

## Summary Statistics

	No. of projects	Total spend	% total consultancy projects	% total consultancy spend
Consultancy spending over £100k (Key Decision)	5	£633,206	3%	22%
Consultancy spending between £5k but less than £100k	83	£1,943,917	43%	68%
Consultancy spending of less than £5k	103	£262,505	54%	9%
Total consultancy projects	191			
Total consultancy spend		£2,839,628	£2,839,628	
<b>All</b>		<b>£2,839,628</b>		
Central		£818,647		
DFT		203,498		
Exec		142,765		
IT		52,170		
PHEH		1,213,524		
SSLTS		409,024		

Directorate	Start Date	End Date	Consultant	Total Cost	Reason indicate business need, include details of in-house expertise	Monitoring process	Procurement process e.g. service led? include details of Member involvement or approval	Outcome what did the consultants provide/achieve	Risk Any risk associated with not appointing consultants for this project?
Central	22/01/2021	18/05/2021	BPS Chartered Surveyors	£3,510	Annual asset valuations required to comply with financial reporting standards	Communication / meetings	Service led, quotation sought	Production of annual asset valuations and associated report	Failure to comply with financial reporting standards would mean the Council would not get its accounts signed off by external auditors. The Council does not have a RICS Registered Valuer to undertake the valuations. Several attempts have been made to recruit.

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Central	18/01/2023	26/05/2023	Hartnell Taylor Cook	£26,750	Annual asset valuations required to comply with financial reporting standards and insurance valuations	Communication / meetings	Service led, quotations sought	Production of annual asset valuations and associated report and insurance valuations	Failure to comply with financial reporting standards would mean the Council would not get its accounts signed off by external auditors. The Council does not have a RICS Registered Valuer to undertake the valuations. Several attempts have been made to recruit.
Central	01/02/2024	Ongoing	Wilks Head & Eve	£8,500	Annual asset valuations required to comply with financial reporting standards	Communication / meetings	Service led, quotation sought	Production of annual asset valuations and associated report	Failure to comply with financial reporting standards would mean the Council would not get its accounts signed off by external auditors. The Council does not have a RICS Registered Valuer to undertake the valuations. Several attempts have been made to recruit.
Central	31/10/2022	27/02/2023	MEPS Consulting	£4,704	Ventilation design for air handling adaptations in spin studio at Larkfield Leisure Centre	Communication / meetings	Service led, quotation sought	Production of design to enable quotations to be sought from contractors for the work	Failure to adhere to building ventilation regulations leading to potential claims against the Council
Central	07/11/2022	Ongoing	MEPS Consulting	£4,175	Ventilation design for replacement air handling unit serving gym area at Larkfield Leisure Centre	Communication / meetings	Service led, quotation sought	Production of design to enable quotations to be sought from contractors for the work	Failure to adhere to building ventilation regulations leading to potential claims against the Council
Central	17/01/2022	23/09/2022	Versatile Consultants	£4,462	Condition survey and specification for re-roofing Tonbridge Castle Offices	Communication / meetings	Service led, quotation sought	Production of specification to enable quotations to be sought from contractors for the work	No in-house technical roofing expertise which would allow the production of a suitable specification. Risk of work not adhering to Building Regulations

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Central	06/04/2023	15/06/2023	Stuart Page Architect	£1,853	Architectural advice on Tonbridge Castle Gatehouse roof remedial repair	Communication / meetings	Service led, quotation sought	Advice from the architect who worked on the roof scheme in the early 2000s provided helpful insight into the design of the roof and led on the engagement with Heritage England for consent	A lack of information would have led to a prolonged closure of the Gatehouse, resulting in increased lost revenue, as well as potentially undertaking work which would not have been consented to by Heritage England
Central	18/04/2023	15/06/2023	The Morton Partnership	£1,865	Structural Engineer advice on Tonbridge Castle Gatehouse roof remedial repair	Communication / meetings	Service led, quotation sought	Advice and design for ensuring the remedial repairs were structurally sound	Risk of the remedial repairs not being structurally sound, leading to a failure of the roof structure and closure of the attraction leading to loss of income
Central	12/12/2023	Ongoing	CWG Advisory	£4,638	Retail specific property advice in relation to negotiations with Sainsbury's	Communication / meetings	Service led, quotation sought	Providing the Council with advice in negotiations with Sainsbury's	No in-house retail specialist knowledge means without external advice the Council risks not achieving best value from its negotiations with Sainsburys and therefore failing to comply with its statutory obligation
Central	15/09/2021	20/01/2022	Hartnell Taylor Cook	£16,000	Valuations and development appraisals in respect of Gibson site as part of negotiations with KCC regarding covenant	Communication / meetings	Service led, quotation sought	Existing use valuations and development appraisals report to progress negotiations with KCC	No in-house expertise to produce valuations and development appraisals. If these had not been produced it would have been difficult to progress negotiations with KCC and to demonstrate best value had been achieved, risking not complying with statutory obligation
Central	07/11/2023	08/12/2023	Hartnell Taylor Cook	£4,500	Updated valuations and development appraisals in respect of Gibson site as part of negotiations with KCC regarding covenant	Communication / meetings	Service led, quotation sought	Updated existing use valuations and development appraisals report to progress	No in-house expertise to produce valuations and development appraisals. If these had not been produced it would have been difficult to progress

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								negotiations with KCC	negotiations with KCC and to demonstrate best value had been achieved, risking not complying with statutory obligation
Central	20/01/2023	27/04/2023	Fuller Long Planning and Heritage Consultants	£3,995	Requirement to assess the heritage significance of Gibson West to inform the development appraisal of the building as part of negotiations with KCC regarding covenant	Communication / meetings	Service led, quotations sought	Production of heritage assessment	No in-house expertise to produce heritage assessment, which required specialist heritage and planning knowledge. If this had not been produced the development appraisal would have been based on unrealistic expectations and therefore affected negotiations with KCC
Central	24/11/2022	Ongoing	HMY Architects	£55,500	To provide architectural services in respect of Gibson East refurbishment	Communication / meetings	Service led, quotations sought	Leading the design team, undertaking architectural services, producing designs/drawings , including the role of Principal Designer under Construction and Design Management Regulations	No in-house expertise for architectural services. Risk of not engaging architects would be poor designs being produced leading to increased uncertainty, increased costs and likelihood of plans not complying with planning or building regulations
Central	25/01/2023	Ongoing	CTP Consulting Engineers	£18,000	To provide structural and civil engineering services in respect of Gibson East refurbishment	Communication / meetings	Service led, quotations sought	Undertaking structural and civil design services, including producing designs/drawings	No in-house expertise for these services. Risk of not engaging engineers would be works which were not compliant with building regulations and could potentially be unsafe for building users
Central	09/01/2023	Ongoing	Hawden	£33,859	To provide mechanical, electrical and public health design services in respect of Gibson East refurbishment	Communication / meetings	Service led, quotations sought	Undertaking mechanical, electrical and public health design services,	No in-house expertise for these services. Risk of not engaging engineers would be works which were not compliant with

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								including producing designs/drawings	building regulations and could potentially lead to delivery of non-compliant building services, which could be unsafe for building users
Central	19/12/2022	Ongoing	Betteridge & Milsom	£21,900	To provide quantity surveyor services in respect of Gibson East refurbishment	Communication / meetings	Service led, quotations sought	Undertaking quantity surveyor services including producing cost plans, contract documentation and valuations	No in-house expertise for these services. Risk of not engaging QS would lead to a lack of financial control and oversight, resulting in higher costs
Central	18/08/2022	Ongoing	Mitchell & Ogilvie	£5,500	To provide design and management services in respect of a replacement disinfection system at Tonbridge Pool	Communication / meetings	Service led, quotation sought	Producing specification against which quotations were sought for the replacement system, management of the works	No in-house expertise for these services. Risk of not engaging specialists would be to end up with a disinfection system which was not fit for purpose, potentially leading to closure of the pools, resulting in lost revenue, and risking users' health
Central	06/06/2023	05/05/2024	Laser Energy	£16,883	To provide design and project management services for solar PV system at Tonbridge Pool	Communication / meetings	Service led, quotation sought	Producing specification against which quotations were sought for PV system, management of the works	No in-house expertise for PV design services and lack of resources for management services. Risk of not engaging services would be to install a system which was not fit for purpose and would not deliver on the Council's climate change aspirations
Central	22/05/2023	13/08/2023	HMY Architects	£7,750	To provide architectural services in respect of the conversion of former Aylesford public toilets	Communication / meetings	Service led, quotation sought	Producing designs for conversion of building	No in-house expertise for architectural services. Risk of not engaging architects would be poor designs being produced leading to increased uncertainty, increased costs and likelihood of plans not complying with planning or building regulations

