:

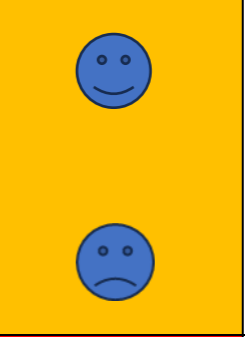

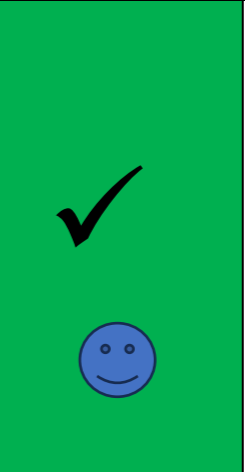


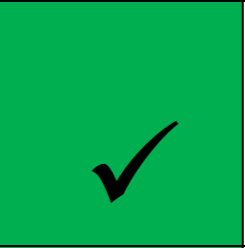

Ref	Indicator	Description	Q1	Q2	Q3	Q4	Target 2025/26	Trend	Status	Commentary	Benchmarking	Lead Officer	Cabinet Member
030	Town Centre Vacancy Levels (%)	The number of commercial retail units in our town and village centres that are vacant as a % of the total number.	N/A	5.3%	N/A	N / A	5.7%	↑		Annual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









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

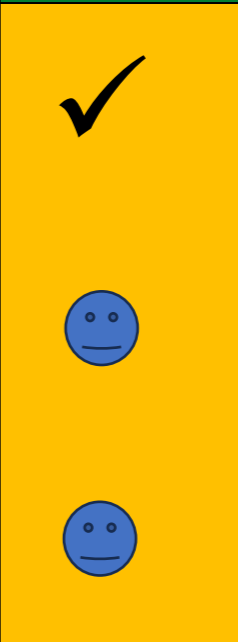

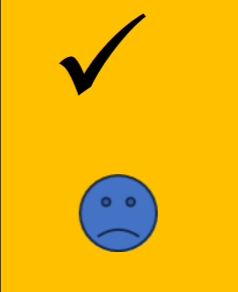



**Efficient and Effective Council – Activity:**

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
13.1	Ensure that the Council maximises the opportunities to influence the implementation of the Government's Devolution/Local Government Reorganisation agenda within Tonbridge and Malling in the interests of local residents and takes action to navigate a path that minimises the inherent risks and uncertainty associated with this type of process.	Innovative and Cost-Effective Services	<p>Actively contribute to the Government's process for determining the Local Government Reorganisation geography across Kent and Medway by submitting proposals for new Unitary Authorities by November 2025.</p> <p>Establish formal programme management arrangements to ensure the Council is fully engaged in managing the preparation and transition process by Winter 2025.</p> <p>Complete a Community Governance Review for a Town Council in Tonbridge during 2025/26:</p> <ul style="list-style-type: none"> <li>Initial report (including Terms of Reference) to Members in May 2025</li> <li>Consultation undertaken in Summer 2025</li> <li>Final recommendations to Council by March 2026.</li> </ul>	Chief Executive	Executive Leader		<p>A proposal supporting Option 3a (3 Unitary Model) submitted to Government on 28 November 2025.</p> <p>Workstreams developed for both West Kent Councils and Kent as a whole that commenced after the deadline for final submissions in November 2025.</p> <p>Review process entering latter stages following a two-stage consultation (in Summer and Winter 2025). Final recommendations scheduled to go to Council in February 2026.</p>
13.2	Bring forward a comprehensive approach to transformation in the Council.	Innovative and Cost-Effective Services	<p>5 Wider Management Team meetings during 2025/26.</p> <p>Reporting to Overview and Scrutiny Committee and Cabinet on Annual Service Delivery Plan 2025/26 (including performance targets) starting in Summer 2025 (Q1).</p> <p>5 awards applications submitted by March 2026 to recognise Council successes.</p>	Chief Executive	Executive Leader		<p>5 meetings undertaken to date - 09 April 2025; 18 June 2025; 25 September 2025; 19 November 2025; 22 January 2026.</p> <p>Q1 and Q2 reporting successfully completed. The process of Q3 reporting is underway.</p> <p>5 - Civic Society Awards for Wet Room and Green Business Shelter, Silver Armed Forces Award and applications to the LGC Awards now submitted.</p>
13.3	Develop a robust Council-wide Project Management approach. that drives forward successful delivery.	Innovative and Cost-Effective Services	<p>Develop and Implement new Project Management templates by Spring 2025.</p> <p>Ensure all projects have a manager and sponsor by summer 2025.</p> <p>Project Management training takes place in summer 2025.</p>	Strategic Economic Regeneration Manager / Tonbridge Town Centre Programme Manager	Executive Leader		<p>Completed - Templates published on StaffNet (May 2025)</p> <p>First session on 11 September followed by a second took place on 01 October 2025. An additional session was delivered on 04 December 2025.</p>
13.4	Refresh and update Medium Term Financial Strategy (MTFS) in light of new	Innovative and Cost-Effective Services	Refresh MTFS in November 2025 with update for Budget Setting in February 2026.	Head of Finance and	Finance, Waste and Technical Services		Update underway with announcement of provisional settlement in December. Final

