

## **PORTFOLIO OF THE CABINET MEMBER FOR FINANCE, INNOVATION AND PROPERTY**

### **KEY POLICIES:**

**MEDIUM TERM FINANCIAL STRATEGY  
SAVINGS AND TRANSFORMATION STRATEGY  
ANNUAL REVENUE BUDGET  
ASSET MANAGEMENT PLAN  
CAPITAL STRATEGY  
PROCUREMENT STRATEGY  
IT STRATEGY  
CONSULTATION STRATEGY  
CUSTOMER SERVICES STRATEGY**

### **Key Tasks:**

**To support the Leader in the development and delivery of Council policies in the following areas of responsibility**

### **Non financial responsibilities:**

- Strategic management of land and property requirements, resources and allocation in line with the Asset Management Plan
- Operational management of acquisition and disposal of land and property including leases, easements and other interests
- Operational management of Council land and property not falling within the purview of other portfolio holders, specifically offices, depots, commercial and industrial holdings and vacant land and premises
- Usage of Council offices and allocation of accommodation
- Maintenance and improvement of Council property

### **Financial responsibilities:**

- Administration of Housing and Council Tax Benefits and Council Tax Reduction Scheme
- Collection of Council Tax and Business Rates
- Financial management for the Council as a whole in accordance with proper practices, including the preparation of Annual Estimates & the provision of medium term forecasts
- Capital Planning including the management of new 'bids' and the preparation of a medium term plan
- Day to Day financial operations, including debt recovery / management and payment of staff & creditors
- Monitoring progress against Savings and Transformation Strategy

### **Procurement:**

- Development and Implementation of the Council's Procurement Strategy
- Ensuring the Council meets the milestones contained in the National Procurement Strategy
- Development and Implementation of E-procurement initiatives
- Monitoring developments and initiatives emanating from the Regional Centre of Excellence
- Act as the Council's Procurement Champion

**IT and E-Government:**

- All strategic and corporate matters relating to IT and e-government (not within the direct purview of other portfolio holders)
- All matters relating to the Data Protection Act and Freedom of Information Act
- Act as the Council's E-Government Champion

**Efficiency and Innovation:**

- Assume Lead role in ensuring the Council's objective of achieving excellent value for money is met.
- Identify innovations in the delivery of Council services.
- Progress improved use of IT to assist users to access Council services in the manner in which they prefer.
- Lead on the Council's shared services agenda to reduce costs.

**Customer Services:**

- Development and Implementation of a Customer Services Strategy
- Meeting the Council's targets for customer satisfaction

**Skills, Education and Training**

- Act as the Cabinet lead member on all matters relating to skills, education and training

**General:**

- Operational and developmental matters relating to IT and e-government
- Input into, and implementation of, relevant performance management and Best Value matters
- Tender opening
- Liaison with the County Council and other Borough Council Portfolio Holders to ensure that service provision and activities are integrated and programmed

## **PORTFOLIO OF THE CABINET MEMBER FOR STRATEGIC PLANNING AND INFRASTRUCTURE**

### **KEY POLICIES:**

**LOCAL PLAN/LOCAL DEVELOPMENT FRAMEWORK  
LOCAL TRANSPORT PLAN FOR KENT**

### **Key Tasks:**

**To support the Leader in the development and delivery of Council policies in the following areas of responsibility**

### **Planning policy:**

- Preparation and review of the Local Plan/Local Development Framework
- To oversee the strategy and planning for meeting the development needs of the Borough
- The preparation of an Infrastructure Plan and Community Infrastructure Levy, in liaison with other Cabinet Members
- Overseeing changes to planning policy and practice arising from the new and emerging legislation, the National Policy Framework and other policy announcements
- Preparation of development briefs
- Regeneration and development of Tonbridge Town Centre
- Conservation Area and Character Area appraisals and improvement schemes
- Overseeing of Neighbourhood Planning initiatives and Village design statements
- Countryside planning and transport initiatives
- Liaison with the Cabinet Member for Housing over delivery of the Council's Strategic Housing Objectives