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Central	20/02/2022	21/06/2022	Mace	£33,590	To provide town centre regeneration advice in respect of Tonbridge town centre asset review	Communication / meetings	Service led, quotation sought via framework. Decision to appoint taken by the Leader of the Council, Cabinet Member for Finance, Innovation & Property, the Cabinet Member for Economic Regeneration and the Chair of the Overview & Scrutiny Committee	Phase 1 report and presentation setting out the Council's aims and objectives for the asset review	No in-house town centre regeneration expertise or resources. Risk of not bringing in specialists would be poor quality of work resulting in a lack of engagement with Members and the review not progressing
Central	30/01/2023	26/02/2024	Mace	£102,591	To provide town centre regeneration advice in respect of Tonbridge town centre asset review, including undertaking housing type study, concept design work, cost reports and final reports and presentations	Communication / meetings	Service led, quotation sought via framework. Decision to appoint taken by Cabinet	Phase 2 reports and presentation, including market viability report, governance and programme report and design reports	No in-house town centre regeneration expertise or resources. Risk of not bringing in specialists would be poor quality of work resulting in a lack of engagement with Members and the review not progressing
Central	20/05/2022	09/11/2022	Laser Energy	£16,747	To provide carbon descent plans for Larkfield Leisure Centre and Tonbridge Pool as part of the Council's Climate Change Strategy	Communication / meetings	Service led, quotation sought via framework	Carbon descent plans produced for both sites which enabled the Council to prioritise projects to reduce the carbon footprint of those buildings	Specialist technical expertise was required by mechanical and electrical engineers to advise on potential schemes for further investigation. If this work has not been undertaken the Council may have invested in projects with little chance of success or which delivered low carbon savings
Central	27/09/2023	04/04/2024	GEP Environmental	£63,347	To provide technical design services for heat pump schemes at Larkfield Leisure Centre and Tonbridge Pool to support external grant fund application	Communication / meetings	Service led, quotation sought via framework	Production of technical design for heat pump schemes as well as cost estimates and support through external grant fund application process	No in-house technical expertise to produce heat pump designs. Risk of not bringing in specialists would result in low chance of being successful with external grant application

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					unit serving gym area at Larkfield Leisure Centre			sought from contractors for the work	potential claims against the Council
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								application process	
Central	30/01/2023	26/02/2024	Mace	£102,591	To provide town centre regeneration advice in respect of Tonbridge town centre asset review, including undertaking housing type study, concept design work, cost reports and final reports and presentations	Communication / meetings	Service led, quotation sought via framework. Decision to appoint taken by Cabinet	Phase 2 reports and presentation, including market viability report, governance and programme report and design reports	No in-house town centre regeneration expertise or resources. Risk of not bringing in specialists would be poor quality of work resulting in a lack of engagement with Members and the review not progressing
DFT	2022		AON	4,000.00	Insurance Tender preparation and assessment	Communication / Meeting	Service Led, prior use, member approved FIPAB 12/1/2022	Successful tender of Insurance Policies achieving £50,000 saving on previous premium paid.	Workload pressures on current staff and knowledge base requirement.
DFT	2022		Focus on Banking	4,500.00	Banking and Card Acquirer review	Communication / Meeting	Service Led, prior use, member approved FIPAB 12/1/2022	Successful renegotiation of Banking and Card Fees saving around £4,000 per annum	Workload pressures on current staff and knowledge base requirement.
DFT	2021	2022	PSTAX	3,540.00	Advice service on VAT, Stamp Duty and Land Tax and PAYE	Communication / Meeting	Service Led, prior use	Use of consultant on complicated issues covering VAT and PAYE to avoid potential penalties from HMRC. These are around £10,000 per incident.	Knowledge bases on these matters would require additional full-time staff.
DFT	2022	2023	PSTAX	3,540.00	Advice service on VAT, Stamp Duty and Land Tax and PAYE	Communication / Meeting	Service Led, prior use	Use of consultant on complicated issues covering VAT and PAYE to avoid potential penalties from HMRC. These are around £10,000 per incident.	Knowledge bases on these matters would require additional full-time staff.
DFT	2023	2024	PSTAX	4,020.00	Advice service on VAT, Stamp Duty and Land Tax and PAYE	Communication / Meeting	Service Led, prior use	Use of consultant on complicated issues covering VAT and PAYE to avoid potential penalties	Knowledge bases on these matters would require additional full-time staff.

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								from HMRC. These are around £10,000 per incident.	
DFT	2024	2025	PSTAX	4,020.00	Advice service on VAT, Stamp Duty and Land Tax and PAYE	Communication / Meeting	Service Led, prior use	Use of consultant on complicated issues covering VAT and PAYE to avoid potential penalties from HMRC. These are around £10,000 per incident.	Knowledge bases on these matters would require additional full-time staff.
DFT	2020	2021	Link Treasury Group	10,164.00	Treasury Advice Service	Communication / Meeting	Service Led, prior use	Use of Consultant on Treasury Advice in order to maintain safe investment return.	Knowledge bases on these matters would require additional full-time staff.
DFT	2021	2022	Link Treasury Group	10,164.00	Treasury Advice Service	Communication / Meeting	Service Led, prior use	Use of Consultant on Treasury Advice in order to maintain safe investment return.	Knowledge bases on these matters would require additional full-time staff.
DFT	2022	2023	Link Treasury Group	10,764.00	Treasury Advice Service	Communication / Meeting	Service Led, prior use	Use of Consultant on Treasury Advice in order to maintain safe investment return.	Knowledge bases on these matters would require additional full-time staff.
DFT	2023	2024	Link Treasury Group	11,531.00	Treasury Advice Service	Communication / Meeting	Service Led, prior use	Use of Consultant on Treasury Advice in order to maintain safe investment return.	Knowledge bases on these matters would require additional full-time staff.
DFT	2023		Link Treasury Group	1,800.00	Member Training on Treasury Management	Communication / Meeting	Service Led, prior use	Member Training	Knowledge bases on these matters would require additional full-time staff.
DFT	2021		Link Treasury Group	10,200.00	Multi Asset Income Fund Selection Process	Communication / Meeting	Service Led, prior use	Consultant used to vet Multi Asset fund providers	Knowledge bases on these matters would require additional full-time staff.
DFT	2023		CIPFA FAN	940.42	Member Training on Financial Statements	Communication / Meeting	Service Led, prior use	Member Training	Knowledge bases on these matters would require additional full-time staff.
DFT	2023		KPMG	75,000.00	Leisure VAT Reclaim	Communication / Meeting	Consultant approached us	Use of expertise to submit claim to reclaim overpaid VAT. Resulting in	Knowledge bases on these matters would require additional full-time staff.