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
	Government priorities and the direction for local government funding to be set out in the Spring (2025) Fair Funding Review.			Section 151 Officer			MTFS to be presented as part of Budget Setting in February 2026.
13.5	Undertake a base budget review across all services to identify contributions towards in-year saving and the Medium-Term Financial Strategy 2026/27.	Innovative and Cost-Effective Services	Initial report on options to save a minimum of £300,000 by summer 2025, to feed into the budget setting process for 2026/27.	Head of Finance and Section 151 Officer	Finance, Waste and Technical Services	✓	Completed.
13.6	Update the Treasury Management and Investment Strategy, aligning it to the Council's ambitions for property and regeneration investment.	Innovative and Cost-Effective Services	Updated Strategy for recommendation by Audit Committee in January 2026 and adoption by Council in February 2026.	Head of Finance and Section 151 Officer/ Principal Accountant	Finance, Waste and Technical Services	😊	Updated version to be presented for approval in January 2026 with final approval at Council in February 2026.
13.7	Implement Second Homes Premium.	Innovative and Cost-Effective Services	Premium to be included in annual Council Tax bills (as appropriate) from 1 April 2025.	Benefits and Welfare Manager	Finance, Waste and Technical Services	✓	Implemented.
13.8	Review earmarked reserves with a view to free up funding to assist with delivery of priority capital projects.	Innovative and Cost-Effective Services	Officer review to be undertaken by October 2025 with report to Cabinet by November 2025.	Head of Finance and Section 151 Officer/ Principal Accountant	Finance, Waste and Technical Services	✓	Review completed with Report to Cabinet in January 2026
13.9	Implement Integra Centros Financial ledger system in order to improve efficiency and effectiveness of transactions and reporting.	Innovative and Cost-Effective Services	Implementation of full digital signatures and improved budgetary control reporting by March 2026.	Head of Finance and Section 151 Officer / Principal Accountant	Finance, Waste and Technical Services	😊	Signatures in place, Budgetary Control still under review.
13.10	Strengthen Annual Governance Statement (AGS).	Innovative and Cost-Effective Services	Review Service Assurance Statements which are completed by Statutory Officers and Directors to support the 2024/25 financial statements and the Annual Governance Statement.  Annual Governance Statement signed off by Chief Executive and Leader of the Council by May 2025.  Annual Governance Statement agreed by Audit Committee by July 2025.	Head of Finance and Section 151 Officer / Principal Accountant	Finance, Waste and Technical Services	✓	AGS signed in May 2025 and agreed by Audit Committee in July 2025.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
13.11	Undertake an independent Planning Advisory Service Review and agree Action Plan for improvement.	Innovative and Cost-Effective Services	Complete independent review by September 2025. Action Plan considered by Housing and Planning Scrutiny Select Committee by October 2025. Action Plan agreed by Cabinet by December 2025. Agreed action plan fully delivered by March 2026.	Head of Planning	Planning		Review completed, with action plan considered at Scrutiny Select Committee and then Cabinet.  Will not be possible to complete all of these by the end of March 2026.
13.12	Implement a new planning fee structure aligned to expected secondary legislation.	Innovative and Cost-Effective Services	New fee structure considered by Planning & Housing Scrutiny Select Committee by December 2025. New fee structure agreed by Cabinet by February 2026.	Head of Planning	Planning		Secondary legislation has not yet been passed by the Government and as such there will be a delay to the programme timelines until such time as the Government lay the required legislation.
13.13	Consolidate Council's accommodation at Kings Hill.	Innovative and Cost-Effective Services	Report tender outcome to Members and award contract for work to Gibson Building East in June 2025. Relocate staff from Gibson Building East to Gibson Building West in June/July 2025. Members to consider Gibson West future by June 2025. Reduction of at least £200,000 in annual operating costs by end of March 2026.	Head of Administration and Property Services	Housing, Environment and Economy		Complete: reported to Members on 03 June 2025. Staff relocated to Gibson West in July 2025. Complete: Cabinet (3 June 2025) approved principle of disposal. Date for when savings are due has been revised to March 2027 to reflect progress with Gibson East refurbishment and Gibson West proposed disposal.
13.14	Review of Executive Scrutiny Protocol and Associated Governance Arrangements.	Innovative and Cost-Effective Services	Review presented to Cabinet by September 2025.	Director of Central Services	Executive Leader		Revised protocol approved October 2025.
13.15	Review of Workforce Strategy to ensure the organisation continues to evolve to deliver high quality services.	Innovative and Cost-Effective Services	Revised strategy, including a new Workforce Monitoring Statement, to be approved by General Purposes Committee by September 2025.	Head of Human Resources and Development	Executive Leader		Strategy approved in May 2025.
13.16	Implementation of Member Development Strategy to promote a positive and inclusive culture of learning, development and continual improvement.	Innovative and Cost-Effective Services	Undertake Member Survey to identify development needs by end of June 2025. Strategy to be approved by General Purposes Committee in October 2025.	Head of Human Resources and Development	Executive Leader		Member survey undertaken December 2025 Strategy approved January 2026
13.17	Deliver new external litter enforcement contract that helps to reduce Anti-Social Behaviour and protect our environment.	Innovative and Cost-Effective Services	New contract to commence in April 2025.	Street Scene Manager	Finance, Waste and Technical Services		Progressed - contract commenced and subject to review at May 2026 meeting of Communities & Environment Scrutiny Select Committee.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
