

## A G E N D A

### CABINET

**Thursday 25 June 2020 at 10.30 am**  
**Virtual Meeting - Online**

**To note: Papers for Cabinet have been republished to allow for some additional Reports to be added and to include the amended Financial Update on Covid-19.**

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**Members:** Councillor McDermott (Chairman), Councillors March (Vice-Chairman), Bailey, Dawlings and Mackonochie

**Quorum:** 3 Members (to include either the Leader or Deputy Leader)

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|----------|--|-----------------|
| <b>1</b> | <b>Apologies</b><br>To receive any apologies for absence.  | (Pages 5 - 6)   |
| <b>2</b> | <b>Declarations of Interest</b><br>To receive any declarations of interest by Members in items on the agenda. For any advice on declarations of interest; please contact the Monitoring Officer before the meeting.                          | (Pages 7 - 8)   |
| <b>3</b> | <b>Notification of Visiting Members wishing to speak</b><br>To note any members of the Council wishing to speak, of which due notice has been given in accordance with Cabinet Procedure Rule 28.4, and which item(s) they wish to speak on. | (Pages 9 - 10)  |
| <b>4</b> | <b>Minutes of the meeting dated 16 April 2020</b><br>To approve the minutes of a previous meeting as a correct record. The only issue relating to the minutes that can be discussed is their accuracy.                                       | (Pages 11 - 14) |
| <b>5</b> | <b>Questions from Members of the Council</b><br>To receive any questions from members of the Council, of which due notice has been given in accordance with Cabinet Procedure Rule 28.3, to be submitted and answered.                       | (Pages 15 - 16) |
| <b>6</b> | <b>Questions from Members of the Public</b><br>To receive any questions from members of the public, of which due notice has been given in accordance with Cabinet Procedure Rule 28.5, to be submitted and answered.                         | (Pages 17 - 18) |
| <b>7</b> | <b>Consideration of the Forward Plan as at 29 May 2020</b>   | (Pages 19 - 30) |

To note forthcoming items as set out on the Forward Plan.

Leader of the Council

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|-----------|---|-----------------|
| <b>8</b>  | <b>Corporate Update on Covid-19</b><br>To consider and decide on the recommendations as set out in the report.  | (Pages 31 - 48) |
| <b>9</b>  | <b>Covid-19 Panel - Enhancing Scrutiny for Recovery</b><br>To consider and decide on the recommendations as set out in the report.                                      | (Pages 49 - 62) |
| <b>10</b> | <b>Overview of the Council's Proposed Recovery Strategy</b><br>To consider and decide on the recommendations as set out in the report.                                  | (Pages 63 - 82) |
| <b>11</b> | <b>Self-Build and Custom Housebuilding Register: Proposed Local Connection Test</b><br>To consider and decide on the recommendations as set out in the attached report. | (Pages 83 - 94) |

Finance and Governance Portfolio

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|-----------|---|-------------------|
| <b>12</b> | <b>Finance Update Covid-19</b><br>To consider and decide on the recommendations as set out in the attached report.  | (Pages 95 - 102)  |
| <b>13</b> | <b>Strategic Risk Register</b><br>To consider and decide on the recommendations as set out in the attached report.  | (Pages 103 - 124) |
| <b>14</b> | <b>Complaints Summary: Quarters 3 &amp; 4</b><br>To consider and decide on the recommendations as set out in the attached report.                         | (Pages 125 - 136) |
| <b>15</b> | <b>Performance Summary: Quarter 4 and End of Year</b><br>To consider and decide on the recommendations as set out in the attached report.                 | (Pages 137 - 164) |
| <b>16</b> | <b>Revenue Management Report: Quarter 4</b><br>To consider and decide on the recommendations as set out in the attached report.                           | (Pages 165 - 196) |
| <b>17</b> | <b>Capital Management Report: Quarter 4</b><br>To consider and decide on the recommendations as set out in the attached report.                           | (Pages 197 - 224) |
| <b>18</b> | <b>Treasury and Prudential Indicator Management Report: Quarter 4</b><br>To consider and decide on the recommendations as set out in the attached report. | (Pages 225 - 240) |

- 19 Annual Report on the use of RIPA** (Pages 241 - 244)  
To consider and decide on the recommendations as set out in the attached report.

Communities and Wellbeing Portfolio

- 20 Community Safety Partnership** (Pages 245 - 302)  
To consider and decide on the recommendations as set out in the attached report.

Sustainability Portfolio

- 21 Household Recycling and Waste Collection Service - Service Update** (Pages 303 - 316)  
To consider and decide on the recommendations as set out in the attached report.

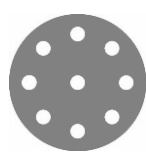
- 22 Urgent Business** (Pages 317 - 318)  
To consider any other items which the Chairman decides are urgent, for the reasons to be stated, in accordance with Section 100B(4) of the Local Government Act 1972.

- 23 Date of Next Meeting** (Pages 319 - 320)  
To note that the date of the next scheduled meeting is Thursday 6 August 2020 at 10:30am

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**Caroline Britt**  
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**ROYAL TUNBRIDGE WELLS**  
**Kent TN1 1RS**



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All visitors attending a public meeting at the Town Hall between the hours of **9am and 5pm** should report to reception via the side entrance in Monson Way. Access to meetings in the evening **after 5pm** will be via the main entrance on the corner of Crescent Road and Mount Pleasant Road. Assisted access at all times is via reception on Monson Way and by use of the out-of-hours call button after 5pm.

### Notes on Procedure

- (1) A list of background papers appears at the end of each report, where appropriate, pursuant to the Local Government Act 1972, section 100D(i).
- (2) Items marked \* will be the subject of recommendations by Cabinet to full Council; in the case of other items, Cabinet may make the decision, subject to call-in (Overview and Scrutiny Procedure Rule 12).
- (3) Members seeking factual information about agenda items are requested to contact the appropriate Service Manager prior to the meeting.
- (4) Members of the public are encouraged to participate and those wishing to speak on an agenda item will need to register with Democratic Services. Registration opens when the agenda is published and closes at 4pm on the last working day before the meeting. Places are limited to a maximum of four speakers per item and each speaker will have a maximum of three minutes to address the Cabinet.
- (5) All meetings are open to the public except where confidential or exempt information is being discussed. The agenda of the meeting will identify whether a meeting or part of meeting is not open to the public and why. Meeting rooms have a maximum public capacity as follows: Chamber: 100, Committee Room A: 20, Committee Room B: 10.
- (6) Please note that the public proceedings of this meeting will be recorded and made available for playback on the Tunbridge Wells Borough Council website. Any other third party may also record or film meetings, unless exempt or confidential information is being considered, but are requested as a courtesy to others to give notice of this to the Clerk before the meeting. The Council is not liable for any third party recordings.

Further details are available on the website ([www.tunbridgewells.gov.uk](http://www.tunbridgewells.gov.uk)) or from Democratic Services.

If you require this information in another format please contact us, call 01892 526121 or email [committee@tunbridgewells.gov.uk](mailto:committee@tunbridgewells.gov.uk)

**Accessibility into and within the Town Hall** – There is a wheelchair accessible lift by the main staircase, giving access to the first floor where the committee rooms are situated. There are a few steps leading to the Council Chamber itself but there is a platform chairlift in the foyer.

**Hearing Loop System** – The Council Chamber and Committee Rooms A and B have been equipped with hearing induction loop systems. The Council Chamber also has a fully equipped audio-visual system.



**Cabinet**

**25 June 2020**

## **Apologies for Absence**

**Procedural Item:**

To receive any apologies for absence.

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**Cabinet**

**16 April 2020**

## **Declarations of Interest**

**Procedural Item:**

To receive any declarations of interest by members in items on the agenda. For any advice on declarations of interest; please contact the Monitoring Officer before the meeting.

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**Cabinet**

**25 June 2020**

## **Notification of Visiting Members wishing to speak**

**Procedural Item:**

To note any members of the Council wishing to speak, of which due notice has been given in accordance with Cabinet Procedure Rule 28.4, and which item(s) they wish to speak on.

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## TUNBRIDGE WELLS BOROUGH COUNCIL

### CABINET

Thursday, 16 April 2020

#### Present:

**Councillors March (Vice-Chairman), Dawlings, Mackonochie and Scott**

**Officers in Attendance:** William Benson (Chief Executive), Patricia Narebor (Head of Legal Partnership), Stephen Baughen (Head of Planning Services) and Caroline Britt (Democratic Services Officer)

### APOLOGIES

CAB153/19 Apologies for absence were received from Councillors McDermott, Bailey and Staney. Also, Lee Colyer (Director of Finance, Policy and Development), Paul Taylor (Director of Change and Communities) and Stephen McGinnes (Mid Kent Services Director).

### DECLARATIONS OF INTEREST

CAB154/19 Councillor March declared a non pecuniary interest in Agenda Item 8 – The Hawkhurst Neighbourhood Development Plan (made 2018) Proposed (non material) modifications. A dispensation had been granted to allow participation and to vote.

### NOTIFICATION OF VISITING MEMBERS WISHING TO SPEAK

CAB155/19 There were no Visiting Members who had registered as wishing to speak.

### MINUTES OF THE MEETING DATED 12 MARCH 2020

CAB156/19 Members reviewed the minutes. No amendments were proposed.

**RESOLVED** – That the minutes of the meeting dated 12 March 2020 be approved as a correct record.

### QUESTIONS FROM MEMBERS OF THE COUNCIL

CAB157/19 Pursuant to Cabinet Procedure Rule 28.3, Councillor Everitt had submitted the question as follows:

“Is the current accommodation for those living on the street indefinitely available for the duration of this crisis and is there significant extra capacity to meet a potential increase in need.”

Councillor Mackonochie, Portfolio holder for Communities and Wellbeing provided the following reply:

“ Yes, the Council will continue to provide emergency housing to rough sleepers while the UK lockdown measures are in place. There is not significant extra capacity, as emergency accommodation is in high demand across Kent, but the Housing team are closely monitoring the level of need for local people who are in a homeless situation. To ensure availability of accommodation we are block booking spaces with housing providers and

continuing to make best use of our temporary accommodation flats.”

## QUESTIONS FROM MEMBERS OF THE PUBLIC

CAB158/19 There were no questions from members of the public.

## CONSIDERATION OF THE FORWARD PLAN AS AT 11 MARCH 2020

CAB159/19 Members considered the plan. No amendments were proposed.

**RESOLVED** – That the Forward Plan as at 11 March 2020 be noted.

## HAWKHURST NEIGHBOURHOOD DEVELOPMENT PLAN (MADE 2018) - PROPOSED (NON-MATERIAL) MODIFICATIONS

CAB160/19 Stephen Baughen, Head of Planning introduced the report that proposed minor (non-material) modifications to the made Hawkhurst Neighbourhood Development Plan.

Discussion and responses to Members questions included the following matters:

- The Hawkhurst Neighbourhood Development Plan (NDP) was ‘made’ (adopted) by Full Council on 26 March 2018.
- Since that date the Hawkhurst NDP had formed part of the overall development plan for Tunbridge Wells Borough and all decisions on planning proposals within Hawkhurst Parish were required to take account of the policies within the ‘made’ development plan.
- Changes in planning legislation and national policy needed to be monitored and any implications to be considered for the NDP.
- Hawkhurst were now proposing a light touch review to take account of recent changes.
- The minor modifications were presented to members of the public by the Parish Council in late 2019. Planning policy officers had reviewed and commented on the proposed changes.
- The Parish Council would carry out a more detailed review of their NDP at a later date that would reflect subsequent stages of the Tunbridge Wells Local Plan.
- National Planning Practice Guidance set out 3 ways that an NDP could be amended. The first was for minor material modifications which did not require a review by an independent examiner or referendum. Other more expensive changes required a review by either an independent examiner or referendum.
- The proposed amendments for the Hawkhurst NDP were considered minor and therefore did not require review by either an independent examiner or referendum.
- It was noted that the legal advice confirmed the ‘made’ date would remain the same as the original ‘made’ date of March 2018, but when referred to should state both this date and the modified date of April 2020 (subject to approval by Cabinet).
- In the ‘made’ NDP it set out that the preferred location for a new Community Centre was All Saints Church. Subsequently, planning permission had been granted for its conversion to residential. This meant it was no longer available for a Community Centre. The reference and accompanying map would be removed from the proposed amended NDP.



- The Planning Policy Department at TWBC was now set up with a dedicated officer with responsibility for NDP's. One of the roles included liaison with the Parishes as and when substantial changes to national policy were announced. This would ensure new policy was incorporated into the NDP's.
- Subsequent to the making of the Hawkhurst NDP there had been changes to national policy, particularly around the National Planning Policy Framework (NPPF) which had not been altered since 2012.
- Government had issued a Planning White Paper which had indicated further changes to the planning system. If and when any changes were announced, TWBC liaise with the Parishes to ensure that where NDP's were being produced, those changes were reflected. For those with existing NDP's any changes would be included when it was next reviewed.
- TWBC were currently reviewing the detailed representations made on the Borough Local Plan. This would include elements around biomass burning.
- For Planning Applications, these should always be determined in accordance with current planning policy unless material considerations indicated otherwise.

**RESOLVED** – That the proposed minor (non-material) modifications to the 'made' (adopted) Hawkhurst Neighbourhood Development Plan (NDP) be incorporated into a modified Hawkhurst NDP be approved.

**REASON FOR DECISION:**

Approval would reflect changes to the National Planning Policy Framework and take account of some minor factual updates. In doing so, the Council would continue its support of the development of NDP's which is specifically included in the Five Year Plan.

**URGENT BUSINESS**

CAB161/19 There was no urgent business.

**DATE OF NEXT MEETING**

CAB162/19 The next meeting is scheduled to be held on Thursday 25 June 2020 commencing at 10:30am in the Council Chamber at the Town Hall, Tunbridge Wells.

**NOTES:**

The meeting concluded at 11.00 am.

An audio recording of this meeting is available on the Tunbridge Wells Borough Council website.

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**Cabinet**

**25 June 2020**

## **Questions from Members of the Council**

**Procedural Item:**

To receive any questions from members of the Council, of which due notice has been given in accordance with Cabinet Procedure Rule 28.3, to be submitted and answered.

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**Cabinet**

**25 June 2020**

## **Questions from Members of the Public**

**Procedural Item:**

To receive any questions from members of the public, of which due notice has been given in accordance with Cabinet Procedure Rule 28.5, to be submitted and answered.

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# FORWARD PLAN

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[www.tunbridgewells.gov.uk/forwardplan](http://www.tunbridgewells.gov.uk/forwardplan)



## Notice of Key Decisions / Notice of Private Meetings

Pursuant to the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This Plan gives at least 28 days notice if the Cabinet of Tunbridge Wells Borough Council intends to make a key decision<sup>1</sup> or make a decision in private<sup>2</sup>. Other decisions by the executive are also included on the Plan wherever possible.

Relevant documents can be downloaded from the Council's website or are available on request from: Democratic Services, Town Hall, Royal Tunbridge Wells, TN1 1RS or [committee@tunbridgewells.gov.uk](mailto:committee@tunbridgewells.gov.uk). Documents may be submitted to the decision maker via Democratic Services.

If it is necessary to hold a meeting in private, the reasons for this are stated alongside the decision. These reasons are prescribed by Schedule 12A of the Local Government Act 1972 (as amended) and summarised at the back of this Plan.

Representations against the intention to make a decision in private can be submitted in writing to Democratic Services no less than ten working days before the meeting date.

If the Council is unable to give 28 days notice, it will publish the reasons for this on its website and at its offices.

A handwritten signature in black ink, appearing to read 'Alan McDermott'.

**Councillor Alan McDermott**  
**Leader of the Council**

**Publication Date: 29 May 2020**

The most recent version of the Plan supersedes all previously issued versions  
Guidance notes are provided at the back of this document

## Members of the Cabinet and their respective portfolios

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### **Councillor Alan McDermott** **Leader of the Council**

- Planning Policy
- Development Management
- Heritage and Conservation
- Planning Enforcement
- Land Charges
- Building Control
- Parking (on and off-street)
- Transportation

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### **Councillor Jane March** **Culture, Leisure and Economic Development**

- Culture, Leisure and the Arts
- Economic Development and Tourism
- Assembly Hall Theatre
- Museum and Art Gallery
- Events (including Ice Rink)
- Parks and Grounds Maintenance
- Sports and Leisure Centres
- Community Grants
- Customer Access and Gateway
- Cemeteries and Crematorium
- Business Engagement

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### **Councillor Tom Dawlings** **Finance and Governance**

- Finance
- Operational Partnerships (including Mid Kent Services)
- Revenues and Benefits
- Fraud and Debt Recovery
- Internal Audit
- Legal Services
- ICT / Digital Transformation / Cyber Security
- Project and Programme Management
- Performance Management
- Data Protection
- Democratic Services
- Human Resources (including Learning and Development)

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### **Councillor Carol Mackonochie** **Communities and Wellbeing**

- Housing (including Private Sector and Housing Needs)
- Health
- Community Centres and Hubs
- TN2 and The Camden Centre
- Community Partnerships
- Assets of Community Value
- Community Safety and CCTV
- Rural Communities
- Younger and Older People
- Equalities and Equal Access

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### **Councillor Matthew Bailey** **Sustainability**

- Recycling and Waste Collection
- Street Cleansing and Littering
- Fly Tipping and Abandoned Vehicles
- Environmental Protection
- Environmental Health
- Food Hygiene and Health & Safety Standards in businesses
- Corporate Health and Safety
- Licensing
- Sustainability
- Drainage and Flooding



## Leader of the Council – Councillor McDermott

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
Not before 30/12/19 Leader of the Council			<b>Capel Neighbourhood Development Plan Designation</b> Capel Parish Council applied to the Borough Council on 15 October 2019 for the designation of a Neighbourhood Area in accordance with The Neighbourhood Planning (General) Regulations 2012. The proposal covers the whole of the parished area of Capel and is the first step for the Parish Council in preparing the Neighbourhood Development Plan. <i>(Capel)</i>	Various amendments have been made to the Neighbourhood Planning (General) Regulations 2012 which have simplified the process of designation, including removing the requirement to carry out public consultation on an area designation application where the application is made by the appropriate parish council and relates to an area which is the whole parish. Report to be published before decision is made.	Stephen Baughen, Head of Planning Services	No	Open
Not before 02/06/20 Leader of the Council			<b>Update to the Local Development Scheme</b> That the Local Development Scheme as attached at Appendix A to come into effect from 9 June 2020 and be published on the Council's website. <i>(All Wards)</i>	The proposed Local Development Scheme has been reviewed and endorsed by the cross party Planning Policy Working Group.	Stephen Baughen, Head of Planning Services	No	Open
25/06/20 Cabinet		25/06/20 Cabinet	<b>Covid-19 Panel</b> To agree the Terms of Reference and Membership of the Covid-19 Panel, a Members working group of Cabinet to look at Covid-19 issues and recovery. <i>(All Wards)</i>	To consult with the relevant Committee.	Jane Clarke, Head of Policy and Governance	No	Open

### Leader of the Council – Councillor McDermott

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
25/06/20 Cabinet		25/06/20 Cabinet	<b>Corporate Update on Covid-19</b> Corporate update in light of the Covid-19 Pandemic. (All Wards)	To consult with the relevant Committee.	William Benson, Chief Executive	No	Open
25/06/20 Cabinet		01/06/20 Planning and Transportation Cabinet Advisory Board	<b>Self-Build and Custom Housebuilding Register: Proposed Local Connection Test</b> The purpose of this report is to seek approval from Cabinet on implementing a local connection test to the Council's Self- Build and Custom Housebuilding Register, having regard to responses to the recent non- statutory 4-week public consultation on the proposal. (All Wards)	A 4 week non-statutory public consultation, informing the proposal to implement a local connection test, has already been carried out from 9 March to 6 April 2020. The Planning and Transportation Cabinet Advisory Board will be consulted.	Thomas Vint, Planning Policy Offer	Yes	Open
30/09/20 Cabinet		23/03/20 Planning and Transportation Cabinet Advisory Board	<b>Revised JTB Agreement</b> To consider a proposed revised JTB agreement governing the Joint Transportation Board. (All Wards)	JTB on 15 April 2019 and 14 October 2019. The relevant Cabinet Advisory Board will be consulted.	Mark O'Callaghan, Scrutiny and Engagement Officer	No	Open

## Culture, Leisure and Economic Development Portfolio – Councillor March

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
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There are no items within the designated timeframe.

## Finance and Governance Portfolio – Councillor Dawlings

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
22/05/20 Portfolio Holder for Culture, Leisure and Economic Development, Portfolio Holder for Finance and Governance			<b>Covid19 Discretionary Business Grants Scheme</b> Government in responding to a number of issues related to the existing grant programmes announced in response to Covid19 have now issued guidance and an award to each local authority to allocate discretionary business grants. These additional grants are aimed at small businesses and Charities that were not eligible for the Small Business Grant Fund or Retail, Leisure and Hospitality Grant Fund. (All Wards)		David Candlin, Head of Economic Development and Property	No	Open
25/06/20 Cabinet		25/06/20 Cabinet	<b>Finance Update Covid-19</b> (All Wards)	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance, Policy and Development (Section 151 Officer)	No	Open
25/06/20 Cabinet		02/06/20 Finance and Governance Cabinet Advisory Board	<b>Annual Report on the use of RIPA</b> To consider and note details on the use of covert surveillance under the Regulation of Investigatory Powers Act by Tunbridge Wells Borough Council. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Keith Trowell, Team Leader (Corporate Governance)	Yes	Open

## Finance and Governance Portfolio – Councillor Dawlings

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
25/06/20 Cabinet		02/06/20 Finance and Governance Cabinet Advisory Board	<b>Strategic Risk Register</b> To approve the annual review of the Council's Strategic Risk Register. (All Wards)	The Strategic Risk Register has undergone periodic review and examination by the Council's Management Board, the Cabinet and the Audit & Governance Committee. This stands in addition to ongoing monitoring by the identified risk owners. This report incorporates feedback and updates from all sources	Lee Colyer, Director of Finance, Policy and Development (Section 151 Officer)	No	Open
25/06/20 Cabinet		02/06/20 Finance and Governance Cabinet Advisory Board	<b>Performance Summary: Quarter 4 and End of Year</b> To consider an outline of the Council's performance against key strategic indicators. Measures prescribed by central government through the Single Data List (SDL) and the progress against each of the strategic projects as at end of March 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	Open
25/06/20 Cabinet		02/06/20 Finance and Governance Cabinet Advisory Board	<b>Complaints Summary: Quarters 3 &amp; 4</b> A review of the complaints received under the Council's complaints procedure between 1 October 2019 and 31 March 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	Open
06/08/20 Cabinet			<b>Council Tax Reduction Scheme 2021-22 Part 1</b> To consider options for Council Tax Reduction Scheme 2021-22. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Sheila Coburn, Head of Revenues and Benefits	No	Open

## Finance and Governance Portfolio – Councillor Dawlings

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
06/08/20 Cabinet		14/07/20 Finance and Governance Cabinet Advisory Board	<b>Budget Projection ad Strategy 2021/22</b> To consider proposals for the draft budget (Stage 1 of 4 in setting the forthcoming year's budget). (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
06/08/20 Cabinet		14/07/20 Finance and Governance Cabinet Advisory Board	<b>Property Transaction Report January to June 2020</b> This report informs Cabinet of the property transactions completed under delegated authority between 1 January 2020 and 30 June 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	John Antoniadis, Estates Manager	No	Part
10/09/20 Cabinet		02/06/20 Finance and Governance Cabinet Advisory Board	<b>Cemetery Depot Benhall Mill Road</b> Options for the future use of the cemetery depot including new facilities for the parks maintenance contractor.  <i>Part of this meeting may be held in private in accordance with Section 100A(4) of the Local Government Act 1972 (as amended) by virtue of paragraph 3 of Schedule 12A of the Act.</i> (Pantiles & St Mark's)	The relevant Cabinet Advisory Board will be consulted.	Paul Doherr, Architectural Surveyor	Yes	Part
10/09/20 Cabinet		18/08/20 Finance and Governance Cabinet Advisory Board	<b>Performance Summary: Quarter 1</b> To consider an outline of the Council's performance against key strategic indicators. Measures prescribed by central government through the Single Data List (SDL) and the progress against each of the strategic projects as at end of June 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	Open
10/09/20 Cabinet		18/08/20 Finance and Governance Cabinet Advisory Board	<b>Revenue Management Report: Quarter 4</b> To receive the financial position as at the end of March 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open

## Finance and Governance Portfolio – Councillor Dawlings

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
10/09/20 Cabinet		18/08/20 Finance and Governance Cabinet Advisory Board	<b>Capital Management Report: Quarter 4</b> To receive the financial position as at the end of March 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
10/09/20 Cabinet		18/08/20 Finance and Governance Cabinet Advisory Board	<b>Treasury and Prudential Indicator Management Report: Quarter 4</b> To receive the financial position as at the end of March 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
10/09/20 Cabinet		18/08/20 Finance and Governance Cabinet Advisory Board	<b>Revenue Management Report: Quarter 1</b> To receive the financial position as at the end of June 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
10/09/20 Cabinet		18/08/20 Finance and Governance Cabinet Advisory Board	<b>Capital Management Report: Quarter 1</b> To receive the financial position as at the end of June 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
10/09/20 Cabinet		18/08/20 Finance and Governance Cabinet Advisory Board	<b>Treasury and Prudential Indicator Management Report: Quarter 1</b> To receive the financial position as at the end of June 2020. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
16/12/20 Full Council		10/11/20 Finance and Governance Cabinet Advisory Board	<b>Draft Council Tax Reduction Scheme 2021/22 Part 2</b> Outcome of public consultation for Council Tax Reduction Scheme 2021-22. (All Wards)	The Finance and Governance Cabinet Advisory Board will be consulted.	Sheila Coburn, Head of Revenues and Benefits	Yes	Open

## Communities and Wellbeing Portfolio – Councillor Mackonochie

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
25/06/20 Cabinet		03/06/20 Communities and Economic Development Cabinet Advisory Board	<b>*Community Safety Partnership Plan 2020/21</b> To recommend to Full Council the annual Community Safety Partnership Plan for approval. The Plan presents data on crime and anti-social behaviour within Tunbridge Wells Borough and provides an update on solutions provided to ensure the safety of residents. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Terry Hughes, Community Safety Manager	No	Open
10/09/20 Cabinet		19/08/20 Communities and Economic Development Cabinet Advisory Board	<b>Private Sector Housing Enforcement Policy and Statement of Principles for Determining the Amount of a Penalty Charge</b> To adopt and approve the Private Sector Housing Enforcement Policy and Statement of Principles for Determining the Amount of Penalty Charge. Both documents will update existing policies. <i>(All Wards)</i>	The Reports will be available on the Council's website for consultation prior to Cabinet, and focused consultation will take place with the West Kent Landlords' Forum. Communities and Economic Development Cabinet Advisory Board will be consulted.	Sue Oliver, Environmental Health Officer	Yes	Open



## Sustainability Portfolio - Councillor Bailey

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? <sup>1</sup>	Private? <sup>2</sup>
25/06/20 Cabinet		03/06/20 Communities and Economic Development Cabinet Advisory Board	<b>Household Recycling and Waste Collection Service - Service Update</b> This report will provide an update on the performance of the first six months of the new recycling service and the first year of operation of the new contract. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Gary Stevenson, Head of Housing, Health and Environment	No	Open

## Guidance Notes

### Note 1: KEY DECISIONS

A “key decision” means a decision which is to be taken by the executive of the Council which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are over £250,000 as well as otherwise being significant having regard to the Council’s budget for the service or function to which the decision relates; or
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards in the Borough of Tunbridge Wells.

### Note 2: REASONS A MEETING MAY BE HELD IN PRIVATE

In accordance with section 100A(4) of the Local Government Act 1972 (as amended), the public may be excluded from a meeting on the grounds that it may involve the disclosure of exempt information as defined in Schedule 12A of the Act. The exemption must be by virtue of one or more specified paragraphs which are shown on the meeting agenda (giving 5 days notice) and, in the case of the Cabinet, on the Forward Plan (giving 28 days notice). The exemptions are summarised as follows:

Paragraph (1) - Information relating to any individual.

Paragraph (2) - Information which is likely to reveal the identity of an individual.

Paragraph (3) - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Paragraph (4) - Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority.

Paragraph (5) - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Paragraph (6) - Information which reveals that the authority proposes –

- (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
- (b) to make an order or direction under any enactment.

Paragraph (7) - Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

#### QUALIFICATIONS:

(8) Information falling within paragraph (3) above is not exempt information by virtue of that paragraph if it is required to be registered under –

- (a) the Companies Act 1985;
- (b) the Friendly Societies Act 1974;
- (c) the Friendly Societies Act 1992;
- (d) the Industrial and Provident Societies Acts 1965 to 1978;
- (e) the Building Societies Act 1986; or
- (f) the Charities Act 1993.

(9) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.

(10) Information which –

- (a) falls within any of paragraphs 1 to 7 above; and
- (b) is not prevented from being exempt by virtue of paragraph 8 or 9 above,

is exempt information if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

<b>Cabinet</b>	<b>25 June 2020</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Corporate Update Covid-19

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Alan McDermott – Leader of the Council
<b>Lead Director</b>	William Benson – Chief Executive
<b>Head of Service</b>	William Benson – Chief Executive
<b>Lead Officer/Author</b>	William Benson – Chief Executive
<b>Classification</b>	Public document (Non-exempt)
<b>Wards affected</b>	All

**This report makes the following recommendations to the final decision-maker:**

1. That the report be noted.

**Explain how this report relates to the Corporate Priorities in the Five Year Plan:**

This report touches all areas of the Corporate Priorities

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Covid-19 Panel	26 May 2020
Agreed for publication by Portfolio Holder	29 May 2020
Agreed for publication by Head of Service	29 May 2020
Overview and Scrutiny Committee	08 June 2020
Cabinet	25 June 2020

Tunbridge Wells Committee Report, version: March 2019

## Corporate Update Covid-19

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

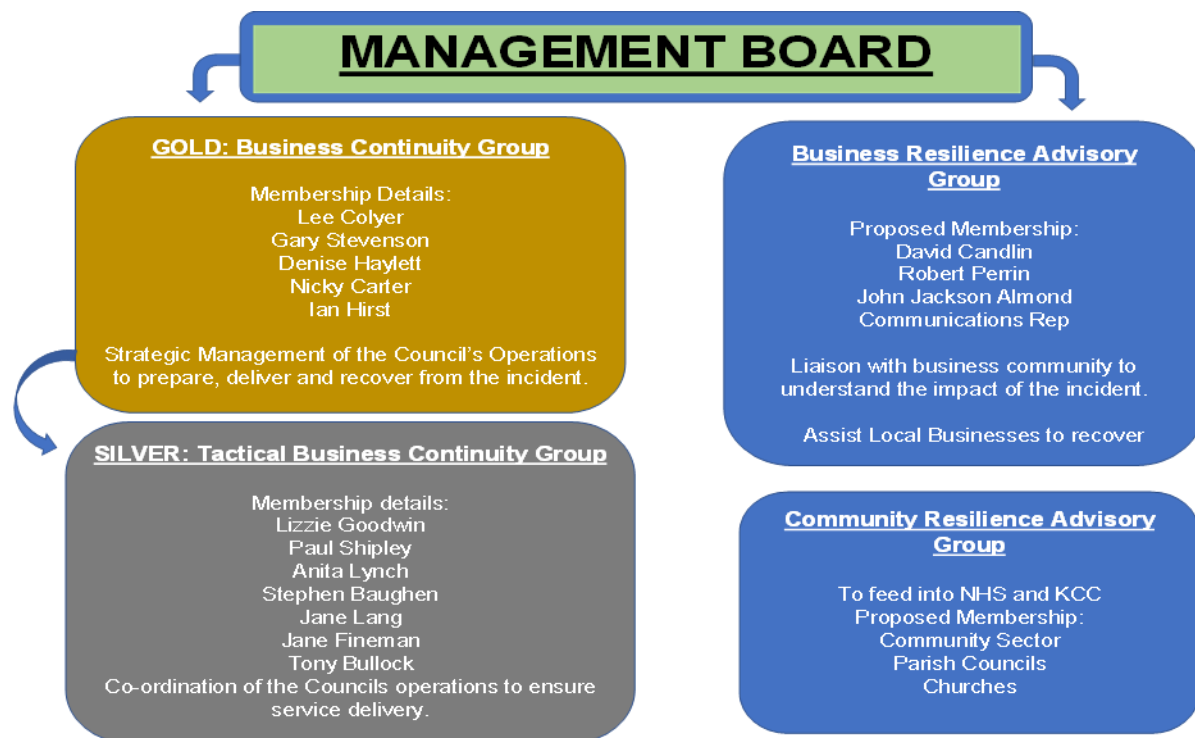
- 1.1 This report provides an overall summary of the consequences of the Covid-19 pandemic for Tunbridge Wells Borough Council and the Borough of Tunbridge Wells. It provides details of how the Council responds to emergencies, the consequences of the pandemic on the Council's services, finances and on local businesses and communities, details of the Council's response to date and how the Council is planning for the next stage as the Borough begins to emerge from 'lockdown', as more businesses and services begin to open/become available and as some of the protections introduced by Government begin to be removed.
- 

### 2. INTRODUCTION AND BACKGROUND

#### How TWBC Responds to Emergencies

- 2.1 Tunbridge Wells Borough Council is a Category 1 under the Civil Contingencies Act and has specific duties regarding Major Emergencies and Business Continuity. In the vast majority of cases, it is the blue light services that take a lead on emergencies and our role is to support them and to help in the recovery. We also have a role in Business Continuity Management (ensuring that we can continue to provide services in the case of extraordinary circumstances interrupting them).
- 2.2 Emergency Planning and Business Continuity activities are co-ordinated with others through local resilience forums (LRFs) which exist across the country. In Kent, the LRF is called the 'Kent Resilience Forum' (KRF) and includes all local authorities, Emergency Services, NHS, Environment Agency, Utilities and the Coast Guard. Each organisation has its own Major Emergency Plans and Business Continuity Plan. In 'peace time' the KRF supports organisations produce and update their plans and to test them through emergency planning and business continuity exercises. When emergencies occur, individual organisations will activate their plans; in the case of significant, complex or widespread emergencies, county-wide structures will be set up under the aegis of the KRF. These structures are overseen at a strategic level by a 'Strategic Coordination Group' (SCG) and tactically by a 'Tactical Coordination Group' (TCG).
- 2.3 On 11 March, the World Health Organisation designated the Covid-19 outbreak a global pandemic. On 16 March, the Prime Minister urged residents to work from home and avoid pubs and restaurants. In response to this, the KRF stood up the SCG and TCG which met on a daily basis (7 days a week) in the initial phase of the crisis (since 6 April, they have been meeting three times a week).

- 2.4 Locally, the Council implemented its Business Continuity arrangements on 16 March and set up a 'Gold' group to provide strategic management of its operations and to respond to the crisis and a 'Silver' group to provide a tactical response and to coordinate the activities of the various Council departments in responding to the crisis. A graphic setting this out is set out below. Two additional groups were subsequently established focusing on responding to the community impact of the pandemic and the impact of the pandemic on local businesses.



- 2.5 A brief chronology of the initial events is set out below:

Date	Event
16 March	PM urges people to work from home and avoid pubs and restaurants to give the NHS time to cope with the pandemic
17 March	Chancellor announces package of £330bn loans and £20bn tax cuts. TWBC closes theatre and TIC. Staff asked to work from home is possible. Group leaders called and briefed and daily updates set up.
18 March	Announcement schools will close from 20 March. Draft Covid Bill published. PM asks Council Leaders and CExs to provide support to the extremely vulnerable people emphasising that the government will stand behind them to meet their needs.
20 March	Government orders all pubs, restaurants, gyms and other social venues to close. Key worker list published. The Chancellor announces the government will pay up to 80% of wages for workers at risk of being made redundant. SoS announces a funding package of £1.6bn for local

	government. TWBC's share is £42k (less than a day's loss of income).
21 March	Fusion leisure centres close. Business briefing held with Greg Clark.
22 March	SoS MHCLG announced the 'shielding' of highly vulnerable people.
23 March	PM announces a 'lockdown' with residents only allowed outside to buy food, exercise once a day, or go to work if they absolutely cannot work from home.
25 March	Guidance for the 'shielding' scheme is published. Garden waste collections suspended.
26 March	The Chancellor unveils a package of measures to help self-employed workers during the economic downturn, giving those earning less than £50,000 a taxable grant equal to 80 percent of their average profits.
27 March	Districts receive the first data tranche of 'shielded residents' from MHCLG
28-9 March	TWBC contacts those who cannot access support and delivers food where necessary
30 March	TWBC 'Hub' goes live
31 March	MHCLG commits to funding exceptional costs on a telephone conference with Leaders and Chief Executives.
1 April	KCC contact centre and webpage 'Kent Together' goes live.
2 April	PM admitted to hospital as a precautionary measure.
3 April	Remote Council meeting regulations published
14 April	SoS reportedly non-committal on whether further cash would be forthcoming to councils and talks of "burden sharing" in a teleconference with Council Leaders.
4 May	SoS states in evidence to MHCLG select committee "it is clear that the funding we provided is more than enough".
19 May	Environment Secretary says "local authorities will always say they need further funding and in situations like this they will have funds set aside for events of this sort ... We think the approach we have taken, with that £3.2bn injection, is the appropriate intervention from government to support them in the really important work they are doing."

## 3 CONSEQUENCES OF THE COVID-19 PANDEMIC

3.1 From the moment the first restrictions were announced, it was clear that the Council was likely to be affected in a number of ways by the Covid-19 Pandemic including:

- An increased call on its services
- A requirement to change or close/reduce other services (such as the theatre, TIC and leisure centre)

- Pressure on its income streams and expenditure to respond to the crisis
- Reduction in staff/contractor availability due to staff self-isolating, being required to be shielded from social contact or being required to look after others (children/relatives)

3.2 It was also clear that the Pandemic was going to have a significant impact on local businesses and communities. This report provides an overview of the Council's response and the issues it faced under the following headings:

- Changes to Services
- Support for Communities
- Support for Businesses
- Staffing
- Communications
- Finance
- Democratic Engagement and Decision-Making
- Partnership Working
- Council Strategies, Projects and Priorities

## **Changes to Council Services**

- 3.3 The Council has consistently followed government advice in taking decisions on service delivery. As a consequence, a decision was taken to close a number of Council venues including the Theatre, Community Centres, the Tourist Information Centre and the temporary library/museum. Play areas were closed and a number of services that were either non-essential or non-compatible with social distancing rules were suspended including food safety inspections and taxi driver knowledge tests. Changes were also made to some customer services including the Gateway and payment services. Meadow Road Car Park and Town Hall Yard car park were closed (the latter for Health and Safety reasons) and the Council's contractor also closed the leisure centres.
- 3.4 Following issues with the availability of our contractor's staff, the Council was also obliged to suspend garden waste services from 25 March.
- 3.5 Most other services – including Building Control, Planning and the various support services have continued as normal.
- 3.6 Some services saw a considerable spike in work including Housing (which has seen a large increase in approaches and applications, and which was required to house all homeless residents), waste collection (because of people living at home) and Revenues and Benefits (because of the increased uptake of benefits and the work associated with the various Business Rates schemes). There has also been increased workloads at the Crematorium and in Environmental Health which has played a role in enforcing social distancing in the workplace and which has seen a huge increase in complaints about bonfires. Support teams have also been exceptionally busy – in particular ICT (who have been required to support over 1,000 people working from home across the Mid Kent Services Partnership).

- 3.7 Full details of all Council services and their current status has constantly been provided in real time on the Council's website.
- 3.8 Under its business continuity arrangements, the Council maintains a list of priority services. These are (in alphabetical order):
- Bereavement
  - Building Control/Facilities Management
  - Call Centre
  - CCTV
  - Communications
  - Emergency Planning
  - Environmental Health
  - Finance
  - Housing
  - ICT
  - Revenue & Benefits
  - Waste Collection
- 3.9 Given the unique nature of the crisis, the Council put arrangements in place to ensure that priority services could be maintained and that contingency plans were in place to ensure that if an entire group of staff were required to self-isolate, others could pick up where they left off. In practice, this meant staff being redeployed and re-trained to undertake essential work in priority services (see 'Staffing' section below). The Council also put in place a system to understand which staff would be unable to work if schools closed or who were themselves vulnerable or responsible for caring for a vulnerable person. A system was introduced that allowed for daily reporting of staffing levels within each service. The crisis has been absolutely unique in that it has placed total reliance on IT systems to deliver our day-to-day work and digital offer for residents and businesses.
- 3.10 The Council's website has had 66,069 page views for our coronavirus pages since 16 March, including 12,268 visits to the pages about financial support and grants for businesses and 4,371 visits to the pages about Volunteering and Fundraising.
- 3.11 Other pages on the website have seen big swings in visits compared to the same time last year, giving an indication of how demand on the Council has changed during the pandemic. As expected, a lot of interest related to business rates and Council Tax support. We can also see an uptick in Environmental Health queries including Bonfires and noise complaints. Perhaps one interesting statistic is the increase in views for the allotments page. More worryingly, queries related to those areas that drive revenue— planning, parking have decreased substantially.