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								£2m reclaim from HMRC in 2023/24.	
DFT	06/11/2020		Airey Consultancy Services Ltd	750.6	Consultancy Support Discretionary COVID Business Grants	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	22/10/2020		Airey Consultancy Services Ltd	600	Covid Local Restrictions Support Payment Scheme	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	22/10/2020		Airey Consultancy Services Ltd	840	COVID Test & Trace discretionary & standard scheme	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	01/05/2021		Airey Consultancy Services Ltd	840	COVID LRSPS (Open & Sector)	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	02/02/2021		Airey Consultancy Services Ltd	1,680.00	COVID Consultancy for LRSG schemes	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	29/04/2021		Airey Consultancy Services Ltd	960	COVID Restart Grants & NDR Disc Rate Relief	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	21/07/2021		Airey Consultancy Services Ltd	960	COVID Local Restrctns ARG Restart Dis Grants	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	28/09/2021		Airey Consultancy Services Ltd	360	COVID consultancy for ARG Restart grants	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	02/08/2022		Airey Consultancy Services Ltd	834	Full Ctax S13A 1A Ctax reduction scheme	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	21/04/2022		Airey Consultancy Services Ltd	2,160.00	Consultancy Support TR & Ctax rebate	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	16/05/2022		Airey Consultancy Services Ltd	1,440.00	Consultancy Support Ctax Rebate schemes	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	08/09/2022		Airey Consultancy Services Ltd	1,920.00	covid Consultancy CARF, OMICRON & ARG	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	08/09/2022		Airey Consultancy Services Ltd	834	Consultancy CTRS 2023/24	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	21/02/2023		Airey Consultancy Services Ltd	1,080.00	Consultancy support NDR SSB & RHL policy	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.

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DFT	14/03/2023		Airey Consultancy Services Ltd	1,080.00	Provision of Consultancy supporting EBSS & AFP	Communication	Service Led	Successful payment of Grants	Workload pressures on current staff and knowledge base requirement.
DFT	25/07/2023		Airey Consultancy Services Ltd	540	Consultancy CTS Fund policy	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	10/05/2023		Airey Consultancy Services Ltd	834	Full Ctax S13A 1A CTR Scheme 2024/25	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	23/01/2024		Airey Consultancy Services Ltd	660	Council Tax Premiums Policy & Notice	Communication	Service Led	Successful implementation of scheme	Workload pressures on current staff and knowledge base requirement.
DFT	11/10/2020		LG Futures Ltd	3582	NNDR pooling advice for withdrawal from Pool	Communication / Meeting	Service Led	Withdrawal from Kent Pool following losses	Independent review of continued involvement in pool whilst suffering losses.
DFT	26/02/2021		LG Futures Ltd	3834	Funding Briefings & Med Term Rev Res Forecasting	Communication / Meeting	Service Led	Legislation and Funding Advice	
DFT	03/03/2022		LG Futures Ltd	4188	Funding Briefings & Med Term Rev Res Forecasting	Communication / Meeting	Service Led	Legislation and Funding Advice	
DFT	04/05/2023		LG Futures Ltd	4848	Funding Briefings & Med Term Rev Res Forecasting	Communication / Meeting	Service Led	Legislation and Funding Advice	
DFT	02/06/2024		LG Futures Ltd	2394	collection fund suite (Part Year)	Communication / Meeting	Service Led	Review of NNDR forecasting	Advice lead to increase provision release from Appeals
DFT	20/02/2024		LG Futures Ltd	12096	Funding Briefings & Med Term Rev Res Forecasting Including Collection Fund review	Communication / Meeting	Service Led	Legislation and Funding Advice	
Exec	11/02/2021	31/03/2022	Partnering Regeneration Development Ltd	£24,362.50	Funded by external grant (Welcome Back Fund), an analysis of our town centres and their performance as they came out of covid restrictions. Used to inform our UKSPF Investment Plan which has unlocked £1m for economic projects.	In Service	Service led in accordance with financial regulations	Data and analysis of our main town centres - Tonbridge, West Malling, Borough Green and Snodland, along with project suggestions that could be used in the UKSPF Investment Plan.	If done in house, this wouldn't have been an independent assessment, and it wouldn't have been as in-depth as the Economic Regeneration Manager would have tried to fit it in between existing workloads. Funded through the Welcome Back Fund, so no additional cost to the council.

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Exec	01/12/2023	ongoing	Let's Do Business Group	£7,000	Funded by external grant (UKSPF and BRRP), they provide support to businesses looking to apply to the Shopfront Grant Scheme, to ensure the applications are of a good quality.	In service - regular update meetings.	Service led in accordance with financial regulations	Better quality applications that have saved us time by not having to chase applicants for missing or incorrect information. Also helped to maintain an independence between ourselves (who were running the programme and making recommendations on applications) and the help available with applications. We have approved 39 applications over the past two rounds, and have received a low number of poor applications (often those that didn't use the support available)	It would have led to more time being spent by the council in dealing with and assessing poor quality applications, which would have taken us away from other priorities.
Exec	27/3/2023	ongoing	Smarter Society Ltd	£54,000	In partnership with SDC and TWBC, UKSPF funded business support programme which runs networking sessions, business conferences (including West Kent Expo) and seminars, 1-2-1 business mentoring and a micro-grants scheme for start-up businesses. As set out in the UKSPF Investment Plan this project was needed post-covid as many businesses were struggling to get back on their feet, whilst at the same time a lot of business support was disappearing.	SDC are the Accountable Body. We have regular update meetings (bi-weekly or monthly depending on activity)	Led by SDC	Over 600 business have so far engaged with the service, with nearly 60 accessing mentoring support and 30 accessing micro-grants. The West Kent Expo took place in March 2024 and had a lot of positive feedback.	We wouldn't have had the skills/business knowledge in-house to run this service ourselves - it required a business support organisation to run it



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Exec	04/01/2021	06/10/2021	Laser Energy	£3,000	To establish TMBC emissions baseline and initial high level action plan following carbon neutral aspiration, prior to the Council having a Climate Change Officer in-house.	Communication / meetings/ presentation to Members	Member agreement to work with KCC (who also contributed £3000 ) to utilise expertise from Laser to establish baseline emissions.	Baseline emissions report produced covering Council's own estate/buildings, vehicles and business travel.	When the carbon neutral aspiration was adopted, we did not have the expertise in house to complete carbon audit work. The Climate Change Strategy had been adopted and we needed to progress this work to help with target setting to 2030. Without the expertise from Laser, the Council would not have set an emissions baseline.
Exec	02/11/2021	31/03/2022	Partnering Regeneration Development Ltd	£24,362.50	Funded by external grant (Welcome Back Fund), an analysis of our town centres and their performance as they came out of covid restrictions. Used to inform our UKSPF Investment Plan which has unlocked £1m for economic projects.	In Service	Service led in accordance with financial regulations	Data and analysis of our main town centres - Tonbridge, West Malling, Borough Green and Snodland, along with project suggestions that could be used in the UKSPF Investment Plan.	If done in house, this wouldn't have been an independent assessment, and it wouldn't have been as in-depth as the Economic Regeneration Manager would have tried to fit it in between existing workloads. Funded through the Welcome Back Fund, so no additional cost to the council.
Exec	12/01/2023	ongoing	Let's Do Business Group	£7,000	Funded by external grant (UKSPF and BRRP), they provide support to businesses looking to apply to the Shopfront Grant Scheme, to ensure the applications are of a good quality.	In service - regular update meetings.	Service led in accordance with financial regulations	Better quality applications that have saved us time by not having to chase applicants for missing or incorrect information. Also helped to maintain an independence between ourselves (who were running the programme and making recommendations on applications) and the help available with applications. We have approved 39 applications over the past two rounds, and have received a low number of poor	It would have led to more time being spent by the council in dealing with and assessing poor quality applications, which would have taken us away from other priorities.