### **Infrastructure policy and programming:**

- Involvement in major regional transport projects ((including road improvement, rail investment, airport policy)
- Local transport projects ((including Tonbridge transport strategy, A228/A20 corridor, station improvement)
- Public transport initiatives (bus priority measures, Medway valley line)
- Input to Kent's Local Transport Plan
- Liaison with key infrastructure providers in the health, utilities, education and other community services sectors
- Liaison with statutory agencies and local organisations on matters including policy and protection of natural resources, flood mitigation and countryside protection

### **Development Control:**

- Performance monitoring, review and resources including planning delivery grant)
- Production of design and procedural guidance
- Championing design quality and heritage conservation
- Improvement of operating and customer service systems
- Planning enforcement - overview of performance, resources and priorities
- An overview of major planning proposals and development implementation issues

**Building Control:**

- Overall direction and approach
- Performance monitoring and review of resources and business throughput
- Marketing and competition review
- Improvement of operating and customer service systems

**General:**

- Operational and developmental matters relating to IT and e-government
- Input into, and implementation of, relevant performance management and Best Value matters
- Liaison with the County Council and other Borough Council Portfolio Holders to ensure that service provision and activities are integrated and programmed
- To determine all issues relating to street naming and numbering.

Liaison with the County Council and the Cabinet Member for Street Scene & Environment Services to ensure that service provision and activities on the highway within the borough are integrated and programmed with the street scene responsibilities of the borough council.

## **PORTFOLIO OF THE CABINET MEMBER FOR STREET SCENE & ENVIRONMENT SERVICES**

### **KEY POLICIES:**

**SUSTAINABLE COMMUNITY STRATEGY  
FOOD LAW ENFORCEMENT PLAN  
CONTAMINATED LAND INSPECTION STRATEGY  
JOINT MUNICIPAL WASTE STRATEGY  
CLIMATE CHANGE STRATEGY  
CAR PARKING ACTION PLAN**

### **Key Tasks:**

- 1. to support the Leader in the development and delivery of Council policies in the following areas of responsibility**

### **Environmental Services:**

- Food safety
- Dog control
- Pest control
- Abatement of nuisances
- Private drains and sewers
- Environmental monitoring
- Sunday trading
- Public conveniences
- Noise control
- Air quality
- Contaminated land
- Animal welfare
- Refuse collection
- Recycling
- Street cleansing
- Fly tipping
- Litter control
- Graffiti removal

### **Street Scene:**

Implementation, monitoring and future review of the co-ordinated approach to achieving a cleaner, greener, smarter, better designed and maintained street scene and public open space in liaison with the Cabinet Members for Strategic Planning and Infrastructure and Community Services.

### **Transportation and Engineering Projects:**

- Overall monitoring and review of the Borough Council's relationship with the Kent Highways Service, Environment Agency and other agencies
- Promotion of traffic management, highway improvement and related projects for inclusion in the County Council's small improvements programme
- Liaison with the County Council on its provision of highway maintenance in the borough and the promotion of enhanced highway services

- Evaluation, design, programming, consultation and implementation of projects in the Council's capital plan
- The preparation and delivery of environmental improvement and enhancement schemes
- Co-ordination of projects to improve transportation facilities in the borough
- To promote Traffic Regulation Orders
- The management of CCTV operations
- Land drainage and flood attenuation measures
- Emergency readiness and response
- The provision of an in-house technical consultancy service.

**Car Parking:**

- Design, consultation and implementation of car parking action plan
- Management and maintenance policy for the off-street car parks
- Review and management of the on-street parking regime including enforcement procedures

**General:**

- Operational and developmental matters relating to IT and e-government
- Input into, and implementation of, relevant performance management and Best Value matters
- Liaison with the County Council and other Borough Council Portfolio Holders to ensure that service provision and activities are integrated and programmed
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**2. to represent the Council on the Kent Joint Waste Management Committee**

## **PORTFOLIO OF THE CABINET MEMBER FOR COMMUNITY SERVICES**

### **KEY POLICIES:**

**BOROUGH LEISURE & ARTS STRATEGY  
OPEN SPACE STRATEGY  
COMMUNITY STRATEGY  
EQUALITIES POLICY  
CLIMATE CHANGE STRATEGY  
VISION FOR KENT  
SUSTAINABLE COMMUNITY STRATEGY  
JOINT HEALTH NEEDS ASSESSMENT FOR  
KENT  
CRIME AND DISORDER ACTION PLAN AND  
CONTROL STRATEGY  
WEST KENT AREA INVESTMENT FRAMEWORK**