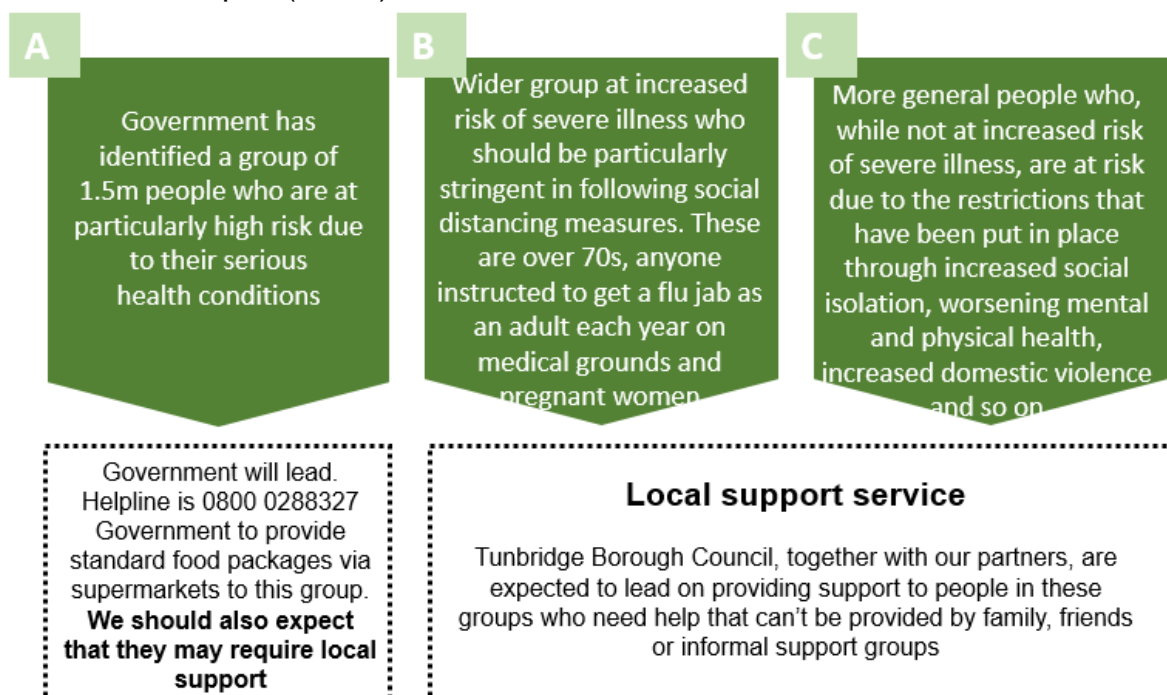
Webpage	March-May 2020	March-May 2019	Swing
Business - Support and Advice	1605	151	963%
Business Rates	2552	502	408%
Bonfires	1448	313	363%
Council Tax Support	1596	375	326%
Bin Collections	16682	5262	217%
Problems Paying Council Tax	372	132	182%
Benefits	1121	406	176%
Reducing your Council Tax bill	2366	1060	123%
Allotments	1331	646	106%
Noise complaints	587	382	54%
General Council Tax	9489	6158	54%
Homelessness	380	260	46%
Volunteering	378	278	36%
Burials and Cremations	1185	932	27%
Make a Planning Application	658	1115	-41%
Car Parks	518	1598	-68%
Car Park Season Tickets	1765	5879	-70%
Taxi Driver Licences	196	675	-71%
Play Areas	110	416	-74%
Parking Fines	2646	10010	-74%
The Camden Centre	140	888	-84%
Planning Pre-Application Advice	128	2535	-95%
Voting and Elections	151	5941	-97%

## Support for Communities

- 3.12 Throughout the crisis, the Council has been in regular dialogue with many of the Borough's voluntary and community sector organisations who have played such a vital role in supporting residents. One of the hallmarks of the Pandemic is that, alongside the terrible and tragic consequences for so many residents and businesses, there has been the most incredible outpouring of public goodwill and offers of help from volunteers.
- 3.13 The Council has supported residents and communities in a number of ways. On a purely practical level, the Council has done a number of things to make residents' lives easier – putting back Council instalments for residents who are struggling from April-Jan to June-March, allowing those with a residents' permit to park for free in MSCPs given the numbers of people working from home, allowing carers to park for free and providing help and support with housing and benefits.
- 3.14 Beyond this, the Council quickly set up a page to enable residents to offer help and assistance and to broker offers with needs.

## Supporting the Vulnerable and the 'Shielding' Programme

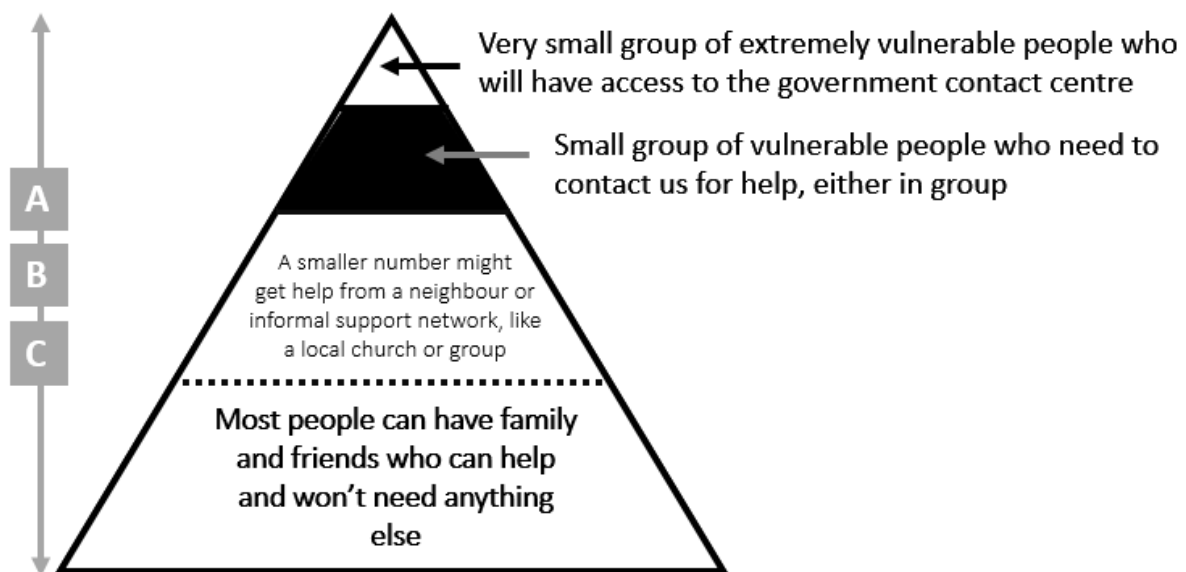
- 3.15 Following the government's request to provide support to the 'shielded' population, the Council – with just two days' notice – set up a 'Community Hub' in the Assembly Hall and a 7-day-a-week contact centre and sourced food and other household essentials at the peak of the time when some key staples were in short supply.
- 3.16 It was an incredibly challenging process. The government suggested that there would be around 1.5m people who would be 'shielded' nationally which, for Tunbridge Wells, could have meant between 2,500-3,000 people. Letters were sent out to residents landing on mats at the start of the week (23 March) but we didn't receive our first tranche of data until 3pm on Friday 27 March and then data was released daily in drips and drabs. The whole process also switched from the localised provision of support to a centralised system of deliveries. There have been numerous issues relating to the quality of the data, deliveries, cancellations and delays to – and changes in – the guidance from government. Staff have been absolutely incredible and in a matter of days we set up a 'hub', developed processes for managing contact with residents and the provision of support, sourced and procured food and household essentials and linked in with parish and town councils and voluntary groups. In setting it up, we had literally no idea as to what the levels of demand might be nor the nature of residents' needs.
- 3.17 In addition to the medically 'shielded' we also recognised that there would be other residents who were either vulnerable or isolated, so a three-tier model was developed (below).



- 3.18 Our planning assumptions were that many people would source help from friends, families or community organisations but that there would be some residents who would require support from the Council. For those who want to self-serve, we have put them in touch with local food wholesalers who have

switched to residential deliveries (as high street customers who have closed) and we have also been working with government (and Defra) to secure access to supermarket home delivery slots.

- 3.19 Alongside the Council's helpline (01892 554497) which is open seven days a week from 9-5, KCC set up a 24/7 helpline (03000 41 92 92) and website ([www.kent.gov.uk/social-care-and-health/health/coronavirus/kent-together](http://www.kent.gov.uk/social-care-and-health/health/coronavirus/kent-together)) under the umbrella of 'Kent Together'. The Council redeployed staff from a variety of services (principally the Theatre, Museum and Programme Management team) to work in the hub and used existing contacts from the theatre to source food and household essentials. Local businesses have been absolutely fantastic and we have received offers of food, transport, logistics and much more.



- 3.20 In the early weeks the programme was extremely challenging – we were receiving daily updates to our data list and having to contact everyone on it to ascertain and respond to their needs.
- 3.21 The Council currently has 3,515 people on its list from government and is also supporting a number of other residents who have contacted us for support. As well as receiving data from central government and GPs on 'shielded' residents, the Council has sought to identify additional vulnerable and isolated residents through its own data and through contact with parish and town councils and voluntary and community organisations. It has also distributed a letter to every household in the Borough providing details of the support that is on offer.
- 3.22 Alongside the provision of direct support, the Council has also been working closely with local voluntary and community organisations including Nourish, Age UK, Mental Health Resource Centre, the CAB and DAVSS. It has also been using local community organisations including groups on social media and the national NHS volunteers (via the GoodSam app). In the early days of the crisis, it set up a portal for volunteers to offer their services but the offers to provide support have considerably exceeded requests for support. In the vast majority

of instances, support is being provided at a hyper-local level by neighbours, friends and relatives in our fantastic local communities.

- 3.23 The Council has also worked closely with parish and town councils who have played a vital role in identifying vulnerable and isolated individuals and providing support. The Council has disbursed the entirety of the Parish and Town Council reserve to support these efforts.
- 3.24 Many voluntary and community sector organisations have faced significant challenges. We have tried to support them in a number of ways including: running a crowd-funding campaign ('Lend a Hand for Tunbridge Wells') and putting links to individual fundraising campaigns on our website (<http://www.tunbridgewells.gov.uk/coronavirus-updates/fundraising>) and promoting them via social media; talking to KCC who have front-ended payments for commissioned VCS organisations; lobbying government (we were very pleased with the announcement of £750m for 'front line' charities and the recent announcement of support for charities supporting victims of DA and sexual violence but have been disappointed at the lack of support from DCMS for charitable cultural and music venues) and by providing guidance for volunteers. Separately, Town and Country Housing Group have seconded a member of staff who has been working to support the voluntary and community sector and who has, in turn, sourced additional volunteers to help provide support. Amongst other things, she has secured a £15k grant to keep people in employment by supporting the FutureStore. We have had some fantastic feedback to the support we have provided.
- 3.25 As the crisis has evolved and the 'lockdown' has progressed, we have turned our attention from the immediate issues of food and household essentials towards mental wellbeing and more practical concerns (e.g. broken white goods). The Council is making regular 'wellbeing calls' to residents that may feel isolated/lonely during this time. In an effort to promote positive mental health, a cross-departmental team of staff have put together (in a matter of weeks) a website ([www.twsocial.co.uk](http://www.twsocial.co.uk)) which provides an online portal encouraging community participation in activities, games and stories alongside links to wellbeing activities, podcasts and information as well as acting as a point of community contact.
- 3.26 Challenges remain with the programme. The Ministry of Housing, Communities and Local Government (MHCLG) has recently circulated a request for 10 weeks-worth of back-data that we don't hold in the format requested. We are also uncertain as to whether or not we will have to support those who have been asked to isolate themselves as part of the 'test and trace' programme. Notwithstanding these challenges, we are now giving consideration as to how we manage the support on a more proportionate basis given the reducing level of support that is being requested whilst recognising there may be a need to increase support at short notice if further restrictions are put in place.

## Support for Businesses

3.27 From the outset, it was clear that there would be enormous consequences for many businesses arising from the restrictions announced by government. As mentioned above, the Council very quickly set up a Business Resilience Advisory Group and details of the support we have provided is set out below. First and foremost, it is important to recognise that the responsibility for supporting businesses through tax and spend measures lies with government. We are a highly centralised state and, consequently, arrangements for business taxes are set (and collected!) nationally. The Council has done its best, together with the BID, to publicise details of support available via its website and social media. Details include:

- A statutory sick pay relief package for SMEs
- All retail, hospitality and leisure businesses in England to receive a 100% business rates holiday for the next 12 months
- Grant funding of £25,000 for retail, hospitality and leisure businesses with property with a rateable value between £15,000 and £51,000
- Increase in grants to small businesses eligible for Small Business Rate Relief or rural rate relief from £3,000 to £10,000
- The Coronavirus Business Interruption Loan Scheme offers loans from £1,000 to £5 million, and ensuring businesses can access the first 6 months of that finance interest free, as Government will cover the first 6 months of interest payments
- Support for liquidity amongst large firms, with a major new scheme being launched by the Bank of England to help them bridge COVID-19 disruption to their cash flows through loans
- Businesses may be able to access an interest free time to pay arrangement from HMRC
- Confirmation that Government advice to avoid pubs, clubs and theatres etc. is sufficient for businesses to claim on their insurance where they have appropriate business interruption cover for pandemics in place
- Relaxation in planning regulations to allow pubs and restaurants to start providing takeaways without a planning application.



# Coronavirus COVID-19

## FINANCIAL BUSINESS SUPPORT

● Updated 31st March 2020

The Government has set out a package of temporary measures to support business in response to disruption caused by COVID-19. We have created a factsheet to help businesses to plan and consider their next steps



ROYAL TUNBRIDGE WELLS  
**TOGETHER**

[www.tunbridgewellstogether.co.uk](http://www.tunbridgewellstogether.co.uk)  
07808 646 758

## SUPPORT AVAILABLE FOR BUSINESSES

<b>JOB RETENTION SCHEME</b> Government grants will cover 80% of the salary of retained workers up to a total of £2,500 a month. Call HMRC's dedicated helpline on 0800 0159 599	<b>£25K GRANT</b> This will be provided to retail, hospitality and leisure businesses with premises with rateable value of £15,000-£51,000  You can check your businesses rateable value at <a href="http://gov.uk/correct-your-business-rates">gov.uk/correct-your-business-rates</a>	<b>£10K GRANT</b> This will provide a one-off grant to businesses currently eligible for small business rates relief or rural rate relief	<b>AM I ELIGIBLE?</b> If your business is eligible for SBRR or rural rate relief, you will be contacted by your local authority	<b>APRIL 2020</b> Local authorities will receive the funding from the government in early April. Guidance for local authorities will be provided shortly	<b>FILING ACCOUNTS</b> Businesses will receive a 3-month extension period to file accounts with Companies House to help companies avoid penalties
<b>VAT AND INCOME TAX DEFERRED</b> VAT payments from March - end of June 2020 have been automatically deferred until the end of the tax year. If self-employed July income tax payments have been deferred until January 2021. You can also contact HMRC Time to Pay service for support for other liabilities on 0800 0159 559	<b>12 MONTHS BUSINESS RATES HOLIDAY</b> 12 months business rates holiday for all retail, hospitality, leisure, professional & financial businesses. Applied with immediate effect and the Council will resend bills showing this 100% rates exemption	<b>BUSINESS INTERRUPTION LOAN SCHEME</b> Loans from the British Business Bank will be available at <a href="http://british-business-bank.co.uk">british-business-bank.co.uk</a>	<b>SICK PAY RELIEF</b> SMEs can reclaim Statutory Sick Pay (SSP) paid for sickness absence due to COVID-19	<b>IR35 POSTPONED</b> The IR35 tax reforms will be pushed back by one year for the self-employed	

For regular updates contact the Government's Business Support Helpline: 0300 456 3565 or visit their website here [businesssupport.gov.uk/coronavirus-business-support](http://businesssupport.gov.uk/coronavirus-business-support)

For further advice from Tunbridge Wells Borough Council please visit [tunbridgewells.gov.uk/business](http://tunbridgewells.gov.uk/business)

- 3.28 The Council has worked hard to support businesses moving to delivery or collection models by relaxing parking enforcement and planning rules. It has moderated its approach to other services including food safety inspections. It has also jointly funded a business helpline through the Kent and Medway Growth Hub. The hub has now taken over 4,500 calls with a 96 per cent approval rating.
- 3.29 The Council has also kept in regular touch with businesses – both directly with individual businesses, through representative bodies (including Royal Tunbridge Wells Together and the Federation of Small Business) and through networking groups. It has also sent out regular e-bulletins and provided information and advice to businesses. Four dial-in sessions have been held with representatives off the Council, the BID and with Greg Clark MP. We have no doubt that these sessions have helped inform government thinking on the support packages that have been made available and amendments to the schemes after they have been announced.
- 3.30 In terms of Business rates, the Council has facilitated the 12-month Business Rates Holiday for all businesses in the Retail, Hospitality and Leisure sectors and has paid out a total of 1,840 grants to businesses under the business support scheme worth £24.5m. 99.8 per cent of the eligible grants applied for have been paid and 93 per cent of eligible companies have applied.
- 3.31 The Council has recently received guidance from government on the new, discretionary fund for businesses and launched applications for funding last week.

## **Staffing (and Councillors)**

- 3.32 The Pandemic has clearly had a significant impact on staff and councillors. Some have been affected directly – because they have had to self-isolate, because they are shielded or otherwise vulnerable or because they are living with or caring for someone who is vulnerable or isolated. It has also had a wider impact in that the vast majority of staff and councillors have had to work from home.
- 3.33 The Council was well placed to make this switch – it had provided members with tablets, the majority of staff have laptops, we have a VOIP system (Skype for Business), we have recently introduced the ability to webcast Council meetings and we tested our capacity to work from home as part of our preparations for a possible no-deal Brexit. In the main, the move to homeworking has occurred extremely smoothly. For those staff undertaking roles that they would be unable to perform remotely, additional protective measures have been put in place including at the Gateway, Crematorium, Depot and Assembly Hall Theatre (which has been operating as our 'Community Hub').
- 3.34 As mentioned above, from the first week, the Council has received daily updates on staff absence and staffing levels within services. Steps were also taken to ensure that services could continue if a number of staff were required

to self-isolate. With some services closed or reduced and other services experiencing increased demand, a number of staff – 59 (or 18 per cent of the workforce) have been redeployed with staff from the Assembly Hall, Museum, Camden Centre, Community Safety, Gateway, BDU, GIS & Health Improvement Teams working to assist those working in the Community Hub, Finance, the Crematorium, Depot, Housing and Economic Development/administering business grants. Building Control have also implemented an agreement with Maidstone and Swale borough councils to cover dangerous structures if needed.

- 3.35 We have done our best to maintain communication and engagement with and between staff with regular (weekly) video updates from the Chief Executive, a 'wellbeing' WhatsApp Group, regular activities and advice on promoting wellbeing, virtual team meetings and a 'Pulse' survey to assess how staff are coping/feeling. We will repeat this going forward.
- 3.36 Whilst we are now considering whether and how we would re-open the Town Hall for use we are keen to ensure that we use this experience to inform future workforce/accommodation strategies and to promote modern ways of working.
- 3.37 I would like to pay tribute to the enormous professionalism, stoicism, flexibility and dedication of staff who have been absolutely exceptional in rising to the challenges posed by the Covid-19 pandemic and who have worked around the clock to respond to it.

## **Communications**

- 3.38 In emergency situations, communication is absolutely vital. The Council almost immediately changed its web front page to provide information and advice on the Pandemic – information on Council services and advice for residents or businesses that had been affected. Our digital team has worked hard to introduce streamlined processes for applying for business grants, offering support and (internally) assessing the state of Council services.
- 3.39 As well as communicating through normal channels – the press and social media, the Council has undertaken a number of other steps to promote communication. Four conference calls have been held with local businesses, The Leader and Chief Executive have held four 'Ask Me Anything' session on Facebook which have had a reach of more than 10,000 people and over 2,500 engagements. The Chief Executive is holding daily briefings with the Leader and Greg Clark, twice-weekly updates with the Group Leaders (daily initially), weekly meetings with parish and town councils and a variety of meetings with businesses (including the FSB and the BID) and the Town Forum in addition to regular daily meetings of county-wide coordination groups. Details of member engagement is set out below. As mentioned above, we have also sent out a leaflet to all households in the Borough and we have collaborated with parish and town councils to get information out through their newsletters.



## **Finance**

- 3.40 I won't go into too much detail on the Council's finance as I think this is a topic for a dedicated session but we are facing significant pressures in terms of additional expenditure, loss of income (amounting to around £1m a month) and cashflow given that we collect Council Tax and Business Rates but pass the overwhelming majority of these funds across to other preceptors and central government. The government's position on support for local government seems to have shifted considerably (as set out in the above timetable) and the Council is working with Kent Council Leaders, the Local Government Association, District Councils Network, SOLACE and both local MPs to raise these issues. Local government came into the crisis in a parlous situation having suffered some of the biggest reductions in expenditure in the public sector– 60p in the pound. Consequently, TWBC as with many other districts is highly reliant on income. We will bring a further paper on finance to a future meeting of the Covid-19 Panel.

## **Democratic Engagement and Decision-Making**

- 3.41 The Pandemic and the closure of the Town Hall have had a significant impact on our democratic processes. Some councillors have been personally affected by the pandemic and others have had to self-isolate because of potential exposure or because of Covid-related symptoms. Within 24 hours of the first restrictions being imposed, the Chief Executive set up a daily briefing with political group leaders to discuss the Council's response to the pandemic. The government announced that elections would be put back by a year and leaders, conscious that some councillors fell within categories of vulnerable groups and that staff were very busy responding to the pandemic, agreed to reduce the number of committee meetings and make changes to the way in which committee meetings run.
- 3.42 Following the publication of regulations to enable meetings to take place remotely, the Council has re-started some meetings including Planning and Cabinet and this has now been extended to re-starting Overview and Scrutiny with meetings starting from next months on an increased frequency. This Covid-19 Panel has been established to ensure councillors are at the heart of planning our approach to the response and recovery phases of the pandemic. As councillors become more familiar with technology and as (if?) we develop more capacity to manage them, we will explore introducing further meetings of the Council and its committees.

## **Partnership Working**

- 3.43 The magnitude of the Covid-19 pandemic has meant that a huge range of partners have been involved in responding to the emergency. We have kept in constant dialogue with the hospital trust and GPs, the Police, business organisations, parish and town councils and voluntary and community groups. They have all made excellent preparations and are doing everything they can be doing/should be doing to ensure that they can continue to provide key services.

## **Council Strategies, Projects and Priorities**

- 3.44 The Covid-19 pandemic has had an impact on the Council's projects. The completion of the Public Realm works has been delayed because we have been unable to access some of the materials to complete the job. Work also had to stop briefly on the Southborough Hub because of lack of materials. Work on The Amelia Scott has proceeded because we re-shuffled the programme, but it is likely to lead to an increase in cost and may affect our prospects of raising income through fundraising. The carbon audit has also been delayed.
- 3.45 More generally, prior to the outbreak of the Covid-19 pandemic, the Council was looking to start work on re-visiting and re-working its vision and ambitions. This work has now been placed on hold until there is greater clarity on the recovery from the pandemic and on the state of the Council's finances.

## **It's not all been bad**

- 3.46 It is probably worth noting that whilst there have been some appalling consequences of the pandemic for many businesses, individuals, families and organisations, there have also been some positive outcomes – the power of the community response to the pandemic, the strong working relationships that we have forged with partners, the reduction in carbon emissions and a requirement to develop new ways of working and getting about. We need to ensure that we capture and promote the good points as well as mitigating and responding to the awful consequences of the crisis.

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## **4 AVAILABLE OPTIONS**

- 4.1 This report is for information.

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## **5 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 5.1 That the report be noted.

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## **6 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 6.1 The Covid-19 Panel received this update at its meeting on 26 May 2020.
- 6.2 As the report is for information it is not subject to consultation.

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## **7 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 This paper is an introductory paper setting out details of our response to date. There will be a huge amount to consider and discuss going forward including:

- A focus on the immediate recovery – supporting businesses who are looking to open on 1 June and capitalising on proposals to deliver changes to highways to promote social distancing and alternatives to public transport.
- Preparing for the longer-term recovery when more businesses will be allowed to open and the relaxation of social distancing might enable events to occur (Christmas might be a particular focus)
- Responding to further changes as restrictions are removed – both operationally and in our role as ‘place-shaper’ across the Borough as a whole
- Keeping a watching brief on the financial position of the Council and understanding how any capital or revenue shortfalls are to be met
- Developing future ambitions and priorities for the Council, town and wider Borough
- Giving thought to the future shape of the Council and how it functions
- Giving thought as to how we can promote a ‘reset’ rather than a ‘recovery’ – how we can ‘bake in’ positive changes that have occurred or might occur as a result of the pandemic including changes to the way in which the country is governed (might there be moves towards greater devolution of power and responsibilities), changes to working, travel and commuting patterns, changes to the way people’s exercise regimes and trying to preserve the huge upswell in community engagement and volunteering.
- Thinking about how the Council should work in the future and how we should promote new ways of working based on our experiences over the past few months.
- Provide a brief summary of the action which will need to be taken once the recommendations have been agreed to put them into effect, including how they will be communicated. Where the report is for information only, this section may be deleted.

## 8 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	<i>The report is for information and contains no decisions to which cross-cutting issues would apply.</i>	William Benson, Chief Executive 29 May 2020
<b>Finance</b> and other resources		
<b>Staffing establishment</b>		
<b>Risk Management</b>		
<b>Data Protection</b>		
<b>Environment</b>		

and Sustainability		
Community Safety		
Health and Safety		
Health and Wellbeing		
Equalities		

9 REPORT APPENDICES

The following documents are to be published with, and form part of, the report:

- None

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10 BACKGROUND PAPERS

- [Title or description]: [hyperlink](#)

<b>Cabinet</b>	<b>25 June 2020</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>No</b>

## Enhancing Scrutiny for Recovery

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Tom Dawlings – Portfolio Holder for Finance and Governance
<b>Lead Director</b>	Lee Colyer – Director of Finance, Policy and Development
<b>Head of Service</b>	Jane Clarke – Head of Policy and Governance
<b>Lead Officer/Author</b>	Mathew Jefferys – Democratic and Electoral Services Manager
<b>Classification</b>	Public (Non-exempt)
<b>Wards affected</b>	All

<p><b>This report makes the following recommendations to the final decision-maker:</b></p> <ol style="list-style-type: none"> <li>1. That a Covid-19 Panel be established as a working group of the Cabinet;</li> <li>2. That the Terms of Reference as set out at Appendix A to the report be agreed;</li> <li>3. That members be appointed to the Covid-19 Panel as set out at Appendix B to the report; and</li> <li>4. That the revised arrangement regarding the programme of committee meetings for the Overview and Scrutiny Committee be noted.</li> </ol>
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<p><b>Explain how this report relates to the Corporate Priorities in the Five Year Plan:</b></p> <p>This report touches all areas of the Corporate Priorities</p>
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<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Leadership Board (Agreement in principal)	7 May
Group Leaders (Agreement in principal)	11 May
Overview and Scrutiny Committee (Consultation)	8 June
Cabinet (Decision)	25 June

Tunbridge Wells Committee Report, version: March 2019

## Enhancing Scrutiny for Recovery

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The report sets out proposals for widening involvement in, and oversight of, the recovery in the wake of the coronavirus pandemic.
  - 1.2 The Council is operating in new and restrictive circumstances so new arrangements are needed.
- 

### 2. INTRODUCTION AND BACKGROUND

- 2.1 The past two months have seen the Council, the country and the world facing unprecedented challenges. Governments the world over have responded with restrictions on individual freedoms and significant packages of support. Whilst some of these policy interventions are now being lifted, it is important to recognise that parts of the country may experience a tightening of restrictions if a local outbreak occurs in the future. Should a second wave pandemic occur, the national 'lockdown' measures may need to be re-introduced.
- 2.2 The Council has responded to the crisis in line with its Emergency Plan and Business Continuity Plan and has had to respond to challenges and direction from Government with very little notice, guidance or funding and to adapt as advice and requirements have changed. In line with our plans, the Council has been operating in 'command and control' mode with senior officers meeting on a daily or twice-daily basis to understand, assess and respond to key events and challenges and to determine how to respond to them.
- 2.3 The Council has endeavoured to involve councillors in this process in the following ways:
  - Regular meetings with Group Leaders – daily briefings with the Chief Executive for the first four weeks, three briefings a week thereafter, and now two a week.
  - The regular weekly Members' bulletin has been supplemented by regular updates from the Chief Executive and daily updates from the Local Government Association.
  - Weekly members' briefings have been set up dealing with key issues and responding to questions and concerns from councillors.
  - Meetings between the Chief Executive and political groups have continued to take place.
  - Officers have sought to respond promptly to emails and concerns from councillors.
  - Weekly meetings of the Council's Leadership Board (Cabinet and senior officers) have been set up.

- 2.4 In addition, the Council has held two 'Ask Me Anything' sessions on Facebook, three business briefings for local businesses, regular meetings with the Town Forum Management Committee and weekly meetings with Town and Parish Council Chairmen. The Council has also communicated proactively through social media, networking events, the contact centre and with a letter drop to every household in the Borough.
- 2.5 In terms of formal decision-making, proposals for amending the cycle of meetings was prepared and agreed by Group Leaders on 27 March, to deal with the initial impact of the lockdown. This essentially cancelled all non-essential meetings for the rest of March and all of April. Only Planning Committee and Cabinet met, with a reduced membership and by exception, to ensure essential business could continue to be conducted.
- 2.6 Subsequently, a further report with proposals for the May, June, July period was agreed by group Leaders on 27 April. These proposals continue to limit the number of meetings to be held, with only key meetings (predominantly Cabinet and Planning) taking place virtually, and all non-essential meetings such as Advisory Boards and working groups continuing to be suspended.
- 2.7 The proposals also move all virtual meetings to a start time of 10.30am. This, and the limit on the number of meetings held, is important to mitigate the impact on the Council's staff resources during this time, in particular for senior officers who usually attend these committees, but who are also essential to the Covid-19 response and the additional workload this has created. Alongside this, staff who support the meetings and/or senior officer attendance at the meetings, have been redeployed to other areas of the Council to support front-line services.
- 2.8 Whilst this has been and whilst there are a range of mechanisms in place to keep members informed, it is important that Councillors can have the opportunity to understand, inform, and challenge key decisions that are being taken. To meet this aspiration whilst balancing the impact on the organisation, new arrangements are proposed in section 3.
- 

### **3. AVAILABLE OPTIONS**

#### **a) Covid-19 Panel**

- 3.1 It is proposed to establish a cross-party working group of Cabinet, with co-opted community/business Members, to oversee preparations for the removal of any restrictions, or support mechanisms introduced, in response to Covid-19, and to prepare for and oversee the recovery process.
- 3.2 The Covid-19 Panel membership will consist of:
- Members of the Cabinet
  - The Chairman of Overview and Scrutiny Committee
  - Representatives of each minority political party
  - Back bench Conservative member
  - Kent County Council

- Royal Tunbridge Wells Town Forum
  - Tunbridge Wells committee of the Kent Association of Local Councils
  - Royal Tunbridge Wells Together (BID)
  - Federation of Small Businesses
  - Tunbridge Wells and District Citizens' Advice
- 3.3 The Panel will meet bi-weekly initially, receiving an update from the Chief Executive at each meeting. The agenda will then be developed based on the initial priorities and workloads within the recovery plan. The meetings will be held entirely in private session to facilitate frank and candid discussions, but a public summary will be made available after each meeting highlighting the key items discussed and any actions to be reviewed by Cabinet and/or recommendations made to Cabinet.
- 3.4 It is important to note that this is not a decision-making meeting and has no budgetary powers. Any recommendations for decisions, or budgetary spending will need to be referred to Cabinet as part of an officer report that addresses cross-cutting issues, including finance and resources, in the normal way.
- 3.4 The panel has been set up and currently exists as an informal body pending ratification by Cabinet. Draft Terms of Reference is attached at Appendix A and the provisional membership is attached at Appendix B.
- 3.5 To enable public involvement and representation in the work of the Panel, it is recommended that the Chairman of Overview and Scrutiny be made a member of the Panel. Alongside this, the O&S Chairman is asked to facilitate a public update on the work of the Panel (avoiding any sensitive or confidential discussions) at each meeting of the O&S Committee, to enable members of the public and other Members to ask questions at a public meeting. The Chief Executive will attend the O&S Committee at the start of the meeting to assist with question responses.

### *Resumption of the Overview and Scrutiny Committee*

- 3.6 The Overview and Scrutiny Committee will resume scrutiny work, with a focus on enabling public engagement in the work of the Council and its response to Covid-19, providing oversight of Council business, and receiving performance updates.
- 3.7 It is proposed that a regular update on the work of the Covid-19 Panel is provided to OSC by the Chairman and Chief Executive, to ensure all Members and members of the public are informed of the work of the Panel, and have an opportunity to publicly ask questions.
- 3.8 The work of both the Panel and the O&S Committee will be predominantly supported by the Chief Executive, the Head of Policy and Governance, and the Scrutiny and Engagement Officer. Other officers may be called upon from time to time to provide additional support/information, but it will be important to recognise that officer time is being prioritised for responding to the emergency



and/or recovery plans, and that actual time spent in committee meetings may be reduced because of this.

- 3.9 Alongside this, the working from home requirements (for staff not required to attend an office place) are expected to be in place for many months following guidance from the Government, and therefore the restrictions on their ability to use shared family space for attendance at evenings meetings continues to be an issue. It is therefore recommended that the Covid-19 meeting is held during the day wherever possible.

**b) Do nothing**

- 3.10 Work on the recovery plan is being coordinated by officers and is well in hand. The purpose of the Covid-19 Panel is to keep members informed and to provide opportunity for members to oversee the work being undertaken. Without the Covid-19 Panel work would continue but the oversight would be provided by Cabinet which would limit the participation to a smaller group of members and exclude some of the community stakeholders.

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## **4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

**4.1 a) Creation of a Covid-19 Panel –**

This will be a working group of the Cabinet. It will consider Covid-19 related issues for the recovery plan period. Whilst the Panel is not politically balanced, it is recommended that this is a cross-party working group to ensure a wide range of internal and external stakeholders are involved.

The creation of the Panel is recommended to ensure there is appropriate oversight of the Council's plans, and to provide a confidential forum in which issues can be discussed with a range of stakeholders and interested parties.

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## **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 The prospective members of the Covid-19 Panel met (virtually) on 26 May 2020. The purpose of the panel was discussed and agreed. The draft Terms of Reference were supported.
- 5.2 The Overview and Scrutiny Committee will be consulted on this decision (in lieu of the relevant Cabinet Advisory Board) on 8 June 2020. Should any comments be made on the terms of reference or formation of the Panel, these will be reported to Cabinet.

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## **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 6.1 The decision will be published on the Council's website.
- 6.2 Members of the Covid-19 Panel will be confirmed.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	<p>The establishment of the Covid-19 Panel as a working group of Cabinet falls with Cabinet's remit since it is an executive function under the Local Government Act 2000 and related regulations. The arrangement accords with Part 3 of the Constitution which outlines the responsibility for Cabinet and wider Council functions.</p> <p>The Covid-19 Panel is a non-decision making cross-party working group of members and stakeholders where identified actions can be referred to Cabinet for issues to be considered and decisions made.</p> <p>Cabinet decisions relating to the work of the Panel and the recovery plan can be scrutinised under the Overview and Scrutiny arrangements.</p>	Patricia Narebor Head of Mid Kent Legal Partnership
<b>Finance</b> and other resources	<p>These proposals can be achieved within existing budgets and establishment.</p> <p>Virtual meetings require different resources to manage, savings from no longer hosting physical meetings (reception, marshalling, hospitality, etc) are balanced by additional technical requirements (telephony, web casting, etc). Public meetings typically require 3 officers to clerk in addition to the presenting officers.</p> <p>Meetings of the Covid-19 Panel and Overview and Scrutiny Committee are held during the day as members and officers are limited in their ability to use shared family space for attendance at meetings in the evenings.</p> <p>The Covid-19 Panel is a consultative body with no decision-making powers. Any ideas or recommendations from the Panel will be made to the Cabinet which will be subject to the normal decision-making processes of the council, including separate reports where the relevant cross-cutting issues can be assessed.</p> <p>Therefore, there are no additional cross-cutting implications as a result of these proposals.</p>	Mathew Jefferys Democratic and Electoral Services Manager
<b>Staffing establishment</b>		
<b>Risk Management</b>		
<b>Data Protection</b>		
<b>Environment and Sustainability</b>		
<b>Community Safety</b>		
<b>Health and Safety</b>		
<b>Health and Wellbeing</b>		
<b>Equalities</b>		

## 8. REPORT APPENDICES

The following documents are to be published with, and form part of, the report:

- Appendix A: Draft Terms of Reference of the Covid-19 Panel
  - Appendix B: Proposed membership of the Covid-19 Panel
  - Appendix C: Draft Schedule of meetings
- 

## **9. BACKGROUND PAPERS**

- Centre for Public Scrutiny Covid-19 Guide2: Scrutiny  
<https://www.cfps.org.uk/?publication=covid-19-guide-2-scrutiny>

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## TUNBRIDGE WELLS BOROUGH COUNCIL

### **Covid-19 Panel Terms of Reference**

#### **1) Purpose of the Covid-19 Panel**

The recovery of Tunbridge Wells following the Covid-19 pandemic is a significant and complex programme that has a key role to play in the economic vitality and community resilience of the borough and its residents. The Covid-19 Panel will seek to ensure that all political groups remain apprised of progress and the key issues associated with the Recovery Plan. Members will receive regular updates from Officers and key stakeholders regarding development and progress of the Recovery Plan and will be able to provide oversight and feedback on its delivery.

The Panel will receive updates on the various internal and external workstreams as they are delivered.

#### **2) Status**

The Panel is a working group of Cabinet. It has no delegated decision-making powers or ability to spend budgets, and its advice and guidance will be reported to the relevant decision maker(s) for consideration and decision.

#### **3) Other Matters**

- Bi-weekly meetings will be scheduled but these may vary in frequency, as the situation requires.
- The meetings will be supported principally by the Chief Executive, Head of Policy and Governance and the Scrutiny and Engagement Officer, or by the relevant officers as required.
- Meetings will be held in private session. However, updates from the group will be provided by the Chairman of Overview and Scrutiny to regular Overview and Scrutiny meetings.
- Materials will be available to all Members of the Council on request and on a confidential basis.

#### **4) Membership**

The Panel will comprise:

- Members of the Cabinet
- The Chairman of the Overview and Scrutiny Committee
- Two members from each minority political group, to include the Group Leader
- A member of the majority political group, nominated by Cabinet
- A County Council representative
- The Chairman of Tunbridge Wells branch of the Kent Association of Local Councils (KALC)
- The Chairman of the Royal Tunbridge Wells Town Forum

## Appendix A

- The Chief Executive of the Tunbridge Wells Business Improvement District
- A representative from the Federation of Small Businesses
- The Chief Executive of the Tunbridge Wells and District Citizens' Advice Bureau

As this is a working group of Cabinet, political balance does not apply. Cabinet will appoint the Members to the Panel working group at its June 2020 meeting.

## COVID-19 PANEL

### MEMBERSHIP

#### Borough Members:

	Cllr Alan McDermott	Leader of the Council
	Cllr Jane March	Portfolio Holder for Culture, Leisure and Economic Development (Deputy Leader)
	Cllr Matthew Bailey	Portfolio Holder for Sustainability
	Cllr Tom Dawlings	Portfolio Holder for Finance and Governance
	Cllr Carol Mackonochie	Portfolio Holder for Communities and Wellbeing
	Cllr Chris Woodward	Chairman of the Overview and Scrutiny Committee
	Cllr Joy Podbury	Member of Conservative group
	Cllr Ben Chapelard	Leader of Liberal Democrat group
	Cllr Mark Ellis	Member of Liberal Democrat group
	Cllr Dianne Hill	Leader of Labour group
	Cllr Lewis / Everitt	Member of Labour group
	Cllr David Hayward	Leader of Tunbridge Wells Alliance group
	Cllr Nick Pope	Member of Tunbridge Wells Alliance group

#### Community Members:

	Cllr Catherine Rankin	Kent County Council – TW South Division and KCC Deputy Cabinet Member for Highways and Transportation
	Cllr Charles Mackonochie	Chair of Tunbridge Wells KALC
	Adrian Berendt	Chair RTW Town Forum
	Ross Feeney	Royal Tunbridge Wells Together (BID)
	Alison Parmar	Federation of Small Businesses
	Liz de Villiers	Tunbridge Wells and District CAB

#### Standing Officers:

	William Benson	Chief Executive
	Jane Clarke	Head of Policy and Governance
	Mark O'Callaghan	Scrutiny and Engagement Officer

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# Appendix C

## PROPOSED OVERVIEW AND SCRUTINY COMMITTEE / COVID PANEL SCHEDULE

MON	TUE	WED	THU	FRI
18	19	20	21	22
25	<b>Covid meeting</b>	27	28	<b>Scrutiny agenda</b>
1 JUNE	2	<b>Cabinet agenda</b>	4	5
8 <b>Scrutiny meeting</b>	9 PPWG <b>Covid meeting (4pm)</b>	10 Planning Cmte	11	12
15	16 Licensing Cmte	17	18 Cabinet DART	19 <b>Scrutiny agenda</b>
22	<b>Covid meeting</b>	24	<b>Cabinet</b>	26
29 <b>Scrutiny meeting</b>	30	1 JULY Planning Cmte	2	3
6	<b>Covid meeting</b>	8 Full Council?	9	10
13	14 PPWG	<b>Cabinet agenda</b>	16	17 <b>Scrutiny agenda</b>
20 Audit Cmte?	<b>Covid meeting</b>	22 Planning Cmte	23 Cabinet DART	24
27 <b>Scrutiny meeting</b>	28	29	30	31
3 AUGUST	<b>Covid meeting</b>	5	<b>Cabinet</b>	7
10	11 PPWG	12 Planning Cmte	13	14 <b>Scrutiny agenda</b>
17	<b>Covid meeting</b>	<b>Cabinet agenda</b>	20	21
24 <b>Scrutiny meeting</b>	25	26	27 Cabinet DART	28
31	1 SEPTEMBER <b>Covid meeting</b>	2	3	4
7	8 PPWG	9 Planning Cmte	10 <b>Cabinet</b>	11 <b>Scrutiny agenda</b>
14 Audit Cmte?	<b>Covid meeting</b>	16	17	18
21 <b>Scrutiny meeting</b>	22	23 Full Council?	24	25
28	<b>Covid meeting</b>	30	1 OCTOBER	2

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## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Overview of the Council's Approach to Recovery from the Covid-19 Pandemic

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Alan McDermott – Leader of the Council
<b>Lead Director</b>	William Benson – Chief Executive
<b>Head of Service</b>	William Benson – Chief Executive
<b>Lead Officer/Author</b>	William Benson – Chief Executive
<b>Classification</b>	Public document (Non-exempt)
<b>Wards affected</b>	All

**This report makes the following recommendations to the final decision-maker:**

1. That the report be noted.

**Explain how this report relates to the Corporate Priorities in the Five-Year Plan:**

The report supports delivery of the Council's Five-Year Plan through the delivery of a safe, sustainable, managed recovery in both community and economic across the borough from the impacts of the Covid19 pandemic.