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								applications (often those that didn't use the support available)	
Exec	21/03/2024		Gatenby Sanderson	£23,040.00	Recruitment consultants - Chief Executive	Cabinet	Cabinet led process	Robust, transparent and impartial recruitment process.	It is important for the Council to follow standard practice when recruiting at this level. Without external consultants, there is a risk of not being able to deliver a rigorous unbiased interview process.
IT	22-Mar	22-Mar	ANSecurity	£1,620.00	Required to attain compliance to ensure cyber resilience	Meeting / communication / Accreditation success	Service Led	Successful completion of Cyber Essentials accreditation for the Council	No internal knowledge of the Cyber Essentials accreditation process which would require a specialised member of staff full time.
IT	23-Apr	23-Apr	Phoenix Software Ltd	£3,600.00	Cloud environment Health Check and Review to ensure that security best practice is place and to enabl	Meeting / Communication / Report	Service Led, prior use	Assessment of the hosted cloud environment to ensure it is secure and provide recommendations to enhance the security	Without the external assessment there may have been unforeseen cyber security issues that would not have been addressed resulting in a potential attack
IT	22-May	22-May	Phoenix Software Ltd	£2,400.00	Training for IT Staff to get knowledge on Power Apps to enable use of technology to streamline processes	Meeting / Communication	Service Led, prior use	Provided knowledge and training to IT staff to assist with digitisation of workloads.	Without the training and knowledge transfer reliance on external companies to create streamline apps would be a great expense to the Council.
IT	22-Mar	22-Mar	Phoenix Software Ltd	£6,960.00	New solution required for remote working and access to internal Council systems. Consultancy required due to new technology being adopted.	Meeting / Communication	Service Led, prior use	Creation of environment and knowledge transfer to IT staff to enable internal development, configuration and	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.

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								support of the new system.	
IT	21-Nov	21-Nov	Phoenix Software Ltd	£2,280.00	8 VM migrations	Meeting / Communication	Service Led, prior use	Successful migration of critical systems without unplanned outages.	Limited internal knowledge causing additional downtime critical frontline services being migrated from Gibson building to the new Cloud environment leading to a reduction in residents' access to critical systems
IT	21-Oct	21-Oct	Phoenix Software Ltd	£5,700.00	Exchange 2016 Upgrade	Meeting / Communication	Service Led, prior use	Successful migration to a new supported corporate email system with no loss of data or unplanned outages	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
IT	21-Aug	21-Aug	Phoenix Software Ltd	£900.00	Northgate Azure Migration	Meeting / Communication	Service Led, prior use	Successful migration of critical systems without unplanned outages.	Limited internal knowledge causing additional downtime critical frontline services being migrated from Gibson building to the new Cloud environment leading to a reduction in residents' access to critical systems
IT	21-Jul	21-Jul	Phoenix Software Ltd	£1,140.00	Exchange discovery workshop	Meeting / Communication	Service Led, prior use	In-depth knowledge resulting in a plan for migration to a new supported corporate email system.	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
IT	21-May	21-May	Phoenix Software Ltd	£1,140.00	Windows 2003 decommission	Meeting / Communication	Service Led, prior use	In-depth knowledge of the risks and remediation steps in removing a vulnerable critical server and enabling a migration with no outages to the Councils core systems	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
IT	21-Mar	21-Mar	Phoenix Software Ltd	£6,840.00	Landing Zone for Azure	Meeting / Communication	Service Led, prior use	Knowledge to enable the creation of a secure Landing zone for the start of the	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council

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								Council's migration to the cloud.	systems potentially leading to a cyber incident.
IT	20-Oct	20-Oct	Phoenix Software Ltd	£4,560.00	Azure environment	Meeting / Communication	Service Led, prior use	Knowledge to enable the creation of a Azure environment to enable Cloud server services.	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
IT	24-May	In progress	KHIPU Networks	£2,640.00	3rd Party remote access solution	Meeting / Communication	Service Led, prior use	Knowledge and expertise to create a secure environment for contractors to access the Council's IT environment.	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
IT	22-Jun	22-Jun	KHIPU Networks	£5,250.00	Migration of Brandford to NAC	Meeting / Communication	Service Led, prior use	Knowledge of the new system to enable knowledge transfer and successful migration without disruption to Council services.	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
IT	21-Dec	21-Dec	KHIPU Networks	£1,920.00	Palo Alto GP cloud migration	Meeting / Communication	Service Led, prior use	Knowledge of the new system to enable knowledge transfer and successful migration without disruption to Council services.	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
IT	21-Jan	21-Jan	KHIPU Networks	£3,300.00	Cyber Awareness training	Meeting / Communication	Service Led, prior use	Cyber Awareness training for staff	Not upskilling staff in Cyber awareness training could lead to cyber incidents due to lack of knowledge
IT	21-Jan	21-Jan	KHIPU Networks	£1,920.00	Palo Alto Firewall Azure	Meeting / Communication	Service Led, prior use	Knowledge of the new system to enable knowledge transfer and successful migration without disruption to Council services.	No internal knowledge of the system could have led to misconfiguration and exposure of critical Council systems potentially leading to a cyber incident.
PHEH	02/05/2023	Ongoing	Capax Solutions Limited	£101,047.47	Project Management for Agile implementation	In service	Direct award through Service	Structure and delivery mechanisms	Project not delivered and lack of structure around programming and solutions

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PHEH	04/01/2020	31/3/21	Ecologia	£1,152	To support contaminated land monitoring on Council's own land	Regular reports	Service led. Members aware through reports into relevant Board.	Expert advice and support allowed us to manage contaminated land issue satisfactorily.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.
PHEH	04/01/2022	31/3/23	Killgerm	£648	To provide expert knowledge regarding nuisance cases(fly issue)	Meetings/final report	Service led. Key Members aware through updates.	Expert advice and support allowed us to continue to investigate the complaints being received.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.
PHEH	04/01/2022	31/3/24	Ricardo	£6,690	To support delivery of a DEFRA grant schools project including collation of air quality results, equipment calibration and inclusion of results on Kent Air Quality website.	meetings/reports/website	Service led. Members aware through reports into relevant Boards/Committees and key Member updates.	Allowed us to progress the schools project and provide air quality results alongside all our air quality monitoring on the website so available to all.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility. The funding for this was through a successful bid.
PHEH	04/01/2021	31/3/24	Ricardo	£17,452	Payment to Tunbridge Wells BC (over three year period) who led on air quality contract with Ricardo. Provides air quality monitoring, support and website on Kent-wide contract.	Regular meetings/reports/website	Led by Tunbridge Wells BC	Ongoing air quality monitoring, support and provision of a public facing website for outcomes across Kent.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.
PHEH	04/01/2020	31/3/2021	AQDM	£1,959	Payment to Swale BC who led on air quality contract with AQDM. Provides air quality monitoring, support and website on Kent-wide contract.	Regular meetings/reports/website	Led by Swale BC	Ongoing air quality monitoring, support and provision of a public facing website for outcomes across Kent.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.
PHEH	04/01/2020	31/3/2024	Housing Reviews Centre	£645	To support with housing homelessness/register decision reviews.	Review letters	Service led.	Reviews of TMBC decisions and associated case letters.	Reviews are a statutory requirement and need to be independent of original decision thus expertise/resource within team means use of external consultants is a necessity to meet legal requirements.
PHEH	04/01/2020	31/3/2024	Independent Reviews Ltd	£12,635	To support with housing homelessness/register decision reviews.	Review letters	Service led.	Reviews of TMBC decisions and associated case letters.	Reviews are a statutory requirement and need to be independent of original decision thus expertise/resource within