13.18	Investigate and trial new technologies to improve our car parks and improve the experience of our customers.	Innovative and Cost-Effective Services	Report on the potential of parking machines accepting contactless payments considered by Communities and Environment  Select Committee in May 2025 and by Cabinet in July 2025.  Automatic Number Plate Recognition introduced and operational at 2 car parks by March 2026.	Head of Technical Services / Parking Manager	Finance, Waste and Technical Services	 	Decision made to progress trial in Bradford Street Car Park and Sovereign Way North.  Project delayed to next financial year due to resourcing challenges.
13.19	Implement the requirements of the new Procurement Act, and subsequently review the Council's financial procedure rules and contract procedure rules contained within the constitution.	Innovative and Cost-Effective Services	Contracts tendered in accordance with new Procurement Act by April 2025.  Updated financial rules and contract procedure rules approved by Council by March 2026.	Director of Street Scene, Leisure and Technical Services	Finance, Waste and Technical Services	 	Completed and ongoing.  Project delayed to next financial year due to forthcoming changes in procurement legislation.
13.20	Make it easier for customers to renew their garden waste subscription.	Innovative and Cost-Effective Services	Repeat payment option introduced for subscribers by March 2026.	Head of Finance and S151 Officer	Finance, Waste and Technical Services		March milestone will be missed, but currently on target for soft launch in April 2025
13.21	Identify and implement clear plan to resolve outstanding matters associated with the current Agile Programme	Innovative and Cost-Effective Services	The following teams upgraded to the new system by:  Environmental Health by Summer 2025 Housing Services by Summer 2025 Licensing by Summer 2025	Director of Planning, Housing and Environmental Health	Finance, Waste and Technical Services		The Uniform system is updated for all services and the regulatory services and Housing Teams have continued to operate on this system. Training has been provided on systems administration and workflow management.
14.1	Launch an enhanced Community Enforcement Team.	Available Services and Advice	Funding contributions agreed with partner organisations and external funders by April 2025.  New team up and running, with Communications Plan in place to raise awareness amongst our communities in April 2025.	Safer and Stronger Communities Manager	Community Services		Funding contributions agreed in April 2025 with new team starting on 21 May 2025.
14.2	Campaign to increase uptake of E-billing and promote the Citizen Access service for Council Tax.	Available Services and Advice	Complete delivery of the campaign by December 2025 in order to impact on the 2026/27 billing programme.	Benefits and Welfare Manager	Finance, Waste and Technical Services		Web Content team to create a webpage/banner to promote in the run up to annual billing.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
14.3	Implement key projects as set out in the IT & Digital Strategy 2023-27 roadmap.	Available Services and Advice	<p>Migration of all internal and external eForms from an EBASE to JADU platform and decommission all relevant systems infrastructure by Spring 2025.</p> <p>Adoption of corporate enterprise document management solution including digitization of all paper records across all services within the council by March 2026.</p> <p>Migration of all shared drives across the authority to SharePoint, including training for all staff by March 2026.</p>	Head of IT	Finance, Waste and Technical Services		<p>Migration of eForms completed in Spring 2025.</p> <p>Enterprise document management system (information@work) has been implemented and all documents have been digitised. Configuration and migration of the documents into the DM is postponed due to other project priorities.</p> <p>Migration of shared drives has been deferred due to other project priorities.</p>
14.4	Review National Cyber Security Centre's Cyber Assessment Framework (CAF) with a view to working towards compliance.	Available Services and Advice	Implement recommendations made through the CAF and complete the assessment to ensure compliance by December 2025.	Head of IT	Finance, Waste and Technical Services		CAF readiness assessment has been completed successfully and funding has been secured through MHCLG for compliance work.
14.5	Complete the Integration of Services into the Contact Centre to improve customer experience.	Available Services and Advice	<p>Transfer of Waste Services in Spring 2025.</p> <p>Transfer of Planning by Autumn 2025.</p>	Tonbridge Castle, Events and Customer Services Manager	Community Services		<p>Transfer complete 1 May 2025.</p> <p>This has been moved to 2026 due to ongoing review of service and business commitments – agreed to move to 2026-27.</p>
14.6	Deliver effective and efficient County Council Elections for our residents	Available Services and Advice	County Council elections delivered successfully in May 2025.	Head of Electoral Services	Executive Leader		Completed May 2025.
15.1	Distribute 2025/26 Household Support Fund support to our most vulnerable residents.	Promoting Well-Being	100% of funding support provided in accordance with the funding criteria by March 2026.	Benefits and Welfare Manager	Finance, Waste and Technical Services		95% allocated and only a very small number of mop-up payments to make
15.2	Produce new Health Action Team (HAT) Action Plan for the One You Service to deliver health & wellbeing impact across the borough.	Promoting Well-Being	<p>Health Action Team Action Plan approved by Cabinet by June 2025.</p> <p>Implementation of Action Plan from June 2025 onwards, including completion of two key actions from each of the three priorities by March 2026.</p>	One You Team Leader	Housing, Environment and Economy		Reported to Communities and Environment Scrutiny Select Committee in September 2025 introduced the priorities of the Health Action Team.