### Timetable

<b>Meeting</b>	<b>Date</b>
Covid-19 Panel	26 May 2020
Agreed for publication by Portfolio Holder	29 May 2020
Agreed for publication by Head of Service	29 May 2020
Overview and Scrutiny Committee	08 June 2020
Cabinet	25 June 2020

Tunbridge Wells Committee Report, version: March 2019

## Overview of the Council's approach to Recovery from the Covid-19 Pandemic

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an overall summary of the proposed approach to the recovery phase to the Covid-19 pandemic for Tunbridge Wells Borough Council and the Borough of Tunbridge Wells. It emphasises the importance of a safe, sustainable, managed recovery, sets out some overarching objectives and a proposes structure for the response phase of the crisis.

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### 2. INTRODUCTION AND BACKGROUND

#### A unique recovery

- 2.1 In 'normal' emergencies, local authorities and local resilience forums deal first with an emergency and then the Recovery – getting back to 'business as usual' (for example, when the flood waters recede, work takes place to repair any damage and to get people back into their homes). The Recovery from the Covid-19 Pandemic will be unlike any other in our lifetimes. The crisis has gone on for longer, been more extreme and will have more profound consequences than anything we have prepared for before. We will also be simultaneously working on Recovery in tandem with the Response phase and have the potential to return to Response at any time if there is a second wave of infections. There is also the likelihood that the Recovery will span other Emergency Planning events including the end of the Brexit Transition Phase and that for much of it, staff and partners will be working remotely. Finally, the sheer scale and breadth of the social and economic impacts means that the we will be entering uncharted territory and it is highly unlikely that wherever we end up won't look like 'Business as Usual'.
- 2.2 As mentioned in the earlier paper summarising the Council's Response to the Pandemic, the Council works alongside a number of other bodies within the 'Kent Resilience Forum' (KRF) to coordinate our response to emergencies and to manage our obligations under the Civil Contingencies Act. Government guidance states that recovery should be co-ordinated by a Recovery Co-ordinating Group (RCG) within local resilience forums.

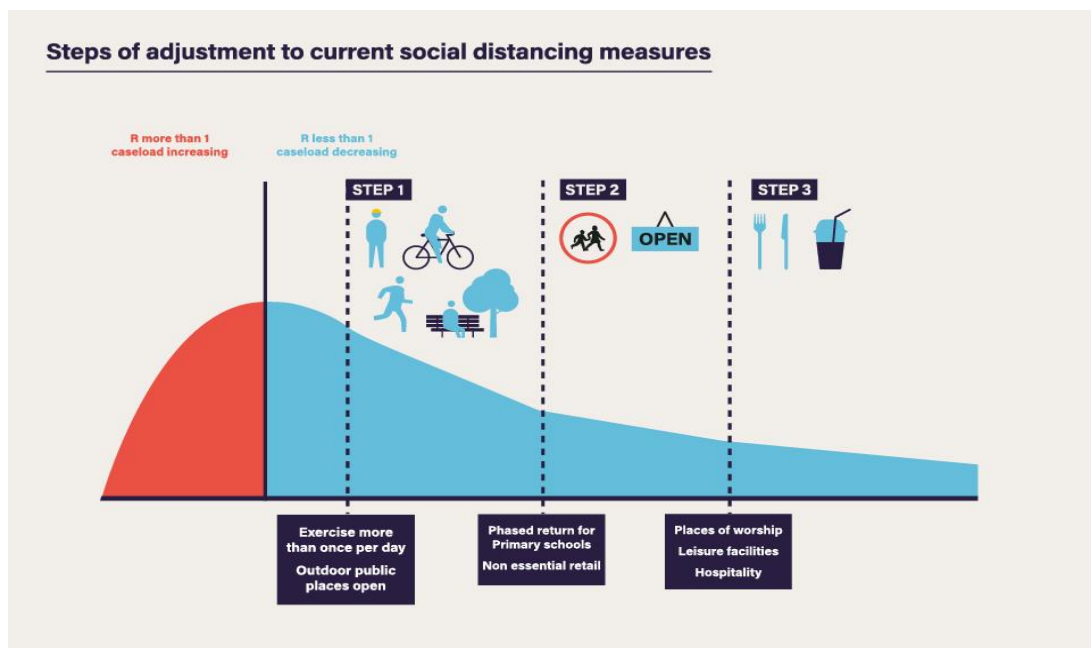
#### Recent events

- 2.3 On 10 May the Prime Minister set out the overarching approach for the recovery phase of the Covid-19 pandemic. That approach has been outlined in greater detail through a 50-page recovery strategy ([https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/884171/FINAL\\_6.6637\\_CO\\_HMG\\_C19\\_Recovery\\_FINAL\\_110520\\_v2\\_WEB\\_1\\_.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/884171/FINAL_6.6637_CO_HMG_C19_Recovery_FINAL_110520_v2_WEB_1_.pdf)) and through various additional documents setting

out guidance for travel to work, educational settings, shielding the vulnerable and reactive measures to control infection (as well as a range of other issues).

- 2.4 The guidance also contains a 'Covid alert level' system and a series of steps to lift the restrictions. Details are provided in a separate paper elsewhere on the agenda. The Government has also issued additional guidance on areas including safe working procedures, public transport and schools. It set out three steps with planning dates along with associated steps to lift restrictions:

- 13 May 2020 Step 1
- 1 June 2020 Step 2
- 4 July 2020 Step 3



- 2.5 Step 1 is to involve the following:

## Work

- continue to work from home wherever possible
- Sectors of the economy that should be open - food production, construction, manufacturing, logistics, distribution and scientific research in laboratories.
- But not hospitality and non-essential retail

## Travel

- avoid public transport
- cycle, walk or drive

## Public spaces and recreation

- angling and tennis
- Not playgrounds, outdoor gyms or ticketed outdoor leisure venues
- People may drive to outdoor open spaces irrespective of distance
- Protecting the clinically vulnerable

## Enforcement

- more stringent enforcement measures for non-compliance

Other areas outlined include Parliament and International Travel.

2.6 Step 2 is to involve the following (no earlier than Monday 1 June and only if the five tests have been met:

- A phased return for early years settings and schools
- Opening non-essential retail
- Permitting cultural and sporting events to take place behind closed doors
- Re-opening more local public transport in urban areas, subject to strict measures
- Social and family contact.

2.7 Step 3 was outlined as including (no earlier than 4 July):

- Personal care (such as hairdressers and beauty salons)
- Hospitality (such as food service providers, pubs and accommodation),
- Public places (such as places of worship)
- Leisure facilities (like cinemas)

2.8 On 28 May, the Prime Minister announced that the Government's five tests for easing restrictions had been met and that, as a result, primary schools would open for some classes, secondary schools would start to provide some face-to-face contact for years 10 and 12, that outdoor retail and car showrooms could re-open from 1 June and other non-essential retailers from 15 June and that some restrictions on meeting people would be lifted with up to six people being able to meet in parks and private outdoor spaces. Further restrictions have been lifted including, most recently (at the time of this report being written!!!) the ability for the 'Shielded' population to meet one other person.

2.9 It is clear that we will remain in a fluid, dynamic, fast-moving situation where announcements will frequently pre-empt detailed guidance and where there can be differences between 'guidance' and legislative regulations that have the force of the law behind them. We need to be ready to respond to changes in direction at short notice and also, potentially, for restrictions to be re-imposed.

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### 3. TWBC OVERARCHING OBJECTIVES

3.1 Our objective is to deliver a safe, sustainable, managed recovery, sets out some overarching objectives and a proposed structure for the response phase of the crisis. At a meeting of the Council's Covid-19 Panel, the following principles were agreed for consideration and approval by Cabinet:

- To support local businesses return to operation and to survive one of the most challenging economic times in our lifetime.
- To support local residents who have been affected by the Pandemic and the restrictions placed upon them and to manage the transition as protections and support mechanisms are removed.
- To protect the health and safety of staff and councillors delivering essential public services to our residents and businesses.
- To maintain and prioritise (where necessary) the Council's services in line with government advice.

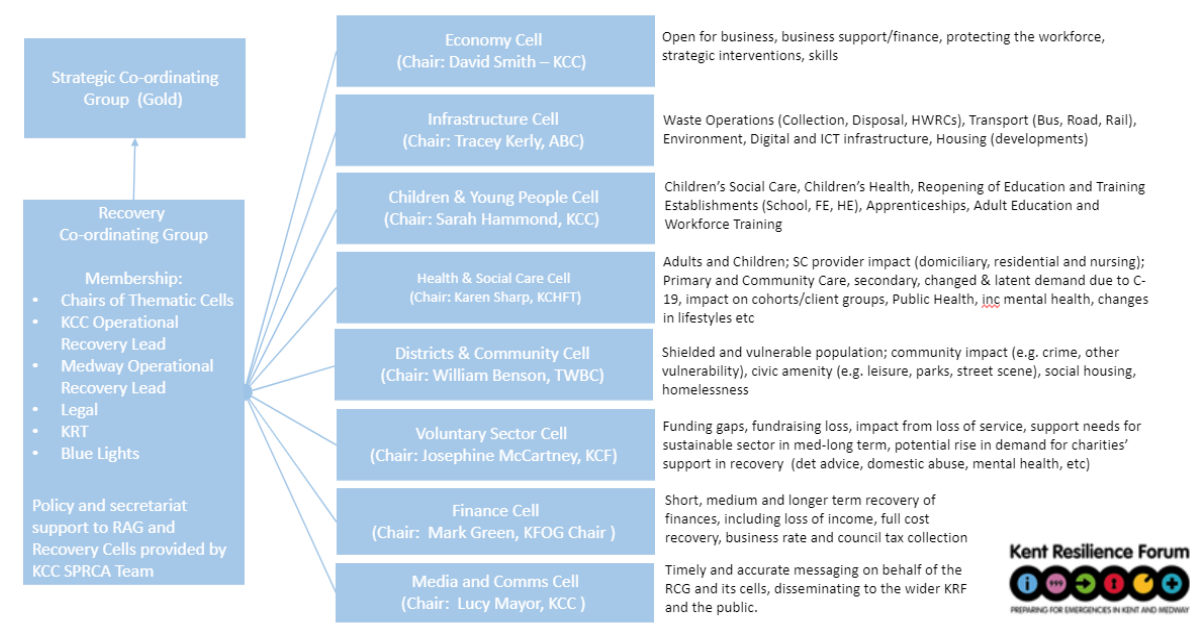
- To retain the capacity to protect the vulnerable and to react to any move back into response mode if necessary.
- To recognise and promote positive outcomes including reduced traffic and pollution, better work/life balance, community spirit reduced traffic/congestion.
- To recognise that the Council needs to remain financially solvent and that, with government grant completely removed and Council Tax capped (and us retaining 10p in the pound) we are reliant on income and there remains the possibility of a tension between this and other objectives.

## 4. STRUCTURES AND REPORTING

4.1 From the outset, the Council has established a 'Gold' group to provide strategic management of its operations and a 'Silver' group to provide a tactical response and to coordinate the activities of the various Council departments. Two sub-groups were subsequently established focusing on the community impact of the pandemic and the impact of the pandemic on local businesses.

### County-wide structures

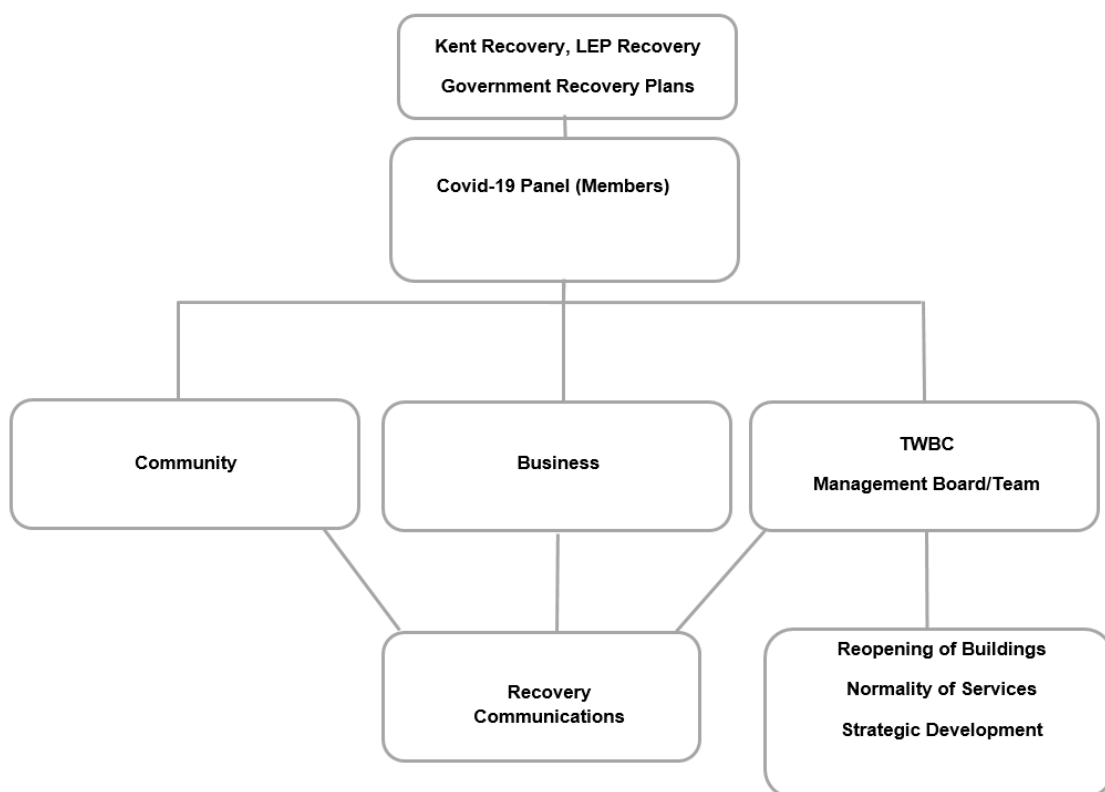
- 4.2 As mentioned above, the Council is operating within and coordinating its response with a county-wide Recovery Structure. A Recovery Coordinating Group has been set up within the Kent Resilience Forum based on national guidance and with expert advice being provided from the Kent Resilience Team.
- 4.3 This Recovery Coordinating Group (RCG) is supported by seven recovery 'cells'. The Council is directly involved in some of these cells and indirectly involved in others through regular reports to the RCG, Kent Leaders and Chief Executives and county-wide professional officer groupings. Details of this structure are set out below.



- 4.4 In total, 145 people representing 55 organisations are involved in this process with public sector bodies, business representatives and voluntary and community sector organisations all involved. Each 'cell' is in the process of producing an impact assessment which set out the impact of the pandemic on the area of focus, strengths, risks, weaknesses and opportunities that have been identified through the Response phase and into the Recovery phase and a prioritised list of impacts and activity. The RCG enables key themes to be drawn out from the work of the various cells and it also works in collaboration with other recovery groups from across the South East to ensure that we can learn from best practice and collaboratively press on key issues with central government.

## TWBC structures

- 4.5 The Council is proposing to use the structure set out below for overseeing the Recovery in Tunbridge Wells. We are proposing to maintain the existing teams leading on Community and Business issues and to use the Council's existing Management Team/Board structures to assess the impact on the Council's operations, finances and plans for the future. This work will be overseen by and guided by a Covid-19 Panel – an informal member panel set up to ensure that there are inclusive arrangements in place to steer and advise on the Council's approach. The Panel includes members of the Cabinet, two representatives of each of the Council's political groups the Chair of Overview and Scrutiny and representatives of KCC, KALC (parish and town councils), The Town Forum, the Citizens' Advice Bureau and business (the Federation of Small Business and Royal Tunbridge Wells Together).





- 4.6 In addition, regular reports will be made to Overview and Scrutiny and to Cabinet giving all councillors and members of the public opportunities to speak, ask questions and provide views. The Council has also instituted a range of other measures to ensure that councillors are informed and involved including regular (virtual) meetings with Group Leaders, meetings with the Chief Executive and political groups, weekly bulletins/updates from the Council, daily updates from the Local Government Association and regular Member briefings on key Covid-19-related issues with an opportunity for councillors to ask any questions about anything they want.
- 4.7 More detailed reports will be provided within the three key areas outlined above (Business, Community, Council) in due course but the following section provides a summary of the issues we are looking at.
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## **5. BUSINESSES AND THE ECONOMY**

- 5.1 The Council set up a group to oversee support to businesses from a very early stage. As set out in the accompanying report on the Council's response to the Pandemic, we have taken steps such as supporting an advice line through the Kent and Medway Growth Hub (that has helped over 500 local businesses) and we have distributed over 1,800 grants to local businesses worth over £25m.
- 5.2 The immediate focus of the Council is both on publicising and paying the new round of discretionary Business Rates grants and on the re-opening of non-essential shops in high streets across the Borough from 15 June. The government has permitted outdoor markets and car showrooms to open from 1 June and other non-essential retail premises that are Covid-19 safe to open from 15 June.
- 5.3 We know that many more town centre businesses are planning for 15 June re-opening in line with Government Guidance. We have been in detailed discussions for some while with the BID (Royal Tunbridge Wells Together) and Royal Victoria Place in Royal Tunbridge Wells and with parish and town councils to discuss arrangements in other towns and villages. Our working assumption is that footfall may well be high as evidenced by those premises that have remained open for food and household essentials and other premises (such as garden centres) that have recently re-opened. We also understand that many retailers will be holding sales. Experience has also shown that it is vitally important that visitors feel safe and are given clear guidance on what to expect and how to observe social distancing rules.
- 5.4 Royal Victoria Place has developed a detailed re-opening strategy and the BID has produced a re-opening guide. Issues highlighted in discussions with town centre businesses (and parishes) to date have included:
- Journeys to work for employees
  - Staggered opening times for shops
  - Encouraging businesses to provide hand sanitizer in store
  - Queuing space, management and etiquette (e.g. keeping within shop frontage, queuing to the left) – possible role for additional street marshals
  - Availability of public toilets (many shops/cafes will not be opening facilities)

- Street furniture and street cleansing
  - Additional outdoor trading and outdoor eating and drinking
  - Possible reallocation of road space for pedestrians and cycling
  - Requirement for licensing changes
  - Safety & Security issues
  - Need for temporary signage re social distancing
  - Promotion & Marketing of re-opened businesses
- 5.5 Perhaps the most important message we have heard from shops that have been open throughout the 'lockdown' is the importance of visitors feeling safe and for clear messaging and guidance on social distancing.
- 5.6 The RTWT BID has designed and produced a re-opening kit which has been extremely popular with businesses and we have produced a similar kit for use by parish and town councils and thousands of items have been ordered.
- 5.7 The Council has put together a draft re-opening plan for town and village centres across the Borough which is attached as an appendix. It deals with a range of issues including:
- The management of high streets and social distancing including the use of marshals
  - Signage and equipment to promote social distancing and aid queueing
  - Street cleansing
  - Parking
  - Traffic and pedestrian management (discussed in further detail below)
  - Public transport
  - Public toilets
  - Promotion, marketing and signposting
  - Monitoring

## **Traffic and pedestrian management**

- 5.8 On 9 May, the Government announced the establishment of a £250m 'emergency active-travel fund' to design and implement 'pop-up' and temporary interventions to create an environment that is safe for walking and cycling to help maintain social distancing and avoid overcrowding on public transport systems. Details of the funding were subsequently announced on 27 May skewed towards areas with high levels of public transport use and with a clear view that the funding should be used to meaningfully alter the status quo with work starting within four weeks of receiving funding and being complete within eight weeks. Kent County Council has received £8m of which 20 per cent (£1.6m) is to be allocated in the first instance. Bids must be received by Friday 5 June. KCC has emphasised that it will be guided by the guidance and also by the ability of local authorities to deliver the scheme (and to support them with capacity to deliver it) and by whether or not the schemes are supported locally. Details of the schemes have been discussed with the political group leaders and with the Covid-19 Panel and a letter of support has been agreed by all political group leaders, the Chairman of the Town Forum and the Chairman and Chief Executive of the Business Improvement District. Details of the schemes

which we intend to submit are set out below (though this will be subject to a discussion at the Covid-19 Panel).

Location	Proposed Intervention
Grosvenor Road (RTW town centre)	Reallocation of carriageway space to pedestrians/queues on western side (near Tesco) Plus 20 mph limit
Camden Road (RTW town centre)	One-way northbound between Calverley Road and Garden Road or modal filter at Calverley Road junction to allow pavement widening Plus 20mph limit
High Street (RTW town centre)	One-way operation in southbound direction to allow pavement widening Plus 20mph limit
Major Yorks Road (RTW town centre)	Pop up cycle route (westbound – uphill), removal of car parking bays
Reynolds Lane (Southborough)	Modal Filter or access only signage to allow safer walking and cycling
Grosvenor Bridge at junction with Upper Grosvenor Road	Modal Filter to provide safer walking and cycling into town centre
A26 Cycle Route	Removal of remaining parking spaces on route in St Johns and Southborough Modal filters on roads adjacent to A26 e.g. East Cliff Road (also starts LTN in St John's area). Detail to follow. Upgrade all the waiting restrictions to double yellow lines and introduce a peak hour loading ban too This is an LCWIP scheme and we are already working on improvements to the route with KCC.
Commercial Road, Paddock Wood	One-way northbound to allow for pavement widening for pedestrians
20mph restrictions in town centres in conjunction with above schemes	Across all the town centres to support measures above (part of package) to allow safer cycling and walking LCWIP measure
Nevill Street	Road closure and removal of guard railing A Phase 2 scheme that requires further consideration

## **6. COMMUNITIES**

- 6.1 The Focus of the Council's work on Community issues to date has been on the establishment of a 'Community Hub' to assist with the distribution of food and household essentials to shielded, vulnerable and isolated residents, the establishment of a 7-day-a-week helpline (both within the Council's contact centre and with KCC's #KentTogether helpline, contacting and supporting 'Shielded residents', identifying and assisting other vulnerable and isolated individuals, working with parish and town councils, the voluntary and community sector organisations and volunteers, combating social isolation and promoting wellbeing and supporting the voluntary and community sector.
- 6.2 As we move to Recover, there will be a continued need to support, Shielded, vulnerable and isolated residents, a potential requirement to support those isolating as a result of the test and trace programme, addressing and responding to the impact of the Pandemic and associated lockdown on issues such as domestic abuse, mental health, unemployment etc and managing the removal of protections (such as evictions, debt, utilities, employment etc). There will clearly be a longer-term impact on inequality (education, health, financial, digital).
- 6.3 Other issues to be explored as part of the 'Community' dimension to the Recovery will include the impact on the voluntary and community sector (resource, demand, fatigue), the need to accommodate those in temporary accommodation as a result of the Pandemic and any consequential impact of the financial downturn on housing and homelessness, potential community tensions as society/town centres unlock and the sustainability of sports, leisure, culture and arts organisations given the lack of support from the DCMS to date.
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## **7. IMPACT ON TWBC AND THE WIDER BOROUGH**

### **Council facilities, services and staff**

- 7.1 Recent changes to government guidance do not impact on the majority of our services and they will continue to operate much as they are at present. The theatre, sports centres and community centres will remain closed and existing social distancing measures will remain in place at the Gateway and Crematorium.
- 7.2 In terms of parks and open spaces, we have opened up appropriate outdoor spaces including tennis courts, bowling greens and MUGAs but not playgrounds or outdoor gyms in line with government guidance. Public toilets have remained open throughout and will continue to do so. We have amended our signage to be in line with government advice.
- 7.3 We have not reduced in any way our Planning or Building Control functions and they continue to operate (albeit with some changes to working practices. We will also manage other services that require an interaction with residents or businesses (e.g. Licensing and Environmental Health) in line with government guidance and advice.

- 7.4 The Town Hall has remained open throughout but, in line with government guidance, we have said that staff who can work from home must work from home. In practice, this has meant a very limited number of staff working in the Town Hall (largely the Facilities Team who have ensured that it remains available as the Council's base for responding to any other emergencies or incidents). For the foreseeable future we will continue to encourage people to work from home but we are aware that some people struggle to do so (for a variety of practical and other reasons) and that some people are limited in the amount they can do without access to the Town Hall. Because of this, we are making preparations to allow a limited number of staff to return to the Town Hall but it will in all likelihood be some time before it is open to the public or other use uses (such as the Court or public meetings).
- 7.5 The majority of our contracted services will continue to operate as at the present time. Urbaser and Sodexo who operate our waste and street cleansing and parks and grounds maintenance contracts are working as normal but it is unlikely that the Leisure Centre will open until, at the earliest, Step 3 of the Government's recovery strategy. We will keep all contracted services under review and provide advice and guidance as necessary. Whilst work on a number of our key corporate projects has stopped, work continues on The Amelia Scott, Public Realm Phase 2 and the Southborough Hub.

## **Finance**

- 7.6 The Covid-19 Pandemic has, and will continue to have, a significant impact on the Council's finances. Full details are set out in a report elsewhere on this agenda.

## **Council strategies, projects and priorities**

- 7.7 Prior to the outbreak of the Covid-19 pandemic, the Council was looking to start work on re-visiting and re-working its vision and ambitions. This work was placed on hold during the Response phase of the pandemic but it is clear that the operating environment in which we will be working for the foreseeable future will be considerably changed. There is also very little clarity on the likely state of the Council's finances and therefore its ability to maintain services and deliver on projects. Clearly, we need to start work on looking to the future but perhaps our first priority should be to put together an interim Plan/Strategy to get us through the initial Response phase of the pandemic whilst working up priorities for the longer-term.
- 7.8 The Council has also redeployed a number of staff (approximately 20 per cent) to help manage the response to the Pandemic and is making plans to redeploy them to their substantive roles.
- 7.9 The Council was on the cusp of agreeing the Community Safety Partnership Plan. It has been reviewed and amended to take account of the pandemic including a greater emphasis on issues such as Domestic Abuse. Other plans and strategies will almost certainly need reviewing including the Council's Economic Development Strategy, Cultural Strategy, Medium-Term Financial

Strategy and the Council's plans and strategies for its workforce, ICT services, facilities and transformation.

- 7.10 The Covid-19 pandemic has also had an impact on the Council's projects. The completion of the Public Realm works has been delayed; work also had to stop briefly on the Southborough Hub because of lack of materials; work on The Amelia Scott has proceeded because we re-shuffled the programme, but it is likely to lead to an increase in cost and may affect our prospects of raising income through fundraising. The carbon audit has also been delayed.

## **Engagement**

- 7.11 The Council has engaged proactively with politicians, staff, businesses, residents, partners and stakeholders. Going forward, we will need to ensure that this continues and that we develop new ways of engaging with residents, businesses and partners that recognise the restrictions on public meetings.

## **Working with other partners**

- 7.12 The initial 'response' phase of the pandemic has demonstrated the importance of working with partners. We enjoy very strong relationships with partners because of the efforts we have put into working with them and supporting them to deliver their services. We will look go build on this going forward.

## **Other thoughts**

- 7.13 It seems likely that the Council will have some role to play in both enforcement and contact tracing. We are seeking further clarification on the nature and extent of this role and are giving thought as to how it can be resourced.
- 7.14 Finally, as was noted in the accompanying report, it is worth noting that whilst there have been some appalling consequences of the pandemic for many businesses, individuals, families and organisations, there have also been some positive outcomes – the power of the community response to the pandemic, the strong working relationships that we have forged with partners, the reduction in carbon emissions and a requirement to develop new ways of working and getting about. We need to ensure that we capture and promote the good points as well as mitigating and responding to the awful consequences of the crisis.

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## **8. AVAILABLE OPTIONS**

- 8.1 This report is for information.

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## **9. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 9.1 That the report be noted.
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## 10. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

10.1 The Covid-19 Panel received a summarised version of this update at its meeting on 26 May 2020.

10.2 As the report is for information it is not subject to consultation.

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## 11. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

11.1 This paper is an introductory paper setting out high level issues, objectives, principles and structures for overseeing the Recovery phase of the Covid-19 Pandemic.

11.2 Further reports, briefings and updates will be given to Members at the regular Friday briefings, meetings of the Covid-19 Panel and formal meetings of Overview and Scrutiny and Cabinet.

11.3 Details of our plans for re-opening the town centre will be communicated to businesses, residents, visitors and representative groups (details are provided in the appendix).

11.4 Moving forwards, councillors, businesses, residents and partners will be involved in shaping our plans and strategies as they are changed and updated to reflect the realities of our operating environment and to set out our ambitions for the future.

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## 12. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal including Human Rights Act</b>	None identified – the Council will continue to respond to and operate within government guidance and legislation	Report author
<b>Finance and other resources</b>	The Covid-19 Pandemic has had a significant impact on the Council's financial position. Further details are provided in a report elsewhere on this agenda.	Report author
<b>Staffing establishment</b>	There are no additional staffing requirements as a result of this report. However, it should be noted that staff are and will be continue to be redeployed to address the challenges of the Covid-19 pandemic. Depending on the extent to which the government recognises the financial challenges we are facing, the Pandemic has the potential to impact on future staffing levels. Staff working	Report author

	arrangements have changed significantly and are likely to remain changed for some time to come. In light of our experience, there is likely to be long-term changes to the way in which we work.	
<b>Risk Management</b>	The Council has updated its Strategic Risk Register to take account of the impact of the Covid-19 Pandemic including a new risk specifically to address the issues it poses.	Report author
<b>Data Protection</b>	None identified	Report author
<b>Environment and Sustainability</b>	The Pandemic has had a positive impact on the environment with global greenhouse gas emissions falling by 17 per cent in early April. For the Borough, travel and community has dropped significantly and the report sets out ways in which we are exploring how to take this forward into the future.	Report author
<b>Community Safety</b>	The Covid-19 Pandemic has had significant implications for community safety. The report sets out that the Council will be looking to amend the Community Safety Partnership Plan in light of these changes and challenges and we will continue to assess this through the Council's recovery structures set out within the report.	Report author
<b>Health and Safety</b>	None identified	Report author
<b>Health and Wellbeing</b>	The Covid-19 Pandemic has clearly had enormous consequences for the health and wellbeing of residents. These will be monitored and addressed through the Recovery structures set out within the report.	Report author
<b>Equalities</b>	There are no consequences of this report in terms of the Equality Act but the Pandemic will have significant long-term implications for equality. These are set out in brief in the report and will continue to be monitored as part of the Recovery programme.	Report author



## **13. REPORT APPENDICES**

The following documents are to be published with, and form part of, the report:

- Draft Reopening High Streets/Town Centres Action Plan
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## **14. BACKGROUND PAPERS**

- There is a huge amount of advice and guidance on the .gov.uk website

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## DRAFT Reopening High Streets/Town Centres Action Plan

Support for reopening	Actions	Partners
<p>Management of town centre/high streets including social distancing</p>	<p>Areas of concern identified on walk around RTW on 29/05/20.</p> <p>Locate Street Marshalls/Ambassadors at the following key locations (to wear T-shirts rather than uniformed):</p> <ul style="list-style-type: none"> <li>- Grosvenor Road (Tesco, Post Office, Poundland)</li> <li>- Camden Road/Monson Road</li> <li>- Calverley Precinct</li> <li>- Mount Pleasant Road (Station, Sainsburys, Hoopers)</li> <li>- High Street/Chapel Place</li> <li>- RVP making their own arrangements</li> </ul> <p>Safe Town Radio/Shopsafe:</p> <ul style="list-style-type: none"> <li>- Encourage use by businesses to report issues</li> <li>- Radio use by Marshalls above</li> </ul> <p>Police also preparing plan and including preparation of Dispersal Orders (if needed)</p> <p>Use of CCTV monitoring as appropriate at locations including:</p> <ul style="list-style-type: none"> <li>- Fiveways</li> <li>- Calverley Precinct</li> </ul> <p>Plans for other towns and villages being led by parish and town councils with support from TWBC, Kent Police and KCC</p>	<p>RTWT BID</p> <p>Safe Town Partnership</p> <p>TW Street Pastors</p> <p>JS Secure (private contractors) – SIA Trained</p> <p>TWBC Staff</p> <p>KCC – Community Wardens</p> <p>Police – PCSOs, Specials</p> <p>Parish and Town councils</p>
<p>Signage and equipment for businesses and public realm to support social distancing and aid queuing</p>	<p>Re-opening Kit provided by RTWT and being re-purposed by TWBC for other towns and villages.</p> <p>Public realm social distancing/public health signing</p> <p>Some businesses will make (or have already made) their own signs for internal purposes</p> <p>Assist businesses with signage and equipment to aid queue management:</p> <ul style="list-style-type: none"> <li>- Tape (TWBC to procure)</li> <li>- Barriers/Cones</li> <li>- Temporary signs (external and internal)</li> <li>- Work with RTWT and KALC on reopening kit</li> </ul>	<p>Businesses</p> <p>RTWT BID</p> <p>TWBC Publications</p> <p>TWBC Facilities Team</p>

	<p>Agree queuing protocol where necessary – mark out queuing areas and pedestrian areas with tape where required:</p> <ul style="list-style-type: none"> <li>- Calverley Precinct</li> <li>- Monson Road</li> <li>- Chapel Place</li> </ul> <p>Discussions taking place with North Farm businesses.</p> <p>Parish and town councils to lead on arrangements in their areas.</p>	
Street cleansing and floral displays	<p>Enhanced street cleansing before opening up and daily review to include bins and street furniture.</p> <p>Summer floral displays to be in place.</p>	<p>TWBC Streetscene</p> <p>TW in Bloom/Parks Team</p>
<p>Parking</p> <p>Page 80</p>	<p>Parking enforcement re-commencing in town centres across the Borough (notification has been given to parish and town councils and to residents via social media).</p> <p>Steps to minimise the risk of Covid-19 transmission in our car parks including:</p> <ul style="list-style-type: none"> <li>- Campaign to encourage pay by phone</li> <li>- Remove cash option on payment machines</li> <li>- Bay suspensions adjacent to payment machines</li> <li>- Decommission banked machines to enable social distancing</li> <li>- Exploring option of automatic doors in Torrington car park</li> <li>- Anti-Bacterial coating on surfaces in car parks</li> <li>- Temporary signage and floor markings as required</li> <li>- Meadow Rd to remain closed</li> </ul>	<p>TWBC Parking</p> <p>RTWT BID</p> <p>RVP (British Land)</p>
Traffic and pedestrian management	<p>Pedestrian/pavement one-way markings:</p> <ul style="list-style-type: none"> <li>- Camden Road and possibly Monson Road</li> <li>- Chapel Place</li> <li>- Arrangements in other town centres to be discussed with and led by parish and town councils.</li> </ul> <p>Traffic Management Schemes to be discussed/agreed with KCC and funding sought from HMG:</p> <ul style="list-style-type: none"> <li>- Camden Road closure at Calverley Road</li> <li>- High Street – one-way southbound</li> <li>- Grosvenor Road</li> <li>- Pop-up cycle route, Major Yorks Road</li> <li>- Modal filter at Grosvenor Bridge</li> <li>- Modal filter at Reynolds Lane (Southborough) to allow safer walking and cycling</li> </ul>	<p>Kent County Council</p> <p>TWBC ED and Parking Teams</p> <p>RTWT</p> <p>Parish and town councils</p>

	<ul style="list-style-type: none"> <li>- Measures to improve A26 Cycle Route</li> <li>- Commercial Road (Paddock Wood) one-way Northbound</li> <li>- 20mph restrictions in town centres</li> <li>- Measures in Grove Hill Road and Nevill Street to be considered as part of a phased 2 list of schemes</li> </ul> <p>Signing needed at pedestrian crossings re social distancing e.g.</p> <ul style="list-style-type: none"> <li>- Church Road/Crescent Road junction</li> <li>- Nevill Street to Pantiles</li> </ul>	
Public Transport	<p>Contact with bus and rail operators re issues arising.</p> <p>Exploring a virtual meeting of the Public Transport Forum</p>	<p>Southeastern, Arriva, Go Coach, Nu-venture ,Brighton &amp; Hove, Autocar ,Stagecoach KCC</p>
Public Toilets and other TWBC Facilities	<p>Confirm list of open public toilets and implement appropriate cleansing regime.</p>	<p>TWBC Facilities Team</p> <p>TWBC Property Team</p>
Promotion & Marketing	<p>What's Open Guide</p> <p>Visit Tunbridge Wells website and social media</p> <p>Parish and town councils</p> <p>Info re public toilets</p>	<p>RTWT BID</p> <p>ED Team</p> <p>Visit Kent/TSE</p>
Digital signposting to business support and advice	<p>Information on TWBC website to signpost businesses to sources of support and guidance as they make decisions about reopening</p> <p>Business Social Media</p> <p>RTWT support and advice to their members</p> <p>Discussions with representatives of businesses</p>	<p>TWBC ED and Comms Teams</p> <p>K&amp;M Growth Hub</p> <p>Other Business Groups e.g. FSB</p>
Daily Catch-up & review	<p>Round-up meetings at the end of each day from 15 June to end June as required with representatives of key shopping areas.</p>	<p>TWBC</p> <p>RTWT BID</p> <p>Businesses from across town</p>

		Police Safe Town Partnership CSU Parish and town councils
Communications	Reopening letter to businesses Email address for enquiries: <a href="mailto:Business@tunbridgewells.gov.uk">Business@tunbridgewells.gov.uk</a> Business phone call for Q&A Covid-19 Working Group	TWBC ED & Comms Team RTWT BID Parish and town councils

## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting? **Yes**

## Self-build and Custom Housebuilding Register: Proposed Local Connection Test

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Cllr Alan McDermott – Leader and Portfolio Holder for Planning and Transportation
<b>Lead Director</b>	Lee Colyer – Director of Finance, Policy and Development
<b>Head of Service</b>	Stephen Baughen – Head of Planning
<b>Lead Officer/Author</b>	Tom Vint – Planning Officer
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

### This report makes the following recommendations to the final decision-maker:

1. That the Council adopts a local connection test to its Self-Build and Custom Housebuilding Register, as set out in the report.

### Explain how this report relates to the Corporate Priorities in the Five Year Plan:

Implementing a local connection test to the Self-build and Custom Housebuilding Register is important in informing and contributing to one of the Five Year Plan's Eight Big Projects: Creating a New Local Plan for the Borough.

The proposed test will assist in ensuring that the new Local Plan delivers housing growth that addresses and accommodates as a priority the specific needs of those with a local connection to the borough.

### Timetable

<b>Meeting</b>	<b>Date</b>
Agreed for publication by Head of Service	29 April 2020
Management Board	06 May 2020
Overview and Scrutiny Committee	08 June 2020
Cabinet	25 June 2020

## Self-build and Custom Housebuilding Register: Proposed Local Connection Test

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to seek approval from Cabinet on implementing a local connection test to the Council's Self-build and Custom Housebuilding Register, having regard to responses to the recent non-statutory 4-week public consultation on the proposal.
- 1.2. A previous report was presented to Cabinet on 6<sup>th</sup> February 2020 which sought, and duly gained, approval from Cabinet to carry out consultation on the proposal to implement the local connection test. The report contained the appropriate and necessary background information on the relevant national and local policy context, as well as an explanation of the housing market circumstances that are considered to warrant giving priority to meeting the demand for self-build and custom housebuilding plots arising from those with clear connections to the Tunbridge Wells borough. The majority of this information has also been provided within this report.
  - a. As the consultation has now ended, this report provides a summary of the responses received from the consultation, highlighting those from key stakeholders/organisations, together with commentary on them. This report also provides detail on what the local connection test would involve, if implemented, as well as the next steps that would be undertaken.
  - b. Ultimately, the main recommendation of this report is that Cabinet approves the proposal to implement the local connection test to the Self-Build and Custom Housebuilding Register.

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### 2. INTRODUCTION AND BACKGROUND

- 2.1. Since April 1<sup>st</sup> 2016, it has been the statutory responsibility of the Council to keep a Self-build and Custom Housebuilding Register for the borough ("the Register"). This followed the introduction of the Self-build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) and subsequent Self-build and Custom Housebuilding Regulations 2016.
- 2.2. Defined simply, self-build and custom housebuilding is housing built by individuals or groups for their own use, either by building the home on their own or by working with builders. This means that anyone who wishes to build their own home within the borough can record their interest in doing so with the Council by signing up to the Register via the Council's Self-build and Custom Housebuilding Register webpage<sup>1</sup>.
- 2.3. Inclusion on the Register does not confer any form of entitlement in terms of the provision of serviced plots. Rather, its purpose is to provide local planning authorities with demand data that they can use to understand and plan for the future need for

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<sup>1</sup> Self-build and Custom Housebuilding Register:  
<http://www.tunbridgewells.gov.uk/residents/planning/planning-policy/self-build-register>



this type of housing in their area. Authorities may, at their discretion, advise people on the Register of relevant proposals for development.

