

PORTFOLIO OF THE CABINET MEMBER FOR FINANCE, INNOVATION AND PROPERTY

KEY POLICIES:

**ANNUAL REVENUE BUDGET
ASSET MANAGEMENT PLAN
CAPITAL STRATEGY
ANTI- FRAUD AND CORRUPTION POLICY
PROCUREMENT STRATEGY
IT AND E-GOVERNMENT STRATEGY
CONSULTATION STRATEGY
CUSTOMER SERVICES STRATEGY
IEG STATEMENTS
EFFICIENCY STATEMENTS**

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 & Council Tax Benefits
- 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

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)
- IEG submissions and the targets contained therein
- 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
- Jointly with the Chief Executive, to champion and take overall responsibility for embedding risk management throughout the Council
- 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 PLANNING AND TRANSPORTATION

KEY POLICIES:

**LOCAL PLAN/LOCAL DEVELOPMENT FRAMEWORK
LOCAL TRANSPORT PLAN FOR KENT
CAR PARKING ACTION PLAN**

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 Development Framework
- The preparation of an Infrastructure Plan and Community Infrastructure Levy, in liaison with other Cabinet Members and a Member Panel as appropriate
- Overseeing changes to planning policy arising from the Localism Bill, 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 & Environment Services over delivery of the Council's Strategic Housing Objectives

Transportation policy:

- Major regional projects ((including A21 improvement, rail investment)
- Local transport projects ((including Tonbridge transport strategy, A228/A20 corridor, West Malling station)
- Public transport initiatives (bus priority measures, Medway valley line)
- Input to Kent's Local Transport Plan

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

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 Councils 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
- To determine all issues relating to street naming and numbering.

Liaison with the County Council and the Cabinet Member for Housing & 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 HOUSING & ENVIRONMENT SERVICES

KEY POLICIES:

**HOUSING STRATEGY
HOMELESSNESS STRATEGY
ENERGY AND FUEL POVERTY STRATEGY
SUSTAINABLE COMMUNITY STRATEGY
FOOD LAW ENFORCEMENT PLAN
CONTAMINATED LAND INSPECTION STRATEGY
JOINT MUNICIPAL WASTE STRATEGY
CLIMATE CHANGE STRATEGY**

Key Tasks:

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

Housing:

- Housing strategy, housing needs, housing market assessment and housing investment
- Liaison with the Cabinet Member for Planning & Transportation over delivery of the council's strategic housing objectives
- Enabling, including new affordable housing, low-cost home ownership housing, key and essential worker housing
- Housing advice
- Homelessness prevention
- Housing register
- Empty homes
- Temporary accommodation
- Supporting people programme
- Disabled facilities Grants
- Housing assistance scheme
- Home safety
- Enforcement of caravan site licensing
- Energy efficiency and fuel poverty
- Home improvement agency
- Private sector housing standards and enforcement, including the housing, health and safety rating system, disrepair and defective housing
- Houses in multiple occupation
- Restoration of utility services to domestic premises
- Housing compensation payments

Environmental Health Services:

- Food safety
- Dog control
- Pest control
- Public health and health education initiatives
- 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 Planning and Transportation and Community Services.

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 represent the Council on the Supporting People Commissioning Body
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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**

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 arts activities for young people through the Summer Playscheme.
- Provision of public art.
- Partnerships
- Support for arts marketing

Indoor Leisure:

- Larkfield Leisure Centre.
- Angel Centre, Tonbridge.
- Tonbridge Swimming Pool.
- Poul Wood Golf Centre, Tonbridge (Catering and Clubhouse contracts only).

Outdoor Leisure:

- Provision, development, management and maintenance of informal and formal public open spaces
- Grounds maintenance - Poul 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 Housing & Environment Services on street scene issues.

Youth and Children:

- Annual programme of sports coaching and events.
- Revenue grants to sports clubs and individuals.
- Annual summer holiday play scheme.
- 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

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
COMMUNITY SAFETY**

KEY POLICIES:

**COMMUNITY STRATEGY
CRIME AND DISORDER ACTION PLAN AND
CONTROL STRATEGY
WEST KENT AREA INVESTMENT FRAMEWORK
EQUALITIES POLICY**

Key Tasks:

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

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 ECONOMIC REGENERATION

KEY POLICIES: WEST KENT AREA INVESTMENT FRAMEWORK
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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