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									team means use of external consultants is a necessity to meet legal requirements.
PHEH	06/07/2023	26/03/2024	Adonis Blue	£16,100	To provide technical ecological expertise in the production of a Green Infrastructure Strategy	Communication / meetings	Service led, quotations sought from three providers	Production of a Green Infrastructure Strategy	No in-house ecological expertise. Risk of not bringing in specialists would be poor quality of work resulting in non-compliance with National Planning Policy Framework requirements for Local Plan evidence.
PHEH	02/03/2022	on-going	Landuse Consultants	£51,348.41	To provide technical Sustainability Appraisal expertise in the preparation of the Local Plan	Communication / meetings	Service led, quotations sought from three providers	Production of the Interim Sustainability Appraisal at Regulation 18 and Regulation 18B of the Local Plan	Limited in-house expertise. Independent production of the Sustainability Appraisal for the Local Plan ensure impartiality can be demonstrated during the Local Plan Examination process.
PHEH	30/03/2023	on-going	AECOM	£58,755	To provide technical Air Quality modelling and reporting, Habitats Regulations Assessment, and combined impact assessment (including Equalities Impact Assessment) for the Local Plan, ensuring the legal compliance tests are met.	Communication / meetings	Service led, quotations sought from three providers	Production of a Habitats Regulations Assessment Scoping Report. They will also produce an Air Quality Assessment Report, Habitats Regulations Assessment and an Impact Assessment Report to accompany the Regulation 19 Local Plan.	Air quality monitoring and reporting, Habitats Regulations Assessment and combined impact assessment commissioned. These will be undertaken between Regulation 18b and Regulation 19 to inform the Submission Local Plan.
PHEH	01/04/2020	31/3/21	Ecologia	£1,152	To support contaminated land monitoring on Council's own land	Regular reports	Service led. Members aware through reports into relevant Board.	Expert advice and support allowed us to manage contaminated land issue satisfactorily.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.
PHEH	01/04/2022	31/3/23	Killgerm	£648	To provide expert knowledge regarding nuisance cases (fly issue)	Meetings/final report	Service led. Key Members aware through updates.	Expert advice and support allowed us to continue to investigate the complaints being received.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.

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PHEH	01/04/2022	31/3/24	Ricardo	£6,690	To support delivery of a DEFRA grant schools project including collation of air quality results, equipment calibration and inclusion of results on Kent Air Quality website.	Meetings/reports/website	Service led. Members aware through reports into relevant Boards/Committees and key Member updates.	Allowed us to progress the schools project and provide air quality results alongside all our air quality monitoring on the website so available to all.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility. The funding for this was through a successful bid.
PHEH	01/04/2021	31/3/24	Ricardo	£17,452	Payment to Tunbridge Wells BC (over three-year period) who led on air quality contract with Ricardo. Provides air quality monitoring, support and website on Kent-wide contract.	Regular meetings/reports/website	Led by Tunbridge Wells BC	Ongoing air quality monitoring, support and provision of a public facing website for outcomes across Kent.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.
PHEH	01/04/2020	31/3/2021	AQDM	£1,959	Payment to Swale BC who led on air quality contract with AQDM. Provides air quality monitoring, support and website on Kent-wide contract.	Regular meetings/reports/website	Led by Swale BC	Ongoing air quality monitoring, support and provision of a public facing website for outcomes across Kent.	We did not have the expertise/resource in house to deal with this issue for which we have a statutory responsibility.
PHEH	01/04/2020	31/3/2024	Housing Reviews Centre	£645	To support with housing homelessness/register decision reviews.	Review letters	Service led.	Reviews of TMBC decisions and associated case letters.	Reviews are a statutory requirement and need to be independent of original decision thus expertise/resource within team means use of external consultants is a necessity to meet legal requirements.
PHEH	01/04/2020	31/3/2024	Independent Reviews Ltd	£12,635	To support with housing homelessness/register decision reviews.	Review letters	Service led.	Reviews of TMBC decisions and associated case letters.	Reviews are a statutory requirement and need to be independent of original decision thus expertise/resource within team means use of external consultants is a necessity to meet legal requirements.
PHEH	09/09/2021	12/09/2021	JBA	£20,282	To provide technical Sustainability Appraisal expertise in the preparation of the Scoping Report for the Local Plan.	Communication / meetings	Service led, quotations sought from three providers	Production of the Sustainability Appraisal Scoping Report	Limited in-house expertise. Independent production of the Sustainability Appraisal for the Local Plan ensure impartiality can be demonstrated during the Local Plan Examination process.

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PHEH	07/06/2023	26/03/2024	Adonis Blue	£16,100	To provide technical ecological expertise in the production of a Green Infrastructure Strategy	Communication / meetings	Service led, quotations sought from three providers	Production of a Green Infrastructure Strategy	No in-house ecological expertise. Risk of not bringing in specialists would be poor quality of work resulting in non-compliance with National Planning Policy Framework requirements for Local Plan evidence.
PHEH	03/02/2022	Ongoing	Landuse Consultants	£51,348	To provide technical Sustainability Appraisal expertise in the preparation of the Interim Sustainability Appraisal and Environmental Report for the Local Plan	Communication / meetings	Service led, quotations sought from three providers. Waiver agreed for fee extension	Production of the Interim Sustainability Appraisal at Regulation 18 and Regulation 18B of the Local Plan	Limited in-house expertise. Independent production of the Sustainability Appraisal for the Local Plan ensure impartiality can be demonstrated during the Local Plan Examination process.
PHEH	30/03/2023	Ongoing	AECOM	£58,755	To provide technical Air Quality modelling and reporting, Habitats Regulations Assessment, and combined impact assessment (including Equalities Impact Assessment) for the Local Plan, ensuring the legal compliance tests are met.	Communication / meetings	Service led; quotations sought from three providers. Waiver agreed for fee extension.	Production of a Habitats Regulations Assessment Scoping Report. They will also produce an Air Quality Assessment Report, Habitats Regulations Assessment and an Impact Assessment Report to accompany the Regulation 19 Local Plan.	Air quality monitoring and reporting, Habitats Regulations Assessment and combined impact assessment commissioned. These will be undertaken between Regulation 18b and Regulation 19 to inform the Submission Local Plan.
PHEH	09/01/2021	Ongoing	JBA	£50,751	Strategic Flood Risk Assessment [SFRA] Level1 for Local Plan. No in-house expertise	Communication / meetings	Service led, quotations sought from three providers with waivers agreed for fee extensions.	Full comprehensive SFRA level 1 for whole borough	Failure to assess the flood risk and failure of the Local Plan.
PHEH	08/01/2023	15/03/2024	AECOM	£27,390	To provide technical assessment for climate change for Local Plan. Limited in-house expertise.	Communication / meetings	Service led, quotations sought from three providers.	A full assessment and report on climate change in the borough and recommended policies for the Local Plan	Failure to address climate change in the Local Plan could result in failure of legal compliance and failure of the Local Plan.
PHEH	14/04/2022	04/11/2023	CBA	£17,216	To provide a heritage strategy for the emerging Local Plan.	Communication / meetings	Service led, quotations sought from three providers.	A full heritage strategy endorsed by Historic England.	Failure to address Heritage with a strategy in the Local Plan could result in failure of the Local Plan.



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PHEH	11/10/2023	Ongoing	ENPLAN	£8,273	To provide a landscape sensitivity assessment to inform the emerging Local Plan.	Communication / meetings	Service led, quotations sought from three providers.	Landscape assessment work provided.	Failure to address landscape issues in the Local Plan could result in failure of the Local Plan.
PHEH	14/08/2019	25/07/2023	ARCADIS	£99,335	To prepare a development brief for Borough Green Gardens and relief road feasibility study	Communication / meetings	Homes England Multi-Disciplinary Framework.	Draft development brief for Borough Green Gardens and relief road feasibility study	This work would not have progressed in accordance with the requirements of the Homes England Garden Community capacity funding award to the council.
PHEH	18/10/2019	20/05/2022	ENPLAN	£17,131	To prepare additional landscape evidence to inform the Borough Green Gardens development brief.	Communication / meetings	Waiver - extension to withdrawn Local Plan technical work.	A landscape sensitivity and capacity study which informed the preparation of the framework plan for the site.	The development framework plan would have lacked the technical evidence required to be able to design this appropriately having regard to the landscape context.
PHEH	20/10/2021	21/09/2023	SOLVE WEB MEDIA	£11,086	To prepare a website to support public engagement for Borough Green Gardens.	Communication / meetings	Service led, quotations sought from three providers.	Purchase of web domains, preparation of branding and website design.	Not delivering high quality public engagement would have hindered project progress.
PHEH	26/05/2021	17/12/2021	MOTT MACDONALD	£28,794	To prepare additional transport evidence to inform the Borough Green Gardens development brief.	Communication / meetings	Waiver - extension to withdrawn Local Plan technical work.	Additional technical work to better understand related highway junction impacts and to provide advice on trigger points for development contributions.	The framework plan and relief road feasibility study would have lacked the evidence required to inform the design and phasing of the relief road proposed for Borough Green as part of this project.
PHEH	13/06/2022	Ongoing	JACOBS	£192,704	To prepare transport modelling evidence including transport assessment for the emerging Local Plan.	Communication / meetings	Kent County Council Highway Services Framework.	Work ongoing, transport forecast baseline, LTC and M2 J3 sensitivity tests and 2 scenario test reports provided so far.	Failure to address transport issues and identify appropriate mitigation could result in failure of the Local Plan.
PHEH	18/12/2019	Ongoing	DHA TRANSPORT	£36,035	To prepare an Active Travel Strategy including route audits, to align with the emerging Local Plan.	Communication / meetings	Service led, quotations sought from three providers with wavers agreed for fee extensions.	Draft Active Travel Strategy, walking and cycling route audits prepared.	To help mitigate the transport impacts of growth identified in the Local Plan and to help tackle congestion and support climate change ambitions, this study is required to support
PHEH	02/03/2022	Ongoing	ARC4	£18,840	To prepare a gypsy and traveller accommodation	Communication / meetings	Service led, quotations sought from three providers	Draft gypsy and traveller need	Failure to address gypsy and traveller accommodation