- 2.4 Additionally, authorities are expected to meet the level of need indicated by the Register, by permitting an equal number of serviced plots within the following three years to the number of registrations that are made over the preceding three years. This is a rolling requirement, running from the end of October each year. As of the end of the last base period (30<sup>th</sup> October 2019), there have been 228 registrations on the Register since its introduction. However, as of 17<sup>th</sup> April 2020, there are now 250 entrants on the Register (including 2 associations of individuals).

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### 3. CASE FOR A LOCAL CONNECTION TEST

- 3.1 Information from the Register has informed the proposed policy (Policy H11) for self-build and custom housebuilding plots in the Draft Local Plan. The Draft Local Plan also notes that it is difficult to predict future needs due to people being able to be on the Register of more than one authority. As such, those on the Register currently do not have to have a local connection to the area. Also, there is no obligation for those on the Register to remove their registration if their demand ceases for any reason.
- 3.2 The Draft Local Plan indicates the intention to introduce a local connection test for entry onto the Register. This is provided for in Regulations, while the supporting Planning Practice Guidance<sup>2</sup> states:

*‘The Self-build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) enables relevant authorities to include up to two optional local eligibility tests. These are limited to a local connection test and a financial solvency test. We expect that relevant authorities will apply one or both of these tests only where they have a strong justification for doing so. They should ensure that they are proportionate and, on the case of the former, we expect these to be introduced in response to a recognised local issue. Relevant authorities should consider consulting on their proposals before they introduce the tests and should review them periodically to ensure that they remain appropriate and that they are still achieving the desired effect’*

- 3.3. The number of entries currently on the Register suggests a potential demand for some 800 self-build and custom housebuilding plots over the Plan period (i.e. up to 2036). This is clearly a substantial number and may well be difficult to accommodate within the various environmental designations across the borough.
- 3.4 Indeed, the assessment of growth potential as part of the preparation of the Local Plan has found that there are already tensions in meeting the borough’s identified housing need, such that the Council has had to advise that it is not in a position to meet any unmet general housing need from neighbouring local authorities. Furthermore, this combination of high housing pressures and the limited capacity to meet all needs supports prioritising the provision of suitable sized and priced homes to meet local needs, including for affordable housing.

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<sup>2</sup> Self-build and custom housebuilding; Planning Practice Guidance (July 2017): <https://www.gov.uk/guidance/self-build-and-custom-housebuilding>

- 3.5 Given the above, it follows that it would be consistent to concentrate on meeting the *local* need in the new Local Plan with regard to self-build and custom housebuilding dwellings.
- 3.6 Analysis of the Council's Register indicates that only 63% of individuals on the Register for the first three base periods are local to the area (i.e. are within the borough): if a local connection test were to be introduced this would have a notable impact on the potential demand (as currently calculated), and therefore the overall requirements to be planned for. This is because the introduction of the local connection test will result in the Register being split into two parts. Part 1 will be for those on the Register who meet the local connection test and Part 2 will be for those on the Register who do not meet the local connection test. It is only Part 1 of the Register that the Council must count towards the number of suitable serviced plots that it must grant development permission for. Those registrations falling into Part 2 will not count towards the numerical requirements for suitable serviced plots, but the Council may still keep people informed of relevant developments. This proposal has regard to the Planning Practice Guidance (<https://www.gov.uk/guidance/self-build-and-custom-housebuilding>).
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## 4. LOCAL CONNECTION TEST CONSULTATION

### What the Consultation Proposed

- 4.1 The question posed on the consultation form and on the online consultation portal was *"Do you support the proposal by Tunbridge Wells Borough Council to implement a local connection test to its Self-Build and Custom Housebuilding Register"*.
- 4.2 Essentially, as stated on the consultation form, the local connection test (if implemented) will add a set of local eligibility criteria to the Register that will apply to all new applicants to the Register as well as those already on the Register. The criteria are as follows and will require an applicant to meet at least one of the criteria in order to meet the local connection test:
- a) to have lived in the borough continuously for the last three years; or
  - b) to have previously lived in the borough for a total of five years out of the last 10 years; or
  - c) to have immediate family who have lived continuously in the borough for the last three years; or a total of five years out of the last 10 years; or
  - d) to be in, or about to take up, permanent employment in the borough; or
  - e) provides an important service that requires residence in the borough.
- 4.3 It is also noted that members (or recently retired) of the armed forces will also be deemed as having met the local connection test. With regard to criterion d), details on the permanent employment of the entrant will be required as part of filling out the registration form. Moreover, in relation to criterion e), this includes services such as a firefighter or a nurse that provides a service to residents.

## Consultation Results

- 4.4 The non-statutory 4-week public consultation on the proposal to implement a local connection test to the Register was undertaken from 9<sup>th</sup> March 2020 – 6<sup>th</sup> April 2020 (closing at 5pm). In total, 15 responses were received (12 from individuals, 2 from organisations (including the National Custom & Self-Build Association (NaCSBA) and a planning agency (Barton Willmore) representing the major housebuilders Crest Nicholson, Dandara, Persimmon and Redrow (CN/D/P/R)), and 1 from Brenchley and Matfield Parish Council).
- 4.5 Of the 15 responses, 8 support the proposal, 6 objected to the proposal, and 1 stated no option / “don’t know”. It is noted that NaCSBA objected to the proposal, while Barton Willmore/CN/D/P/R and Brenchley and Matfield Parish Council support the proposal.

## Summary of Consultation Comments and Officers’ Commentary

- 4.6 A general summary of the comments received, with an Officers’ commentary, is provided below:
- Excluding the two organisations and Brenchley and Matfield Parish Council that commented on the proposals, it is considered that, of the individuals that commented (based on information obtained from a combination of postal addresses supplied on response forms and information on local connection contained in the current Register), 8 individuals have a local connection to the borough and 4 do not. Although living outside of the borough does not necessarily mean that one does not have a local connection to the borough, it is also noted that a total of 7 individuals have a postal address within the borough, and of these individuals, 6 support the proposal, while 1 did not provide an answer (“don’t know”). As such, no one with a postal address in the borough voted in objection to the proposals.
  - Of the responses in objection (excluding the objection from NaCSBA), the reasons for objecting were mostly arising from personal circumstances, such as feeling that although they do not meet the proposed eligibility criteria, they deem that they still have a local connection to the borough due to, for example, frequent use of the borough’s services. One respondent believed that the proposed local connection test would significantly reduce the self-build options available and make acquiring a plot more difficult. Another respondent also stated that despite not meeting the criteria, they owned a plot in the borough.

**Officer commentary:** All comments are noted. While the local connection test may reduce opportunities to acquire a plot within the Tunbridge Wells borough (for those who do not have a local connection), it is noted that this does not mean that an applicant’s chances of acquiring a plot will be reduced in the district or borough in which they reside. Moreover, despite potentially not having a local connection to the borough, this will not have an impact on the chances of acquiring planning permission for a self-build scheme within the borough on land within their ownership. The Register is primarily of interest to people who do not currently own a plot, but wish to be informed if a serviced plot is consented and a developer wishes the Council to help advertise it to the market. In this event, the intention is

that the Planning Policy team would inform those on the Register of such opportunities.

- With regard to the responses in support (excluding the two comments in support from BW/CN/D/P/R and Brenchley and Matfield Parish Council), respondents mainly noted that people resident in the borough should have priority over upcoming plots than those who reside outside of the borough. Another respondent noted that the introduction of eligibility criteria would provide a more realistic number of people in need rather than people who have registered in multiple boroughs on the basis of not knowing nor minding where they live. However, it should be added that a further comment in support stated that those not currently meeting the criteria should also be considered.

**Officer commentary:** All comments are noted. With regard to those registered on Part 2 of the Register (i.e. those not meeting the eligibility criteria), while they will not contribute toward the numerical requirements for self-build and custom housebuilding plots to be planned for in the Local Plan, it is envisaged that the Local Plan policy will clarify that those on both Parts of the Register will have plots advertised to them equally (when such plots come forward).

- The objection from NaCSBA (representing self and custom housebuilders) argues that the proposal is “*contrary to both the spirit and the letter of the legislation, associated regulations and the National Planning Policy Guidance*”, stating that the Council has failed to make the case for the test’s implementation, that the Council cannot/should not attempt to retrospectively apply the test, and that the NPPF does not support the reduction of strategic demand for self-build and custom housebuilding through the application of a local connection test. International figures were also drawn upon, showing that the UK has far fewer new self-build homes than in other countries. NaCSBA also suggested that the Council considers both a proposed alternative mechanism for reducing the demand for plots (should the LPA consider it necessary) that “*is triggered by numbers exceeding 20% of the planned housing supply*”, and that, if a test is introduced, then it should follow the latest guidance. It is thought that, despite its coverage of Green Belt and AONB, the borough is not one of the small number of local authorities that are heavily constrained in terms of land supply and as such appears to be no inherent strong justification for implementing the test. It is also thought that the borough does indeed have capacity for sufficient plots for self-build needs even without the local connection test applied. It is also considered that the proposals fail to set out any process for periodic review in accordance with the guidance. With regard to splitting the Register into two parts, NaCSBA also has concerns with regard to updating existing records which may result in the removal of some of those Registered (which NaCSBA considers to be unacceptable) and that re-contacting existing entrants should not be undertaken as a means of reducing the number of entrants on the Register (while acknowledging that demand may be over-stated by not doing so, but is considered that this overstatement is likely dwarfed by the understatement resulting from the limited promotion of the Register to-date).

**Officer commentary:** The above comments from NaCSBA are noted. However, the proposal to implement a local connection test (as well as to contact those currently registered on the Register) is regarded as being in accordance with the Regulations and Planning Practice Guidance and that sufficient justification for the proposals

has been provided (as outlined in section 3 of this report). It is emphasised that the primary objective is to obtain a better indication of local need against a backdrop of significant environmental constraints on growth. It is noted that it is not proposed to suppress interest in being on the Register, which introducing a charge may well do. Furthermore, if demand is greater, then landowners and developers may respond by providing more plots than any minimum requirements.

With regard to the process for periodic review of the Register, this is noted and will be considered going forward.

- The comment in support from BW/CN/D/P/R noted that the local connection test can provide a greater understanding of the nature of demand for serviced plots in the area, but also suggested the additional introduction of a broader range of tests (such as a financial solvency test as well as a one-time registration fee and an additional annual subscription for remaining on the Register (as a means of reducing duplication across authorities and ensuring that the annual and ongoing “need” is more accurately reflected).

**Officer commentary:** As previously reported, it is currently not proposed to implement a financial solvency test nor a charging schedule, as it is considered not justified at present; however, this may be reviewed in the future. As above, the Council will consider undertaking a periodic review on the Register.

It is appreciated that BW and the housebuilders commented on the related Draft Local Plan policy, including in relation to marketing time periods, as well as the impact of self-build requirements on the delivery of larger schemes. These will also be taken into consideration as part of the review of the policy for the Regulation 19 version of the Local Plan.

- While Brenchley and Matfield Parish Council supports the proposal, a number of comments were also made:
  - i. Firstly, although “groups” were mentioned in the preamble to the information of the Register, their constitution requires further clarification, particularly as the Parish Council considers that any such group should have a social and community purpose and established status, such as a charity, building association, community land trust, cooperative housing, community benefit society, etc. Moreover, it is thought that there should be a chain of eligibility within Part 1 of the Register, with priority given to qualifying residents in the parish, followed by residents in adjoining parishes and finally residents in the wider borough (as suggested under the Council’s affordable housing policy).
  - ii. Clarification with regard to the function of Part 2 of the Register is requested.
  - iii. It is suggested that no charge for entry to the Register should be introduced if there had been any intention of the Council to do so. Moreover, it is questioned what would prevent individuals or groups applying for planning permission for a self-build scheme and subsequently selling the plot if they do not have the resources in the absence of a financial liability test and, consequently, whether any such conditions should be imposed to prevent this.
  - iv. It was also noted that the Draft Local Plan policy does not refer to smaller sites considered to be preferred by the majority of people currently on the Register.

As such it is suggested that the policy should be extended to reflect that smaller schemes/single dwelling sites, particularly within the rural areas of the borough, are most desirable and likely more common than the 100+ dwelling larger developments.

**Officer commentary:**

As mentioned above with regard to Part 2 of the Register, while they will not contribute toward the numerical requirements for self-build and custom housebuilding plots to be planned for in the Local Plan, it is envisaged that the Local Plan policy will clarify that those on both Parts of the Register will have plots advertised to them equally (when such plots come forward).

As mentioned above, there is not considered to be a good justification for introducing a charge for entry to the Register nor to implement a financial solvency test. In relation to the application of conditions to any planning permission, as well as the proposed additional policy wording with regard to smaller schemes/single dwelling sites, this will be considered as part of the review of the policy for the Regulation 19 version of the Local Plan. In relation to small self-build and custom housebuilding schemes, it is worth emphasising that proposals for such plots/dwellings will be treated in a similar way to any other housing proposal; they do not have the same status as affordable homes, for which there may be “rural exception sites”. However, it should be noted that in some cases it can be considered by developers of such small schemes that an under-supply of self-build and custom housebuilt dwellings (in relation to meeting demand on the Register) would represent a material consideration to warrant a departure from particular Local Plan policies (as an exceptional circumstance).

- With regard to the 1 “don’t know” response, within the context of planning permission potentially being sought, it was asked where land owners would stand in light of the local connection test, and whether owning land would count as a local connection.

**Officer commentary:** As mentioned above, not being on Part 1 of the Register does not mean that the likelihood of gaining planning permission on land owned by an applicant is reduced for a self-build scheme. The Register is primarily of interest to people who do not currently own a plot, but wish to be informed if a serviced plot is consented and a developer wishes the Council to help advertise it to the market. In this event, the intention is that the Planning Policy team would inform those on the Register of such opportunities.

**Consultation Outcome**

- 4.7 Having given due consideration to the comments received to the consultation, it is considered that there is sufficient justification for the proposal to implement a local connection test to its Self-build and Custom Housebuilding Register. Queries relating to the wording of the Local Plan policy, and its future operation, will be addressed as part of the preparation of the Regulation 19 version of the Local Plan.

## 5. AVAILABLE OPTIONS

- 5.1 Option A): 'not introducing a local connection test' – the 'do nothing scenario': This option would involve not implementing a local connection test to the Self-build and Custom Housebuilding Register. A consequence of this would be that the numerical requirements for self-build plots within the new Local Plan period will be based on all those both with and without a local connection to the borough.
- 5.2 Option B): 'introducing a different local connection or other test': This option would involve introducing a different test, whether it be based on an alternative local connection test with different criteria to those proposed, or a financial solvency test and/or to implement a charge for entry on to the Register. Careful consideration has been given to the criteria, and for the reasons set out above it is not recommended that solvency tests or charges be implemented.
- 5.3 Option C): 'introducing the local connection test as set out in this report': This option will involve the implementation of a local connection test to the Council's Self-build and Custom Housebuilding Register following on from the 4 week public consultation recently carried out on the proposal. The local connection test will require certain eligibility criteria to be met from an applicant to the Register as set out in this report. Consequently, this will also mean that the numerical requirements for self-build plots to be delivered within the new Local Plan period will be based on the number of people who have a local connection to the borough (i.e. those on Part 1 of the Register).
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## 6. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 6.1 The option being recommended is Option C): 'introducing the local connection test as set out in this report'.

### **Reasons for recommendation:**

- 6.2 As above, Option C is recommended (i.e. to implement a local connection test to the Self-build and Custom Housebuilding Register). This is primarily to ensure that the new Local Plan proposes to deliver a number of suitable serviced self-build plots in accordance with the local demand as identified on Part 1 of the Register (i.e. the number of applicants on the Register who meet the local eligibility criteria proposed within this report). Moreover, as outlined within this report, due to the combination of high housing pressures within the borough and the limited capacity for growth (as well as the fact that the Council has advised it is not in a position to meet any unmet need from other local authorities), it is considered appropriate and consistent to prioritise the provision of suitable sized and priced homes to meet local needs only.
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## 7. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 7.1 The results of the non-statutory consultation are set out above.
- 7.2 This report was also presented to Management Board on 6<sup>th</sup> May 2020, followed by a presentation to the Planning Policy Working Group on 12<sup>th</sup> May 2020. No questions or comments arose at either meeting and the report was agreed to proceed to Cabinet.

## 8. NEXT STEPS

- 8.1 Subject to Cabinet determining that the test be introduced the Council's registration forms will be updated for all new applicants. Moreover, all people already on the Register will be contacted and required to update their details accordingly. At this time, the Council will also request confirmation from all people already on the Register whether they still have an interest in a self-build or custom housebuilding plot in the borough.

## 9. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	The proposal within this report complies with the Self-build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) and also the National Planning Practice Guidance.	Cheryl Parks, Mid Kent Legal Services (Planning) 16/12/19 / 29/04/2020
<b>Finance</b> and other resources	There is no cost to the council of implementing a local connection test to the Self-Build and Custom Housebuilding Register.	Jane Fineman Head of Finance, Procurement and Parking 05/12/2019 / 01/06/2020
<b>Staffing establishment</b>	There are no staffing implications.	Thomas Vint Planning Policy Officer 18/12/2019 / 30/04/2020
<b>Risk Management</b>	All risks associated with this report are within the Council's current risk appetite and managed in accordance with its risk management strategy.	Steve Baughen Head Of Planning 10/12/2019
<b>Data Protection</b>	<p>The maintenance of the self-build and custom housebuilding Register involves the processing of personal data. Individuals are informed about the use of their data in Section F of the registration form.</p> <p>The Council is not required to publish the Register. However, it will publish general information on the demand for self-build and custom housebuilding in its Authority Monitoring Report, with personal details</p>	Abigayle Sankey Corporate Governance Officer 04/12/2019 / 01/06/2020



	<p>such as names and addresses not published.</p> <p>Therefore there is no identified risk to individuals' interests under the General Data Protection Regulation.</p>	
<b>Environment and Sustainability</b>	No environmental and sustainability implications are identified. Any 'Self-Build and Custom House-Build' dwellings would still be required to meet all relevant environmental and energy efficiency standards.	<p>Karin Grey Sustainability Manager 28/11/2019 27/05/2020</p>
<b>Community Safety</b>	No community safety issues arise as a result of this report.	<p>Terry Hughes Community Safety Manager 22/11/2019 / 29/04/2020</p>
<b>Health and Safety</b>	No health and safety issues arise as a result of this report.	<p>Mike Catling Corporate Health and Safety Advisor 25/11/2019 / 29/04/2020</p>
<b>Health and Wellbeing</b>	No health and wellbeing issues arise as a result of this report.	<p>Thomas Vint Planning Policy Officer 18/12/2019 / 30/04/2020</p>
<b>Equalities</b>	Having regard to the requirements under the Public Sector Equality Duty (s149 of the Equality Act 2010), it is not considered that the decision recommended through this report is likely to have any differential impact on people with protected characteristics.	<p>Sarah Lavallie Corporate Governance Officer 17/12/2019 / 01/05/2020 Steve Baughen Head Of Planning 18/12/2019</p>

## 10. REPORT APPENDICES

The following documents are to be published with, and form part of, the report:

- None

## 11. BACKGROUND PAPERS

- Self-build and custom housebuilding; Planning Practice Guidance (July 2017):  
<https://www.gov.uk/guidance/self-build-and-custom-housebuilding>
- Housing Supply and Trajectory Topic Paper:  
[https://beta.tunbridgewells.gov.uk/\\_data/assets/pdf\\_file/0020/300764/Housing\\_Supply\\_and\\_Trajectory\\_Topic\\_Paper.pdf](https://beta.tunbridgewells.gov.uk/_data/assets/pdf_file/0020/300764/Housing_Supply_and_Trajectory_Topic_Paper.pdf)

## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Financial Update Covid-19

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Cllr. Tom Dawlings, Finance and Governance
<b>Lead Director</b>	Lee Colyer, Director of Finance, Policy and Development
<b>Head of Service</b>	Jane Fineman, Head of Finance and Procurement
<b>Lead Officer/Report Author</b>	Lee Colyer, Director of Finance, Policy and Development
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

**This report makes the following recommendations to the final decision-maker:**

1. That Cabinet consider and note the report.

**This report relates to the following Five Year Plan Key Objectives:**

- A Prosperous Borough
- A Green Borough
- A Confident Borough

The Council's budget involves the allocation of financial resources to deliver the Council's Key Objectives.

### Timetable

<b>Meeting</b>	<b>Date</b>
Management Board	28 May 2020
Discussion with Portfolio Holder	1 June 2020
Overview and Scrutiny Committee	8 June 2020
Cabinet	25 June 2020

## Financial Update Covid-19

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 In addition to a public health emergency the Covid-19 pandemic has also created an economic emergency impacting on a great many national and local businesses and with the Council's finances also being severely impacted (along with those of other local authorities).
  - 1.2 This report provides an initial high-level summary: detailed information will be set out in public reports as part of the formal decision-making process.
  - 1.3 Events are moving at pace and information within reports can quickly be overtaken by events which will require a verbal update at the time of the meeting. Financial resources and officers are also being diverted as the Council is involved in dealing with the national emergency as part of its obligations as a Category One responder under the Civic Contingencies Act.
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### 2. INTRODUCTION AND BACKGROUND

- 2.1 On 18 March 2020 the Government published the draft Covid-19 Bill which, in effect closed much of the national economy with the exception of those businesses that could operate remotely and essential public services.
- 2.2 The Council came into this emergency in good financial health: the budget is balanced annually, it has no long-term debt, has unallocated reserves of £4 million and a track record of clean annual audit letters. However, such is the potentially devastating financial impact of Covid-19 on local authority finances, and such is our reliance on income, that even the best-prepared councils will struggle to manage with a prolonged period of financial disturbance (especially during a recession).
- 2.3 There are three main areas of financial concern namely;
  - a) Cash-flow
  - b) Budget; and
  - c) Solvency
- 2.4 The severity of the impact will depend on how long the current national restrictions on movement and business activity continue, the form and rate of recovery and the extent to which the Government makes good on its promises to 'do whatever it takes' and to provide support to local authorities as has been done with the health service.

#### **a) Cash-flow**

- 2.5 All businesses rely on cash-flow to ensure they have sufficient funds available to meet their expenditure. The treasury management function ensures that on a

daily basis there are sufficient funds available. The Council is the local billing authority collecting ten times what it received in Council Tax and twenty times what it receives in Business Rates and is collected regularly throughout the year and invested at maturity dates to match large expenditure items.

## Update:

- 2.6 The Government has agreed to a three-month deferral of the £4.5 million a month that the Council would normally pay to the Treasury from local business rates regardless of the actual amount collected.
- 2.7 Kent County Council (KCC) has also agreed to consider deferring the monthly £6.3 million instalments on a case-by-case basis that would normally be paid from Council Tax that was due regardless of the amount actually collected.
- 2.8 The Government has now paid the Council £1,174,231 as part of the second tranche of the £1.6 billion support package for councils. This equates to around £10 per resident which is a significant improvement on the allocation of the first tranche of funding which was just 35 pence per resident.
- 2.9 The above has alleviated short-term cash-flow pressure for this Council and at the time of writing, details of a third tranche of financial support for local government is awaited.

## b) Budgets

### Unaudited Outturn 2019/20

- 2.10 The Council is expected to finish 2019/20 within budget. The surplus from the local share of business rates growth (Collection Fund) will be used to maintain a healthy General Fund in preparation for any second wave of Covid-19.

### Budget Management 2020/21

- 2.11 At a high level it was initially estimated that Covid-19 would cost the Council £1 million a month from;
  - a) Lost income
  - b) Additional service expenditure; and
  - c) Responding to the emergency
- 2.12 The actual financial data for April 2020 shown below is that direct income is £700,000 lower than budgeted at this stage.

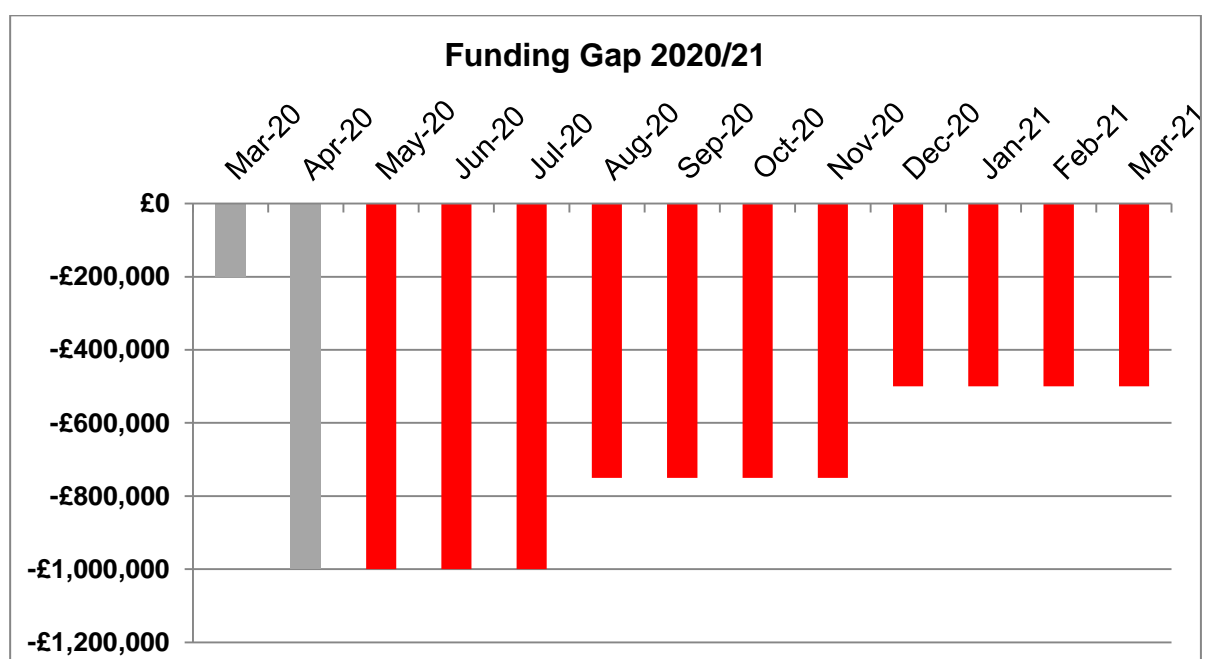
	Approved £	YTD Budget £	Actual April 2020 £	Variance £
Off Street Parking	(5,610,490)	(457,930)	(148,314)	309,616
On Street Parking	(1,654,500)	(134,656)	(40,409)	94,247
Assembly Hall	(2,444,480)	(220,004)	19,862	239,866
Grants	(355,920)	(96,410)	(93,264)	3,146

Rents	(1,989,250)	(332,811)	(331,199)	1,612
Crematorium Income	(2,062,890)	(152,450)	(176,305)	(23,855)
Revenue Contribution	(2,479,310)	(51,220)	(78,132)	(26,912)
Planning Income	(1,551,250)	(128,840)	(88,961)	39,879
Land Charges	(293,460)	(24,450)	(8,415)	16,036
Other Income	(3,023,840)	(612,900)	(563,248)	49,652
<b>Sum:</b>	<b>(21,465,390)</b>	<b>(2,211,671)</b>	<b>(1,508,383)</b>	<b>703,288</b>
<b>Estimated lower collection of Council Tax and Rents</b>				<b>200,000</b>
<b>Additional Cost from Community Hub and Homelessness</b>				<b>100,000</b>
<b>Monthly Budget Deficit</b>				<b>£1million</b>

2.13 The estimated impact is still forecast to be around £1 million a month. The government is in the process of easing the lockdown guidance and allowing the economy to get up and running again. It is not possible to accurately forecast; the rate of recovery, public demand for Council services and how the collection of income will change. A working assumption has been made that the £1 million a month impact will occur from April to July and then the recovery will see this impact reduced to £750,000 for August to November and then for this to improve to a £500,000 budget deficit for December to March 2021.

2.14 The country is expected to be in a recession so it is prudent not to assume a full recovery within this financial year to pre Covid-19 levels of income and expenditure. Clearly, the longer the financial disturbance continues the more profound the impact will be on the economy and the way of life for the Borough's residents.

2.15 The forecast financial impact from Covid-19 is shown below with the months of March and April 2020 greyed out as this cost was met by the £1.2 million of government funding provided in tranches 1 and 2 of the financial support to councils.



- 2.16 Assuming that the Government does not provide any further direct funding to cover the impact of Covid-19 then the Council could potentially face an £8 million in-year budget deficit.
- 2.17 The Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG), Robert Jenrick MP has said that; *“We will give councils whatever is necessary to support councils financially during the crisis”* and that *“I promised Local Government would have the resources they need”*. The Prime Minister also said in Parliament that the *“second tranche of local authority funding would not be the last.”*
- 2.18 Without further government support the Council would need to access its General Fund balance. It will be necessary for the Council to undertake a revised budget in September 2020 and to review its reserve balances.

## **c) Solvency**

- 2.19 The Council is and will continue to be a going concern. Where a Council is at risk of not being able to fund its statutory obligations then the s151 Officer is required to issue a s114 notice which effectively brings the Council to a standstill until the financial situation is resolved.
- 2.20 The Council must remain solvent to delivery statutory services which may cause tensions with other competing requests for funding.
- 2.21 If the Covid-19 emergency continues throughout the summer then some parts of Local Government will start to issue s114 notices. This would be a disaster for residents in any part of the country especially at a time when the public are most reliant on local services and councils are crucial to helping with the recovery stage and delivering growth.
- 2.22 The Government is keen to avoid s114 notices and will either need to provide more funding to councils or take over some services.

## **Update**

- 2.23 The local government sector continues to lobby for further financial support and flexibilities on behalf of local residents, businesses and visitors to ensure that councils can deliver the range and quality of services required to support the local recovery from the Covid-19 emergency.

## **Business Grant Funding**

- 2.24 The Council's Finance Officers have been redeployed to the promotion, processing and payment of business grants for local businesses. This has successfully ensured that nearly 90 per cent of eligible local businesses received the financial support they need during this national emergency. The number of businesses helped and the value of grants paid across Kent is shown below;

Local Authority	Funds Received	Eligible Businesses	Businesses Paid	Amount Paid to Businesses	Percentage of funds paid out
Sevenoaks District Council	£22,718,000	2,098	1,727	£21,215,000	93%
Maidstone Borough Council	£27,608,000	2,222	1,942	£24,985,000	90%
Tunbridge Wells Borough Council	£27,034,000	1,990	1,804	£24,055,000	89%
Tonbridge & Malling Borough Council	£18,674,000	1,647	1,293	£16,620,000	89%
Dartford Borough Council	£13,820,000	1,135	922	£11,545,000	84%
Folkestone and Hythe District Council	£28,808,000	2,198	2,061	£23,805,000	83%
Ashford Borough Council	£30,262,000	2,298	2,069	£24,755,000	82%
Gravesham Borough Council	£16,162,000	1,099	1,070	£12,965,000	80%
Swale Borough Council	£32,646,000	2,632	2,139	£25,110,000	77%
Medway Council	£39,712,000	2,960	2,447	£30,140,000	76%
Dover District Council	£27,634,000	2,033	1,801	£20,785,000	75%
Thanet District Council	£40,108,000	3,058	2,620	£28,780,000	72%
Canterbury City Council	£48,240,000	2,767	2,428	£30,370,000	63%

## Additional Grants for Businesses

- 2.25 An additional £1.3 million discretionary grant funding scheme, primarily for businesses; in shared offices, market traders, bed and breakfast establishments that pay Council Tax, charities and other organisations not eligible for the initial grant scheme has also been set up. This scheme is aimed at smaller and micro businesses who have not received other government grants from any central government Covid-19 related scheme. Further details can be found on the Council's website.

## Local Government Funding Reform

- 2.26 The Government has stated its commitment to proceeding with a Fair Funding Review, a reset of the Business Rates baseline and a move to 75 per cent Business Rates Retention.
- 2.27 The review and implementation date has now been postponed by the Government due to the Covid-19 emergency. The method of funding local government will continue for at least another year which will enable the Council to retain a share in any growth in business rates on the existing baseline. The Council is also expected to receive zero Revenue Support Grant and no legacy payments from the New Homes Bonus scheme following retrospective changes announced at the end of 2019.

## 3. AVAILABLE OPTIONS

- 3.1 The report is for noting. The budget-setting process is well rehearsed and has largely been successful in delivering a balanced budget and engaging with the public. There may be other alternatives to manage the impact of the national emergency on the Council's finances but ultimately the Council must produce a budget which meets its statutory responsibilities.



## 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 This report provides an initial summary of the impact of the Covid-19 pandemic on the Council's finances.

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## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Council has had to act swiftly and work at pace during the response phase of the national emergency. The formal governance and decision-making process has been impacted and temporary arrangements have been agreed with the political group leaders.

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## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Regular briefings and updates continue to be provided throughout the temporary governance arrangements with a formal report to revise the 2020/21 budget scheduled for the Cabinet meeting on 10 September 2020.
- 6.2 Covid-19 will have a fundamental impact on the role and capacity of local government. The Council will need to review its Five-Year Plan, priorities and Medium-Term Financial Strategy for approval in February 2021.

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## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	<i>The Council has a legal duty to set a balanced budget and continue to monitor the budget during the course of the year and take remedial action if at any time it appears likely that expenditure will exceed available resources. The S151 Officer has a personal duty under Section 114(3) of the Local Government Finance Act 1988 to report to the Council if it appears that the set budget will be exceeded. This will also include the impacts of Section 115(6) of the Act which prohibits any new agreement which would incur expenditure from being entered into following the release of a S114 report and consideration of the implications by the Council. Having received a S114 report, members are obliged to take all reasonable practical measures to bring the budget back into balance. Key considerations for the</i>	Legal fee earner

	<i>Council include the need for an adequate contingency provision, the S151 officer's guidance on the financial prudence of options before members and ensuring that there are reasonable grounds for making decisions.</i>	
<b>Finance</b> and other resources	This report is for noting.	Head of Finance and Procurement
<b>Staffing establishment</b>	Where savings proposals impact on staff then this will be managed in accordance with the Human Resources policies.	Head of HR
<b>Risk management</b>	An assessment of the risk factors underpinning the budget will accompany the final budget report. The Strategic Risk Register also includes a risk on funding streams and the Covid-19 pandemic which is being monitored by Cabinet and the Audit and Governance Committee.	Head of Audit Partnership
<b>Environment</b> and sustainability	The budget has regard to the environmental sustainability priorities within the Five Year Plan.	Sustainability Manager
<b>Community safety</b>	The budget has regard to the community safety priorities within the Five Year Plan.	Community Safety Manager
<b>Health and Safety</b>	The budget has regard to the Health and Safety obligations and priorities within the Five Year Plan.	Health and Safety Advisor
<b>Health and wellbeing</b>	The budget has regard to the health and wellbeing priorities within the Five Year Plan.	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	Changes to service delivery may impact on equalities; however heads of service will ensure that an equality assessment is in place where this has been identified.	West Kent Equalities Officer

## 8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

None

## 9. BACKGROUND PAPERS

None

## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Strategic Risk Register

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	All
<b>Lead Director</b>	Lee Colyer – Director of Finance, Policy and Development
<b>Head of Service</b>	Rich Clarke – Head of Audit Partnership
<b>Lead Officer/Report Author</b>	Lee Colyer – Director of Finance, Policy and Development
<b>Classification</b>	Non-Exempt
<b>Wards affected</b>	All

### This report makes the following recommendations to the final decision-maker:

1. That the Committee **notes** the risk management report and arrangements for managing strategic risk.

### This report relates to the following Five Year Plan Key Objectives:

- A Prosperous Borough
- A Green Borough
- A Confident Borough

This report is concerned with the internal control and governance of the Council. Successful controls and effective governance are a crucial underpinning for all corporate priorities.

### Timetable

<b>Meeting</b>	<b>Date</b>
Management Board	21 May 2020
Cabinet	25 June 2020
Audit and Governance Committee	21 July 2020

## Strategic Risk Register

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This is the annual report to Cabinet that sets out the strategic risks identified by the Council and currently being managed and tracked by senior management. The report provides a current update on the evaluated threat level and controls in place for each risk issue.
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### 2. INTRODUCTION AND BACKGROUND

- 2.1 The risks included in the report were developed in a risk management workshop and health check facilitated by Zurich Insurance Limited on 25 March 2019, with the risks being formally adopted by Cabinet on 1 August 2019. Since that time, risk owners have kept the risks and controls under review with periodic reporting both to the Cabinet and the Audit & Governance Committee.
- 2.2 The Council's Management Board periodically reviews the risks identified along with the risk owners.

#### **Climate Emergency**

- 2.3 On the 17 July 2019 Full Council declared a climate emergency. A climate cross-party working group has been established and a dedicated report is due with actions to make the Borough carbon neutral by 2030. This issue is of strategic importance and a new strategic risk has been created namely;

- Risk 10: Climate Emergency

#### **Covid-19 Pandemic**

- 2.4 On the 23 March 2020 following the national emergency due to the Covid-19 pandemic the Director of Finance, Policy and Development notified the Audit & Governance Chairman that the Council had put its Business Continuity Plan into full operation. The Strategic Risk 6: Service Interruption had increased from Red to Black, with a likelihood of Almost Certain and an Impact of Major.
- 2.5 Separate reports elsewhere on the agenda set out the corporate and financial impacts from the ongoing national emergency due to the Covid-19 pandemic.
- 2.6 All risk owners have updated their strategic risks as at 15 May 2020 and these were reviewed by the council's Management Board. The position is very likely to have changed by the time of the Cabinet meeting and a verbal update will be provided at the meeting.
- 2.7 The Covid-19 pandemic is unprecedented and continues to have a profound impact on the Council and the borough. This issue is of strategic importance and a new strategic risk has been created namely;

- Risk 11: Covid-19 Pandemic

2.8 Risk owners (managers) for certain risks are invited to attend the Audit and Governance Committee meetings to outline the Council's approach to managing their particular risk(s). The next meeting of the Audit and Governance Committee is on 21 July 2020 and members will be able to examine the risk(s) owned by Stephen Baughen, Head of Planning, namely;

- Risk 8: Local Plan adoption – housing

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### 3. AVAILABLE OPTIONS

3.1 There is no legal requirement on the authority formally to monitor its risks, still less is there a defined framework to do so. Although failing to monitor and record risks will leave the Council vulnerable to external criticism – for example by its external auditors who are required to assess the effectiveness of risk management when considering their annual Value For Money conclusion – the Council could decide that is a price worth paying against using some of its resources to identify and monitor risk.

3.2 Even accepting the utility in gathering systematic monitoring information on the risks it faces, there is a wide range of different approaches the Council might adopt. Even if one looks solely at the local government sector, there are myriad formats, structures and arrangements adopted to record and present information to senior officers and members.

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### 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 The report sets out the risks using the methodology and format previously agreed by the Council, which is essentially the method advocated by Zurich from the 2019 risk workshop.

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### 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 The Strategic Risk Register has undergone periodic review and examination by the Council's Management Board, the Cabinet and the Audit & Governance Committee. This stands in addition to ongoing monitoring by the identified risk owners. This report incorporates feedback and updates from all sources.

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### 6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
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<b>Legal</b> including Human Rights Act	The Accounts and Audit Regulations 2015 require the Council to have a sound system of control which includes arrangements for the management of risk. This Report is part of those arrangements and is designed to ensure that the appropriate controls are effective.  There are no immediate legal implications arising from this report.	Lee Colyer, Director of Finance, Policy and Development
<b>Finance</b> and other resources	None identified at this stage.	
<b>Staffing establishment</b>	None identified at this stage.	
<b>Risk management</b>	Risk management is the subject of the report but it does not of itself raise new risk issues for consideration.	
<b>Data Protection</b>	No new issues identified at this stage.	
<b>Environment</b> and sustainability	None identified at this stage.	
<b>Community safety</b>	None identified at this stage.	
<b>Health and Safety</b>	None identified at this stage.	
<b>Health and wellbeing</b>	None identified at this stage.	
<b>Equalities</b>	None identified at this stage.	