Ref	Description of activity	Priority Action(s)	Milestones	Lead Officer	Cabinet Member	RAG Rating	Commentary
16.1	Work towards securing a Silver Award in the Armed Forces Employer Recognition Scheme to raise awareness of the needs of the Armed Forces Community.	Supporting Residents	Granting Royal British Legion Industries Freedom of the Borough at a ceremony in May 2025.  Application approved by Cabinet and submitted to Government in March 2026.	Corporate Policy and Communities Manager	Community Services	✓	RBLI granted Freedom of the Borough in May 2025.  Application submitted in May 2025 and subsequently approved.
16.2	Deliver a Community Awards Scheme to celebrate individuals and groups making a positive impact and recognising outstanding dedication and service in the borough.	Supporting Residents	Scheme launched in June 2025.  Awards presentations to be held by the Mayor by December 2025.	Corporate Policy and Communities Manager	Community Services	✓	Completed – Award presentation evening held 19 November 2025
16.3	In recognition of changing demographics in the borough and to respond effectively to local need, develop and deliver equalities and diversity training for all staff, identifying those posts that require enhanced training.	Supporting Residents	Training plan reported to Cabinet by October 2025.  Training delivered to all staff by March 2026.	Corporate Policy and Communities Manager	Community Services	✓	Training plan reported to Cabinet on 14 October 2025.  Completed - 2 x mandatory e-learning courses for all staff (Diversity & Equality, Direct & Indirect Discrimination) September 2025 - October 2025
16.4	Improve Council's Safeguarding arrangements and performance.	Supporting Residents	New training plan approved by Cabinet in October 2025, with training delivered to all staff and Members by March 2026.  New enhanced safeguarding webpage with links to support agencies and safeguarding advice by March 2026.	Corporate Policy and Communities Manager	Community Services	✓	Training plan reported to Cabinet on 14 October 2025.  Completed - Safeguarding hub page now complete on Staffnet (intranet)