### **Key Tasks:**

**To support the Leader in the development and delivery of Council policies in the following areas of responsibility**

#### **Community Development:**

- Matters related to the West Kent Partnership (LSP)
- Older persons issues
- Rural affairs issues
- Implementation, monitoring and future review of the Borough's Community Strategy
- Matters related to the LA21 initiative and related annual action plans
- Climate change
- Environmental Strategy
- Troubled Families programme

#### **Equal Opportunities:**

- Promotion of equal opportunities in the delivery of Council services
- Disability discrimination responsibilities

#### **Voluntary Sector:**

- Liaison with local voluntary groups.
- Grant support to local voluntary groups

#### **Older persons:**

- Maintain links with the Older Persons Forum
- Ensuring that current and future design of service delivery has regard to the needs of older people

#### **Rural Affairs:**

- Matters affecting the rural parts of the Borough, including the rural economy and transport issues.

## **Health**

- Represent the Borough Council on the Kent wide Health and Wellbeing Board
- Establish effective liaison with the emerging GP Commissioning Consortia
- Establish effective liaison with the new Kent Community Health NHS Trust and the Maidstone and Tunbridge Wells Acute Trust
- Maintain effective liaison with NHS West Kent during the transitional period of the Health reforms
- Ensure the Borough Council is well positioned to play a key role in the new Public Health agenda and to influence the Joint Health Needs Assessment
- Health Improvement and Health Inequalities
- Health Strategies
- Drug Abuse and Alcohol misuse
- Emergency Services Liaison

## **Arts Programme:**

- Provision and promotion of Borough wide arts events
- Provision of public art.
- Partnerships
- Support for arts marketing

## **Indoor Leisure:**

- Larkfield Leisure Centre.
- Angel Centre, Tonbridge.
- Tonbridge Swimming Pool.
- Poulton Wood Golf Centre, Tonbridge.

## **Outdoor Leisure:**

- Provision, development, management and maintenance of informal and formal public open spaces
- Grounds maintenance - Poulton Wood Golf Courses and Tonbridge Cemetery.
- Children's play provision.
- Country Parks and Access to the Countryside.
- Advisory/consultancy services on outdoor leisure and grant aid issues.
- Water recreation.
- Liaison with Cabinet Member for Street Scene & Environment Services on street scene issues.

## **Youth and Children:**

- Annual programme of sports coaching and events.
- Revenue grants to sports clubs and individuals.
- Youth activity programmes
- Youth consultation and engagement



- Safeguarding and promoting the welfare of children
- Matters related to the Children's Operational Group (COG)

#### **Tonbridge Castle – Tourism:**

- Tourism and Customer Services Office
- Tourist Information Centre.
- Tonbridge Gatehouse Exhibition.
- Tonbridge Council Chamber Functions (eg weddings).
- Tonbridge Castle Grounds – events programme.
- Parks patrolling and security
- Tourism marketing
- Heritage Interpretation throughout the Borough.
- Allotments liaison – Tonbridge
- Cemetery management and burial function

#### **Crime and Disorder Reduction:**

- Implementation, monitoring and review of the Crime and Disorder Reduction Action Plan and Control Strategy
- Implementation, monitoring and review of the Council's Crime and Disorder Reduction Strategic and Operational Action Plans
- Matters relating to the planning and delivery of initiatives and actions aimed at tackling crime and disorder and its causes whether in conjunction with other partner agencies or by the Council alone
- Matters related to the Tonbridge and Malling Crime and Disorder Reduction Partnership

#### **General:**

- Operational and developmental matters relating to IT and e-government
- Input into, and implementation of, relevant performance management and Best Value matters
- Liaison with the County Council and other Borough Council Portfolio Holders to ensure that service provision and activities are integrated and programmed