## 7. REPORT APPENDICES

The following document is to be published with this report and forms part of the report:

- Appendix A: Strategic Risk Register Update May 2020

## 8. BACKGROUND PAPERS

None

## Strategic Risks

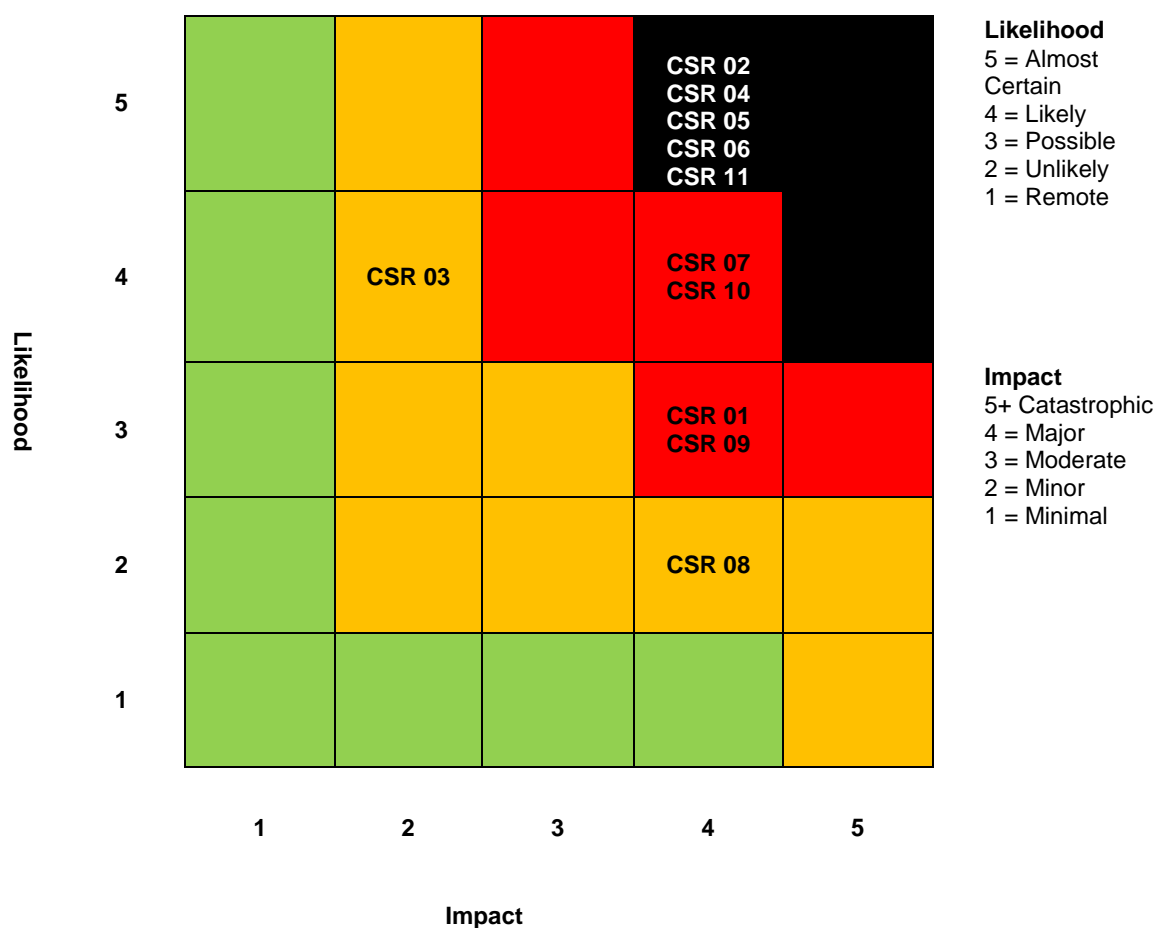
The Strategic Risk Profile chart below shows each risk scored onto the risk matrix graph. The further towards the top right-hand corner the greater the risk to the Council. The chart below provides only a snapshot on a particular date.

The risk scenarios are:

- CSR01: Cyber attack / incident
- CSR02: Economic development and vitality
- CSR03: Contract management and delivery
- CSR04: Unable to plan financially over the longer term
- CSR05: National policy changes in short term that negatively impact TWBC
- CSR06: Service Interruption
- CSR07: Capacity fails to keep pace with ambitions
- CSR08: Local plan adoption – housing
- CSR09: The Amelia Scott
- CSR10: Climate Change
- CSR11: Covid-19 Pandemic

### Tunbridge Wells Borough Council Strategic Risk Profile

May 2020



The table below tracks movement in the identified strategic risk areas.

Risk Ref	Title	August 2019	November 2019	March 2020	May 2020	Trend
CSR 01	Cyber attack/ incident	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	↔
CSR 02	Economic development and vitality	12 (4 x Lk, 3 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	↑
CSR 03	Contract management and delivery	8 (4 x Lk, 2 x Im)	8 (4 x Lk, 2 x Im)	8 (4 x Lk, 2 x Im)	8 (4 x Lk, 2 x Im)	↔
CSR 04	Unable to plan financially over the longer term.	12 (4 x Lk, 3 x Im)	12 (4 x Lk, 3 x Im)	9 (3 x Lk, 3 x Im)	20 (5 x Lk, 4 x Im)	↑
CSR 05	National policy changes in short term impact negatively on TWBC and direction.	12 (4 x Lk, 3 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	↑
CSR 06	Service Interruption	8 (2 x Lk, 4 x Im)	8 (2 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	20 (5 x Lk, 4 x Im)	↑
CSR 07	Capacity fails to keep pace with ambitions	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	16 (4 x Lk, 4 x Im)	↔
CSR 08	Local plan adoption - housing	8 (2 x Lk, 4 x Im)	8 (2 x Lk, 4 x Im)	8 (2 x Lk, 4 x Im)	8 (2 x Lk, 4 x Im)	↔
CSR 09	The Amelia Scott	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	12 (3 x Lk, 4 x Im)	↔
CSR 10	Climate Emergency	NA	NA	New risk - 16 (4 x Lk, 4 x Im)	New risk - 16 (4 x Lk, 4 x Im)	↔
CSR 11	Covid-19 Pandemic	NA	NA	NA	New Risk - 20 (5 x Lk, 4 x Im)	↔



## Risk Scenario 1: Cyber attack / incident

Risk Description:		Current Likelihood/ Impact	Possible (3) /Major (4)
A successful cyber-attack or cyber incident which causes significant disruption to ability to deliver services		Target Likelihood/ Impact	Unlikely (2) / Minor (2)
Member Risk Owner	Cllr Dawlings	Officer Risk Owner	Chris Woodward
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/Actions
<ul style="list-style-type: none"> <li>Increased threat from cyber security attacks</li> <li>Ever increasing reliance on digital systems for virtually all Council activities and services</li> <li>Data increasingly held in electronic format, not on hard copy paper records</li> <li>Robustness of IT Disaster recovery arrangements</li> </ul>		<ul style="list-style-type: none"> <li>Systems offline for a period of time</li> <li>Loss of data</li> <li>Impacting on the ability of Tunbridge to deliver services</li> <li>Service disruption/failure</li> <li>Dissatisfied customers – not meeting customer expectations</li> <li>Data compromised / lost</li> <li>Safeguarding and data protection issues</li> <li>Financial impact –potential fine and cost of rectifying</li> </ul>	<ul style="list-style-type: none"> <li>Designation of a Senior Information Risk Officer</li> <li>Public Service Network accreditation</li> <li>Support from the National Centre for Cyber Security (part of GCHQ)</li> <li>Continuation of cyber awareness campaign - Q2</li> <li>Deployment of Darktrace AI based cyber immune system - Q2</li> <li>Implementation of Next Gen firewall - Q2</li> <li>Upgrade to current backup technology Q2</li> <li>Develop a business case to determine whether additional security tools are of value</li> </ul>

## Risk Scenario 2: Economic development and vitality

Risk Description:		Current Likelihood/Impact	Almost Certain (5) / Major (4)
Tunbridge Wells not seen as a destination of choice for retailers / consumers / employers		Target Likelihood/ Impact	Possible (3) / Moderate (3)
Member Risk Owner	Cllr March	Officer Risk Owner	David Candlin
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>Global Pandemic (Covid-19) closing the economy and restricting public movements</li> <li>Competition for economic opportunities from other areas</li> <li>Longer term High Street and retail decline over last 18 months</li> <li>Significant change in nature of high street due to Covid-19 – including accelerated shift to online and 'experience'</li> <li>Significant change in office working practices and reduced daily market</li> <li>Reimpose local restrictions for Covid-19 due to infection spikes</li> <li>Historic centre with restricted pavement space to meet new covid-19 challenges</li> <li>Redevelopment of RVP to provide an improved offer</li> <li>Ongoing infrastructure issues, particularly traffic congestion affecting opportunities</li> <li>The implications of Brexit, possible No Deal, and wider economic impacts with the potential to have a significant impact on the local economy</li> <li>Lack of ambition and ability of the Council to deliver infrastructure and</li> </ul>		<ul style="list-style-type: none"> <li>Lose out to other areas</li> <li>Impact on economic vitality of area</li> <li>Large scale property vacancy</li> <li>Major redefinition of public realm space</li> <li>Unable to secure sufficient opportunities</li> <li>Local area and people lose out</li> <li>Insufficient inward investment</li> <li>Potential for knock on effects</li> <li>Curtails attractiveness</li> <li>Significant and ongoing impact on revenue streams and income (inc. business rates and car parking)</li> <li>Housing not built</li> <li>More vulnerable to appeal around Local Plan. Reduced control on environment to meet Covid-19 recovery plans</li> <li>Impact on staff recruitment and retention</li> <li>Damage to reputation as a place for investment</li> </ul>	<ul style="list-style-type: none"> <li>Work with Kent County Council and the Kent Resilience Forum on Covid-19</li> <li>Establish Covid-19 recovery plan with business partners across borough</li> <li>Work with Royal Tunbridge Wells Together Business Improvement District including promoting Royal Tunbridge Wells</li> <li>RVP refurbishment completing</li> <li>Deliver out Amelia at Amelia Scott</li> <li>Ensure Local Plan and Transport Strategy address economic &amp; transport issues and Covid-19 recovery requirements</li> <li>Lobby with partners and stakeholders (including SELEP) to minimise negative impact of Brexit terms and for additional support for Covid-19</li> <li>Secure KMEP and SELEP support for delivery of key infrastructure improvements</li> <li>Monitor Brexit negotiations and terms impacting on the local economy and business sectors in the Borough</li> <li>Support for community facilities in the rural towns</li> <li>Work with West Kent partners to promote key economic development priorities</li> <li>Review and revise existing approved Economic Development Strategy in the post Covid-19 world</li> <li>Discussions on future RVP redevelopment</li> <li>Maintain and develop working relationships with key partners, landowners &amp; developers</li> </ul>

growth		
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### Risk Scenario 3: Contract management and delivery

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Minor (2)
<b>Council unable to source contractor to deliver service within financial parameters / existing provider(s) ceases to provide service</b>		<b>Target Likelihood/ Impact</b>	Unlikely (2) / Minor (2)
<b>Member Risk Owner</b>	Cllr March	<b>Officer Risk Owner</b>	Gary Stevenson
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<ul style="list-style-type: none"> <li>The Council has several long-term external contracts which are due to tender within the near future, specifically Grounds Maintenance (2019/20/21) and Sports Centres (2021/22).</li> <li>There are long-term financial parameters within which these contracts need to be let and delivered to.</li> <li>There is the potential for changes in the leisure market due to impact Covid-19</li> <li>The Council is accountable and has responsibility for delivery of these services, even where they are delivered with or through 3rd party organisations.</li> <li>The new recycling and waste contract involved the most fundamental change to the service for circa 25 years.</li> </ul>		<ul style="list-style-type: none"> <li>Services disrupted or below agreed standards</li> <li>Complaints</li> <li>Adverse publicity and media</li> <li>Potential for Contractor withdrawal or failure</li> <li>Potential service failure</li> <li>Disruption to services with business continuity arrangements required</li> <li>Required to re-tender at short notice</li> <li>Additional capacity and resources required at short notice</li> <li>Knock on implications on other activities.</li> <li>Loss of public confidence in waste and recycling service.</li> <li>Reduction in competition and negative change in financial terms in forthcoming procurements</li> </ul>	<ul style="list-style-type: none"> <li>Contract supervision by TWBC</li> <li>Contract terms requiring contractor to evidence supervision and performance</li> <li>Reporting of performance and service</li> <li>Overview and Scrutiny Task and Finish Group established to assist in the development of the Grounds Maintenance contract and specification</li> <li>Temporary increase in resources were in place during mobilisation of new recycling service and an improvement plan put in place. Additional permanent resource to contract manage including garden waste subscriptions, which exceeded projections</li> <li>Collective working with other clients of service providers</li> <li>Monitoring of marketplace</li> </ul>

## Risk Scenario 4: Unable to plan financially over the longer term

Risk Description:		Current Likelihood/Impact	Likely (5) / Major (4)
Longer term financial planning – risk of change adverse to plan of more than £1m across the medium term		Target Likelihood/ Impact	Possible (3) / Moderate (3)
Member Risk Owner	Cllr Dawlings	Officer Risk Owner	Lee Colyer
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>The financial impact of the Covid-19 pandemic has seen a collapse of income streams with additional expenditure incurred as a result of the emergency (e.g. setting up and operation of community hub facilities) and the expansion of other services to deal with the emergency (e.g. increase in temporary accommodation need and council tax support).</li> <li>Local Government is expected to play a vital role in the recovery stage to get the local economy up and running and to support the community but has not been provided with any funding for this purpose.</li> <li>Revenue Support Grant remains at zero as the Government favours incentive-based schemes reliant on growth and for council's to be financially self-sufficient.</li> <li>The 2021 Spending Review has been postponed including the 'Fair Funding Review' to reset each council's baseline needs.</li> </ul>		<ul style="list-style-type: none"> <li>A significant in-year funding gap</li> <li>Depletion of reserves</li> <li>Serious cash-flow issues</li> <li>Unable to set a balanced budget</li> <li>The financial viability of Local Government and the collapse of local services</li> </ul>	<ul style="list-style-type: none"> <li>The council's starting position is sound with healthy reserves, no long-term debt, a balanced budget and a long track record of clean audit letters.</li> <li>An in-year revised revenue budget will be undertaken after quarter one has been completed.</li> <li>A review of the capital programme and reserves will be undertaken after quarter one has been completed.</li> <li>A new Medium-Term Financial Strategy will be developed from 2021/22.</li> <li>The Council will continue to lobby government for substantial, immediate financial support to manage the local consequences of Covid-19.</li> <li>The Council will continue to lobby government for financial flexibility and freedoms for councils to fund local services and make more decisions locally.</li> <li>A recovery plan will be developed to deliver growth and to retain the proceeds locally through a greater share of business rates.</li> </ul>

## Risk Scenario 5: National policy changes in short term that impact negatively on TWBC

Risk Description:		Current Likelihood/Impact	Likely (5) / Major (4)
Significant legislative or decision-making change adverse to plan and objectives with little notice		Target Likelihood/ Impact	Possible (3) / Minor (2)
Member Risk Owner	Cllr McDermott	Officer Risk Owner	William Benson
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>Before the Covid-19 Pandemic, this risk stemmed from the significant changes to the public sector environment and regulations that govern it over the past few years, the uncertainty caused by Brexit and changes to ministerial positions in government.</li> <li>The Covid Pandemic and the government's response to it has caused significant issues for the Council – alongside the need to redeploy staff to maintain its own operations it has had to respond to requests/requirements from government to respond to the crisis (including the provision of grants to local businesses and the establishment of a 'hub' and contact centre to support the shielded, vulnerable and isolated population).</li> <li>This situation looks set to endure and the Council is almost certainly going to be required to provide support to the vulnerable and to be involved in issues such as contact tracing and the enforcement of social distancing rules in the workplace.</li> <li>As the end of the year draws closer, Kent partners will also need to respond to issues that arise as we near the end of the transition period on Brexit.</li> </ul>		<ul style="list-style-type: none"> <li>An inability to balance the budget arising from a catastrophic loss of income (S114 – see risk 4)</li> <li>Long-term requirements on the Council to manage and resource both a response to the pandemic and the recovery programme as we emerge from 'lockdown'</li> <li>Unpredictable and frequent changes required to Council operations and policy/ funding assumptions</li> <li>Significant work required to respond and address any gaps</li> <li>Increased and unplanned requirement for resources and finances</li> <li>Increased costs/reduced income</li> <li>Lack of certainty on policy direction and finance</li> </ul>	<ul style="list-style-type: none"> <li>Flexibility encouraged amongst staff</li> <li>Partnership working presents opportunities to collaborate on service delivery and address constraints on capacity</li> <li>Engagement with the LGA, SOLACE, central government and parish councils</li> <li>Work with Kent County Council and the Kent Resilience Forum on Covid-19</li> <li>Proactive work with representative bodies</li> </ul>

## Risk Scenario 6: Service Interruption

Risk Description:		Current Likelihood/Impact	Almost Certain (5) / Major (4)
A major incident occurs which causes significant disruption to ability to deliver services		Target Likelihood/ Impact	Unlikely (2) / Minor (2)
Member Risk Owner	Cllr McDermott	Officer Risk Owner	Denise Haylett
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>Increased frequency of extreme weather</li> <li>Increased threats from terrorism</li> <li>Fire and other major events</li> <li>Robustness and relevance of business continuity and emergency planning arrangements in an ever-changing threat environment</li> <li>Possible impact from Brexit in respect of supply chain and labour disruption</li> </ul>		<ul style="list-style-type: none"> <li>Interruption to critical services</li> <li>Potential service failure</li> <li>Staff being pulled in different directions</li> <li>Robustness of arrangements potentially questioned / challenged</li> <li>Claims/Legal action/Compensation</li> <li>Adverse publicity</li> <li>National and local reputation affected</li> <li>Financial loss</li> <li>Exposure to fraud, ransom and denial of service</li> <li>Potential government intervention</li> <li>Staff absentees</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Plan</li> <li>Major Emergency Plan</li> <li>Resilience through partnership working</li> <li>Part of the Multi-Agency Agreement</li> <li>Member of the Kent Resilience Forum</li> <li>Review of Emergency Planning arrangements</li> <li><a href="http://www.kentprepared.org.uk">www.kentprepared.org.uk</a></li> </ul>

## Risk Scenario 7: Capacity fails to keep pace with ambition

Risk Description:		Current Likelihood/Impact	Likely (4) / Major (4)
Risk that capacity fails to keep pace with ambition		Target Likelihood/ Impact	Unlikely (2) / Minor (2)
Member Risk Owner	Cllr McDermott	Officer Risk Owner	William Benson
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>The Council has reduced staff numbers and resources but is under pressure to do more with even less money. With no government grant, the Council relies on income to deliver services and some of these income streams are being challenged as being detrimental to the local economy (e.g. Business Rates and car parking)</li> <li>The local community is vocal, demanding and articulate with significant expectations.</li> <li>Whilst this risk originally stemmed from the Council's significant agenda of projects and major capital programme, the Council will now have to re-assess its ambitions in light of revised political priorities, its response to the Covid-19 pandemic and its available staff and financial resources.</li> <li>The Council's Five Year Plan will need to be updated when time and circumstances permit.</li> <li>Both projects and the Covid-19 response place particular reliance on a number of key people and teams within the Council.</li> </ul>		<ul style="list-style-type: none"> <li>Personal impacts – stress, burnout, loss of wellbeing</li> <li>Impact on morale</li> <li>Reliance on key and fewer people</li> <li>Unavailability / loss of key staff</li> <li>Impact on key projects and / or day to day delivery</li> <li>Services/staff are stretched</li> <li>Impact on service quality</li> <li>Satisfaction diminished</li> <li>Major programme / projects not delivered as expected</li> <li>Adverse publicity</li> <li>Political impact</li> <li>Damage to reputation</li> <li>Loss of confidence from the private sector and partner organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Regular consideration by Management Board of resources; additional resources put in place to support priorities (including additional resources to support the Council's property section)</li> <li>Introduction of a Programme Management Office to oversee priority projects</li> <li>Appropriate use of external capacity and expertise</li> <li>Performance monitoring to identify pressure points</li> <li>Improving resilience through partnerships</li> <li>Adopting an 'enabling' approach to encourage community to deliver local services</li> <li>Work with all political groups to establish a revised set of priorities going forward at an appropriate time.</li> </ul>



## Risk Scenario 8: Local Plan adoption – housing

Risk Description:		Current Likelihood/Impact	Unlikely (2) / Major (4)
Local Plan not adopted effectively and housing not delivered in right areas / types		Target Likelihood/ Impact	Remote (1) / Minimal (1)
Member Risk Owner	Cllr McDermott	Officer Risk Owner	Stephen Baughen
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Action
<ul style="list-style-type: none"> <li>There has been a change in national housing formula towards growth. This is to be further updated in autumn 2020. There is resistance to housing growth locally with a difference between housing need and housing supply levels</li> <li>Having to meet significantly increased needs in a constrained environment (green belt / AONB / flooding / transport infrastructure)</li> <li>Public opposition to particular proposed allocation sites</li> <li>Requests to accommodate “unmet” need from neighbouring authorities with similar/greater areas of constraint</li> <li>The views of the Planning Inspector on neighbouring authorities whose draft local plans do not meet the housing target levels are relevant to this Council</li> <li>There is a risk of speculative planning applications/appeals, particularly on those sites not proposed for allocation in the Draft Local Plan. Risk increased whilst Council cannot demonstrate a five-year supply of</li> </ul>		<ul style="list-style-type: none"> <li>Council lose control of situation</li> <li>Significant new costs to support production of new Local Plan if rejected by an Inspector at Examination.</li> <li>Long term delays to Local Plan production could see Secretary of State intervention.</li> <li>Increase in level of housing on unallocated greenfield sites</li> <li>Member and community dissatisfaction</li> <li>Legal consequences</li> <li>Lack of affordable housing delivery</li> <li>Affordability gap gets worse</li> <li>Financial benefit of planned growth – opportunity impact</li> <li>“Viscous cycle” of planning by appeal potentially leading to loss of local decision making</li> <li>Increased traffic congestion</li> <li>Impact on infrastructure</li> <li>Potential significant appeal related costs following refusal of major residential development</li> <li>Potential legal fees/officer costs/loss of section 106</li> <li>Service delivery affected</li> <li>Impact on staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>Work on a new Local Plan progressing. Regulation 18 consultation undertaken.</li> <li>Given level of response to consultation has been a need to look at the timetable again, set out in new Local Development Scheme: workstreams now all operating to deliver in line with new timetable. Likelihood would have increased to 3 if timetable was not revised.</li> <li>In the interim period whilst the Local Plan is progressed, regard is being had when determining planning applications to the need to ensure a robust supply and delivery of housing and employment floorspace.</li> <li>Have put in measures to ensure high levels of co-ordination between Planning Policy and Development Management functions.</li> <li>On-going communication with Parish and Town Councils (PC/TCs).</li> <li>Regular reporting to Planning Policy Working Group/Cabinet member/ Planning Committee on risk and legislative changes</li> <li>The Draft Local Plan conclusions indicate that level of identified need can be met by a combination of current supply, additional allocations and windfall provision. Currently considering, as a result of the outcome of the Draft Local Plan consultation, whether changes are required for the Pre-Submission version of the Local Plan.</li> <li>Ensuring regular and constructive Duty to Co-operate meetings with neighbouring authorities, with approach</li> </ul>

housing		<p>adapted to reflect Inspectors' findings from examination of other authorities' Local Plans</p> <ul style="list-style-type: none"><li>• Using the Planning Advisory Service and heeding the views of the Inspectorate from neighbour's draft plans.</li></ul>
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## Risk Scenario 9: The Amelia Scott

Risk Description:		Current Likelihood/Impact	Possible (3) / Major (4)
The project not delivered to plan, budget and benefits		Target Likelihood/ Impact	Possible (3) / Minor (2)
Member Risk Owner	Cllr March	Officer Risk Owner	Paul Taylor
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/ Actions
<ul style="list-style-type: none"> <li>Delivering an integrated service that meets the aspirations of all stakeholders e.g. KCC, TWBC, HLF, Arts Council</li> <li>Success of the project is dependent on reaching a wider demographic</li> <li>TWBC has the 'financial risk' and management of delivery</li> <li>Economic climate and shocks including Brexit and the Covid-19 pandemic on delivery and procurement, and therefore costs</li> <li>Internal capacity to deliver</li> <li>Non-delivery of funding strategy</li> </ul>		<ul style="list-style-type: none"> <li>Time delay and cost overrun</li> <li>Potentially loss of funding from HLF/Arts Council</li> <li>Reputational impacts</li> <li>Relationship issue with TWBC and KCC</li> <li>Impact of front-line service delivery</li> <li>Impact of cost consultant error re stonework's</li> <li>Potential increased costs of all project work streams</li> <li>Change requests generate costs in terms of design, fees, materials and works</li> <li>Risk of disparity between new fit out design and construction design</li> </ul>	<ul style="list-style-type: none"> <li>Novation of all contracts to the Council clarifying responsibility and control</li> <li>Project Board and formal internal project management structures in place</li> <li>TWBC Programme Board</li> <li>Member engagement through ASMOP</li> <li>Detailed funding strategy and team appointed to raise funding for it</li> <li>Main contractor appointed through an appropriate framework.</li> <li>Market tested procurement of sub-contractors, preliminary sums and Fit Out &amp; Interpretation</li> <li>Project management and professional advisors to the Council in place</li> <li>Detailed risk registers regularly reviewed and updated</li> <li>Regular engagement and reporting to HLF and Arts Council</li> <li>Cost consultant on performance notice with weekly review</li> <li>Programme for future operations being developed for the integrated services</li> <li>Full project review being undertaken to report in June</li> </ul>

		<ul style="list-style-type: none"><li>• Change control process in place and changes reported to Board</li><li>• Fit out change control process in place</li></ul>
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## Risk Scenario 10: Climate Change

<b>Risk Description:</b>		<b>Current Likelihood/Impact</b>	Likely (4) / Major (4)
Climate Change is a global emergency and solving it is beyond our capability. In declaring a Climate Emergency, we are taking a proactive approach and working towards being carbon neutral by 2030. We are addressing this risk through taking a strategic approach whilst mitigating the impact and adapting to the change.		<b>Target Likelihood/ Impact</b>	Likely (4) / Minor (2)
<b>Member Risk Owner</b>	Cllr Matthew Bailey	<b>Officer Risk Owner</b>	Paul Taylor
<b>Vulnerability/ Contributing factors</b>		<b>Potential Impact/ Consequences</b>	<b>Current Controls/ Mitigations in place/ Actions</b>
<p>Severe weather is already affecting public services across the UK, with operational, reputational, financial and legal consequences.</p> <p>Climate change is expected to continue and worsen in the future, with changes to mean temperatures, the increasing frequency and severity of storms and higher rainfall levels in winter potentially causing rising water levels and resulting in more flooding and coastal erosion. Additionally, hotter drier summers, with heat waves and reduced rainfall.</p> <p>There is also an ongoing impact of severe winter weather including snowfall and freezing temperatures which impact service delivery and the integrity of our roads open space and buildings infrastructure.</p> <p>National sustainability commitments may be deferred or abandoned as an emphasis on</p>		<ul style="list-style-type: none"> <li>Increased likelihood of flooding impacting on properties</li> <li>Kent at risk of water shortages/drought.</li> <li>Extreme weather (heat and cold) impacting vulnerable residents</li> <li>Extreme weather having a greater impact on the day to day delivery of services</li> <li>Detrimental impact on the local environment</li> <li>An increased frequency of severe weather conditions may lead to more instances of damage to Council infrastructure and property.</li> <li>Adverse impact on the local economy if businesses are unable to operate.</li> <li>Dissatisfaction amongst residents for not meeting expectations</li> </ul>	<ul style="list-style-type: none"> <li>Climate Emergency declared</li> <li>Consultants engaged to carry out carbon audit of Council services and to produce costing action plan</li> <li>Cross party Climate Emergency Advisory Panel (CEAP) set up</li> <li>Draft Local Plan Policies</li> <li>Business Continuity and Emergency Plans in place for severe weather</li> <li>Adopted Kent Environment Strategy October 2016 (CAB98/16)</li> <li>Air Quality Action Plan 2018 – 2023</li> <li>Warm Homes programme – improved energy efficiency (s106 approved)</li> <li>Tackling fuel poverty – Fuel Poverty Strategy</li> <li>Collective Solar – partnership with KCC</li> <li>Energy Deal (not direct energy reduction but aids cutting fuel costs) ongoing</li> <li>Low carbon heating (e.g. Off – gas grid homes/District heat network rollout)</li> <li>Identify and maximise the opportunities for change that will come from the experience of</li> </ul>

<p>economic growth is prioritised post Covid-19. A traditional recovery will be dirtier, less efficient, harm economic growth and hinder progress on environmental improvements.</p> <ul style="list-style-type: none"><li>• Increase in private car use for commuting in favour of public transport</li></ul>		<p>Covid-19 restrictions such as green infrastructure, including cycle lanes and recognising the social infrastructure around health and well-being, new ways of working, which include less commuting, working from and near home, accelerating digital transformation to ensure adaptive capacity and equity of access</p>
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## Risk Scenario 11: Covid-19 Pandemic

Risk Description:		Current Likelihood/ Impact	Almost Certain (5) /Major (4)
Longer-term impact of Covid-19 on the Borough and the local community/economy		Target Likelihood/ Impact	Almost Certain (5) /Moderate (3)
Member Risk Owner	Cllr McDermott	Officer Risk Owner	William Benson
Vulnerability/ Contributing factors		Potential Impact/ Consequences	Current Controls/ Mitigations in place/Actions
<ul style="list-style-type: none"> <li>In addition to risks identified in other strategic risks there are longer-term vulnerabilities, namely the possibility of a second 'peak' and the Council/KRF having to move back into 'Response Mode' or running Recovery and Response modes simultaneously.</li> <li>As time passes, the likelihood of serious and irreversible harm being inflicted on some sectors of the community and economy will increase significantly – some premises and contractors will not be able to survive including Council-run facilities such as leisure centres) and social and economic inequalities will be exacerbated.</li> <li>As time passes there is also the issue of the Kent Resilience Forum having to handle the potential consequences of the Pandemic and the transition phase of Brexit simultaneously.</li> </ul>		<ul style="list-style-type: none"> <li>The Council no longer being solvent and having to issue a S114 notice.</li> <li>Contractors failing or invoking Force Majeure clauses in contracts putting additional costs and responsibilities onto the Council.</li> <li>Social and economic inequalities widening with increased unemployment, gaps in educational attainment, issues with mental health and wellbeing etc.</li> <li>Increased dependency on relief measures (including food banks and the community hub).</li> <li>Some charitable organisations closing and not-reopening.</li> <li>Fatigue amongst staff and key partners.</li> </ul>	<ul style="list-style-type: none"> <li>Financial controls to monitor the Council's revenue and capital expenditure and cash flow and strong efforts to lobby central government.</li> <li>Ongoing dialogue with contractors and cross-sector conversations with Government to raise the issue.</li> <li>Work with KCC and other bodies to monitor performance and outcomes and to put in place measures to mitigate inequalities.</li> <li>Work with the voluntary sector to assess and respond to issues as they arise.</li> <li>Staffing issues addressed through a revised workforce strategy.</li> </ul>

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## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Complaints Summary: Period 2 (1 October 2019 – 31 March 2020)

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Tom Dawlings – Portfolio Holder for Finance and Governance
<b>Lead Director</b>	Lee Colyer – Director of Finance, Policy and Development
<b>Head of Service</b>	Jane Clarke – Head of Policy and Governance
<b>Lead Officer/Author</b>	Jane Clarke – Head of Policy and Governance
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

### This report makes the following recommendations to the final decision-maker:

That Cabinet notes the position on complaints performance at the end of period 2 (1 October 2019 – 31 March 2020).

### Explain how this report relates to the Corporate Priorities in the Five Year Plan:

This report is for information to enable Cabinet to understand the Council's current performance in relation to complaints handling, to receive an overview on the types of complaints received and the outcome of those which were escalated to the Local Government Ombudsman. The information also sets out any lessons learnt from handling complaints which will ultimately lead to improved service delivery.

### Timetable

<b>Meeting</b>	<b>Date</b>
Management Board	20 May 2020
Overview and Scrutiny	8 June 2020
Cabinet	25 June 2020

Tunbridge Wells Committee Report, version: May 2018

## Complaints Summary: Period 2 (1 October 2019 – 31 March 2020)

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an overview of complaints received by Tunbridge Wells Borough Council under the Council's Complaints Procedure during quarters 3 and 4 (which is reporting period 2 from 1 October 2019 to 31 March 2020).
- 1.2 The report examines how complaints are received, and looks at any learning, feedback or trends that can be gained from the information presented.

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### 2. INTRODUCTION AND BACKGROUND

- 2.1 Tunbridge Wells Borough Council operates a two stage corporate Complaints Procedure and logs these complaints through a centralised complaints management system.
- 2.2 At the first stage, the complaint is responded to by the relevant Head of Service within 15 working days of receipt of the complaint. At the second stage, the complaint is responded to by the Chief Executive, or one of his Directors, within 20 working days. Once the corporate complaints procedure has been completed, if the complainant remains unhappy they are able to escalate their complaint to the Local Government Ombudsman (LGO).
- 2.3 Complaints performance is reported to Cabinet on a six monthly basis, in two reporting periods. Reporting period 1 runs from 1 April to 30 September, and reporting period 2 runs from 1 October to 31 March in a given financial year.

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### 3. COMPLAINTS OVERVIEW

#### Number of complaints

- 3.1 The Council recorded a total of 331 complaints during reporting period 2 of 2019/20. This figure is an increase in the number of complaints recorded for the previous reporting period in 2019/20 (166 complaints) and an increase for the equivalent reporting period in 2018/19 (103 complaints).

Quarters	Total complaints
19/20 (period 2)	331
19/20 (period 1)	166
18/19 (period 2)	103

- 3.2 Of those complaints recorded in period 2 for this year, 317 were recorded at stage one of the Complaints Procedure and 14 were recorded at stage two of

the procedure. There has been a slight decrease in the number of complaints progressing to stage two. Due to the increased number of complaints this has led to delays in responding to stage one complaints which has resulted in fewer complaints progressing to stage two.

Quarters	Stage one	Stage two	% progressed to stage 2
19/20 (period 2)	317	14	4%
19/20 (period 1)	151	15	9%
18/19 (period 2)	90	13	13%

## Responding to complaints in time

- 3.3 Responding to complaints within a reasonable time is a key performance target for the Council, and is a feature of a well performing complaints handling system that adheres to best practice. Performance indicators are used to monitor the speed of the Council's response to complaints dealt with through the procedure.
- 3.4 Complaints dealt with at stage one should be responded to within 15 working days, and complaints dealt with at stage two should be responded to within 20 working days. The Council has set a target of responding to 90% of all complaints within these timescales.
- 3.5 For period 2 of 2019/20, the Council did not meet its target for responding to 90 per cent of complaints within time across both stages. Although a range of measures have previously been put in place to improve response times, the increase in the number of complaints received and the complexity of complaints at stage two of the procedure has led to a fall in response times within reporting period 2. In addition, following introduction of the new recycling and waste collection service, the Waste and Street Scene Team focused resources on resolving issues on the ground that had been raised by residents rather than providing a full formal written response to all complaints.

Quarters	% stage one in time	% stage two in time	Target
2019/20 (period 2)	22%	64%	90%
2019/20 (period 1)	58%	80%	90%
2018/19 (period 2)	87%	100%	90%

## How complaints are received

- 3.6 The Council records the channel through which complaints are received, which helps us to understand customer preferences and how these might change over time. It also helps to ensure that we operate a complaints handling system that is accessible and free of barriers.
- 3.7 During reporting period 2 for 2019/20, the majority of complaints received were made through electronic means. The online form was the most popular method of complaining, followed by email. These two channels account for 83 per cent of all complaints received.

- 3.8 Whilst the preference for digital contact (online form and email) has remained largely the same overall compared with the last year, the number of complaints submitted using the online form has increased during reporting period 2 for 2019/20. The number of complaints received by telephone has also increased during reporting period 2 compared to the previous two reporting periods. This is likely to be linked to the increase in demand as a result of the introduction of the new recycling and waste collection service.

Quarters	Online	Email	Tele-phone	Letter/paper form	Visit
2019/20 (period 2)	73%	10%	16%	1%	0%
2019/20 (period 1)	62%	26%	8%	4%	0%
2018/19 (period 2)	47%	34%	10%	7%	2%

## Reasons for complaints

- 3.10 The Council records the reasons why a complaint has been made, in line with a list of categories that have been developed over time and in accordance with guidance from the Ombudsman.
- 3.11 For reporting period 2 of 2019/20, the majority of complaints were recorded as the service not being delivered to expected standards, which can cover a wide range of different issues around how the service was delivered to the customer. The next highest reasons for complaining were because of council or government policy or complaints relating to issues that fall outside of services delivered by Tunbridge Wells Borough Council.

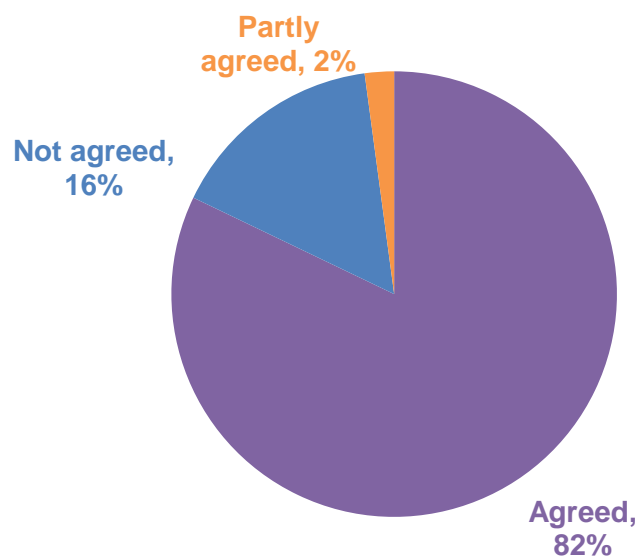
Reason	Number
Service not delivered to expected standard	308
Council/Government policy	6
Outside of council services	5
Staff conduct	3
Administrative error	2
Incorrect or misleading information	2
Other	2
Delay	1
Failure to act	1
Not recorded	1
Failure to provide a service	0
Cost of delivering a service	0
Discrimination	0
System or technical error	0

## Complaint decisions

- 3.12 The Council also records its decisions on complaints, and this is done in three ways: 'agreed', where the Council agrees with the complaint made by the

complainant; 'partly agreed', where the Council agrees with some aspects of the complaint that has been made, but not with the entire complaint; and 'not agreed', where the Council does not agree with the complainant about the complaint that has been made.

- 3.13 For those complaints that received a decision in period 2 for 2019/20, the Council agreed with the complainant in 82 per cent of complaints, and did not agree with 16 per cent of complaints. The Council partly agreed with the complainant in 2 per cent of complaints. In this reporting period, there has been an increase in the percentage of complaints where the Council has agreed with the complainant from 55 per cent in the previous reporting period.



- 3.14 The Council expects to see a fairly even distribution in the number of complaints agreed with and the number of complaints not agreed with over time. If a high proportion of complaints are agreed with in a reporting period, this can indicate that problems or issues are not being picked up and dealt with effectively at service level. If a high proportion of complaints are not agreed with in a reporting period, this can indicate a lack of understanding and willingness to accept feedback on service improvements by the Council. In this case, the number of complaints agreed recognises some residents experience a period of repeated issues below satisfactory levels following the introduction of the new recycling and waste collection service.

## **Complaints by Service**

- 3.15 The Council records the number of complaints, broken down by service areas, as a way of monitoring service levels and standards, and to act as an early warning sign for significant service failure or disruption.
- 3.16 Whilst this can be done by comparing reporting periods within each service, it is difficult to compare across services, given the diverse nature of business across the Council. Some services, such as waste collection and planning services, will always feature towards the top of the list, due to the high levels

of customer contact they receive, and this needs to be taken into account when analysing complaints received by service.

Service	Number
Waste and Streetscene	258
Planning Development Management	34
Parking	16
Revenues	5
Elections	3
Housing - Homelessness	3
Digital Services	2
Health	2
Parks and Sports Centres	2
Benefits	1
Communications	1
Environmental Protection	1
Gateway	1
Licensing TWBC	1
Project Management	1

- 3.17 For period 2 of 2019/20, Waste and Street Scene received the highest number of complaints (258). This is a 190 per cent increase in this reporting period compared with the previous reporting period 1 of 2019/20 (89). Overall the proportion of complaints for Waste and Street Scene equates to 0.5% of the number of households receiving refuse collection services within the borough (approximately 49,000).
- 3.18 The next highest service receiving complaints for this reporting period was Planning Development Management (34). This is an increase in this reporting period compared with the previous reporting period 1 of 2019/20 (23) but falls within expected fluctuations.
- 3.19 Parking services received 16 complaints in this reporting period, which is a decrease in the number of complaints received in the previous reporting period (21). Revenues received five complaints in this reporting period compared with four complaints in the previous reporting period.
- 3.20 Overall, with the exception of Waste and Street Scene and Planning Development Management, the number of complaints received by service is broadly consistent with previous reporting periods, and therefore falls within expectations.

## Compensation paid

- 3.21 The level of compensation paid by the Council during this reporting period continues to be low, at £50. This was for one complaint for Waste and Street Scene, relating to the time and trouble incurred by the complainant for progressing the complaint with the service.

## Remedies

- 3.22 The Local Government Ombudsman recommends that Councils consider remedies where their own complaint investigations have found fault or where a complainant has suffered personal injustice. During this reporting period, a remedy has been put in place to address problems experienced by some residents in relation to the introduction of paid garden waste collections. This provided all garden waste subscribers with one month extension to their subscription. This was been funded by the contractor and no costs were incurred by the Council or local tax payers.

## Ombudsman Decisions

- 3.23 The Council received decisions on five Ombudsman complaints in this reporting period, three of which were closed after initial enquiries with no further action. One complaint was investigated with no further action. One complaint was closed after initial enquiries because the complaint was outside of the Ombudsman's jurisdiction.

Service	Summary of Complaint	Decision Statement
<b>Parking</b>	Complaint about a parking fine.	The Ombudsman did not investigate this complaint as the Council cancelled the fine and issued a refund to the complainant. <i>Closed after initial enquiries – no further action taken</i>
<b>Parking</b>	Complaint about parking fines.	The Ombudsman did not investigate this complaint because it was reasonable for the complainant to appeal to the Traffic Penalty Tribunal. <i>Closed after initial enquiries – out of jurisdiction.</i>
<b>Planning</b>	Complaint about a delay in publishing the delegated report for a planning decision.	The Ombudsman did not investigate this complaint because the complainant had not suffered a significant personal injustice. <i>Closed after initial enquiries – no further action taken</i>
<b>Planning</b>	Complaint regarding two planning applications.	The Ombudsman did not find fault in how the Council made its planning decision or its complaint response. <i>Decision recorded as not upheld – no maladministration</i>

Service	Summary of Complaint	Decision Statement
<b>Revenues and Benefits</b>	Complaint regarding a council tax bill.	<p>The Ombudsman did not investigate this complaint. because there is not enough evidence of fault and the complainant is able to appeal to the tribunal.</p> <p><i>Closed after initial enquiries – no further action taken</i></p>

## Learning from complaints

- 3.24 The services receiving the highest number of complaints for this reporting period were Waste and Street Scene, Planning Development Management and Parking Services.
- 3.25 For Waste and Street Scene, the increase in complaints occurred between October and December 2019. Approximately 60 per cent of these complaints related to non-collection of waste (after a missed bin had been reported as a service request). Smaller proportions of complaints related to changes to the refuse and recycling service, delivery and replacement of containers and issues that occurred during collection rounds. The Council monitors the number of missed bins closely as part of its contract management and has worked extensively with the contractor to put issues right. There have been significant improvements to the service overall with daily rounds completing with the occasional exception and any missed bins being collected promptly. All remaining open complaints are also being reviewed and will be responded to during Period 1 of 2020/21.
- 3.26 For Planning Development Management, approximately half of these complaints related to a particular planning application. The remaining complaints were as a result of single issues.
- 3.27 For Parking services, complaints were as a result of single issues.