#### Efficient and Effective Council – Performance Targets:

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

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

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

## Overview and Scrutiny Committee

23 April 2026

### Part 1 - Public

#### Matters for Information



Cabinet Member	Cllr Robin Betts (Cabinet Member for Housing, Environment and Economy)
Responsible Officer	Adrian Stanfield (Director of Central Services and Deputy Chief Executive)
Report Author	Stuart Edwards (Head of Administrative & Property Services)

#### Property Owned and Rented Out by TMBC

##### 1 Summary and Purpose of Report

- 1.1 This report sets out the properties which are owned and rented out by the Council, including details such as the annual rental, asset valuation and cost of maintenance.

##### 2 Corporate Strategy Priority Area

- 2.1 Efficient services for all our residents, maintaining an effective council.
- 2.2 The Council's property portfolio should help facilitate and deliver its strategic objectives as set out in the Corporate Strategy. Some properties will be rented for a financial return (for example shops), some will be rented to help support delivery of a service (for example leisure centres) and some will be rented to support community groups (for example halls).

##### 3 Recommendations

- 3.1 This report is submitted for Members information.

##### 4 Introduction and Background

- 4.1 The Council owns a relatively small but varied property portfolio including land and buildings across the borough. The Council's Asset Management Plan states the Council's property portfolio should support the continued delivery of services to our residents and support the growth and inward investment aspirations of the Borough, whilst offering good value for money.

- 4.2 The focus of this report is on those properties which are rented out. It excludes properties which are used to provide temporary accommodation, on the basis they are not 'rented out'. It also excludes any land which is rented out where there is not a building present as we believe this to be outside the scope the request received from the Chair of the Overview and Scrutiny Committee.
- 4.3 The Council's Interim Estates Surveyor manages the Council's portfolio on a day to day basis, with the Head of Administrative & Property Services leading on strategic management.
- 4.4 Rental charging and invoicing is primarily dealt with by Financial Services, including chasing any debts which may have accrued, with assistance from Property Services as required.
- 4.5 Land and property assets are valued in accordance with legislative and regulatory requirements and are categorised into different groups based on their use, which dictates how often they are valued. Most assets are valued every 5 years, however investment properties are valued annually.

## **5 Proposal**

- 5.1 At **Annex 1** Members will find details of the properties rented, including asset valuations.
- 5.2 Details of the rents received from the properties are contained at **Annex 2** as a private annex, as those details are commercially sensitive (Part 2 Private publication – Reason LGA 1972 – Sch 12A Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

## **6 Other Options**

- 6.1 An alternative to receiving rental income from renting properties would be to dispose of assets for one-off capital receipts. Generally speaking, the Council has tended to favour ongoing rental income as opposed to taking one-off capital receipts.
- 6.2 However, many agreements will afford protection to the tenant meaning, in the majority of cases, the asset would be sold with the existing rental agreement in place rather than with vacant possession.

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

- 7.1 The Council has a duty to ensure it achieves best consideration from all its property transactions. This does not necessarily mean just the highest rental return, as renting properties may also help support community organisations deliver their services or help the Council deliver its strategic objectives.

- 7.2 The total income currently received from the Council's rented properties as shown at Annex 2 is £502,217 per annum. This income forms an important part of the Council's budget and supports it deliver services to residents.
- 7.3 At the time of writing 100% of the Council's investment properties are let.
- 7.4 The asset values of the properties are shown at Annex 1. However, Members should note an asset valuation undertaken as part of the Council's obligations to meet financial reporting rules is not necessarily the same as the price which may be obtained if selling the asset on the open market. Annex 1 sets out the different valuation basis for each asset.
- 7.5 Over the last four years we have increased the rental received from assets which has totalled around £350,000 of additional income over that period. This has primarily been achieved through rent reviews and lease renewals.
- 7.6 The cost of maintaining these properties is met from the Council's Building Repairs Revenue Expenditure Plan (BRREP). The level of maintenance required at each property is dependent on the terms of the agreement i.e. how much the Council is responsible for as landlord and how much the tenant is responsible for.

## **8 Risk Assessment**

- 8.1 There are a number of risks associated with owning and managing rented properties which requires strategic and careful management.
- 8.2 Should tenants fail to operate financially sustainable businesses, either due to the Council's poor management of the portfolio or wider economic factors, properties may become vacant and be difficult to let, leading to a loss of income.
- 8.3 If the Council were to cease receiving rental income from the properties it would ordinarily result in savings having to be identified and delivered to fill the gap, although there would be an element of offset if capital receipts were re-invested.

## **9 Legal Implications**

- 9.1 When renting out property it is important that the correct agreements are in place, setting out relevant conditions and restrictions around term, rent, use etc. The Council's Property Solicitor is instructed to draft and complete these agreements to ensure all relevant terms are included to protect the Council's position.

## **10 Consultation and Communications**

- 10.1 The Cabinet Member is kept up to date on strategic matters relating to the Council's property portfolio.

## **11 Implementation**

- 11.1 N/A.

## 12 Cross Cutting Issues

### 12.1 Climate Change and Biodiversity

12.1.1 A moderate source of emissions is likely to be maintained at current levels or increased.

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

12.1.3 The Council's involvement in maintenance of a property will be dependent on the agreement in place with the tenant. For example, in the case of the leisure centres the Council is responsible for maintaining the building fabric along with plant and maintenance, meaning it has the ability to reduce energy usage and improve energy efficiency.

12.1.4 For some properties, the Council would only have the ability to influence these factors if the property came back following a tenant exiting and prior to it being let again.