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					assessment and undertake related site assessments.		with wavers agreed for fee extensions.	assessment and site assessment reports prepared.	requirements in the Local Plan could result in failure of the Local Plan.
PHEH	19/09/2023	26/01/2024	WSP	£20,586	Scheme planning and design for the upgrade of footpaths MR581 and MR32 in Snodland, and stage 1 road safety audit.	Communication / meetings	Kent County Council Professional Services Framework.	Outline scheme design and road safety stage 1 report received.	Scheme delivery unlikely to progress putting at risk related funding negotiations with National Highways and Kent County Council, relating to mitigation for the Lower Thames Crossing.
PHEH	15/09/2022	Ongoing	Ove Arup & Partners	£121,917	To prepare Green Belt and Strategic Gap studies, and Housing Constraints Assessment to inform the emerging Local Plan.	Communication / meetings/Reports	Service led, quotations sought from three providers with wavers agreed for fee extensions.	Housing Constraints Assessment and Green Belt Stage 2 Assessment provided; strategic gap work ongoing.	Failure to assess Green Belt sites for potential release for development and to provide Strategic Gap advice could result in failure of the Local Plan.
PHEH	16/12/2023	Ongoing	Ploszajski Lynch Consulting	£41,200	To undertake an and Indoor Sport, Recreation and Open Space Study to inform the emerging Local Plan.	Communication / meetings/Reports	Service led, quotations sought from three providers.	Draft reports received for indoor and outdoor sport, recreation and open space provision.	Failure to address open space issues in the Local Plan could result in failure of the Local Plan
PHEH	21/09/2021	Ongoing	Nathaniel Lichfield and Partners	£35,832	To prepare an Economy Study including retail needs assessment to inform the emerging Local Plan.	Communication / meetings/Reports	Service led, quotations sought from three providers with wavers agreed for fee extensions.	Draft Economy Study report received.	Failure to address employment including retail matters, including the allocation of sufficient employment floorspace in the emerging Local Plan could result in failure of the Local Plan.
PHEH	16/12/2022	Ongoing	BNP Paribas	£14,316	To prepare a Local Plan Viability Assessment.	Communication / meetings/Reports	Service led, quotations sought from three providers.	Work ongoing.	Viability assessment required to demonstrate the viability of the policy and infrastructure requirements included in the Local Plan.
PHEH	24/01/2024	Ongoing	Pillory Barn Design Studios	£620	Creative design of Regulation 18b Local Plan publication draft.	Communication / meetings/Reports	Service led, quotations sought from three providers.	Work ongoing to prepare the publication draft of the Local Plan.	It is important that the Local Plan document is well presented to ensure that the content is well received and understood by all. A poorly produced document would hinder public engagement.
PHEH	15/02/2024	Ongoing	Commonplace Digital Ltd	£15,400	Provision of online consultation and engagement platform for the Local Plan.	Communication / meetings/Reports	Crown Commercial Service G-Cloud 13 Framework.	Work ongoing to prepare the online Local Plan consultation.	It is important that the Local Plan consultation is as accessible as possible. A high-quality online platform is an

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									important part of achieving this.
SSLTS	Aug-22	Nov-22	Waste Consulting LLP - Grounds Consulting Division	£ 4,888	Options Report-report in preparation for retender of Grounds Maintenance Contract -additional specialist industry skills and resources required to assess service re-commissioning options.	Award of contract and outcome reported through Member Committee/Cabinet	Service led in accordance with financial regulations. Appointment approved through Member Committee	Options Report received that allowed the Council to make a decision on the Strategic approach to the future delivery of the Grounds Maintenance Services.	Lack of industry insight and deeper understanding of pro and cons of potential service delivery options to inform Council/Member decision.
SSLTS	Oct-23	Apr-24	Waste Consulting LLP - Grounds Consulting Division	£ 10,494	Update of Options Report and Public Sector Comparator - additional specialist industry skills and resource required. External independent assessment required for the Public Sector Comparator.	Award of contract and outcome reported through Member Committee/Cabinet	Appointment approved through Member Committee. Also commissioned following consultation with Corporate OSG and MT and formal Wavier sought and approved for appointment.	Final report awaited.	Lack of industry insight and deeper understanding of anticipated contract costs to inform Council/Member decision.
SSLTS	Aug-21	Dec-22	Waste Consulting LLP	£ 14,433	Waste Contract Support-including service delivery options appraisal. Additional industry specialist skills and resource required. Total cost was £28,866 but shared 50/50 with Tunbridge Wells Borough Council. Work commissioned was in relation, and in response to, exceptional poor performance of the waste contractor at that current time.	Work monitored through a Joint Partnership Group with Tunbridge Wells Borough Council. Included updates and meetings to CE and Member (Cabinet Member/leader) level.	Service led in accordance with financial regulations. Wavier sought and approved.	Options Report received that guided the Council's discussions with the Contractor to resolve contract issues and improve service provision.	Lack of industry insight and a deeper understanding of contract options which, if not available would have weakened the Council's position in discussing service improvement with the current contractor.
SSLTS	Jan-22	Feb-22	Waste Consulting LLP	£ 3,278	Garden Waste Project - Options review for service provision. Work commissioned was in relation, and in response to, poor service performance by the contractor allowing the Council to assess potential future options. Additional specialist industry experience and insight required.	Work monitored through a Joint Partnership Group with Tunbridge Wells Borough Council. Included updates and meetings to CE and Member (Cabinet Member/leader) level.	Service led in accordance with financial regulations	Options Report received that guided the Council's discussions with the Contractor to resolve contract issues and improve service provision.	Lack of industry insight and a deeper understanding of contract options which, if not available would have weakened the Council's decision-making process.