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## 4. AVAILABLE OPTIONS

- 4.1 As this reporting is for noting only, and no decisions will be made, there are no available options to Cabinet.

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## 5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 5.1 That Cabinet notes the Council's performance on complaints handling for reporting period 2 of 2019/20 (1 October 2019 to 31 March 2020).
-



## 6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 This report does not require public consultation as the recommendation is for noting only.

### RECOMMENDATION FROM CABINET ADVISORY BOARD

- 6.2 The Overview and Scrutiny Committee were consulted on this decision on 8 June and agreed the following:

That the recommendation set out in the report be supported.

## 7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 This report enables Cabinet to understand the Council's current performance around complaints handling and performance and to receive an overview of the types of complaints the Council is receiving. Those that are escalated to the Ombudsman could result in a significant detrimental impact on the Council if it is found to be at fault through maladministration or negligence and so it is important that Cabinet and the public can be satisfied that the Council is running a well-managed and effective complaints system.
- 7.2 To ensure transparency, the report is published on the Cabinet agenda and it available on the Council's website through the committee reports pages.

## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	<p>This report provides a review of complaints received and an update on the Council's complaint handling. If any complaint raises issues that may have legal implications or consequences, the Head of Legal Partnership should be consulted.</p> <p>There is no statutory duty to report regularly to Cabinet on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance in responding to complaints assist in demonstrating best value and compliance with the statutory duty.</p>	Keith Trowell, Team Leader Corporate Governance

	There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.	
<b>Finance and other resources</b>	Whilst the amounts of compensation are relatively small it is important to review the cause of the complaint and to identify prevention processes, as the cost of administering a complaint and the correction of any mistakes is often significant.	Jane Fineman, Head of Finance and Procurement
<b>Staffing establishment</b>	There are no implications for staffing within this report.	Nicky Carter, Head of HR, Customer Service and Communities
<b>Risk management</b>	Complaints about services can indicate instances where identified operational risks have materialised. This should be monitored through individual departmental risk registers. Learning from complaints can help to mitigate the same risks occurring in the future.	Jane Clarke, Head of Policy and Governance
<b>Data Protection</b>	Whilst the complaints management system processes personal and at times sensitive data about complainants as part of the complaint investigation, this is managed through the Council's normal data protection procedures and policies. The complaints summary is aggregated and anonymised data regarding complaints handling performance, and therefore does not impact on the personal data of complaints.	Jane Clarke, Head of Policy and Governance
<b>Environment and sustainability</b>	There are no environment and sustainability issues raised within this report.	Karin Grey, Sustainability Manager
<b>Community safety</b>	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes Community Safety Manager
<b>Health and Safety</b>	The health and safety of both complainants and officers of the Council needs to be considered through the complaints handling process. If a complaint raises health and	Mike Catling Health and Safety Officer

	<p>safety concerns this will be picked up by the investigating officer, and appropriate advice and action taken during the complaint investigation.</p> <p>In order to protect the health and safety of staff, the Council has a lone working policy, which applies to officers going on-site to investigate complaints, and an Unreasonable and Vexatious Complaints policy, which helps to protect staff wellbeing when dealing with particularly difficult or contentious complaints.</p>	
<b>Health and wellbeing</b>	There are no health and wellbeing implications identified in the report.	Jane Clarke, Head of Policy & Governance
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	<p>Sarah Lavallie, Corporate Governance Officer</p> <p>28 April 2020</p>

## 9. REPORT APPENDICES

The following documents are to be published with and form part of the report:

- None.

## 10. BACKGROUND PAPERS

- None.

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<b>Cabinet</b>	<b>25 June 2020</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Performance Summary: Quarter 4

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Cllr Tom Dawlings, Portfolio Holder Finance & Governance
<b>Lead Director</b>	Lee Colyer, Director of Finance, Policy and Development
<b>Head of Service</b>	Jane Clarke, Head of Policy and Governance
<b>Lead Officer/Author</b>	Jane Clarke, Head of Policy and Governance
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	Not applicable

<p><b>This report makes the following recommendations to the final decision-maker:</b></p> <ol style="list-style-type: none"> <li>1. That Cabinet notes the summary of priority projects performance over quarter 4 at appendix A.</li> <li>2. That Cabinet notes the summary of service performance over quarter 4, at appendix B.</li> <li>3. That Cabinet notes that performance indicator Recovery Plans for quarter 4 have not been submitted, but notes are included in appendix B.</li> </ol>
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<p><b>Explain how this report relates to the Corporate Priorities in the Five Year Plan</b></p> <ul style="list-style-type: none"> <li>• This performance report outlines the Council's progress against the 8 Big Projects and the Corporate Priorities within the Five Year Plan.</li> </ul>
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<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Management Team	29 May 2020
Overview & Scrutiny Committee	8 June 2020
Cabinet	25 June 2020

Tunbridge Wells Committee Report, version: January 2018

## Performance Summary: Quarter 4

### 1. PURPOSE OF REPORT

- 1.1 This report summarises the performance of the Council's priority projects and service delivery over quarter 4, including results for performance indicators collected annually. Where under-performance is identified, the appendices highlight actions to resolve this.
- 1.2 The performance management framework is part of the overall governance framework within the Council, which ensures that risks are managed whilst results are delivered.
- 1.3 Quarterly performance management helps the Council to improve services and deliver better results for residents, and Cabinet oversight ensures that the framework is robust, and that performance is open to challenge from those with political responsibility for the delivery of services. Providing a publicly available quarterly report allows Council members, stakeholders and residents to engage with the work of the Council, and to provide further challenge where it is appropriate and effective to do so.

### 2. INTRODUCTION AND BACKGROUND

- 2.1 The report is divided into two main sections:
  - Projects performance (appendix A)
  - Service performance (appendix B)
- 2.2 Delivery of the priority projects is corporately monitored on a weekly basis by the Project Management Office and is reviewed every two weeks by the Programme Management Board, which consists of the Chief Executive and his Directors. Progress is also monitored informally by Portfolio Holders in regular update meetings with Directors, and once a month at Leadership Board.
- 2.3 Quarterly reporting through Cabinet ensures openness and transparency of the Council's projects and plans and ensures significant oversight and scrutiny of the Council's actions.
- 2.4 Service delivery is monitored on a day-to-day basis by line managers and reported to Heads of Service and Management Board on a quarterly basis. Quality control checks on the data gathered are conducted by line managers, the Performance and Governance team and by Heads of Service through Management Team meetings.
- 2.5 For this quarter, due to the impact of Covid-19 on resources in the Council, underperforming indicator recovery plans have not been sought for indicators showing red. However notes have been included with the indicators at appendix B to explain why the indicator is showing as red, and where appropriate plans to improve the situation.

## 3. PROJECTS PERFORMANCE

3.1 On 27 September 2017 the Full Council agreed a new Five Year Plan, which set out ‘*eight big projects*’ that would help it to meet its corporate priorities of a ‘*prosperous, well and inclusive borough*’. Those eight projects were:

1. The Cultural and Learning Hub (The Amelia)
2. A new theatre (Calverley Square)
3. New offices with underground car parking (Calverley Square)
4. New off-street car parking
5. A new Local Plan
6. New sports facilities
7. New community centres (Community Hubs)
8. New public space (Public Realm Phase 2)

3.2 On 6 December 2017 Full Council approved the scheme known as ‘Calverley Square’ for funding and delivery beyond RIBA Stage 3 (developed design stage).

3.3 On 17 June 2019, a motion was put to Full Council, which was agreed, as follows:

*“That Cabinet be requested to stop all new expenditure on the Calverley Square project with immediate effect and to not enter into further commitments other than, with the involvement of all political parties and other relevant stakeholder groups, to manage an orderly consideration of all alternative proposals.”*

3.4 At the 1 August 2019 Cabinet meeting it was agreed to progress the Calverley Square scheme to the end of RIBA stage 4 and then to commit no further funding to the scheme, to support a cross-party ‘Advisory Panel’ to include other relevant stakeholders to consider all alternative proposals, and for a comprehensive update following completion of RIBA stage 4 to return to Cabinet.

3.4 The consequence of these decisions has been that progress on projects 2 and 3 (Calverley Square) of the previously agreed Five Year Plan will end following the Calverley Square Development Closure report due to be considered by Cabinet on 6 February. These projects will no longer form part of the current Five Year Plan and will no longer be reported on through the quarterly performance reports after quarter 4, 2019/20. Additionally to this, the project for off-street car parking is on hold.

3.2 The project status at the end of quarter 4 for the projects listed in the Five Year Plan is as follows:

Qtr.	GREEN	AMBER	RED
4	3	4	0
3	5	3	0
2	1	4	5
1	4	2	3

## 4. SERVICE PERFORMANCE

- 4.1 The Council collects information on 25 indicators that have targets and 9 indicators that do not have targets set. The list of indicators and outturns for quarter 4 are set out in more detail at appendix B. The Council also collects 9 indicators that are reported annually, and are included in this report.
- 4.2 The Council is not currently collecting performance indicator information for three museum indicators during the construction of the Amelia Scott.
- 4.3 The Council is not currently collecting performance indicator information for one property indicator during close-down for the Calverley Square scheme.
- 4.4 Performance at the end of quarter 4 for the 25 performance indicators that do have targets shows that 16 are performing as expected, six are under-performing and data is not available for three indicators.
- 4.5 Waste and Street Scene data is not available at the time of writing the report for:
- Standard of the performance of street cleansing
- 4.6 Economic Development data is not available at the time of writing the report for:
- Number of tourist information centre counter enquiries
  - Number of customers advised remotely by the TIC

Qtr.	Performing	Under Performing
4	16	6
3*	14	6
2*	17	4
1*	16	5

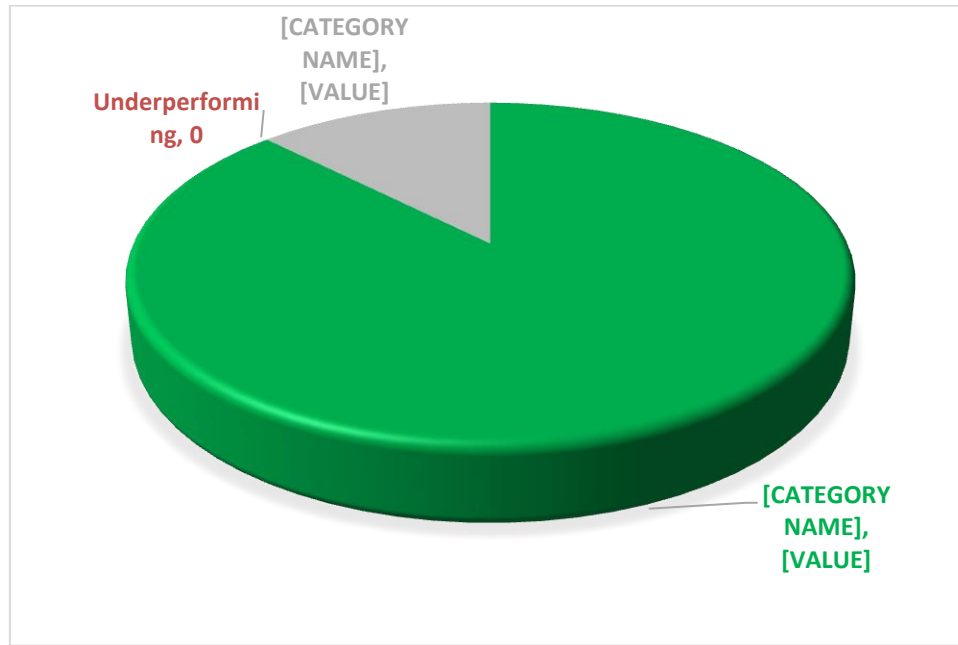
\*Shows data at the time of reporting to Cabinet.



## Service Performance by Directorate

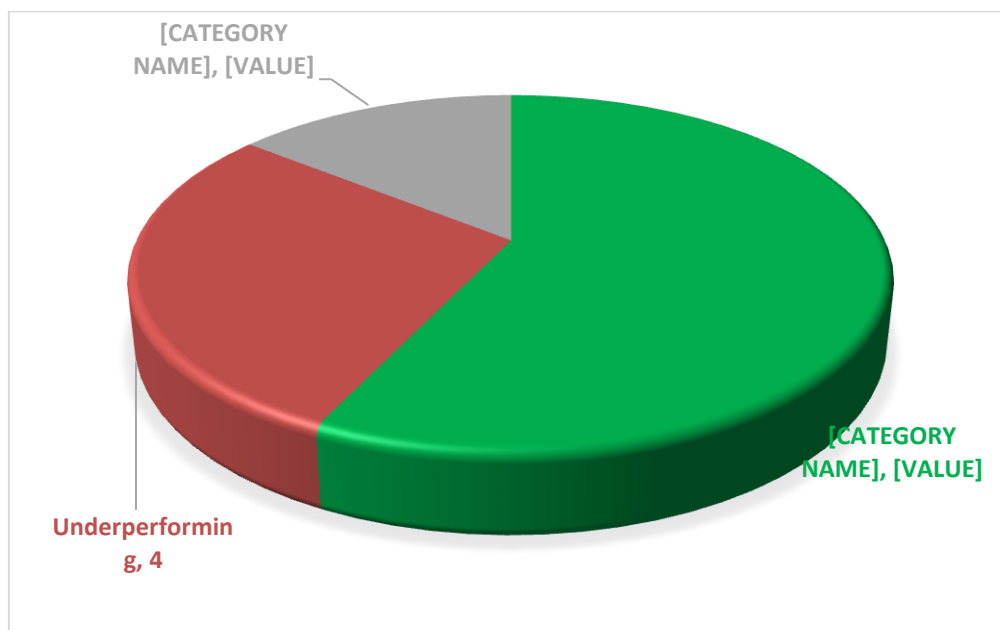
### *Director of Change and Communities*

- 4.7 There are eight performance indicators with targets being collected in this area. Of the eight, none are under performing, seven are performing, and one is unavailable.



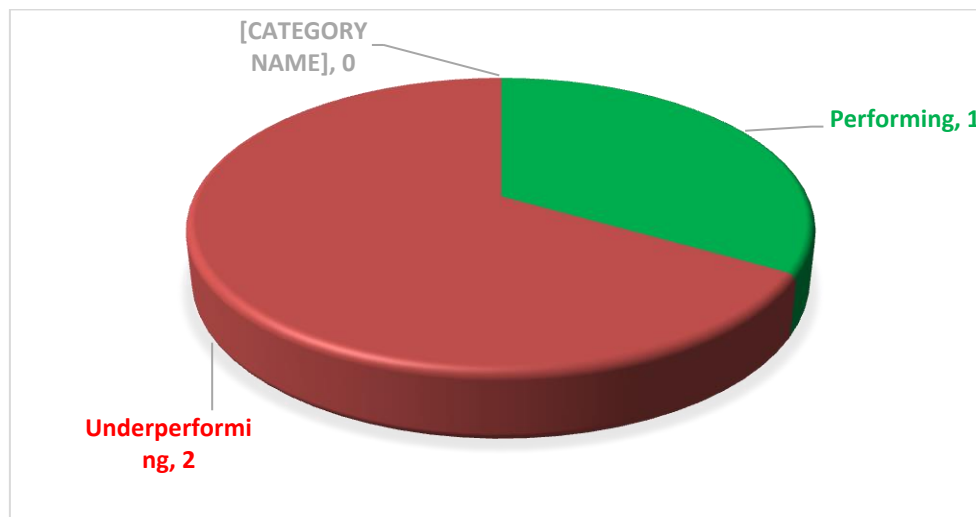
### *Director of Finance, Policy and Development*

- 4.8 There are 14 performance indicators that have targets in this directorate. Of the 14, eight are performing, four are under performing, and two are unavailable.



## *Director of Mid Kent Services*

- 4.9 There are three performance indicators, all three of which have targets in this directorate. Of the three indicators, two are underperforming and one is performing. It is important to note that two of the indicators relate to Council Tax and NNDR collection, and it is likely that the collection rate would have been better, but has been impacted by Covid-19 at the end of the quarter.



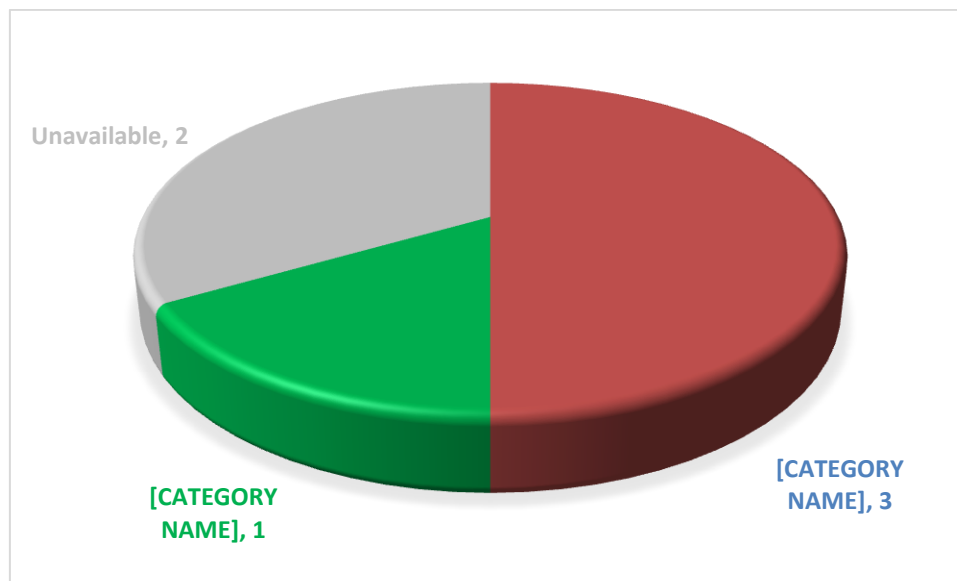
## **5. UNDER-PERFORMING INDICATOR RECOVERY PLANS**

- 5.1 The six under-performing indicators are set out below, and notes regarding those indicators are included at appendix B of the report.

- i) *Processing of major applications in time*
- ii) *Processing of minor applications in time*
- iii) *Processing of other applications in time*
- iv) *Performance on appeal – major applications*
- v) *Percentage of council tax collected*
- vi) *Percentage of non-domestic rates collected*

## 6. ANNUAL INDICATOR RESULTS

- 6.1 The Council collects an additional 11 indicators, which are reported annually. One indicator for Property and Estates is not being collected, and one indicator for Economic Development is no longer being produced by the ONS, and so will be discontinued.
- 6.2 Of the nine indicators that are being collected annually and reported on, six have targets. Three are under performing, one is performing and two are unavailable.



## 7. AVAILABLE OPTIONS

- 7.1 The report is for noting only, with no decisions being made as a result of the recommendations. As such there are no options available to Cabinet.

## 8. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 8.1 Performance management is an important tool to use for organisations and businesses to assess their progress on desired aims and outcomes. To promote transparency and increase trust in how the Council spends public funds, performance information is published quarterly to allow for greater scrutiny of the Council's long term ambitions and day-to-day activities.
- 8.2 The recommendations are to note the factual information within this report. Any actions Cabinet may choose to take as a result of the information in this report will be brought forward in separate reports to Cabinet with recommendations for decision.

## 9. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 9.1 The information presented in this report is for factual purposes, and there are no decisions arising as a direct result of this report. No public consultation has taken place, however the report has been reviewed at the Overview and Scrutiny Committee on 6 June, where the following comments were made:

## 10. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 10.1 There are no decisions arising from this report, but the information will be published on the Council's website as part of the relevant agenda pack information.

## 11. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	<p>There is no statutory duty to report regularly to Cabinet on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.</p> <p>One of the purposes of the Council's Corporate Priorities is to provide clear strategic direction in order to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.</p> <p>There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.</p>	Keith Trowell, Team Leader Corporate Governance
<b>Finance</b> and other resources	A number of these performance indicators and projects have financial implications and where appropriate these are covered in the Capital, Revenue and Treasury Monitoring Reports that accompany this report.	Jane Fineman, Head of Finance and Procurement

<b>Staffing establishment</b>	This report demonstrates the vast proportion of work being undertaken by the Council's staff to provide services for the Borough and meet the projects within the Five Year Plan. Performance is monitored on a monthly basis by Management Team, and is assessed against current staffing trends and issues to ensure staff resources are aligned with the Council's priorities.	Nicky Carter, Head of HR, Customer Service and Communities
<b>Risk management</b>	All risks associated with this report are within the Council's current risk appetite and managed in accordance with its risk management strategy.	Jane Clarke, Head of Policy and Governance
<b>Data Protection</b>	There are no data protection issues which need to be considered as a part of this report.	Jane Clarke, Data Protection Officer
<b>Environment and sustainability</b>	This report and the action plans will have considered this aspect to ensure that the service areas and projects deliver the desired outcomes for Environment and Sustainability.	Gary Stevenson, Head of Housing, Health and Environment
<b>Community safety</b>	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes, Community Safety Manager
<b>Health and Safety</b>	There are no health and safety issues to consider as a part of this report and recommendations.	Mike Catling, Health and Safety Manager
<b>Health and wellbeing</b>	<p>Health inequalities are differences in health status and health outcomes within and between communities and are the result of a complex interaction of various factors, including but not limited to: housing conditions, neighbourhood planning, employment, air quality, access to good quality green space and provision of leisure facilities.</p> <p>Marmot (2010) recognised that the role that local authorities play in improving these</p>	Gary Stevenson, Head of Housing, Health and Environment

	<p>wider determinants of health. This led to the transfer of public health budgets to local authorities on 1<sup>st</sup> April 2013. This enables health priorities to be determined locally and improves integration of preventative public health measures with statutory services.</p> <p>In our role as place shaper, the Borough Council is responsible for a number of decisions and policies that will have a direct impact on health inequalities. Examples include our plans for future growth and investment, the local plan, housing development and associated community infrastructure, reducing emissions and national carbon targets.</p>	
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	Sarah Lavallie, Corporate Governance Officer

## 12. REPORT APPENDICES

The following documents are to be published with and form part of the report:

- Appendix A: Five Year Plan and Corporate Priorities Projects Update
- Appendix B: Service Performance Update

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## 13. BACKGROUND PAPERS

- The Five Year Plan:  
[http://www.tunbridgewells.gov.uk/\\_data/assets/pdf\\_file/0020/53291/Five-Year-Plan-2017-2022.pdf](http://www.tunbridgewells.gov.uk/_data/assets/pdf_file/0020/53291/Five-Year-Plan-2017-2022.pdf)

## Projects Update – Five Year Plan ‘8 Big Projects’

Quarter 4 2019/20

Project	Update	RAG Status
Provide a new Cultural and Learning Hub in Royal Tunbridge Wells (the Amelia Scot Centre)	<p>Updated Master Programme continues to show a soft opening taking place by April 2022. Discussions continue with the NHLF regarding the use of contingency to cover the additional external façade repairs costs. Project Financial Review has commenced.</p> <p>In response to the Covid-19 pandemic, Willmott Dixon have issued a revised construction programme changing the sequencing of works but maintaining their original completion. TWBC have put in place fortnightly payments together with off-site materials payments to support WD cashflow and their supply chain. Construction site works include commencing ground works externally, and reductions in the site levels together with foundation works. Design Team continues to discharge planning conditions and provide information for construction.</p> <p>Exhibition Fit-out RIBA Stage 3 Design Report together with Exhibition Fit-out Cost Plan have been issued and the end stage review has commenced. The team are developing value engineering cost savings.</p> <p>The Amelia Business Manager has been appointed and will continue to deliver the Activity Plan but some projects have been temporarily paused due to the Covid-19 lockdown.</p> <p>The CLH Board have requested that the Project Managers (Focus) carry out a full review of the project finances. This will be reported to members in September.</p>	AMBER
Explore the delivery of a new theatre in Royal Tunbridge Wells (the Calverley Square development)	<p>Full Council cancelled the Calverley Square scheme on 8 October.</p> <p>Close down is now being undertaken with planned works cancelled and final</p>	CLOSING DOWN




	<p>accounts being drawn up.</p> <p>The RIBA Stage 4 Outturn is expected to be £6,430,416. This is approximately £200 more than shown in Cabinet report as two minor invoices received related to CPO work. Cabinet approved figures on 6 February 2020.</p> <p>Overall expenditure on budget codes K21 and TIJ is expected as £10,810,971 for all work from 2012 to date. Of which £10,630,546 is RIBA Stages 0 - 4. A potential credit note is now excluded from assumptions. Invoices of £13,256 are still awaited.</p> <p>Five year investment priorities for Great Hall Car Park, 9/10 Calverley Terrace, Town Hall and Assembly Hall Theatre submitted and included in draft budget to maintain as usable assets with £1,653,700 required in 2020/21.</p>	
Explore the delivery of new civic centre and office space in Royal Tunbridge Wells (the Calverley Square development)	See above.	CLOSING DOWN
Provide additional off-street car parking in Royal Tunbridge Wells	On hold.	ON HOLD
Create a new Local Plan for the borough	<p>Following the public consultation on the Draft Local Plan last autumn, the Council published the comments that were received earlier this year (available on the TWBC website by settlement and subject).</p> <p>Over 8,000 comments from 2,000 respondents have been received. Given the level of responses, the Council decided to defer the next stage in the plan-making process in order to give more time to properly consider and take account of them. This has been discussed and agreed with the Planning Policy Working Group, and through a Portfolio Holder decision.</p>	GREEN



	<p>An updated timetable for the next consultation stage of the Local Plan has been agreed, which is now due to take place next March/April. Full details are contained in the Council's 'Local Development Scheme, May 2020'.</p> <p>Discussions are ongoing with other neighbouring and County authorities, and other bodies, under the Duty to Co-operate.</p>	
Create new sports facilities across the borough	A draft Business Case has been created but this needs to be updated. Again work on this has slowed considerably and we expect the Business case to be finalised by the end of the year at the very earliest.	AMBER
Support the development of community centres in the borough	<p><b>Southborough Hub</b> The programme was subject to 6 weeks delay from shutdown. Site fully re-opened Monday 10 May.</p> <p>No claim received to date with regard to Covid19 as it falls under Force Majeure – still experiencing issues with procuring plasterboard and NHS England assisting. STC seeking additional VAT and legal advice on reverting GP lease to KCC. Operations group is meeting although progress is slow.</p>	GREEN
	<p><b>Paddock Wood Community Centre</b> Finalised all tender documents with technical project manager and procurement. Tender went live in May for 6 weeks – returns anticipated 10 June.</p> <p>Covid19 risk register update to the board to confirm they can still progress. Following tender returns they will then start evaluations.</p>	AMBER
	<p><b>Cranbrook Community Centre</b> Legal advice being sought regarding investment partner and review of previous advice. Assessment of initial feasibility study figures underway. Discussion held with Planning in respect of S106 contribution with potential to significantly increase these from upcoming developments.</p>	AMBER

	Council have confirmed two months delay to programme based on Covid19 and now back up and operating to capacity.	
Enhance the public realm in the borough	<p>The majority of the works have been completed. However some work on PR2 is still outstanding on the War Memorial steps. The work on the War Memorial steps continues as the final part of the Public Realm improvements.</p> <p>Delays have been encountered due to the lockdown. The original stonemasons went into self-isolation and replacements were sought. Work recommenced but has been slowed due to restrictions. However the sandstone walls have been restored and the southern steps completed except for the lighting.</p> <p>Completion of the northern steps had been delayed as the company providing the materials suspended production. The quarry where the stone for the war memorial steps is sourced has reopened and the final consignment of stone has been delivered. The team are now planning for the work to be completed by 14th June including finishing the steps, installing the lighting, landscaping and clearing the site.</p> <p>All remedial work is now complete. All the signage is now in place regarding the restrictions. Closedown of the project is now likely to take place in June.</p>	GREEN

**Performance Indicators for  
Quarter 4, 2019/20**

Status Key	
	Not on target
	On target
	No target set
---	Not collected
(blank)	Not available

**CABINET**

# Appendix B

## SERVICE PERFORMANCE INDICATORS

### CHANGE AND COMMUNITIES

#### Head of Facilities and Community Hubs

##### CSU/CCTV

#### (SI) All crime per 1,000 population

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
63.5	N/A	↓	71.5	N/A	↑	72.9	N/A	↑	74.8	N/A	↑

NOTE:

#### (SI) Number of Police recorded incidents of anti-social behaviour

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
1,414	N/A	↑	1,487	N/A	↑	1,490	N/A	↑	1,557	N/A	↑

NOTE:

#### (SI) Number of violence against the person crimes

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
3,325	N/A	↓	3,198	N/A	↓	3,220	N/A	↑	3,336	N/A	↑

NOTE:

#### (SI) Number of residential burglary offences

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
352	N/A	↑	356	N/A	↑	361	N/A	↑	370	N/A	↑

NOTE:

#### (SI) Repeat incidents of domestic violence

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
---	N/A		---	N/A		---	N/A		---	N/A	

NOTE: This data has not been made available by Kent Police since system migration in November 2018.





# Appendix B

## SERVICE PERFORMANCE INDICATORS

### Head of Housing, Health and Environment





#### Housing

#### (SDL) Number of households in temporary accommodation

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
52	70		53	70		73	70		53	70	





NOTE: This figure is low because the majority of work related to Covid-19 for housing has been around placing people in bed and breakfast accommodation, which is not counted in this figure.

#### (SI) Number of homeless acceptances

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
7	17		14	18		14	12		12	18	





NOTE: This indicator will be reviewed for 2020/21 as it is now out of date following the introduction of the Homelessness Act.

#### (SI) Number of people approaching the Council for housing advice and assistance

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
282	N/A		351	N/A		279	N/A		376	N/A	





NOTE:

#### (SI) Number of homelessness preventions

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
12	N/A		18	N/A		31	N/A		24	N/A	

NOTE: The Housing Service will be investigating how this figure is counted on their system, as Q4 outturn is lower than expected.

#### (SI) Affordable Housing Delivery (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
89	90		60	72		46	72		40	72	





NOTE: We were expecting a total of 68 affordable housing units to be completed during 2019/20. There has been a delay in delivery of two Town and Country Housing (TCH) schemes - 22 social and affordable rented properties at a site in Hawkenbury and six homes (four social rented and two shared ownership) at a scheme in Horsmonden. The Hawkenbury properties were due to complete in March, but were delayed due to Covid-19 and the resulting halting of works on building sites. TCH are working hard to get these properties ready for tenants to move into over the next few weeks. In addition the affordable housing developed by Sage Housing at Mascalls Court Farm in Paddock Wood

## Appendix B

# SERVICE PERFORMANCE INDICATORS


was delayed too due to lockdown restrictions on letting. Whilst the 15 houses had been handed over pre Covid-19 the block of 9 flats has been significantly delayed. More generally, the housing market slowed during 2019/20 leading to delays on developers starting on site. For example, Berkeley Homes struggled to sell their larger market sale properties at Hawkenbury and submitted revised planning applications for smaller homes than originally planned. The slowing down of sales in the market has a knock-on effect on the delivery of the affordable housing by RP's. However land values and competition for sites remains high and our RP partners including TCH have struggled to secure land in this Borough for affordable housing over the last year. Their recent merger with Peabody should help increase their buying power for affordable housing in the future. TWBC Planning are currently undertaking the review of housing supply for the forthcoming five years, which will include up-to-date information on the short and medium term impacts of coronavirus/lockdown on future delivery, and will set out a trajectory per site. From this information, this will allow future, more accurate predictions of affordable housing delivery. This is likely to be available in summer 2020.

### (SI) Number of rough sleepers (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
15	N/A		20	N/A		7	N/A		11	N/A	

NOTE:





### (SI) Number of people who have sought help from Nourish food bank (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
---	N/A	---	---	N/A	---	1,002	N/A	---	1,184	N/A	

NOTE: These outturns only show data for deliveries made in the last quarter of each year (Jan, Feb and March). Nourish have now moved to an online referral system so future outturns will be able to take in the entire year.

## Health





### (SI) Number of people engaged in healthy living services

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
29	52.5		117	52.5		60	52.5		69	52.5	

NOTE:

## Environment





### (SDL) Percentage of household waste sent for reuse, recycling and composting

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
49.9%	48%		51.4%	48%		48%	48%		51.7%	48%	

NOTE:

## Appendix B

### SERVICE PERFORMANCE INDICATORS

<b>(SDL) Kilos of residual waste collected per household</b>											
Q1 2019/20			Q2 2019/20			Q3 2019/20			<b>Q4 2019/20</b>		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
95	127		109	127		109	127		<b>79</b>	<b>127</b>	

NOTE:

<b>(SI) Standard of performance of street cleansing</b>											
Q1 2019/20			Q2 2019/20			Q3 2019/20			<b>Q4 2019/20</b>		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
	95%			95%			95%			<b>95%</b>	

NOTE: This indicator has not been collected since the start of the new Recycling and Waste contract, as resources have been used to monitor bin collections rather than street cleansing.

# Appendix B

## SERVICE PERFORMANCE INDICATORS

### Head of HR, Customer Service and Culture

#### HR

#### (SI) Working days lost to sickness absence

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
1.33	1.875	◆	1.13	1.875	◆	2.06	1.875	●	1.64	1.875	◆

NOTE:

#### Culture

#### AHT

#### (SI) Percentage of online ticket sales

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
81.1%	60%	◆	78.9%	60%	◆	76.5%	60%	◆	133%	60%	◆

NOTE: Q4 figures are significantly higher due to the number of refunds carried out in March. This has meant that the amount originally taken online was higher than the final total income for the month.

#### (SI) Subsidy per seat in the AHT (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
£1.06	£1.30	◆	£1.63	£1.94	◆	£4.09	£1.94	◆	tbc	£1.94	

NOTE: Q4 outturn was not available at the time of report writing.

#### (SI) Number of skaters at the Ice Rink (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
39,214	35,000	◆	39,827	35,000	◆	37,942	35,000	◆	39,880	35,000	◆

NOTE:

#### (SI) Average ticket price per skater (annual)





2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
£9.78	£9.78	◆	£9.19	£9.78	●	£9.7	£9.78	◆	£9.51	£9.78	●

NOTE: 2019/20 shows the average between the Parents and Toddler sessions and the main rink sessions; it does not include curling income.



## Appendix B

### SERVICE PERFORMANCE INDICATORS

<b>(SI) Number of attendants across shows (annual)</b>											
2016/17			2017/18			2018/19			<b>2019/20</b>		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
126,659	131,281		153,258	130,000		106,048	130,000		<b>112,721</b>	<b>130,000</b>	

NOTE: THE AHT presented fewer shows than anticipated in 2019/20 which is a contributor to a lower attendance than target. In addition there will have been a consequence from Covid-19 which will have impacted people's risk aversion to public events since mid-January, and there were a number of cancelled events in March where full refunds were given, further reducing the attendance numbers.

#### Museum

NOTE: Museum PIs are not being collected whilst the Amelia Scott development is taking place.

# Appendix B




## SERVICE PERFORMANCE INDICATORS

### FINANCE, POLICY AND DEVELOPMENT

#### Head of Economic Development and Property




#### Economic Development

##### (SI) Number of tourist information centre counter enquiries

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
6,852	7,000		8,226	7,000		4,463	3,200		tbc	4,200	





NOTE: Due to the workload created from dispensing central Government loans and grants, this data has not been calculated in time for publication of the report.

##### (SI) Number of customers advised remotely by tourist information centre

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
1,480	3,300		2,225	3,300		1,313	2,202		tbc	2,198	





NOTE: Due to the workload created from dispensing central Government loans and grants, this data has not been calculated in time for publication of the report.

##### (SI) Total number of businesses contacting Economic Development for advice

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
13	30		50	30		90	30		460	30	



NOTE: The Q4 outturn is significantly higher than previous quarters due to the workload created from dispensing central Government loans and grants in relation to Covid-19.

##### (SI) Average Weekly Earnings (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
£554.9	N/A		£583.4	N/A		£664.1	N/A		£693.7	N/A	

NOTE: Recorded as earnings of full-time workers who live in the borough, rather than those who work in the borough.




##### (SI) Number of employees in the knowledge economy (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
---	---	---	32.9%	N/A		23.5%	N/A		---	---	---

NOTE: This data is no longer being produced by the ONS on a local authority basis.

## Appendix B

### SERVICE PERFORMANCE INDICATORS

<b>(SI) Number of school leavers not in education, employment or training (NEET) (annual)</b>											
2016/17			2017/18			2018/19			<b>2019/20</b>		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
180	N/A		---	N/A	---	35	N/A		<b>42</b>	<b>N/A</b>	

NOTE:

#### Property

NOTE: Property PIs are not being collected during the close-down of the Civic Development.





# Appendix B

## SERVICE PERFORMANCE INDICATORS

### Head of Finance and Procurement





#### Finance

##### (SI) Percentage of invoices paid on time

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
99.7%	99.8%		99.8%	99.8%		99.8%	99.8%		99.5%	99.8%	





NOTE:

##### (SI) Percentage of self-service transactions and payments as a proportion of total transactions

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
97.1%	92%		97.4%	94%		98.2%	84%		98.7%	92%	





NOTE:

##### (SDL) Statutory return completed (annual)

2016/17			2017/18			2018/19			2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
YES	YES		YES	YES		YES	YES		YES	YES	

#### Parking

##### (SI) Number of penalty charge notices issued (PCNs)

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
10,056	N/A		9,607	N/A		10,154	N/A		8,988	N/A	

NOTE:





# Appendix B

## SERVICE PERFORMANCE INDICATORS

### Head of Planning





#### Planning

##### (SDL) Processing of major planning applications with extensions of time

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
93%	80%		93%	80%		93%	80%		100%	80%	





NOTE:

##### (SDL) Processing of minor planning applications with extensions of time

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
95%	85%		98%	85%		94%	85%		96%	85%	





NOTE:

##### (SDL) Processing of other planning applications with extensions of time

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
96%	93%		96%	93%		98%	93%		97%	93%	





NOTE:

##### (SI) Processing of major planning applications within time

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
60%	65%		71%	65%		47%	65%		56%	65%	

NOTE:

##### (SI) Processing of minor planning applications within time





Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
45%	75%		67%	75%		75%	75%		70%	75%	

NOTE:

## Appendix B





### SERVICE PERFORMANCE INDICATORS

#### (SI) Processing of other planning applications within time

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
49%	88%		76%	88%		83%	88%		79%	88%	





NOTE:

#### (SI) Performance on appeal – major applications

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
75%	65%		75%	65%		50%	65%		50%	65%	





NOTE: There were only two appeals received in the rolling year that are added to this quarter, one which was successful and one which was not.

#### (SI) Performance on appeal – minor applications

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
78%	65%		74%	65%		81%	65%		86%	65%	

NOTE:

#### (SI) Performance on appeal – other applications

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
74%	65%		70%	65%		83%	65%		80%	65%	





NOTE:

# Appendix B

## SERVICE PERFORMANCE INDICATORS

### Head of Policy and Governance

#### Policy

<b>(SI) Percentage of population claiming Universal Credit</b>											
Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
1.3%	N/A		1.4%	N/A		1.5%	N/A		1.6%	N/A	

NOTE: Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out, the number of people recorded as being on the Claimant Count is likely to rise.





# Appendix B

## SERVICE PERFORMANCE INDICATORS

### MID KENT SERVICES





#### Head of Revenues and Benefits

#### (SI) Time taken to process housing benefit/council tax benefit new claims and change events

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
7.26	10		5.4	10		5	10		2.01	10	





NOTE:

#### (SI) Percentage of council tax collected

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
29.3%	29.5%		56.8%	57.1%		84.6%	84.7%		98.1%	98.3%	

NOTE: This PI has been slightly below target all year. Increased charges, reduced LCTRS awards, higher levels of non-payment and in-year recovery have affected performance. Figures recovered slightly for March, but clearly 2020 targets will require close analysis as collection and cashflow is already suffering severely as a result of Covid-19.

#### (SI) Percentage of national non-domestic rates collected

Q1 2019/20			Q2 2019/20			Q3 2019/20			Q4 2019/20		
Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
31.7%	31.2%		56.6%	57.2%		83.5%	84.8%		98%	98.8%	

NOTE: Similarly, this PI has been slightly below target for the majority of the year. There was a significant recovery in collection against target from the turn of the calendar year, however Covid-19 has had a significant impact on collection of NNDR, and will continue to do so throughout 2020.



## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Quarter 4 – Revenue Management to 31 March 2020

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Tom Dawlings – Portfolio Holder for Finance and Governance
<b>Lead Director</b>	Lee Colyer – Director of Finance, Policy & Development
<b>Head of Service</b>	Jane Fineman – Head of Finance, Procurement & Parking
<b>Lead Officer/Report Author</b>	Clare Hazard – Accountancy Manager
<b>Key Decision?</b>	No
<b>Classification</b>	Non-Exempt
<b>Wards affected</b>	Not Applicable

### This report makes the following recommendations to the final decision-maker:

1. That the unaudited actual revenue expenditure outturn and impact on reserves for the year ended 31 March 2020, be noted.
2. That Members agree the new and updated charges for Planning as set out in this report.