12.1.5 An Energy Performance Certificate (EPC) is required to be in place prior to any letting, which sets out a property's current and potential energy performance.

### 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

- Procurement – when arranging any works the Council must adhere to local and national procurement requirements. Often this is done in partnership with the Mid-Kent Procurement Team.
- Business Continuity / Resilience – the income received from the Council's rented properties help support the Council's budgets.
- Health and Safety – the Council needs to ensure it meets any health and safety legislative requirements for its rented properties, for example asbestos management.
- Healthy Lifestyles – many of the Council's rented properties help support delivery of leisure and sporting services ranging from leisure centres to small pavilions.

Background Papers	None
Annexes	Annex 1 – List of rented properties Annex 2 (Part 2 Private publication) – Details of rental information

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OVERVIEW AND SCRUTINY COMMITTEE REPORT

RENTED PROPERTIES - ANNEX 1 (PUBLIC)

Property Type	Reference	Property Address	Property Use	Asset Valuation	Asset Valuation Date	Asset Valuation Basis	Average Maintenance Cost (3 yrs)
Investment	TMBC/001	8 and 10 Martin Square, Larkfield	Cycle shop and maisonette	£2,091,700	Apr-26	Fair value	£77,730
	TMBC/002	12, 14 and 16 Martin Square, Larkfield	Chemist and maisonette				
	TMBC/003	9 and 13 Martin Square, Larkfield	Betting shop				
	TMBC/004	17 Martin Square, Larkfield	Café				
	TMBC/005	21 Martin Square, Larkfield	Charity shop				
	TMBC/006	20, 24 and 28 Martin Square, Larkfield	Convenience shop				
	TMBC/007	25 Martin Square, Larkfield	Chinese takeaway				
	TMBC/008	32 Martin Square, Larkfield	Hairdresser				
	TMBC/009	36 and 38 Martin Square, Larkfield	Drycleaners and maisonette				
	TMBC/010	40 Martin Square, Larkfield	Indian takeaway				
	TMBC/011	44 Martin Square, Larkfield	Beauty salon				
	TMBC/012	48 and 50 Martin Square, Larkfield	Kebab and pizza takeaway				
	TMBC/013	52 and 54 Martin Square, Larkfield	Fish and chip takeaway				
	TMBC/014	18 Martin Square, Larkfield	Residential				
	TMBC/015	1, 3 and 5 Martin Square, Larkfield	Offices				
	TMBC/016	29 Martin Square, Larkfield	Butchers				
TMBC/017	2-4 Twisden Road, East Malling	Convenience shop	£570,200	Apr-26	Fair value		
TMBC/018	6 Twisden Road, East Malling	Indian takeaway					
TMBC/019	10 Twisden Road, East Malling	Kebab and pizza takeaway					
TMBC/020	14 Twisden Road, East Malling	Hairdresser					
TMBC/021	20 Twisden Road, East Malling	Residential					
TMBC/022	22 Twisden Road, East Malling	Chinese takeaway					
TMBC/023	16a Chapman Way, East Malling	Café					
TMBC/028	11 Lodge Oak Lane, Tonbridge	Convenience shop					£100,700
TMBC/029	1A Derwent Road, Tonbridge	Convenience shop	£93,800	Apr-26	Fair value		
TMBC/030	1B Derwent Road, Tonbridge	Hairdresser	£68,800	Apr-26	Fair value		
TMBC/024	Unit A and B, Vale Rise, Tonbridge	Car showroom	£895,600	Apr-26	Fair value	£0	
TMBC/025	Unit D, Vale Rise, Tonbridge	Industrial unit	£403,400	Apr-26	Fair value	£0	
TMBC/026	Unit H, Vale Rise, Tonbridge	Industrial unit	£298,600	Apr-26	Fair value	£0	
TMBC/027	Units 1-4 Strawberry Vale, Tonbridge	Industrial units	£307,000	Apr-26	Fair value	£0	
TMBC/031	Sainsbury's, Angel Lane, Tonbridge	Supermarket	£201,400	Apr-26	Fair value	£0	
TMBC/032	Castle Lodge, Castle Street, Tonbridge	Offices	£115,400	Apr-26	Fair value	£100	
TMBC/033	47 High Street, Tonbridge	Cake shop	£240,700	Apr-26	Fair value	£0	