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SSLTS	Jun-23	Jan-24	Blackwood Bayne Ltd	£ 3,675	Haysden Country Park Market Survey - Additional specialist skills and resources required with regard to canvassing, data analysis and report production. Reports essential to lever in external funding and develop site management plans.	In Service	Service led in accordance with financial regulations	Report results feed into Site Management Plan and steer future site improvements.	Lack of information and understanding of the use of the Country Park to allow users views to be incorporated into site management plan.
SSLTS	Jun-22	Mar-23	Blackwood Bayne Ltd	£ 3,394	Tonbridge Racecourse Sportsground Market Survey - Additional specialist skills and resources required with regard to canvassing, data analysis and report production. Reports essential to lever in external funding and develop site management plans.	In Service	Service led in accordance with financial regulations	Report results feed into Site Management Plan and steer future site improvements.	Lack of information and understanding of the use of the Country Park to allow users views to be incorporated into site management plan.
SSLTS	2020	2024	Alltree Consultancy Ltd	£ 4,062	Tree Inspections-cost reflects 14 separate Specialist Tree Inspections and Reports making prioritised recommendations over a 4-year period. Required over and above the Council's regular contractual health and safety tree inspections undertaken by the ground maintenance contractor. Average cost of each inspection/report is £290. Reports commissioned in direct response to public health and safety concerns.	In Service	Service led in accordance with financial regulations	Inspection and report provide external and specialist reassurance of health and safety aspects, reduces risk to the public and enhances the Councils insurance position.	Health and Safety of the public and reputational and financial risk to the Council.
SSLTS	Jan-21	Aug-21	Aliance Leisure	£ 114,947	Scheme development and project management for the design and construction of the new Cafe at Leybourne Lakes Country Park. Included external industry skills in quantity surveying, architecture, project management and design. Funded in full from developer contributions	In Service and through corporate officer group	Procured through the UK Leisure Framework. Waiver sought and approved	Specialist advice and skills in the design and construction of the new cafe	Lack of skills and resources leading to the in effective delivery of the project.

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SSLTS	Mar-24	Ongoing	Aliance Leisure	£ 50,000	Angel Centre Options Appraisal -appointment to undertake feasibility report on the potential location and facility mix of a replacement Angel Centre.	In Service and through corporate officer group	Procured through the UK Leisure Framework. Waiver sought and approved	Will provide specialist advice and skills in the location and facility mix of replacement building	
SSLTS	Jan-21	Jul-21	G and S Brown Grounds Maintenance Contractors	£ 10,200	Drainage assessment- required to address specific flooding of Deacons Field that was impacting community sports use. Specialist assessment required to support approved Capital Plan Scheme. External funding of £10,000 secured from Sport England to support the project.	In Service and through the Capital Plan	Service led in accordance with financial regulations	Specialist report to guide and steer works required through the Capital Plan	Lack of details and evidence when considering potential projects.
SSLTS	Apr-21	May-21	G and S Brown Grounds Maintenance Contractors	£ 6,000	Initial drainage assessment of the site undertaken due to flooding issues. Data then used to support internal review, monitoring and project appraisal	In Service	Service led in accordance with financial regulations	Specialist report used as baseline data to then support the Council's own internal review, monitoring and project development.	Lack of baseline data to feed into internal review.
SSLTS	30/11/2022	18/01/2023	Alpha Parking	£ 10,075	Car park review - Independent review of off-street parking capacity, trip generation and usage in Tonbridge. No capacity in-house	In Service	Service led in accordance with financial regulations	Independent report on car park usage along with analysis of trends looking at balance of short/long stay parking provision.	Better understanding of car park demand and usage delivered outside of normal parking operational capacity.
SSLTS	01/01/2024	01/02/2024	Old School Consultancy	£ 2,070	Parking consultation analysis - due to volumes of responses greater resource and support required for Parking Manager - No Capacity in-house	In Service	Service led in accordance with financial regulations	Assistance in analysis of consultation responses	Peak workload timescale targets not met
SSLTS	28/09/2020	28/10/2020	BDR	£ 1,200	Structural assessment and report for bridge foundations by qualified Structural Engineer. Beyond current in house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Assurance of bridge supports Angel West walkway.	Independent indemnity to provide confidence of structural integrity of bridge supports.

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SSLTS	30/11/2020	30/01/2021	Project Centre Ltd	£ 4,900	Structural bridge inspections and reports (done every 2 years) by qualified Structural Engineer. Beyond current in house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Structural report for 18 TMBC owned bridges	Risk to the public - TMBC asset becoming hazardous to users
SSLTS	25/02/2021	25/03/2021	Project Centre Ltd	£ 2,500	Structural assessment of failing revetment wall. Beyond current in house skill set and required as part of asset H&S management	In Service.	Service led in accordance with financial regulations	Structural assessment of failing sports ground revetment wall	Risk to the public - TMBC asset becoming hazardous to users
SSLTS	17/05/2022	17/06/2022	Roads and Sewers for Planning and Design	£ 1,950	Structural works specification/design for required bridge works by qualified Structural Engineer to enable works quotations. Beyond current in-house skill set.	In Service	Service led in accordance with financial regulations	Works specification and details ready to works quotations for 3 bridges that are requiring structural repair	If done in house, works could have been miss specified, wrong or not cost affective
SSLTS	27/02/2023	27/04/2023	Roads and Sewers for Planning and Design	£ 3,750	Wouldham River Wall Options Report by qualified Structural Engineer. Beyond current in-house skill set and required to allow project to progress	In Service	Service led in accordance with financial regulations	Options report following 5 years of monitoring of TMBC asset	Independent indemnity to provide a review of structural integrity of this river wall and to provide specialised guidance on options.
SSLTS	30/10/2023	06/11/2023	Roads and Sewers for Planning and Design	£ 720	Independent assessment of trees associated to revetment wall works and other schemes.	In Service	Service led in accordance with financial regulations to provide Cllrs with a independent assessment on tree condition for revetment phase 2	Report provided confirm works couldn't reasonably be delivered without removing two trees	If done in house, it wouldn't have been a independent assessment
SSLTS	04/01/2023	04/03/2023	Roads and Sewers for Planning and Design	£ 4,800	Structural bridge inspections and reports (done every 2 years) by qualified Structural Engineer. Beyond current in-house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Structural report for 18 TMBC owned bridges	Risk to the public - TMBC asset becoming hazardous to users
SSLTS	01/03/2024	01/04/2024	Roads and Sewers for Planning and Design	£ 1,750	Additional structural bridge inspections and reports of high risk bridges (done every year) by qualified Structural Engineer. Beyond current in-house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Additional structural report for 3 TMBC owned bridges	Risk to the public - TMBC asset becoming hazardous to users

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SSLTS	16/11/2022	16/12/2022	Lighting Efficiency Design Services Ltd	£ 1,900	Assessment and recommendations for car park lighting to change to LED lights in all Council car parks. Beyond current in-house skill set.	In Service	Service led in accordance with financial regulations	Options/feasibility report provided for car park LED switch	Independent assessment to ensure lighting designs are fit-for-purpose.
SSLTS	05/11/2023	05/12/2023	Lighting Efficiency Design Services Ltd	£ 1,000	LED lights technical specification provided for tender document. Beyond current in house skill set. Funded by external grant.	In Service	Service led in accordance with financial regulations	Technical specification provided to complete tender document	Independent assessment to ensure lighting designs are correctly specified to ensure cost effective solutions are bought forward.
SSLTS	22-Aug	22-Nov	Waste Consulting LLP - Grounds Consulting Division	£4,888	Options Report-report in preparation for retender of Grounds Maintenance Contract -additional specialist industry skills and resources required to assess service re-commissioning options.	Award of contract and outcome reported through Member Committee/Cabinet	Service led in accordance with financial regulations. Appointment approved through Member Committee	Options Report received that allowed the Council to make a decision on the Strategic approach to the future delivery of the Grounds Maintenance Services.	Lack of industry insight and deeper understanding of pro and cons of potential service delivery options to inform Council/Member decision.
SSLTS	23-Oct	24-Apr	Waste Consulting LLP - Grounds Consulting Division	£10,494	Update of Options Report and Public Sector Comparator - additional specialist industry skills and resource required. External independent assessment required for the Public Sector Comparator.	Award of contract and outcome reported through Member Committee/Cabinet	Appointment approved through Member Committee. Also commissioned following consultation with Corporate OSG and MT and formal Wavier sought and approved for appointment.	Final report awaited.	Lack of industry insight and deeper understanding of anticipated contract costs to inform Council/Member decision.
SSLTS	21-Aug	22-Dec	Waste Consulting LLP	£14,433	Waste Contract Support-including service delivery options appraisal. Additional industry specialist skills and resource required. Total cost was £28,866 but shared 50/50 with Tunbridge Wells Borough Council. Work commissioned was in relation, and in response to, exceptional poor performance of the waste contractor at that current time.	Work monitored through a Joint Partnership Group with Tunbridge Wells Borough Council. Included updates and meetings to CE and Member (Cabinet Member/leader) level.	Service led in accordance with financial regulations. Wavier sought and approved.	Options Report received that guided the Council's discussions with the Contractor to resolve contract issues and improve service provision.	Lack of industry insight and a deeper understanding of contract options which, if not available would have weakened the Council's position in discussing service improvement with the current contractor.