### This report relates to the following corporate priorities:

- A Prosperous Borough
- A Green Borough
- A Confident Borough

### Timetable

<b>Meeting</b>	<b>Date</b>
Management Board	6 May 2020 (Verbal update)
Discussion with Portfolio Holder	Verbal update
Cabinet Advisory Board	Cancelled due to COVID-19 pandemic, replaced by Overview & Scrutiny 8 June 20
Cabinet	25 June 2020

## Quarter 4 – Revenue Management to 31 March 2020

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report shows the unaudited actual expenditure outturn on services compared to the revised budget for the year ended 31 March 2020, and the forecast outturn position, as at Quarter 3.
- 1.2 The actual outturn shows an underspend against the revised budget of £11,000. This comprises an underspend on expenditure of £1,242,000 offset by an underachievement of income of £1,231,000. The forecast as at Quarter 3 was an overspend of £25,000 so this represents an improvement to the forecast of £36,000.
- 1.3 A net transfer of £3,417,000 has been made from earmarked reserves and a net transfer of £910,000 from the General Fund leaving a balance of £21,229,000 available in usable reserves.

### 2. INTRODUCTION AND BACKGROUND

#### Summary Outturn – See Appendix A

- 2.1 Appendix A shows the overall unaudited income and expenditure on services outturn position as at 31 March 2020. Total income and expenditure on services can be seen in greater detail within Appendix B, which provides information per service area. The approved budget was set by Full Council on 27 February 2019 and does not change. The revised budget is used to record virements amongst service areas and from reserves, whilst the forecast outturn is used to record the reporting of savings, overspends and allocations from reserves.
- 2.2 The actual outturn for net expenditure on services is £18,673,000, £11,000 below the revised budget. This is an improvement from Quarter 3 of £36,000 which was forecasting an overspend of £25,000. This is as a result of various movements as can be seen in Appendix C.
- 2.3 Investment interest is £68,000 over budget for the year. £42,000 had been projected at Quarter 3 and had been vired into the budget and forecast with a matching transfer to the Strategic Plan reserve. In Quarter 4 there was a further increase of £26,000 that was transferred to the reserve. The Council's investment in the Local Authorities Property Fund has generated a return of 5.15% which has contributed greatly to the interest amount achieved. A further £1 million was repaid to the Public Works Loans Board in Quarter 4 so the outstanding loan is now £1 million which will be repaid in July 2020.
- 2.4 Business rates and central government grants show a surplus to budget of £829,000. This is due to business rates growth since the inception of the business rates retention scheme in 2013/14. The Council is prudent and does not rely on this when setting the budget, as the rules and reliefs are often subject to change.

#### Calverley Square Closedown

- 2.5 Full Council took the decision on 8 October 2019 to terminate the Calverley Square project. Final expenditure on the project was £10,810,971.

- 2.6 Costs of RIBA Stages 0-3 of £5,126,786 were treated as revenue expenditure and met from sums allocated from the Capital and Revenue Initiatives Reserve. RIBA Stage 4 costs, which commenced in 2018/19, were to be treated as capital expenditure and funded from borrowing.
- 2.7 The £5,684,185 capital costs included £532,053 for the purchase of the freehold ownership of The Lodge at the entrance of Calverley Grounds. This property can continue to be treated as capital and sit as an asset on the Council's balance sheet. The remaining £5,152,132 no longer meets the definition of capital and has therefore been transferred to revenue and funded from reserves.
- 2.8 A summary of the position is shown below:

<b>Calverley Square Total Expenditure</b>	<b>£10,810,971</b>
Revenue Expenditure	£5,126,786
<b>Capital Expenditure</b>	<b>£5,684,185</b>
Less Property Acquisition	£532,053
<b>Total to Transfer from Capital to Revenue</b>	<b>£5,152,132</b>
<b>Funding</b>	
Calverley Square Reserve	£1,242,220
Pension Settlement Reserve	£1,832,162
General Fund	£2,077,750
<b>Total Reserves</b>	<b>£5,152,132</b>

- 2.9 Of the £5,152,132 expenditure £4,442,421 was spent in 2018/19 and within the 2018/19 Statement of Accounts sat on the balance sheet as an 'Asset Under Construction'. This has been reversed in 2019/20 and the cost put to revenue. This can be seen as a separate line in Appendix A and will be shown separately in the Comprehensive Income and Expenditure Statement in the 2019/20 accounts.

## Usable Reserves – See Appendix D

- 2.10 Appendix D shows all usable reserves including the earmarked reserves. Usable reserves are those that the Council can use to provide services, subject to the need to maintain an overall prudent level of reserves. Earmarked reserves are amounts set aside to meet identified, and sometimes committed, future liabilities.
- 2.11 £2,077,750 was transferred from the General Fund to fund the reclassified capital costs of the Calverley Square scheme as detailed in Paragraph 2.8. An amount of £326,000 was transferred back to the General Fund from the Strategic Plan Reserve, this being an amount put aside for a dispute with a contractor that is no longer required, along with the surplus to budget of £841,780 achieved this year.
- 2.12 The Capital and Revenue Initiatives Reserve is generally used to finance the capital programme where it is financed from TWBC resources, and the property development programme. During 2019/20 this reserve funded £276,000 of the capital programme, £603,000 of the development programme and £169,000 of revenue expenditure. The revenue expenditure related to costs for the Crescent Road extension which, following the decision regarding Calverley Square, has been stopped and therefore treated as revenue rather than capital as had been planned.

- 2.13 The capital programme is also funded from other specific earmarked reserves and this amount totalled £198,000 for 2019/20. This consists of funding of £25,000 from the RVP Maintenance Reserve, £16,000 from the Invest to Save Reserve, £47,000 from the Housing Renewal Reserve, £108,000 from the ICT Partnership Reserve and £2,000 from the Digital Transformation Reserve. Funding of £2,060,000 for the capital programme also comes from the capital receipts reserve from monies received from property disposal.
- 2.14 The Strategic Plan Reserve is used to fund corporate priorities. Additional interest of £68,000 from investments, as explained in Paragraph 2.3, has been transferred to this reserve as well as interest charged on the Fusion loan of £46,000. A withdrawal from the reserve of £377,000 has been made which comprises a transfer of £326,000 to the General Fund, as explain in Paragraph 2.11, as well as funding a number of small corporate projects.
- 2.15 The Government Grants reserve holds income received from Government, relating to specific projects, which is received in one year but is not able to be used until future periods. £259,000 of the reserve was used this year with £421,000 being transferred to the reserve from grants received during the year. The main transfers related to homelessness and rough sleeper costs where £241,000 was funded from the existing reserve and grants of £282,000, received in the year, were added to the reserve.
- 2.16 An amount of £225,000 was transferred to the Pension Settlement reserve to continue to reimburse the £2.024 million taken from reserves in 2012/13 to settle past pension liabilities. This brought the balance of the reserve to £1,832,162 which was used to fund the Calverley Square project as set out in Paragraph 2.8.
- 2.17 The Council set up the Grant Volatility Reserve to manage fluctuations in Government grants from one year to the next. For 2019/20 a transfer of £222,000 was made into the reserve which is equivalent to the amount allocated for Year 9 of the New Homes Bonus.
- 2.18 The Calverley Square reserve was set up to hold savings to be used to fund the interest and loan repayments for the borrowing for the Calverley Square project. As the scheme has now been terminated the balance of the reserve of £1,242,220 was used to fund some of the costs of the project and the reserve will now be closed.
- 2.19 The Rent Advance and Deposit Reserve holds money set aside by the Council to fund the rent advance and deposit guarantee schemes. There was a contribution of £119,000 made to the reserve for 2019/20 and a withdrawal of £111,000 to fund debt write offs and an increase to the bad debt provision held on the balance sheet.

## **Major Virements**

- 2.20 Appendices A and F show that £180,000 has been recorded and transferred to the Vacancy Factor from Directorate budgets. Vacancy factor is the saving created whilst a budgeted post is vacant. There have also been virements for the revenue expenditure financed by the earmarked reserves.

## **Financial Performance of Major Expenditure Accounts – See Appendix E**

- 2.21 The actual outturn for expenditure was £640,000 under budget. The main variances are explained in the paragraphs below.
- 2.22 Utility Bills for the year were £77,000 over budget mostly as a result of electricity being over budget by £51,000.

- 2.23 Other Premises costs were £81,000 under budget. This was due to an underspend in the service charges the Council pays for the RVP and Meadow Road car parks.
- 2.24 External Contract Payments were £49,000 over budget, and included within this overspend is a cost of £60,000 for recycling bank expenditure which had not been included when setting the budget.
- 2.25 IT and Communications were £42,000 underspent which was mainly due to an underspend of £38,000 on promotion costs at the Assembly Hall Theatre.
- 2.26 Consultants/Legal Fees were forecast to be underspent by £30,000 in Quarter 3 which was due to lower than budgeted spend on Property Consultants by the Property team. There was a further reduction of £40,000 for these costs to the end of the year. Also included within Consultant/Legal Fees is an overspend of £190,000 for costs for the Local Plan. The Council has put aside money in a reserve, to meet the costs associated with the Local Plan, as the phasing of costs varies across years. The Planning team had an underspend on their staff costs during 2019/20, due to vacancies, and it was therefore decided not to utilise the reserve for meeting this cost this year. This means the money will be available for use in later years.
- 2.27 There was a forecast underspend of £600,000 within Other Fees from a reduction in the costs of show fees which are paid to promoters at the Assembly Hall Theatre. The cost of show fees is driven by the income received for shows which, as explained in Paragraph 2.34, was under budget. In addition to this there was a further reduction to budget of £51,000 which mainly consisted of an underspend of £35,000 for the dog fouling and littering contract which is now being delivered in-house.
- 2.28 Other Supplies & Services were £76,000 under budget. This is made up of a number of underspends with the most significant being an underspend of £30,000 on replacement bin costs, due to the roll out of the new contract, and an underspend of £25,000 on project costs for the Parks.

## **Employee Related Costs – See Appendix F and G**

- 2.29 The actual outturn for Employee Related Costs was £602,000 under budget. The vacancy factor of £180,000 was achieved with another £45,000 being transferred in Quarter 4.
- 2.30 A saving of £850,000 was realised across salaries, national insurance and pension for the year. Of this £180,000 was transferred to the vacancy factor and as at Quarter 3 £480,000 had been projected as savings from posts within Planning, Property Services, the Assembly Hall Theatre, Digital Services, Finance and the Weald Information Centre. The additional £190,000 saving comes from a further £62,000 from Planning, a further £45,000 from the Assembly Hall Theatre, £27,000 from Executive Secretariat, £27,000 from Parking, £18,000 from Gateway, as well as a number of small underspends and overspends across the Council.
- 2.31 Other Employee costs shows an overspend against the budget of £101,000, the majority of which relates to agency costs for temporary staff needed when posts have been vacant.

## **Income Streams – See Appendix H**

- 2.32 Off Street Parking income had been forecast to be £180,000 lower than budget this year and ended up being £332,000 under budget, a further reduction of £152,000. Income for January and February was slightly above budget but the month of March showed a loss to budget of £172,000. This was as a result of the coronavirus pandemic which saw offices and shops across the borough close under Government guidance.

- 2.33 On Street Parking income had been forecast to be £70,000 above budget. At the end of the year it was £94,000 above budget, a further increase of £24,000. This is as a result of an increase in penalty charge notices issued and a focus on the collection of outstanding debts.
- 2.34 The forecast for income from the Assembly Hall theatre had been reduced by £750,000. This was as a result of the budget for ticket sales being too optimistic.. The actual income was £822,000 under budget, a further decrease of £72,000. Alongside other UK theatres the Assembly Hall Theatre was closed in March in line with Government guidance. Tickets for shows in March have been refunded and future show refunds continue to be made as the theatre currently remains closed.
- 2.35 Income from rents was forecast to be £30,000 lower than budget this year, which was due to several properties that the Council rents to tenants being vacant for a number of months. The actual income was £70,000 above budget. The increase was mainly due to additional rental income received from tenants in temporary accommodation. The rental income comes from the Housing Benefit that is claimed by tenants using the temporary accommodation and the increase was due to an increased number of tenants needing accommodation.
- 2.36 Crematorium income was forecast to be £190,000 under budget. The actual outturn was £245,000 under budget, a further £55,000. Nationally the death rate had fallen, during the 2019 calendar year, and in particular the death rate in Kent, East and West Sussex had fallen by 5.5%. Local funeral directors reported that they have had less business in the year. A new Crematorium in Horam may be providing competition as may a Cemetery in Sevenoaks that is now offering cremations.
- 2.37 Revenue contribution was £132,000 above budget. This was due to a number of small increases in various contributions with the most significant being an increase to budget of £54,000 for recycling credit income and an increase of £20,000 for the Environmental Health recharge for the shared service.
- 2.38 Planning income was forecast to be £30,000 lower than budget and concluded being £28,000 under budget, an improvement of £2k. Within this Building Control income was over budget by £30,000 and Planning income was under budget by £28,000.
- 2.39 The Council is now providing an in-house service for littering and dog fouling. A reduction of £20,000 had been included in Quarter 3 within Other Income. The actual decrease to budget was £100,000. A number of other overs and unders to budget are included within Other Income. The most significant ones are an increase to budget of £117,000 for green waste charges, an increase to budget of £44,000 for ticket sales at the Ice Rink and a decrease to budget of £48,000 for the sale of replacement wheeled bins.

## **Variances by Portfolio Holder– See Appendix I**

- 2.40 This table shows variances by Cabinet Portfolio Holder based on the structure as at 31 March 2020. The new distribution of portfolios will be reflected in the 2020/21 Quarter 1 report.

## **Planning Fees and Charges**

- 2.41 Fees and Charges across the Council, including for Planning Services, were set by Cabinet at its meeting of 21 November 2019 (CAB93/19).

- 2.42 Since the Fees and Charges report a court case has determined that Planning Authorities are once again able to charge for monitoring fees for S106 agreements. It is proposed the Council charges the following:

For residential developments of under 40 units with one planning obligation - £1,000  
For each additional planning obligation - £500

For residential developments of 40 units or more with one planning obligation - £1,500  
For each additional planning obligation - £750

- 2.43 As a result of the coronavirus lockdown transport consultants have been unable to undertake traffic surveys. The Council has received requests from consultants to use data from surveys that the Council has commissioned to inform the transport evidence to support the Draft Local Plan. It is therefore proposed to charge £600 per survey request.

## Council Tax and Business Rates

- 2.44 The Council is a billing authority for Council Tax, which is collected on behalf of precepting bodies including Kent County Council, Kent Police and the Kent and Medway Fire & Rescue Services along with Town and Parish Councils. The total due for 2019/20 is £82.9 million of which £8.17 million is due to this Council.
- 2.45 The Council is also the billing authority for Business Rates which are collected on behalf of the Government, TWBC, Kent County Council and the Kent and Medway Fire & Rescue Services. The total due for 2019/20 is £55.5 million. The Council receives back £2.38 million in Redistributed Business Rates from the Government which is 4.2p in every pound.
- 2.46 The table below shows the Quarter 4 recovery rate for Council Tax to be 0.26% below target and 0.21% below collection rates for last year. The Quarter 4 recovery rate for Business Rates was below target by 0.77% and 1.13% below collection rates for last year.

Revenue Billing Stream	2019/20 Collection as at 31/03/2020	2019/20 Target as at 31/03/2020	2018/19 Collection as at 31/03/2019
Council Tax	98.09%	98.35%	98.30%
Business Rates	98.03%	98.80%	99.16%

## Write Off/Excusal of Debts – See Appendix J

- 2.47 Financial Procedure Rule (FPR) 6.2 regarding the Write Off/Excusal of Debts requires a summary of debts written off by the Section 151 Officer to be reported to Cabinet on a regular basis.
- 2.48 Appendix J gives a complete analysis of all debts written off by the Council over the financial year 2019/20, of which there are 3,573 accounts totalling £1,013,788. This should be seen in the context of the £183,883,400 of income collected by the Council during the year meaning that only 0.54% is written off. It should be noted that whilst balances can be written off, they can be written back again either during the year or in future years should it subsequently become apparent that the sum is again recoverable.

## 3. AVAILABLE OPTIONS

- 3.1 This report is essentially for information.
- 3.2 Cabinet can approve the new charges for Planning Services or decide not to implement these charges.

## 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 That Members acknowledge the unaudited actual revenue outturn for the year and the variances to the revised budget and forecast outturn as at Quarter 3.
- 4.2 That Cabinet approve the proposed charges for services offered by Planning as set out in the report.

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The budget was approved by Full Council on 27 February 2019. Finance Officers have liaised with Heads of Service and where appropriate Cost Centre managers to ensure that the information provided is robust.

### RECOMMENDATION FROM CABINET ADVISORY BOARD

- 5.2 The Finance and Governance Cabinet Advisory Board, on 2 June 2020, was cancelled due to the COVID-19 pandemic. This was replaced by Overview and Scrutiny on 8 June 2020.

## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The decision will be published on the Council's website.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	Under section 151 of the local government act (LGA 1972), the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including advising on the corporate financial position and providing financial information.	Patricia Narebor, Head of Legal Partnership
<b>Finance</b> and other resources	The report updates on the Authority's forecast outturn net revenue position compared to revised budget.	Jane Fineman, Head of Finance, Procurement & Parking
<b>Staffing</b>	The report monitors the establishment to the post	Clare Hazard,



<b>establishment</b>	occupied.	Accountancy Manager
<b>Risk management</b>	To ensure that the unaudited outturn net revenue remains within the Council's Medium Term Financial Strategy.	Clare Hazard, Accountancy Manager
<b>Environment and sustainability</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Clare Hazard, Accountancy Manager
<b>Community safety</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Clare Hazard, Accountancy Manager
<b>Health and Safety</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Clare Hazard, Accountancy Manager
<b>Health and wellbeing</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Clare Hazard, Accountancy Manager
<b>Equalities</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Clare Hazard, Accountancy Manager

## 8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

Appendix A Overall Revenue and Net Expenditure on Services

Appendix B Net Expenditure on Services

Appendix C Key Variances

Appendix D Usable Reserves

Appendix E Financial Performance of Major Expenditure Accounts

Appendix F Employee Related Costs

Appendix G Headcount by Service

Appendix H Income Streams

Appendix I Variances by Portfolio Holder

Appendix J Write Off Summary

## 9. BACKGROUND PAPERS

- Budget 2019/20 and Medium Term Financial Strategy Update – CAB 133/18

<http://democracy.tunbridgewells.gov.uk/meetings/documents/s41506/12%20Budget%202019-20%20and%20MTFS%20Update.pdf>

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**Appendix A - Overall Revenue and Net Expenditure on Services**  
**Financial Year 2019/20**

	Actual to 31/03/20	Full Year Revised Budget	Full Year Forecast Outturn	Full Year Variance to Revised Budget	Full Year Variance Actual to Forecast Outturn
	£000's	£000's	£000's	Increase/ (Decrease) £000's	Increase/ (Decrease) £000's
<b>NET EXPENDITURE ON SERVICES-ORIGINAL BUDGET</b>		<b>12,501</b>	<b>12,501</b>	<b>0</b>	<b>0</b>
Forecast Outturn Increase funded from Reserves		<b>988</b>	<b>1,048</b>	<b>60</b>	<b>60</b>
<b>NET EXPENDITURE ON SERVICES-QTR 1</b>		<b>13,489</b>	<b>13,549</b>	<b>60</b>	<b>60</b>
Forecast Outturn Increase funded from Reserves		<b>141</b>	<b>179</b>	<b>38</b>	<b>38</b>
<b>NET EXPENDITURE ON SERVICES-QTR 2</b>		<b>13,630</b>	<b>13,728</b>	<b>98</b>	<b>98</b>
Forecast Outturn Increase funded from Reserves		<b>5,264</b>	<b>5,191</b>	<b>(73)</b>	<b>(73)</b>
<b>NET EXPENDITURE ON SERVICES-QTR 3</b>		<b>18,894</b>	<b>18,919</b>	<b>25</b>	<b>25</b>
Forecast Outturn Increase/(Decrease) funded from/(to) Reserves		<b>(210)</b>	<b>(210)</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE ON SERVICES-QTR 4</b>		<b>18,684</b>	<b>18,709</b>	<b>25</b>	<b>25</b>
<b>Comprised of:</b>					
Chief Executive	171	173	173	(2)	(2)
D Of Finance, Policy & Development	144	146	146	(2)	(2)
Finance & Procurement	(1,193)	(1,268)	(1,228)	75	35
Mid Kent Services Client	1,808	1,765	1,765	43	43
Economic Development & Property	1,503	1,629	1,504	(126)	(1)
Planning	787	917	712	(130)	75
Policy & Governance	1,243	1,265	1,265	(22)	(22)
D Of Change & Communities	126	127	127	(1)	(1)
HR, Cust Service & Culture	1,626	1,628	1,643	(2)	(17)
Housing, Health & Environment	6,166	6,089	6,257	77	(91)
Facilities & Community Hubs	1,170	1,201	1,201	(31)	(31)
Digital Services & Communications	680	750	702	(70)	(22)
Calverley Square Reversal of 2018/19 Capital	4,442	4,442	4,442	0	0
Vacancy Factor	0	(180)	0	180	0
<b>TOTAL</b>	<b>18,673</b>	<b>18,684</b>	<b>18,709</b>	<b>(11)</b>	<b>(36)</b>
<b>Funded by:</b>					
Net Interest & Investment Income	(908)	(882)	(882)	(26)	(26)
Parish Precepts & Levies	2,533	2,533	2,533	0	0
NNDR and Central Grants	(5,720)	(4,891)	(4,891)	(829)	(829)
Council Tax Precepts	(10,703)	(10,702)	(10,702)	(1)	(1)
Unusable Pension Reserve	0	0	0	0	0
Capital Expenditure from Revenue	473	473	473	0	0
Minimum Revenue Provision	223	223	223	0	0
Non Govt Grants	(244)	(225)	(225)	(19)	(19)
Transfer to & From Earmarked Reserves	(3,417)	(3,461)	(3,461)	44	44
Transfer to & From General Fund	(910)	(1,752)	(1,777)	842	867
<b>TOTAL FUNDING</b>	<b>(18,673)</b>	<b>(18,684)</b>	<b>(18,709)</b>	<b>11</b>	<b>36</b>
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Net Direct Expenditure on Services****Appendix B****Chief Executive**

HEAD OF SERVICE	Actual £	Revised Budget £	Variance to Revised Budget £	Forecast Outturn £	Variance to Forecast Outturn £
Direct Expenditure	170,739	173,310	(2,571)	173,310	(2,571)
Direct Income	0	0	0	0	0
CHIEF EXECUTIVE	170,739	173,310	(2,571)	173,310	(2,571)
<b>Director Total:</b>	<b>170,739</b>	<b>173,310</b>	<b>(2,571)</b>	<b>173,310</b>	<b>(2,571)</b>

**Finance, Policy & Development**

HEAD OF SERVICE	Actual £	Revised Budget £	Variance to Revised Budget £	Forecast Outturn £	Variance to Forecast Outturn £
Direct Expenditure	143,763	146,400	(2,637)	146,400	(2,637)
Direct Income	0	0	0	0	0
D OF FINANCE, POLICY & DEVELOP	143,763	146,400	(2,637)	146,400	(2,637)
Direct Expenditure	5,613,413	5,686,110	(72,697)	5,776,110	(162,697)
Direct Income	(6,806,105)	(7,133,820)	327,715	(7,003,820)	197,715
FINANCE & PROCUREMENT	(1,192,691)	(1,447,710)	255,019	(1,227,710)	35,019
Direct Expenditure	30,798,071	30,781,460	16,611	30,781,460	16,611
Direct Income	(28,990,461)	(29,016,250)	25,789	(29,016,250)	25,789
MID KENT CLIENT SERVICES	1,807,610	1,765,210	42,400	1,765,210	42,400
Direct Expenditure	7,348,346	7,518,850	(170,504)	7,363,850	(15,504)
Direct Income	(1,402,781)	(1,448,030)	45,249	(1,418,030)	15,249
ECONOMIC DEV & PROPERTY	5,945,565	6,070,820	(125,255)	5,945,820	(255)
Direct Expenditure	2,304,493	2,459,620	(155,127)	2,224,620	79,873
Direct Income	(1,517,837)	(1,542,450)	24,613	(1,512,450)	(5,387)
PLANNING	786,656	917,170	(130,514)	712,170	74,486
Direct Expenditure	1,634,815	1,630,940	3,875	1,630,940	3,875
Direct Income	(391,651)	(366,050)	(25,601)	(366,050)	(25,601)
POLICY & GOVERNANCE	1,243,165	1,264,890	(21,725)	1,264,890	(21,725)
<b>Director Total:</b>	<b>8,734,067</b>	<b>8,716,780</b>	<b>17,287</b>	<b>8,606,780</b>	<b>127,287</b>

**Change & Communities**

HEAD OF SERVICE	Actual £	Revised Budget £	Variance to Revised Budget £	Forecast Outturn £	Variance to Forecast Outturn £
Direct Expenditure	126,286	127,170	(884)	127,170	(884)
Direct Income	0	0	0	0	0
D OF CHANGE & COMMUNITIES	126,286	127,170	(884)	127,170	(884)
Direct Expenditure	4,244,698	5,003,190	(758,492)	4,268,190	(23,492)
Direct Income	(2,618,900)	(3,375,610)	756,710	(2,625,610)	6,710
HR, CUSTOMER SERVICE & CULTURE	1,625,799	1,627,580	(1,781)	1,642,580	(16,781)
Direct Expenditure	11,866,705	11,914,230	(47,525)	11,810,590	56,115
Direct Income	(5,700,485)	(5,825,430)	124,945	(5,553,800)	(146,685)
HOUSING, HEALTH & ENVIRONMENT	6,166,219	6,088,800	77,419	6,256,790	(90,571)
Direct Expenditure	1,510,551	1,517,220	(6,669)	1,517,220	(6,669)
Direct Income	(339,993)	(316,500)	(23,493)	(316,500)	(23,493)
FACILITIES & COMMUNITY HUBS	1,170,558	1,200,720	(30,162)	1,200,720	(30,162)
Direct Expenditure	920,049	965,800	(45,751)	917,800	2,249
Direct Income	(240,395)	(215,530)	(24,865)	(215,530)	(24,865)
DIGITAL SERVICES & COMMUNICATIONS	679,654	750,270	(70,616)	702,270	(22,616)
<b>Director Total:</b>	<b>9,768,516</b>	<b>9,794,540</b>	<b>(26,024)</b>	<b>9,929,530</b>	<b>(161,014)</b>
<b>Grand Total:</b>	<b>18,673,322</b>	<b>18,684,630</b>	<b>(11,308)</b>	<b>18,709,620</b>	<b>(36,298)</b>

Note: There may be small rounding differences compared to the Core Paper.

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## Key Variances

Details	Quarter 1 £000's	Quarter 2 £000's	Quarter 3 £000's	Quarter 4 £000's
Quarter 1 – Reported Overspend/ Decline in income				
Reduction in Crematorium Income	60			
	<hr/> 60			
<b>Net Deficit/(Surplus) reported for Quarter 1</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>
Quarter 2 – Reported Saving/ Increase in income				
Saving in Planning Team Costs		(55)		
Litter and Dog Fowling Contract Savings		(49)		
Saving in Finance Team Costs		(32)		
Reduction in MKS Support Costs		(16)		
Reduction in Photocopying Costs		(12)		
		<hr/> (164)		
Quarter 2 – Reported Overspend/ Decline in income				
Litter and Dog Fowling Contract Loss of Income		82		
Reduction in Crematorium Income		60		
Reduction in Parking Income		60		
		<hr/> 202		
<b>Net Deficit/(Surplus) reported for Quarter 2</b>		<b>98</b>	<b>98</b>	<b>98</b>
Quarter 3 – Reported Saving/Increase in income				
Reduction in Assembly Hall Show Fees			(600)	
Saving in Planning Staff Costs			(120)	
Saving in Property Staff Costs			(100)	
Saving in Assembly Hall Staff Costs			(80)	
Compensation Received for loss of Car Park Income			(80)	
Increase in Planning Application Income			(70)	
Increased income from PCNs			(70)	
Saving in Digital Services Staff Costs			(38)	
Saving in Finance Staff Costs			(30)	
Saving in Property Consultant Costs			(30)	
Saving in Weald Information Staff Costs			(25)	
			<hr/> (1,243)	
Quarter 3 – Reported Overspend/Decline in income				
Assembly Hall Shows Ticket Income			750	
Reduction in Parking Income			200	
Planning Performance Agreement Income			100	
Reduction in Crematorium Income			70	
Reduced Property Rental Income			30	
Litter and Dog Fowling Contract Loss of Income			20	
			<hr/> 1,170	
<b>Net Deficit/(Surplus) reported for Quarter 3</b>			<b>25</b>	<b>25</b>

**Key Variances**

Details	Quarter 1 £000's	Quarter 2 £000's	Quarter 3 £000's	Quarter 4 £000's
Quarter 4 – Reported Saving/ Increase in income				
Green Waste charges				(117)
Underspend in Car Park Service Charges costs				(82)
Increase in temporary accommodation rental income due to usage				(74)
Saving in Planning Staff Costs				(62)
Saving in Assembly Hall Staff costs				(45)
Overachievement of recycling credits				(54)
Increased ticket sales at the TW Ice Rink				(44)
Promotion Costs for new waste contract				(40)
Reduction in Property Consultant Costs				(40)
Promotion Costs at the Assembly Hall				(38)
Litter and Dog Fowling contract cost savings				(35)
Increase in Building Control Income				(30)
Reduced number of bins due to new waste rollout				(30)
Saving in Executive Secretariat Staff Costs				(27)
Saving in Parking Staff Costs				(27)
Underspend on Parks project costs				(25)
Increased income from On Street Parking				(24)
Income for Food Safety team for training course				(20)
Increase in income from Environmental Health MKS recharge				(20)
Additional licensing income				(20)
Saving in Gateway Staff Costs				(18)
Saving on Performance Related Pay Contingency				(17)
Saving in Property Staff Costs				(14)
Additional Rent for Mount Pleasant Avenue car Park				(15)
Additional income from new tenant at TN2				(12)
Compensation Received for loss of Car Park Income				(11)
				<hr/> (941)
Quarter 4 – Reported Overspend/ Decline in income				
Spend from Local Plan - Reserve not utilised				190
Further Reduction in Parking Income				152
Litter and Dog Fowling contract Loss of Income				92
Assembly Hall Income				72
Bring bank expenditure not included in budget				60
Reduction in Crematorium Income				55
Increase cost of Electricity				51
Reduction in sales of replacement waste bins				48
Additional agency costs due to new waste contract problems				40
Decrease in Planning Income				28
Costs of Business Rates/Council Tax for empty properties				25
Additional Interim Crematorium Manager costs				22
Additional Ice Rink staff costs				21
Reduction in court cost income from Revenues				15
Crematorium Agency Staff costs				13
Assembly Hall Agency Staff costs				12
Various small over/underspends				9
				<hr/> 905
<b>Net Expenditure on Services Deficit/(Surplus) for Quarter 4</b>				<hr/> <b>(36)</b>



## Key Variances

Details	Quarter 1 £000's	Quarter 2 £000's	Quarter 3 £000's	Quarter 4 £000's
Quarter 4 - Investment interest increase from forecast				(26)
Quarter 4 - Increase in Central Government Grants including NNDR				(829)
Quarter 4 - Council Tax Surplus				(1)
Quarter 4 - Non government grants more than budgetted				(19)
Quarter 4 - Movements in contributions to/from earmarked reserves				44
<b>Net Deficit/(Surplus) Effect upon the General Fund for the Year</b>				<b>(867)</b>

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# Appendix D

Usable Reserves	Balance			Balance
	01/04/19	Receipts	Payments	31/03/20
	£000's	£000's	£000's	£000's
<b>General Fund</b>	<b>5,000</b>	<b>1,168</b>	<b>(2,078)</b>	<b>4,090</b>
<b>Capital Grants &amp; Contributions</b>	<b>1,156</b>	<b>766</b>	<b>(120)</b>	<b>1,802</b>
<b>Capital Receipts</b>	<b>3,579</b>	<b>2,557</b>	<b>(2,060)</b>	<b>4,076</b>
<b>Earmarked Reserves</b>				
Capital and Revenue Initiatives	3,714	0	(1,048)	2,666
Torrington Car Park	102	0	0	102
On Street Parking	633	100	0	733
Local Plan	489	20	0	509
Section 106 Interest	26	10	0	36
Maintenance of Garden of Remembrance	2	0	0	2
Strategic Plan	1,582	114	(377)	1,319
Royal Victoria Place Car Park Maintenance	1,143	0	(25)	1,118
Government Grants	546	421	(259)	708
Invest to Save	753	0	(16)	737
Cultural	47	99	(5)	141
Pension Settlement	1,607	225	(1,832)	0
Housing Renewal	242	0	(47)	195
Insurance	216	75	0	291
Municipal Mutual Insurance	50	0	(50)	0
Grant Volatility	1,120	222	0	1,342
ICT MKIP Partnership	334	52	(108)	278
Establishment	364	0	0	364
Parish Enabling	35	0	0	35
Ice Rink	211	8	0	219
Digital Transformation	48	0	(2)	46
Traveller Protocol	15	0	0	15
Land Charges Transition after loss of income	60	0	0	60
Lottery Income	30	7	(5)	32
Calverley Square	1,004	238	(1,242)	0
Rent Advance and Deposit	305	119	(111)	313
<b>Earmarked Reserves</b>	<b>14,678</b>	<b>1,710</b>	<b>(5,127)</b>	<b>11,261</b>
<b>TOTAL USABLE RESERVES</b>	<b>24,413</b>	<b>6,201</b>	<b>(9,385)</b>	<b>21,229</b>

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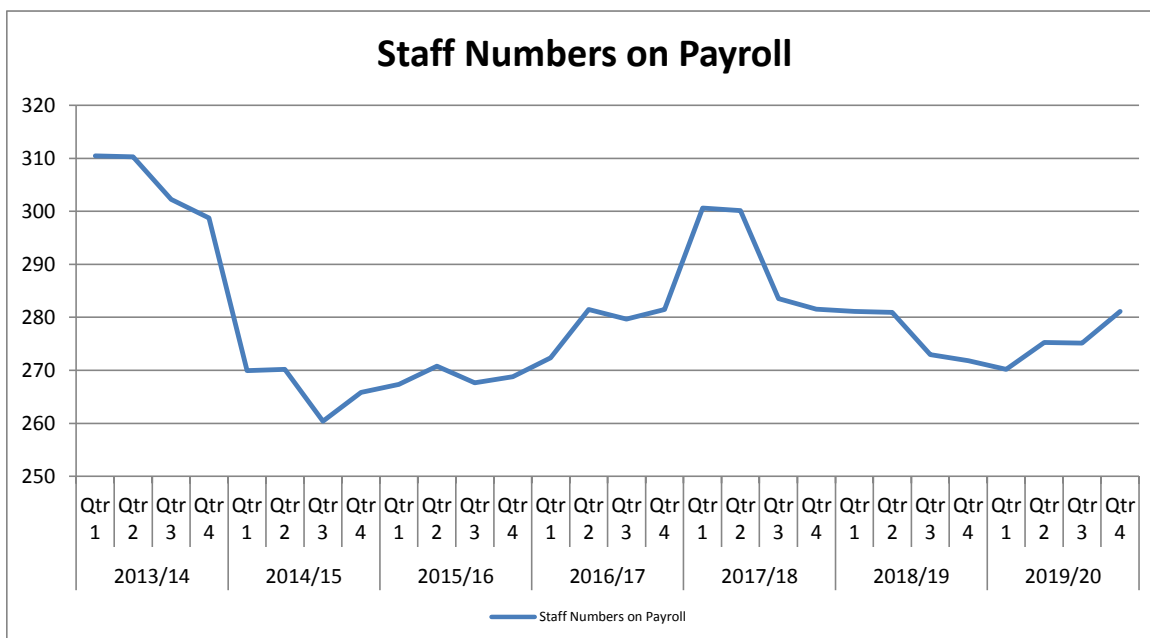
**Financial Performance of Major Expenditure Accounts**

	Actual to 31/03/20	Full Year Revised Budget	Full Year Forecast Outturn	Full Year Variance to Revised Budget	Full Year Variance Actual to Forecast Outturn
	£000's	£000's	£000's	Increase/ (Decrease) £000's	Increase/ (Decrease) £000's
Building Maintenance/Repairs	1,166	1,196	1,196	(30)	(30)
Grounds Maintenance	1,329	1,300	1,300	29	29
Business Rates/Council Tax	1,461	1,436	1,436	25	25
Utility Bills	620	543	543	77	77
Other Premises Costs	1,812	1,893	1,893	(81)	(81)
Transport	155	151	151	4	4
External Contract Payments	4,389	4,340	4,340	49	49
IT & Communications	1,175	1,217	1,217	(42)	(42)
Grants	339	355	355	(16)	(16)
Consultants/Legal Fees	6,605	6,453	6,423	152	182
Other Fees	1,114	1,814	1,165	(700)	(51)
Members Allowances	369	386	386	(17)	(17)
Other Supplies & Services	1,764	1,852	1,840	(88)	(76)
Net Benefits Income	(2)	0	0	(2)	(2)
<b>TOTAL OTHER COSTS</b>	<b>22,296</b>	<b>22,936</b>	<b>22,245</b>	<b>(640)</b>	<b>51</b>

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**Employee Related Costs**

	Actual to 31/03/20	Full Year Revised Budget	Full Year Forecast Outturn	Full Year Variance to Revised Budget	Full Year Variance Actual to Forecast Outturn
	£000's	£000's	£000's	Increase/ (Decrease) £000's	Increase/ (Decrease) £000's
Salaries & Casual Hours	9,544	10,220	9,560	(676)	(16)
National Insurance	956	1,035	1,035	(79)	(79)
Pension Costs	2,440	2,535	2,535	(95)	(95)
Severance Costs	6	0	0	6	6
Training	197	220	220	(23)	(23)
Other Employee Costs	3,248	3,163	3,147	85	101
Vacancy Factor	0	(180)	0	180	0
<b>TOTAL EMPLOYEE COSTS</b>	<b>16,391</b>	<b>16,993</b>	<b>16,497</b>	<b>(602)</b>	<b>(106)</b>



The 2017/18 Quarter 1 figure onwards include the MKS Environmental Health Service Partnership where staff from Maidstone and Swale transferred to Tunbridge Wells. The 2017/18 Quarter 3 figure onwards take into account the transfer of Revenues and Benefits partnership staff to Maidstone.