Property Type	Reference	Property Address	Property Use	Asset Valuation	Asset Valuation Date	Asset Valuation Basis	Average Maintenance Cost (3 yrs)
Leisure	TMBC/034	Angel Centre, Angel Lane, Tonbridge	Leisure centre	£8,120,000	Apr-25	Depreciated replacement cost	£97,303
	TMBC/035	Larkfield Leisure Centre, New Hythe Lane, Larkfield	Leisure centre	£19,777,000	Apr-25	Depreciated replacement cost	£279,010
	TMBC/036	Tonbridge Swimming Pool, The Slade, Tonbridge	Leisure centre	£9,391,000	Apr-25	Depreciated replacement cost	£189,080
	TMBC/037	Poult Wood Golf Centre, Higham Lane, Tonbridge	Golf course	£3,752,600	Apr-23	Existing use value	£64,713
	TMBC/038	Tonbridge Farm Pavilion, Darenth Avenue, Tonbridge	Changing rooms	£862,000	Apr-23	Depreciated replacement cost	£9,590
	TMBC/039	Tonbridge Farm Pavilion, Darenth Avenue, Tonbridge	Grounds maintenance storage				
	TMBC/040	Racecourse Sportsground Maintenance Building, Tonbridge	Grounds maintenance storage	Not valued seperately			£9,873 (part)
	TMBC/041	Racecourse Sportsground Games Hut, Tonbridge	Games hut	Not valued seperately			
	TMBC/042	Racecourse Sportsground Football Pavilion, Tonbridge	Changing rooms	Not valued seperately			£0
	TMBC/043	Leybourne Lakes Country Park	Country park	£721,000 (café)	Apr-24	Depreciated replacement cost	£16,393
	TMBC/044	Tonbridge Cemetery Workshop, Welland Road	Grounds maintenance storage	£760,000 (all buildings)	Apr-23	Depreciated replacement cost	£5,383 (part)
	TMBC/045	Swanmead Sports Ground Pavilion, Tonbridge	Judo and cricket clubs	£793,000	Apr-24	Depreciated replacement cost	£0
	TMBC/046	Tonbridge Cricket Club, Welland Road	Cricket club	£42,100	Apr-23	Existing use value	£0
	TMBC/047	Angel Indoor Bowls Club, Avenue De Puy, Tonbridge	Bowls club	£316,700	Apr-23	Existing use value	£0
	TMBC/048	Tonbridge Outdoor Bowls Club, Tonbridge Farm	Bowls club	£21,400	Apr-23	Existing use value	£0
TMBC/049	Tonbridge Angels Football Club, Tonbridge Farm	Football club	£126,000	Apr-23	Existing use value	£0	
TMBC/050	Town Lock Boaters Building, Medway Wharf Road, Tonbridge	Boaters facilities	Not valued seperately			£0	
Offices	TMBC/051	Tonbridge Castle Offices (part)	CAB offices	Not valued seperately	-	-	Not recorded seperately
	TMBC/052	Tonbridge Castle Offices (part)	Tonbridge Historical Society				
	TMBC/053	Gibson Building West (part)	Kent Police	Not valued seperately	-	-	Not recorded seperately
Housing	TMBC/054	11No. Maisonettes at Martin Square, Larkfield	Residential (housing association)	N/A	-	-	£0
	TMBC/055	5No. Maisonettes at Twisden Road, East Malling	Residential (housing association)	N/A	-	-	£0
	TMBC/056	4No. Maisonettes at Derwent Road, Tonbridge	Residential (housing association)	N/A	-	-	£0
Community	TMBC/057	Six In One Community Centre, Northwood Road, Tonbridge	Community centre	£78,200	Apr-24	Existing use value	£0
	TMBC/058	Scout Hall, Lamberts Yard, Tonbridge	Scout hall	£300	Apr-24	Existing use value	£0
	TMBC/059	Forsythe Hall, Bradford Street, Tonbridge	Age UK	£1,000	Apr-24	Existing use value	£0
	TMBC/060	Brent Hall, The Brent, Tonbridge	Girl Guides	£12,900	Apr-24	Existing use value	£0
	TMBC/061	Happy Faces, Hectorage Road, Tonbridge	Pre-school	£28,400	Apr-24	Existing use value	£0
Misc	TMBC/062	Vale Rise Depot, Tonbridge	Waste depot	£503,300	Apr-24	Existing use value	£2,600

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

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Executive Decisions Record - March 2026