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SSLTS	22-Jan	22-Feb	Waste Consulting LLP	£3,278	Garden Waste Project - Options review for service provision. Work commissioned was in relation, and in response to, poor service performance by the contractor allowing the Council to assess potential future options. Additional specialist industry experience and insight required.	Work monitored through a Joint Partnership Group with Tunbridge Wells Borough Council. Included updates and meetings to CE and Member (Cabinet Member/leader) level.	Service led in accordance with financial regulations	Options Report received that guided the Council's discussions with the Contractor to resolve contract issues and improve service provision.	Lack of industry insight and a deeper understanding of contract options which, if not available would have weakened the Council's decision making process.
SSLTS	23-Jun	24-Jan	Blackwood Bayne Ltd	£3,675	Haysden Country Park Market Survey - Additional specialist skills and resources required with regard to canvassing, data analysis and report production. Reports essential to lever in external funding and develop site management plans.	In Service	Service led in accordance with financial regulations	Report results feed into Site Management Plan and steer future site improvements.	Lack of information and understanding of the use of the Country Park to allow users views to be incorporated into site management plan.
SSLTS	22-Jun	23-Mar	Blackwood Bayne Ltd	£3,394	Tonbridge Racecourse Sportsground Market Survey - Additional specialist skills and resources required with regard to canvassing, data analysis and report production. Reports essential to lever in external funding and develop site management plans.	In Service	Service led in accordance with financial regulations	Report results feed into Site Management Plan and steer future site improvements.	Lack of information and understanding of the use of the Country Park to allow users views to be incorporated into site management plan.
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SSLTS	24-Mar	Ongoing	Alliance Leisure	£50,000	Angel Centre Options Appraisal -appointment to undertake feasibility report on the potential location and facility mix of a replacement Angel Centre.	In Service and through corporate officer group	Procured through the UK Leisure Framework. Waiver sought and approved	Will provide specialist advice and skills in the location and facility mix of replacement building	
SSLTS	21-Jan	21-Jul	G and S Brown Grounds Maintenance Contractors	£10,200	Drainage assessment- required to address specific flooding of Deacons Field that was impacting community sports use. Specialist assessment required to support approved Capital Plan Scheme. External funding of £10,000 secured from Sport England to support the project.	In Service and through the Capital Plan	Service led in accordance with financial regulations	Specialist report to guide and steer works required through the Capital Plan	Lack of details and evidence when considering potential projects.
SSLTS	21-Apr	21-May	G and S Brown Grounds Maintenance Contractors	£6,000	Initial drainage assessment of the site undertaken due to flooding issues. Data then used to support internal review, monitoring and project appraisal	In Service	Service led in accordance with financial regulations	Specialist report used as baseline data to then support the Council's own internal review, monitoring and project development.	Lack of baseline data to feed into internal review.
SSLTS	30/11/2022	18/01/2023	Alpha Parking	£10,075	Car park review - Independent review of off-street parking capacity, trip generation and usage in Tonbridge. No capacity in-house	In Service	Service led in accordance with financial regulations	Independent report on car park usage along with analysis of trends looking at balance of short/long stay parking provision.	Better understanding of car park demand and usage delivered outside of normal parking operational capacity.
SSLTS	01/01/2024	02/01/2024	Old School Consultancy	£2,070	Parking consultation analysis - due to volumes of responses greater resource and support required for Parking Manager - No Capacity in-house	In Service	Service led in accordance with financial regulations	Assistance in analysis of consultation responses	Peak workload timescale targets not met
SSLTS	28/09/2020	28/10/2020	BDR	£1,200	Structural assessment and report for bridge foundations by qualified Structural Engineer. Beyond current in-house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Assurance of bridge supports Angel West walkway.	Independent indemnity to provide confidence of structural integrity of bridge supports.

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SSLTS	30/11/2020	30/01/2021	Project Centre Ltd	£4,900	Structural bridge inspections and reports (done every 2 years) by qualified Structural Engineer. Beyond current in-house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Structural report for 18 TMBC owned bridges	Risk to the public - TMBC asset becoming hazardous to users
SSLTS	25/02/2021	25/03/2021	Project Centre Ltd	£2,500	Structural assessment of failing revetment wall. Beyond current in-house skill set and required as part of asset H&S management	In Service.	Service led in accordance with financial regulations	Structural assessment of failing sports ground revetment wall	Risk to the public - TMBC asset becoming hazardous to users
SSLTS	17/05/2022	17/06/2022	Roads and Sewers for Planning and Design	£1,950	Structural works specification/design for required bridge works by qualified Structural Engineer to enable works quotations. Beyond current in-house skill set.	In Service	Service led in accordance with financial regulations	Works specification and details ready to works quotations for 3 bridges that are requiring structural repair	If done in house, works could have been miss specified, wrong or not cost affective
SSLTS	27/02/2023	27/04/2023	Roads and Sewers for Planning and Design	£3,750	Wouldham River Wall Options Report by qualified Structural Engineer. Beyond current in-house skill set and required to allow project to progress	In Service	Service led in accordance with financial regulations	Options report following 5 years of monitoring of TMBC asset	Independent indemnity to provide a review of structural integrity of this river wall and to provide specialised guidance on options.
SSLTS	30/10/2023	11/06/2023	Roads and Sewers for Planning and Design	£720	Independent assessment of trees associated to revetment wall works and other schemes.	In Service	Service led in accordance with financial regulations to provide Cllrs with an independent assessment on tree condition for revetment phase 2	Report provided confirm works couldn't reasonably be delivered without removing two trees	If done in house, it wouldn't have been an independent assessment
SSLTS	01/04/2023	03/04/2023	Roads and Sewers for Planning and Design	£4,800	Structural bridge inspections and reports (done every 2 years) by qualified Structural Engineer. Beyond current in-house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Structural report for 18 TMBC owned bridges	Risk to the public - TMBC asset becoming hazardous to users
SSLTS	03/01/2024	04/01/2024	Roads and Sewers for Planning and Design	£1,750	Additional structural bridge inspections and reports of high-risk bridges (done every year) by qualified Structural Engineer. Beyond current in-house skill set and required as part of asset H&S management	In Service	Service led in accordance with financial regulations	Additional structural report for 3 TMBC owned bridges	Risk to the public - TMBC asset becoming hazardous to users

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SSLTS	16/11/2022	16/12/2022	Lighting Efficiency Design Services Ltd	£1,900	Assessment and recommendations for car park lighting to change to LED lights in all Council car parks. Beyond current in-house skill set.	In Service	Service led in accordance with financial regulations	Options/feasibility report provided for car park LED switch	Independent assessment to ensure lighting designs are fit-for-purpose.
SSLTS	11/05/2023	12/05/2023	Lighting Efficiency Design Services Ltd	£1,000	LED lights technical specification provided for tender document. Beyond current in-house skill set. Funded by external grant.	In Service	Service led in accordance with financial regulations	Technical specification provided to complete tender document	Independent assessment to ensure lighting designs are correctly specified to ensure cost effective solutions are bought forward.
SSLTS	21-Jan	21-Aug	Alliance Leisure	£114,947	Scheme development and project management for the design and construction of the new Cafe at Leybourne Lakes Country Park. Included external industry skills in quantity surveying, architecture, project management and design. Funded in full using developer contributions	In Service and through corporate officer group	Procured through the UK Leisure Framework. Waiver sought and approved	Specialist advice and skills in the design and construction of the new cafe	Lack of skills and resources leading to the ineffective delivery of the project.