## **PORTFOLIO OF THE CABINET MEMBER FOR HOUSING**

### **KEY POLICIES:**

**HOUSING STRATEGY  
HOMELESSNESS STRATEGY  
ENERGY AND FUEL POVERTY STRATEGY**

### **Key Tasks:**

**To support the Leader in the development and delivery of Council policies in the following areas of responsibility**

- To oversee the Council's approach to Housing strategy, housing need and housing market assessment and housing investment programmes
- Liaison with the Cabinet Member for Strategic Planning & Infrastructure over delivery of the council's strategic housing objectives
- To oversee the Council's enabling role and promote new affordable housing, low-cost home ownership housing, key and essential worker housing and schemes for special housing needs
- To oversee the Council's comprehensive approach to housing options advice, homeless prevention, the management of the housing register and the Council's approach to temporary accommodation arrangements
- Empty homes
- Liaison with KCC and other partners in delivering housing related support programmes
- Overseeing the Disabled Facilities Grant and Housing Assistance schemes
- Enforcement of caravan site licensing
- The Council's functions in home safety, energy efficiency, fuel poverty
- Maintaining private sector housing standards and enforcement, including the housing, health and safety rating system, disrepair and defective housing
- Houses in multiple occupation

### **General:**

- Operational and developmental matters relating to IT and e-government.
- Input into, and implementation of, relevant performance management and Best Value matters.
- Liaison with the County Council and other Borough Council Portfolio Holders to ensure that service provision and activities are integrated and programmed.

## **PORTFOLIO OF THE CABINET MEMBER FOR ECONOMIC REGENERATION**

<b>KEY POLICIES: WEST KENT AREA INVESTMENT FRAMEWORK</b>
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- Supporting local entrepreneurship
- Encouraging and supporting growth of existing businesses
- Attracting new business investment into the Borough
- Engaging and listening to the local business community
- Representing the Borough Council on the West Kent Partnership
- Working to improve the vitality of the Borough's town and local centres
- Promoting the Borough as a popular tourism destination

### **Economic Development Tasks**

#### Supporting Local Business

Commission and fund free 1-2-1 business advice sessions

Commission and fund business support seminars

Provide on-line advice for businesses in search of funding

Help to foster business networking via an online business directory

Signposting businesses to support provided by partner agencies

Use the Council's own procurement processes to support local business

Ensure payments by the Council for services from local business are paid promptly

Maximise use of the Council own property portfolio to support local business

Engage with businesses to ensure compliance with food hygiene regulations

### **Business Engagement**

Holding regular engagement events for local business

Contribute to existing business networks and fora active in the Borough

Support locally held business award initiatives

### **Promoting Inward Investment**

Signpost to on-line advice for businesses in search of new premises/sites

Engage with developers to ensure new employment-related development is well planned

Bring forward new sites for employment use as set out in the LDF

Work with Locate in Kent to promote the take up of vacant business property

### **Partnership Working**

Contribute to the economic work of the West Kent Partnership

Assist with the delivery of the West Kent Investment Strategy

Achieve a higher economic priority for the area in relation to the wider LEP

## **Rural Business Sector**

Commission and fund support for home-based businesses  
Commission and fund support for the land-based sector  
Contribute to a new LEADER grant programme for the land-based sector from 2015  
Promote the enhancement of local broadband services in areas of need

## **Skills and Employability**

Work with Job Centre Plus and other partners to tackle local worklessness issues  
Develop and support Job Clubs in areas of particular need  
Help promote the take up of local apprenticeships available in the Borough  
Offer regular Borough Council apprenticeships to local young people  
Commission services to promote entrepreneurship in deprived communities  
Work with local schools and colleges to develop work-readiness skills

## **Supporting Town Centres**

Bring forward a major redevelopment of Tonbridge Town Centre  
Contribute to the promotional work of the Town Team in Tonbridge and in other local centres  
Tackle the need to find new uses for empty shop premises  
Support opportunities for additional retail activities eg Farmers Markets  
Encourage the improvement of the environment and appearance of town and local centres  
Allocation of Innovation Fund.

## **Supporting the Tourism Sector**

Work with Visit Kent to promote the Borough's visitor attractions and accommodation  
Operate the Tourist Information Centre at Tonbridge  
Manage Tonbridge Castle as a key visitor attraction  
Deliver an annual programme of cultural events  
Work with operators to help promote cultural and entertainment events  
Prepare online visitor information