Decision Number	Title	Cabinet Member	Date of Decision	Date Published	Call-in period ends	Called in	Scrutiny Committee Consideration	Referred back to Cabinet	Referred back to Council	Council referred to Cabinet	Date Decision Effective
D260020MEM	Business Rates Discretionary Relief Awards	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260021MEM	Business Rates Discretionary Relief Awards	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260022MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260023MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260024MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260025MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260026MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260027MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260028MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260029MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260030MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260031MEM	Write Off of Unrecoverable Debts Over £5,000	Finance, Waste and Technical Services	02.03.26	04.03.26	11.03.26						12.03.26
D260032CAB	Learning and Development Resources	Cabinet	03.03.26	05.03.26	12.03.26						13.03.26
D260033CAB	Options for LAHF - Purchase of Property										
D260034CAB	Internal Audit Service										
D260035MEM	Parking Action Plan - Phase 15 - Formal Consultation	Finance, Waste and Technical Services	02.03.26	05.03.26	12.03.26						13.03.26
D260036MEM	Biodiversity Duty	Housing, Environment and Economy	04.03.26	06.03.26	13.03.26						14.03.26
D260037MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	13.03.26	17.03.26	24.03.26						25.03.26
D260038MEM	Application for Section 13A 1(C) Council Tax Discount	Finance, Waste and Technical Services	13.03.26	17.03.26	24.03.26						25.03.26

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Decision pending Call in period Key Decision Private Urgent

Subject to call in

URG - outside of budget and policy framework

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



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

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

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

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

or

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

The Notice of Forthcoming Key Decisions sets out:

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

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

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

Members of the Cabinet and their areas of responsibility:

Councillor Matt Boughton (Leader)  
Councillor Robin Betts (Housing, Environment and Economy)  
Councillor Martin Coffin (Deputy Leader; and Finance, Waste and Technical Services)  
Councillor Des Keers (Community Services)  
Councillor Adem Mehmet (Infrastructure and Tonbridge Regeneration)  
Councillor Mike Taylor (Planning)

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

**NOTICE OF FORTHCOMING KEY DECISIONS: APRIL TO JUNE 2026**

Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
Homelessness Prevention and Rough Sleeping Strategy - Adoption	Between 1 Apr 2026 and 31 Jul 2026	<p>Internal consultation via Housing and Planning Scrutiny Select Committee and Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.</p> <p>(Note: This matter is a non-key decision until the Strategy is presented for adoption).</p>	Head of Housing and Regulatory Services	Officer report	Public
Decisions relating to Local Government Re-organisation (if required)	Between 1 Apr 2026 and 30 May 2026	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Chief Executive	Officer report	Public

Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
Proposals for Future of Council-owned Assets in Tonbridge	Between 1 Apr 2026 and 30 Jun 2026	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Head of Housing and Regulatory Services	Officer report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Lease Arrangements Tonbridge Farm Sportsground	Between 1 Apr 2026 and 30 Jun 2026	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Head of Administrative and Property Services	Officer report	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Description of Decision	Date of Cabinet	Who is to be consulted	Contact Officer	Documents to be submitted to Cabinet	Public or Private (reason if Private)
Tonbridge Town Centre Programme Board - Recommendations (if any)	Between 1 Apr 2026 and 30 Jun 2026	Internal consultation via Cabinet as detailed in the <a href="#">reports</a> to be considered by Members.	Tonbridge Town Centre Programme Manager	Officer report	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)
<p><b>Contact:</b> <a href="mailto:committee.services@tmbc.gov.uk">committee.services@tmbc.gov.uk</a></p> <p><b>Published:</b> 10 March 2026</p>					

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

**2026-27**

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

<b>DECISION (TITLE)</b>	<b>DESCRIPTION</b>	<b>C/CAB/ DEL/INFO</b>	<b>KD/NKD</b>	<b>CAB MEMBER DN Y/N</b>	<b>PART 1 OR 2</b>	<b>MEETING DATE</b>	<b>OFFICER IN PERSON ATTENDANCE Y/N</b>
UKSP Fund	ADSP 10.1					25 June 2026	
Review of Rules for Convening Meetings		C			1		
Annual Service Delivery Plan	Q4	Info	-	-	1		
Record of Executive Decisions	Standing Item	Info	-	-	1		
Work Programme	Standing Item	Info	-	-	1		
Notice of Forthcoming Key Decisions (if available)		Info	-	-	1		

**Matters Arising from Services between cycles: To be identified**

DECISION (TITLE)	DESCRIPTION	C/CAB/ DEL/INFO	KD/NKD	CAB MEMBER DN Y/N	PART 1 OR 2	MEETING DATE	OFFICER IN PERSON ATTENDANCE Y/N
						10 September 2026	
Record of Executive Decisions							
Work Programme							
Notice of Forthcoming Key Decisions (if available)							
<b>Matters Arising from Services between cycles: To be identified</b>							
						12 November 2026	
Annual Report of O&S		CAB	INFO				
Record of Executive Decisions							
Work Programme							
Notice of Forthcoming Key Decisions (if available)							
<b>Matters Arising from Services between cycles: To be identified</b>							
Future items to be scheduled for scrutiny; TBC							

# Agenda Item 14

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

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# Agenda Item 15

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

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

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# Agenda Item 17

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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