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## FULL TIME EQUIVALENTS IN POST AS AT 31 MARCH 2020

Appendix G

Service	Budget FTE's as at 1 Apr 2019	FTE's in Post as at 31 Mar 2020	Key Variances
Chief Executive	1.00	1.00	- No variance
Chief Executive	1.00	1.00	
Director of Finance, Policy & Dev	1.00	1.00	- No variance
Finance & Procurement	50.55	43.55	- Civil Enforcement Officer (4.00 FTE less) - Traffic Technician (1.00 FTE less) - Finance Systems Officer (1.00 FTE less) - Data Analyst (1.00 FTE less)
Economic Dev & Property	20.59	16.18	- Building Surveyor (1.00 FTE less) - Development Surveyor (2.00 FTE less) - Development Admin Support (1.00 FTE less) - Farmers Market Manager (0.41 FTE less)
Planning	49.21	41.81	- Scanning Assistant (1.00 FTE less) - Development Management Team Leader (2.00 FTE less) - Major Planning Projects Officer (0.81 FTE less) - Principal Planning Officer (0.59 FTE less) - Conditions Officer (1.00 FTE less) - Policy Manager (1.00 FTE less) - Planning Officer (1.00 FTE less)
Policy & Governance	16.58	15.58	- PA Office Supervisor (1.00 FTE less)
Finance, Policy & Development	137.93	118.12	
Director of Change & Comm	1.00	1.00	- No variance
HR, Customer Service & Culture	51.32	47.63	- Camden Centre Assistant (0.49 FTE less) - Sales & Marketing Director (1.00 FTE less) - Customer Service Advisor (2.20 FTE less)
Housing, Health & Environment	85.10	84.87	- Housing Options Advisor (0.61 FTE less) - Borough Engineering Officer (0.42 FTE less) - Air Quality Monitoring Officer (1.00 FTE more) - Food & Safety Officer (0.50 FTE less) - Senior Environmental Health Officer (1.00 FTE less) - Street Scene Enforcement Officer (1.00 FTE more) - HLF Community Engagement Officer (1.61 FTE less) - Health & Well-Being Advisor (1.41 FTE more)
Facilities & Community Hubs	11.38	11.38	- No variance
Digital Services & Commun	19.71	17.11	- Digital Team Manager (1.00 FTE less) - Project Support Assistant (1.00 FTE less) - Graphics Officer (0.60 FTE less)
Change & Communities	168.51	161.99	
<b>Total</b>	<b>307.44</b>	<b>281.11</b>	
<b>Variance</b>		<b>(26.33)</b>	

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**Income Streams**

	Actual to 31/03/20	Full Year Revised Budget	Full Year Forecast Outturn	Full Year Variance to Revised Budget	Full Year Variance Actual to Forecast Outturn
	£000's	£000's	£000's	Increase/ (Decrease) £000's	Increase/ (Decrease) £000's
Off Street Parking	(5,140)	(5,472)	(5,292)	332	152
On Street Parking	(1,617)	(1,523)	(1,593)	(94)	(24)
Assembly Hall	(1,800)	(2,622)	(1,872)	822	72
Grants	(446)	(471)	(471)	25	25
Rents	(2,100)	(2,030)	(2,000)	(70)	(100)
Crematorium Income	(1,857)	(2,102)	(1,912)	245	55
Revenue Contribution	(2,548)	(2,416)	(2,416)	(132)	(132)
Planning Income	(1,482)	(1,510)	(1,480)	28	(2)
Land Charges	(300)	(302)	(302)	2	2
Other Income	(2,724)	(2,797)	(2,695)	73	(29)
<b>TOTAL INCOME</b>	<b>(20,014)</b>	<b>(21,245)</b>	<b>(20,033)</b>	<b>1,231</b>	<b>19</b>

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**Variances by Portfolio Holder**

	Actual to 31/03/20	Full Year Revised Budget	Full Year Forecast Outturn	Full Year Variance to Revised Budget	Full Year Variance Actual to Forecast Outturn
				Increase/ (Decrease)	Increase/ (Decrease)
	£000's	£000's	£000's	£000's	£000's
Leader	(2,930)	(3,012)	(3,107)	82	177
Finance & Governance	6,540	6,699	6,599	(159)	(59)
Sustainability	4,700	4,776	4,799	(76)	(99)
Communities & Well-Being	1,728	1,866	1,821	(138)	(93)
Tourism Leisure & Econom. Dev.	1,894	1,646	1,851	248	43
Planning & Transportation	6,741	6,889	6,746	(148)	(5)
Vacancy Factor	0	(180)	0	180	0
<b>TOTAL</b>	<b>18,673</b>	<b>18,684</b>	<b>18,709</b>	<b>(11)</b>	<b>(36)</b>

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**Appendix J****Write Off/Excusal of Debt Summary for 2019/20**

Description	Limit	Financial Procedure Rule No.	Approver	No. Of Accounts	Amount £'s
Sundry Debts	<£10,000	6.2.1	Section 151 Officer	35	5,213.86
On Street Parking Penalty Charge Notices	<£10,000	6.2.1	Section 151 Officer	2080	192,244.00
Off Street Parking Penalty Charge Notices	<£10,000	6.2.1	Section 151 Officer	482	33,105.00
Bus Lanes	<£10,000	6.2.1	Section 151 Officer	407	31,478.00
Housing Loans for rent deposits	<£500 older than 6	6.2.2	Section 151 Officer	8	2,046.00
Housing Loans for rent deposits	<£1,500 older than	6.2.2	Section 151 Officer	19	16,258.13
Housing Loans for rent deposits	>£1,500 older than	6.2.2	Cabinet	7	15,573.86
Housing Rent Arrears	<£500 older than 6	6.2.2	Section 151 Officer	23	1,933.60
Housing Rent Arrears	<£1,500 older than	6.2.2	Section 151 Officer	2	2,148.48
Housing Rent Arrears	>£1,500 older than	6.2.2	Cabinet	1	2,989.33
Housing Benefits Overpayments	<£100	6.3.1	Principal Revenues Officer	43	1,158.24
Housing Benefits Overpayments	>£100<£1,000	6.3.2	Head of Revenues & Benefits	80	25,402.06
Housing Benefits Overpayments	>£1,000<£10,000	6.3.3	Section 151 Officer	23	52,177.55
Housing Benefits Overpayments	>£10,000	6.3	Cabinet	1	19,581.72
Council Tax	<£100	6.3.1	Principal Revenues Officer	103	3,435.93
Council Tax	>£100<£1,000	6.3.2	Head of Revenues & Benefits	168	73,432.42
Council Tax	>£1,000<£10,000	6.3.3	Section 151 Officer	38	76,658.37
Business Rates	<£100	6.3.1	Principal Revenues Officer	1	33.32
Business Rates	>£100<£1,000	6.3.2	Head of Revenues & Benefits	10	3,526.70
Business Rates	>£1,000<£10,000	6.3.3	Section 151 Officer	30	144,016.55
Business Rates	>£10,000	6.3	Cabinet	12	311,375.65
<b>TOTAL</b>				<b>3,573</b>	<b>1,013,788.77</b>

Note that the Council Tax and Business Rates Write Off figures will not be the same as in the Collection Fund on the Statement of Accounts. The figures reported here are purely the Write Offs and do not include the Write Backs which which are netted off in the Collection Fund accounting.

It should also be noted that the considerable number of low value write offs in Council Tax are mostly for odd pennies where residents have not quite paid the right amount and the administration cost of chasing the outstanding amount outweighs the debt.

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## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Quarter 4 – Capital Management to 31 March 2020

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Tom Dawlings – Portfolio Holder for Finance and Governance
<b>Lead Director</b>	Lee Colyer – Director of Finance, Policy & Development
<b>Head of Service</b>	Jane Fineman – Head of Finance, Procurement & Parking
<b>Lead Officer/Author</b>	Zoe Jagniaszek – Service Accountant
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

### This report makes the following recommendations to the final decision-maker:

1. Cabinet note the actual gross and net expenditure for the year and the sources of finance, as shown in Appendices B to D.
2. Approval is given for the proposed movement between years set out in note 4.3.
3. Approval is given for the proposed variations to the 2019/20 Capital programme, set out in notes 4.4 to 4.10.
4. Approval is also given for the new proposed schemes for 2020/21 to be approved by full Council, to be included in the capital programme as set out in notes 4.11 to 4.13.

### This report relates to the following Five Year Plan Key Objectives:

This report supports all of the Key Objectives. Managing and forecasting capital expenditure effectively is vital in order to support all of the services provided by the Council.

### Timetable

<b>Meeting</b>	<b>Date</b>
Management Board	6 May 2020 (Verbal update)
Discussion with Portfolio Holder	Verbal update
Cabinet Advisory Board	Cancelled due to COVID-19 pandemic, replaced by Overview & Scrutiny 8 June 20
Cabinet	25 June 2020

Tunbridge Wells Committee Report, version: April 2017

## Quarter 4 – Capital Management to 31 March 2020

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report summarises the actual outturn expenditure on capital schemes as at the 31 March 2020. The total capital expenditure is £1,390,000, a net decrease of £6,049,000 from the previously approved budgets. This consists of a net decrease of £1,396,000 in spending rescheduled to and from 2020/21 and a net decrease in spend of £4,653,000. New and deleted schemes for 2020/21 totalling £2,478,000 are asked to be approved.

---

### 2. INTRODUCTION AND BACKGROUND

- 2.1 At their meeting on 7 March 2019, Cabinet approved schemes to be met from the Capital Programme for the years 2019/20 to 2021/22.
- 2.2 The figures approved by Cabinet were on the basis of the net cost after specific funding to be met by the Council, either from reserves or from the sale of existing assets. The total approved spending was £104,301,000 during that period, of which £22,681,000 was to be spent during 2019/20.
- 2.3 As shown in Appendix A, the approved programme for 2019/20 moved to £23,925,000 by the end of the 2018/19 financial year, accounting for new schemes, deletions and deferrals into future years and was approved by Cabinet on 27 June 2019.
- 2.4 As the Capital Programme is a 4 year rolling plan an additional £854,000 was included for approval for 2022/23. This consists of Disabled Facilities Grants and Housing Renewal advances.
- 2.5 New movements for 2019/20 result in an actual spend of £1,390,000 a reduction of £6,049,000 on the approved budget of £7,439,000 as at quarter 3.
- 2.6 Appendices B and C set out in gross and net terms the actual spend and amounts approved against the forecast outturn to 31 March 2020, whilst Appendix D summarises the movement in approvals and in sources of finance for the year.
- 2.7 Approval is sought for £1,480,000 gross expenditure to be deferred into future years and £85,000 to be rescheduled from 2020/21 into the current year (see note 4.3).
- 2.8 Approval is also sought for a net decrease in the overall capital programme for new and deleted schemes of £4,653,000 in 2019/20 and £2,478,000 in 2020/21 (see notes 4.4 to 4.13).
- 2.9 There may be small differences in the figures within the report and appendices due to rounding.

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### 3. AVAILABLE OPTIONS

- 3.1 Retain the approved rolling capital programme as at the end of Quarter 3 2019/20. This would not reflect delays, advancements, underspends or new schemes and therefore provide an inaccurate position to the end of the financial year.

- 3.2 Amend the rolling capital programme to reflect changes since the end of Quarter 3 2019/20. These projections help to manage the public finances effectively which support the objectives and priorities of the Council.
- 

## **4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

### **New Budget Approvals**

- 4.1 Appendix A shows how the approved capital expenditure has evolved since the programme was first agreed (CAB 148/18). The amounts approved for schemes at the June, September, December and March Cabinet meeting have been added to the figure then reported as total approvals at Quarter 3.

### **Projected capital expenditure and funding for 2019/20**

- 4.2 Appendices B and C set out the actual expenditure and income to date for 2019/20 by portfolio holder. Since Quarter 4 the portfolio holder structure has changed and this will be reflected in the Quarter 1 report. Appendix D shows the sources of funding and specifically that required from TWBC reserves or usable capital receipts. It can be seen that £2,534,000 will be required from earmarked reserves, Usable Capital Receipts Reserve and the Sale of Fixed Assets.

### **Schemes deferred to and from future years**

- 4.3 There are 25 projects where implementation has been rescheduled, and Cabinet approval is requested to defer these budgets to and from future years (see Appendix B):
- A further £85,000 of the MHCLG funding for Disabled Facilities Grants (TAC) was spent in 2019/20. This was higher than expected in quarter 3 when part of this funding was moved forward into 2020/21.
  - £195,000 budget for Housing Renewal Advances (TAD) to provide Energy Efficiency Schemes has been committed to be spent in 2020/21.
  - £6,000 budget for Goudhurst Pavilion (TCX) is rescheduled to 2020/21 due to a delay in transfer to Goudhurst Parish Council.
  - £10,000 for the Quality Bus Partnership (TDC) is required to upgrade two bus shelters; work is due to commence in summer 2020.
  - Street Lighting Columns (TDD), structural and electrical testing is due to commence in the early part of 2020/21 therefore the unspent £18,000 will be required in addition to the budget already in the programme for the year.
  - £10,000 budget for the Mobile Responsive website (TFV) is to be used in conjunction with the new website theme which will be launched in 2020/21.

- £12,000 budget for the Single Customer Account scheme (TGQ) is required to complete the installation in 2020/21.
- The Car Parks Payment Software (TGX) due to be installed in Torrington, John Street and Yew Tree car parks will now take place in 2020/21 at a cost of £38,000.
- £7,000 for the Card Payments Software (THF) project that is still being implemented and therefore the remaining budget will be needed in 2020/21.
- £356,000 of the Cultural Hub (THP) budget has not been spent in 2019/20 and is rescheduled to 2020/21.
- Due to delays in making improvements to the Hilbert Football Pitch Drainage (THX), £47,000 is deferred to 2020/21 when further repairs to the existing drainage system can be made.
- Torrington Car Park LED lighting (THY), work is rescheduled and therefore the £102,000 budget will be moved to 2020/21.
- The expenditure included in the IT Strategy 2018/19–2020/21 (TIF), budgets has not been fully utilised within the year but will be spent in 2020/21 and therefore £104,000 of this has been projected forward.
- Crescent Road Car Park Lifts (TIM) work is rescheduled and therefore £75,000 budget moved to 2020/21.
- £1,000 budget for Parking Virtual Payment System (TIS) is required to complete the project in 2020/21.
- £22,000 for the new Enforcement Vehicle (TIT) which was due to be collected at the end of March. This is delayed and will happen during 2020/21 once the car dealership has re-opened.
- £55,000 21st Century Way Cycle Route (TJA), funding from S106 developer contributions is rescheduled to 2020/21.
- £50,000 budget for Assembly Hall Means of Escape (THE) is rescheduled to 2020/21.
- The replacement of the Benhall Mill Depot (TJH) has not commenced due to issues with the land and therefore the budget of £49,000 is to be carried forward to 2020/21.
- The works to the Packs in the Wood (TJJ) property are due to commence in early 2020/21 and therefore the budget of £149,000 has been moved forward accordingly.
- The Town Hall Fire Alarm (TJK) was delayed due to the discovery of asbestos. The materials have been purchased and delivered on site therefore the budget

of £38,000 for the remaining works has been carried forward for completion in 2020/21.

- Supply chain issues have resulted in the delay in the remaining Video Conferencing Equipment (TJL) being installed. This is to be completed in early 2020/21 and the budget of £10,000 has been moved forward for this.
- The Asset Management Software (TJQ) has been delayed due to a widening in the scope of use of the system. The demonstration of potential software is delayed and the budget of £40,000 has been carried forward.
- £5,000 of unspent budget on the investigation and structural engineers report for the RVP Car Park Refurbishment (TJW) has been rescheduled to 2020/21.
- The Car Parks CCTV (TJX) has been rescheduled due to delays in other car parking projects. The £80,000 budget has been moved forward accordingly.

## **Variations requiring approval**

- 4.4 An additional £23,000 is required to complete the 2019/20 works on the Public Realm Improvements (TGH).
- 4.5 The Calverley Square (TIJ) scheme has been deleted from the programme to reflect the decision made by Full Council at their meeting of 8 October 2019. A negative budget of £4,442,000 has been included to move previous year's capital expenditure into revenue.
- 4.6 As a result of the above, the Crescent Road Extension (TIL) is no longer required and a total budget of £3,144,000 has been removed for the years 2019/20 and 2020/21.
- 4.7 Conferencing Equipment in the Council Chamber (TJT) has been installed resulting in an underspend of £8,000 that is no longer required.
- 4.8 Crematorium Management Software (TJV) has been partially installed but the system is not fit for purpose and the costs to date have been moved, to be funded by revenue. The budget of £56,000 has therefore been removed from the capital programme.
- 4.9 An additional budget of £19,000 is required for the legal fees related to the Cranbrook Community Hub (TJY). A separate report was approved by Cabinet at its meeting on 12 March 2020.
- 4.10 Small budget variations for a number of schemes which are now complete result in the overall reduction in budget of £7,000.

## **New Proposed Schemes**

- 4.11 £50,000 for the Upgrade of the Cash Management System to E-Store with Single Sign On (TKA). This scheme was approved by Cabinet in the quarter 3

report and the budget has now been included for 2020/21 in the appendices attached.

- 4.12 The Council is currently holding a S106 developer contribution of £35,000 for the improvement of recreation facilities in Tunbridge Wells. This is to be spent on Bayham Drainage (TKJ) as detailed in Appendix E. A delegated portfolio holder report is due to be published shortly. This report is subject to call in and the amount will be removed in the next quarterly report should this arise.
- 4.13 A budget of £400,000 for the transfer of a contribution towards the Paddock Wood Hub (TKK). A separate report with Cabinet approval was given at their meeting of 12 March 2020 and now been included in the capital programme for 2020/21.

## **Capital Receipt**

- 4.14 There have been no new capital disposals in Quarter 4.

## **Housing Renewal Advances**

- 4.15 Housing Renewal Advances (TAD) are discretionary loans given to vulnerable householders, owners of empty properties and accredited landlords to help improve the living conditions in the Borough. £69,700 has been distributed this year, of which £7,840 is specifically for the Energy Efficiency scheme. £15,270 has been received year to date from repayments of previous loans.
- 4.16 As approved by Cabinet in September 2012, a Housing Renewal Reserve was set up to capture all loan repayments. It was intended that in the future Cabinet would use these sums to fund new loans, reducing or removing the necessity to draw from other Council reserves for funding. From 2016/17 we have utilised this reserve for all future advances. Appendix F gives a summary of expenditure and receipts over the last 6 years.

## **Section S106 Developer Funding**

- 4.17 Section 106 of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer in association with the granting of planning permission. Total Section 106 monies unspent and available as at 31 March 2020 is £5,059,000. Of this sum, £855,000 has been approved by Cabinet for various capital projects.
- 4.18 It should be noted that a number of these agreements are required to be repaid should the Council not find appropriate projects upon which the monies can be spent within the agreed time period. Appendix G summarises the allocation of Section 106 money and also analyses the dates on which these agreements expire.

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## **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 All capital adjustments have been discussed with the appropriate Officers responsible for each scheme. Management Board have also reviewed these proposals and consider them appropriate.

## RECOMMENDATION FROM CABINET ADVISORY BOARD

- 5.2 The Finance and Governance Cabinet Advisory Board, on 2 June 2020, was cancelled due to the COVID-19 pandemic. This was replaced by Overview and Scrutiny on 8 June 2020.

## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Finance will communicate decisions to the appropriate services and reflect the budget changes in the financial management system.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	Under section 151 of the local government act (LGA 1972), the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including advising on the corporate financial position and providing financial information.	Patricia Narebor, Head of Legal Partnership
<b>Finance</b> and other resources	The report updates on the Authority's capital programme and sets out whether capital expenditure is incurred within approvals by Cabinet.	Jane Fineman, Head of Finance, Procurement & Parking
<b>Staffing establishment</b>	None	Zoe Jagniaszek, Service Accountant
<b>Risk management</b>	To ensure that spending on the capital programme is in line the Council's Medium Term Financial Strategy.	Zoe Jagniaszek, Service Accountant
<b>Environment</b> and sustainability	No implications	Zoe Jagniaszek, Service Accountant
<b>Community safety</b>	No implications	Zoe Jagniaszek, Service Accountant
<b>Health and Safety</b>	No implications	Zoe Jagniaszek, Service Accountant
<b>Health and wellbeing</b>	No implications	Zoe Jagniaszek, Service Accountant

<b>Equalities</b>	No implications	Zoe Jagniaszek, Service Accountant
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## 8. REPORT APPENDICES

The following documents are to be published with and form part of the report:

- Appendix A: Gross capital expenditure previously approved
- Appendix B: Gross capital budgets and actual expenditure for Quarter 4 2019/20
- Appendix C: Net capital budgets and payments for Quarter 4 2019/20
- Appendix D: Summary of expenditure and funding for the 4 years to 2022/23
- Appendix E: Capital Application Form Bayham Drainage
- Appendix F: Housing Renewal Grants – Summary of loans issued and repaid
- Appendix G: Funding from Section 106 Agreements

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## 9. BACKGROUND PAPERS

- Quarter 4 2018/19 Capital Management to 31 March 2019 – CAB 21/19  
<http://democracy.tunbridgewells.gov.uk/meetings/documents/s43179/14%20Capital%20Management%20Report%20Q4.pdf>
- Quarter 1 2019/20 Capital Management to 30 June 2019 - CAB 64/19  
<http://democracy.tunbridgewells.gov.uk/meetings/documents/s44667/12%20Capital%20Management%20Report%20Q1.pdf>
- Quarter 2 2019/20 Capital Management to 30 September 2019 - CAB 64/19  
<http://democracy.tunbridgewells.gov.uk/meetings/documents/s45863/13%20Capital%20Management%20Q2.pdf>
- Quarter 3 2019/20 Capital Management to 31 December 2019 - CAB 140/19  
<https://democracy.tunbridgewells.gov.uk/meetings/documents/s47362/8%20Capital%20Q3%20Cabinet%20report%20201920.pdf>
- Budget 2019/20 and Medium Term Financial Strategy Update – CAB 133/18  
<http://democracy.tunbridgewells.gov.uk/meetings/documents/s41506/12%20Budget%202019-20%20and%20MTFS%20Update.pdf>



# Appendix A

## Appendix A: Schemes Approved and Awaiting Approval

		2019/20	2020/21	2021/22	2022/23	Total	
		£000	£000	£000	£000	£000	
	<b>Original Gross Approvals</b>	<b>22,681</b>	<b>52,656</b>	<b>28,964</b>	<b>-</b>	<b>104,301</b>	<b>CAB148/18</b>
	Re-scheduled From 2018/19	1,104				<b>1,104</b>	<b>CAB21/19</b>
TJS	Installation of WiFi at Camden Centre	20				<b>20</b>	<b>CAB21/19</b>
TJT	Conferencing equipment for the Council Chamber	120				<b>120</b>	<b>CAB21/19</b>
	<b>Total Approvals as at 1st April 2019</b>	<b>23,925</b>	<b>52,656</b>	<b>28,964</b>	<b>-</b>	<b>105,545</b>	
TAC	Disabled Facilities Grants				824	<b>824</b>	<b>CAB64/19</b>
TAD	Housing Renewal Advances				30	<b>30</b>	<b>CAB64/19</b>
THX	Hilbert Football Pitch Drainage	15				<b>15</b>	<b>CAB64/19</b>
TIT	Enforcement Vehicle	(2)				<b>(2)</b>	<b>CAB64/19</b>
TJM	Southwood Road Play Area	15				<b>15</b>	<b>CAB64/19</b>
	<b>Total Approvals at Quarter 1</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>854</b>	<b>883</b>	
TAD	Housing Renewal Advances	200				<b>200</b>	<b>CAB108/19</b>
TCE	Community Capital Grants	(3)				<b>(3)</b>	<b>CAB108/19</b>
TDD	Street Lighting Columns	50	50	50		<b>150</b>	<b>CAB108/19</b>
TDP	Lamberhurst Flood Protection	(8)				<b>(8)</b>	<b>CAB108/19</b>
THP	Culture & Learning Hub		1,593			<b>1,593</b>	<b>CAB108/19</b>
TIT	Enforcement Vehicle	22				<b>22</b>	<b>CAB108/19</b>
TJD	Waste Bins and Food Caddies	520				<b>520</b>	<b>CAB108/19</b>
TJJ	Packs In The Wood Refurbishment	44				<b>44</b>	<b>CAB108/19</b>
TJO	Street Lighting Columns	(50)	(50)	(50)		<b>(150)</b>	<b>CAB108/19</b>
TJU	RVP Refurbishment - Phase 1	769				<b>769</b>	<b>CAB108/19</b>
TJV	Crematorium Management Software	56				<b>56</b>	<b>CAB108/19</b>
TJW	RVP Car Park Refurbishment	30				<b>30</b>	<b>CAB108/19</b>
TJX	Car Parks CCTV	80				<b>80</b>	<b>CAB108/19</b>
TIL	Crescent Road Extension	(2,962)	2,962			<b>-</b>	<b>CAB108/19</b>
TIN	West Station Coach Park	(44)	44			<b>-</b>	<b>CAB108/19</b>
TJE	Assembly Hall Means Of Escape	(120)	120			<b>-</b>	<b>CAB108/19</b>
TJH	Benhall Mill Depot	(588)	588			<b>-</b>	<b>CAB108/19</b>
TJR	Acquisition Sites Sports Strategy	(1,083)	1,083			<b>-</b>	<b>CAB108/19</b>
	Various	0				<b>0</b>	<b>CAB108/19</b>
	<b>Total approvals at Quarter 2</b>	<b>(3,087)</b>	<b>6,390</b>	<b>-</b>	<b>-</b>	<b>3,303</b>	
TGL	ITrent Payroll & HR System	(2)				<b>(2)</b>	<b>CAB140/19</b>
THJ	CCTV Hub	(195)				<b>(195)</b>	<b>CAB140/19</b>
TIJ	Calverley Square	(7,026)	(45,000)	(28,000)		<b>(80,026)</b>	<b>CAB140/19</b>
TIY	Camden Centre	(80)				<b>(80)</b>	<b>CAB140/19</b>
TJD	Waste Bins and Food Caddies	30				<b>30</b>	<b>CAB140/19</b>
TJF	Civil Enforcement System	(6)				<b>(6)</b>	<b>CAB140/19</b>
TJP	Acquisition Hornbeam Avenue	(4)				<b>(4)</b>	<b>CAB140/19</b>
TJS	Installation WIFI at Camden Centre	(8)				<b>(8)</b>	<b>CAB140/19</b>
TJT	Conferencing Equip Council Chamber	(40)				<b>(40)</b>	<b>CAB140/19</b>
TJY	Cranbrook Hub	400				<b>400</b>	<b>CAB140/19</b>
TJZ	Hawkhurst Affordable Housing	105				<b>105</b>	<b>CAB140/19</b>
	<b>Capital Schemes for 2020/21</b>						
TKB	Theatre Sound Desk		55			<b>55</b>	<b>CAB140/19</b>
TJW	RVP Car Park Refurbishment		270	555		<b>825</b>	<b>CAB140/19</b>
TKC	Crematorium Woodland Walk		19			<b>19</b>	<b>CAB140/19</b>
TKD	Cinderhill Sewerage System		33			<b>33</b>	<b>CAB140/19</b>
TKE	Cinderhill Additional Plot		26			<b>26</b>	<b>CAB140/19</b>
TKF	Digital Communications		20			<b>20</b>	<b>CAB140/19</b>
TKG	Christmas Lights		66			<b>66</b>	<b>CAB140/19</b>
TKH	Bayham Changing Facilities		76			<b>76</b>	<b>CAB140/19</b>
TKI	Camden Centre Changing Facility		67			<b>67</b>	<b>CAB140/19</b>
TAC	Disabled Facilities Grants	(304)	304			<b>-</b>	<b>CAB140/19</b>
TDD	Street Lighting Columns	(52)	52			<b>-</b>	<b>CAB140/19</b>

## Appendix A

TGQ	Single Customer Account	(79)	79			- CAB140/19
THP	Culture & Learning Hub	(5,150)	3,350	1,800		- CAB140/19
TJE	Assembly Hall Means Of Escape	(50)	50			- CAB140/19
TJI	Power Supply Ice Rink	(176)	176			- CAB140/19
TJN	Calverley Grounds Tennis & Gym	(23)	23			- CAB140/19
TJU	RVP Refurbishment - Phase 1	(769)	769			- CAB140/19
<b>Total approvals at Quarter 3</b>		<b>(13,428)</b>	<b>(39,567)</b>	<b>(25,645)</b>	<b>-</b>	<b>(78,640)</b>

# Appendix A

TGH	Public Realm Improvements	23				23
TIJ	Calverley Square	(4,442)				(4,442)
TIL	Crescent Road Extension	(181)	(2,962)			(3,144)
TJT	Conferencing Equipment Council Chamber	(8)				(8)
TJV	Crematorium Management Software	(56)				(56)
TJY	Cranbrook Hub	19				19
TKA	ESTORE Upgrade		50			50
TKJ	Bayham Drainage		35			35
TKK	Paddock Wood Hub		400			400
	Various	(7)	(1)			(8)
	<b>Total approvals at Quarter 4</b>	<b>(4,653)</b>	<b>(2,478)</b>	-	-	<b>(7,130)</b>
<b>Movements between years in Quarter 4 report</b>						
TAC	Disabled Facilities Grants	85	(85)			-
TAD	Housing Renewal Advances	(195)	195			-
TCX	Goudhurst Pavilion	(6)	6			-
TDC	Quality Bus Partnership	(10)	10			-
TDD	Street Lighting Columns	(18)	18			-
TFV	Mobile Responsive Website	(10)	10			-
TGQ	Single Customer Account	(12)	12			-
TGX	Car Parks Payment System	(38)	38			-
THF	Card Payment Software	(7)	7			-
THP	Culture & Learning Hub	(356)	356			-
THX	Hilbert Football Pitch Drainage	(47)	47			-
THY	Torrington Car Park LED Lighting	(102)	102			-
TIF	IT Strategy 2017/18 - 2020/21	(104)	104			-
TIM	Cresecent Road Car Park Lifts	(75)	75			-
TIS	Parking Virtual Payment System	(1)	1			-
TIT	Enforcement Vehicle	(22)	22			-
TJA	21st Century Way Cycle Route	(55)	55			-
TJE	Assembly Hall Means Of Escape	(50)	50			-
TJH	Benhall Mill Depot	(49)	49			-
TJJ	Packs In The Wood Refurbishment	(149)	149			-
TJK	Town Hall Fire Alarm	(38)	38			-
TJL	Video Conferencing Equipment	(10)	10			-
TJQ	Asset Management Software	(40)	40			-
TJW	RVP Car Park Refurbishment	(5)	5			-
TJX	Car Parks CCTV	(80)	80			-
	<b>Total Approvals</b>	<b>1,390</b>	<b>18,397</b>	<b>3,319</b>	<b>854</b>	<b>23,960</b>

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## Appendix B: CAPITAL MONITORING - Gross capital budgets and payments for 2019/20

Code	Scheme	Open/ Closed	FY Original Budget £000	Amendments to budget £000	FY Revised Budget £000	Actual £000	Forecast £000	Difference £000	Re-scheduled To/From 2020/21 £000	New Schemes £000	Over/Under Budget £000
<b>Leader - Councillor Alan McDermott</b>											
TGX	CAR PARKS PAYMENT SYSTEM	O	42	-	42	4	4	(38)	(38)		-
THY	TORRINGTON CAR PARK LED LIGHTING	O	102	-	102	-	-	(102)	(102)		-
THZ	CRESCENT ROAD CAR PARK REFURBISHMENT	O	-	-	-	2	2	2			2
TIL	CRESCENT ROAD EXTENSION	C	3,050	(2,869)	181	-	-	(181)			(181)
TIM	CRESCENT ROAD CAR PARK LIFTS	O	-	75	75	-	-	(75)	(75)		-
TIN	WEST STATION COACH PARK	O	-	-	-	-	-	-			-
TIQ	PARKING VEHICLE	C	-	7	7	7	7	-			-
TIS	PARKING VIRTUAL PAYMENT SYSTEM	O	-	2	2	1	1	(1)	(1)		-
TJF	CIVIL ENFORCEMENT SYSTEM	C	7	13	21	21	21	-			-
TJW	RVP CAR PARK REFURBISHMENT	O	-	30	30	25	25	(5)	(5)		-
TJX	CAR PARKS CCTV	O	-	80	80	-	-	(80)	(80)		-
<b>Leader Total</b>			<b>3,201</b>	<b>(2,661)</b>	<b>540</b>	<b>60</b>	<b>60</b>	<b>(480)</b>	<b>(301)</b>	<b>-</b>	<b>(179)</b>
<b>Finance and Governance - Councillor Tom Dawlings</b>											
TFV	MOBILE RESPONSIVE WEBSITE	O	10	-	10	-	-	(10)	(10)		-
TGQ	SINGLE CUSTOMER ACCOUNT	O	80	(60)	20	8	8	(12)	(12)		-
TGL	TRENT PAYROLL & HR SYSTEM	C	-	(2)	(2)	(2)	(2)	-			-
THF	CARD PAYMENT SOFTWARE	O	-	7	7	-	-	(7)	(7)		-
TIF	IT STRATEGY 2017/18 - 2020/21	O	158	54	212	108	108	(104)	(104)		-
TJL	VIDEO CONFERENCING EQUIPMENT	O	12	-	12	2	2	(10)	(10)		-
TJQ	ASSET MANAGEMENT SOFTWARE	O	40	-	40	-	-	(40)	(40)		-
TJT	CONFERENCING EQUIPMENT COUNCIL CHAMBER	C	-	80	80	72	72	(8)			(8)
TKA	ESTORE UPGRADE	O	-	-	-	-	-	-			-
<b>Finance and Governance Total</b>			<b>300</b>	<b>79</b>	<b>379</b>	<b>187</b>	<b>187</b>	<b>(192)</b>	<b>(183)</b>	<b>-</b>	<b>-</b>
<b>Communities and Wellbeing - Councillor Carol Mackonochie</b>											
TAC	DISABLED FACILITIES GRANTS	O	824	176	1,000	1,085	1,085	85	85		-
TAD	HOUSING RENEWAL ADVANCES	O	30	235	265	70	70	(195)	(195)		-
TCE	COMMUNITY GRANTS	C	-	4	4	4	4	-			-
THJ	CCTV HUB	C	195	(195)	-	-	-	-			-
THP	CULTURE & LEARNING HUB	O	5,700	(4,262)	1,438	1,082	1,082	(356)	(356)		-
TIY	CAMDEN CENTRE	C	-	-	-	-	-	-			-
TJS	INSTALLATION WIFI AT CAMDEN CENTRE	C	-	12	12	12	12	-			-
TJZ	HAWKHURST AFFORDABLE HOUSING	C	-	105	105	105	105	-			-
<b>Communities and Wellbeing Total</b>			<b>6,749</b>	<b>(3,925)</b>	<b>2,824</b>	<b>2,357</b>	<b>2,357</b>	<b>(467)</b>	<b>(467)</b>	<b>-</b>	<b>-</b>

## Appendix B: CAPITAL MONITORING - Gross capital budgets and payments for 2019/20

Code	Scheme	Open/ Closed	FY Original Budget £000	Amendments to budget £000	FY Revised Budget £000	Actual £000	Forecast £000	Difference £000	Re-scheduled To/From 2020/21 £000	New Schemes £000	Over/Under Budget £000
<b>Property &amp; Major Projects - Councillor David Scott</b>											
TUJ	CALVERLEY SQUARE	C	8,000	(8,000)	-	(4,442)	(4,442)	(4,442)			(4,442)
TJH	BENHALL MILL DEPOT	O	688	(588)	100	51	51	(49)	(49)		-
TJJ	PACKS IN THE WOOD REFURBISHMENT	O	106	44	150	1	1	(149)	(149)		-
TJK	TOWN HALL FIRE ALARM	O	88	-	88	50	50	(38)	(38)		-
TJP	ACQUISITION HORNBEAM AVENUE	C	216	(4)	212	212	212	-			-
TJR	ACQUISITION SITES SPORTS STRATEGY	O	1,083	(1,083)	-	-	-	-			-
TJU	RVP REFURBISHMENT - PHASE 1	O	-	-	-	-	-	-			-
TJY	CRANBROOK HUB	C	-	400	400	419	419	19			19
<b>Property &amp; Major Projects Total</b>			<b>10,181</b>	<b>(9,231)</b>	<b>950</b>	<b>(3,710)</b>	<b>(3,710)</b>	<b>(4,660)</b>	<b>(237)</b>	<b>-</b>	<b>(4,423)</b>
<b>Sustainability - Councillor Matthew Bailey</b>											
TDC	QUALITY BUS PARTNERSHIP	O	-	24	24	11	11	(13)	(10)		(3)
TDD	STREET LIGHTING COLUMNS	O	-	25	25	7	7	(18)	(18)		-
TDP	LAMBERHURST FLOOD PROTECTION	C	8	(8)	-	-	-	-			-
TGH	PUBLIC REALM IMPROVEMENTS	O	883	(70)	813	836	836	23			23
TIT	ENFORCEMENT VEHICLE	O	-	20	20	(2)	(2)	(22)	(22)		-
TIU	NOISE MONITORING EQUIPMENT	C	12	-	12	12	12	-			-
TJD	WASTE BINS AND FOOD CADDIES	C	680	550	1,230	1,227	1,227	(3)			(3)
TJO	STREET LIGHTING COLUMNS	C	50	(50)	-	-	-	-			-
<b>Sustainability Total</b>			<b>1,633</b>	<b>491</b>	<b>2,125</b>	<b>2,092</b>	<b>2,092</b>	<b>(33)</b>	<b>(50)</b>	<b>-</b>	<b>17</b>
<b>Culture, Leisure and Economic Development - Councillor Jane March</b>											
TCX	GOUDHURST PAVILION	O	-	6	6	-	-	(6)	(6)		-
TGR	TRINITY THEATRE EXTENSION	C	268	-	268	268	268	-			-
THX	HILBERT FOOTBALL PITCH DRAINAGE	O	41	15	56	9	9	(47)	(47)		-
TIW	DUNORLAN PARK LAKE	C	47	-	47	45	45	(2)			-
TIX	DUNORLAN PARK PLAY AREA	C	-	5	5	5	5	-			-
TJA	21ST CENTURY WAY CYCLE ROUTE	O	-	55	55	-	-	(55)	(55)		-
TJE	ASSEMBLY HALL MEANS OF ESCAPE	O	-	50	50	0	0	(50)	(50)		-
TJG	ARTIFAX BOOKING SYSTEM	C	-	1	1	0	0	(1)			-
TJI	POWER SUPPLY ICE RINK	O	176	(176)	-	-	-	-			-
TJM	SOUTHWOOD ROAD PLAY AREA	C	42	15	57	56	56	(1)			(1)
TJN	CALVERLEY GROUNDS TENNIS & GYM	O	43	(23)	20	20	20	-			-
TJV	CREMATORIUM MANAGEMENT SOFTWARE	C	-	56	56	-	-	(56)			(56)
<b>Culture, Leisure and Economic Development Total</b>			<b>617</b>	<b>4</b>	<b>621</b>	<b>403</b>	<b>403</b>	<b>(217)</b>	<b>(158)</b>	<b>-</b>	<b>(59)</b>
<b>Total Projects</b>			<b>22,681</b>	<b>(15,242)</b>	<b>7,439</b>	<b>1,390</b>	<b>1,390</b>	<b>(6,048)</b>	<b>(1,396)</b>	<b>-</b>	<b>(4,653)</b>

## Appendix C: CAPITAL MONITORING - Net capital budgets and payments for 2019/20

Code	Scheme	Open/ Closed	FY Original Budget £000	Amendments to budget £000	FY Revised Budget £000	Actual £000	Forecast £000	Difference £000	Re-scheduled To/From 2020/21 £000	New Schemes £000	Over/Under Budget £000
<b>Leader - Councillor Alan McDermott</b>											
TGX	CAR PARKS PAYMENT SYSTEM	O	42	-	42	4	4	(38)	(38)	-	-
THY	TORRINGTON CAR PARK LED LIGHTING	O	102	-	102	-	-	(102)	(102)	-	-
THZ	CRESCENT ROAD CAR PARK REFURBISHMENT	O	-	-	-	2	2	2	-	-	2
TIL	CRESCENT ROAD EXTENSION	C	3,050	(2,869)	181	-	-	(181)	-	-	(181)
TIM	CRESCENT ROAD CAR PARK LIFTS	O	-	75	75	-	-	(75)	(75)	-	-
TIN	WEST STATION COACH PARK	O	-	-	-	-	-	-	-	-	-
TIQ	PARKING VEHICLE	C	-	7	7	7	7	-	-	-	-
TIS	PARKING VIRTUAL PAYMENT SYSTEM	O	-	2	2	1	1	(1)	(1)	-	-
TJF	CIVIL ENFORCEMENT SYSTEM	C	7	13	21	21	21	-	-	-	-
TJW	RVP CAR PARK REFURBISHMENT	O	-	30	30	25	25	(5)	(5)	-	-
TJX	CAR PARKS CCTV	O	-	80	80	-	-	(80)	(80)	-	-
<b>Leader Total</b>			<b>3,201</b>	<b>(2,661)</b>	<b>540</b>	<b>60</b>	<b>60</b>	<b>(480)</b>	<b>(301)</b>	<b>-</b>	<b>(179)</b>
<b>Finance and Governance - Councillor Tom Dawlings</b>											
TFV	MOBILE RESPONSIVE WEBSITE	O	10	-	10	-	-	(10)	(10)	-	-
TGQ	SINGLE CUSTOMER ACCOUNT	O	80	(60)	20	8	8	(12)	(12)	-	-
TGL	TRENT PAYROLL & HR SYSTEM	C	-	(2)	(2)	(2)	(2)	-	-	-	-
THF	CARD PAYMENT SOFTWARE	O	-	7	7	-	-	(7)	(7)	-	-
TIF	IT STRATEGY 2017/18 - 2020/21	O	158	54	212	108	108	(104)	(104)	-	-
TJL	VIDEO CONFERENCING EQUIPMENT	O	12	-	12	2	2	(10)	(10)	-	-
TJQ	ASSET MANAGEMENT SOFTWARE	O	40	-	40	-	-	(40)	(40)	-	-
TJT	CONFERENCING EQUIPMENT COUNCIL CHAMBER	C	-	80	80	72	72	(8)	-	-	(8)
TKA	ESTORE UPGRADE	O	-	-	-	-	-	-	-	-	-
<b>Finance and Governance Total</b>			<b>300</b>	<b>79</b>	<b>379</b>	<b>187</b>	<b>187</b>	<b>(192)</b>	<b>(183)</b>	<b>-</b>	<b>-</b>
<b>Communities and Wellbeing - Councillor Carol Mackonochie</b>											
TAC	DISABLED FACILITIES GRANTS	O	-	-	-	-	-	-	-	-	-
TAD	HOUSING RENEWAL ADVANCES	O	30	124	154	47	47	(107)	(103)	-	-
TCE	COMMUNITY GRANTS	C	-	4	4	4	4	-	-	-	-
THJ	CCTV HUB	C	195	(195)	-	-	-	-	-	-	-
THP	CULTURE & LEARNING HUB	O	2,100	(736)	1,364	890	890	(473)	(473)	-	-
TIY	CAMDEN CENTRE	C	-	-	-	-	-	-	-	-	-
TJS	INSTALLATION WIFI AT CAMDEN CENTRE	C	-	12	12	12	12	-	-	-	-
TJZ	HAWKHURST AFFORDABLE HOUSING	C	-	-	-	105	-	-	-	-	-
<b>Communities and Wellbeing Total</b>			<b>2,325</b>	<b>(792)</b>	<b>1,533</b>	<b>1,058</b>	<b>953</b>	<b>(581)</b>	<b>(576)</b>	<b>-</b>	<b>(4)</b>

## Appendix C: CAPITAL MONITORING - Net capital budgets and payments for 2019/20

Code	Scheme	Open/ Closed	FY Original Budget £000	Amendments to budget £000	FY Revised Budget £000	Actual £000	Forecast £000	Difference £000	Re-scheduled To/From 2020/21 £000	New Schemes £000	Over/Under Budget £000
<b>Property &amp; Major Projects - Councillor David Scott</b>											
TJU	CALVERLEY SQUARE	C	-	-	-	(4,442)	-	-	-	-	-
TJH	BENHALL MILL DEPOT	O	688	(588)	100	51	51	(49)	(49)	-	-
TJJ	PACKS IN THE WOOD REFURBISHMENT	O	106	44	150	1	1	(149)	(149)	-	-
TJK	TOWN HALL FIRE ALARM	O	88	-	88	50	50	(38)	(38)	-	-
TJP	ACQUISITION HORNBEAM AVENUE	C	216	(4)	212	212	212	-	-	-	-
TJR	ACQUISITION SITES SPORTS STRATEGY	O	685	(685)	-	-	-	-	-	-	-
TJU	RVP REFURBISHMENT - PHASE 1	O	-	-	-	-	-	-	-	-	-
TJY	CRANBROOK HUB	C	-	400	400	419	419	19	-	-	19
<b>Property &amp; Major Projects Total</b>			<b>1,783</b>	<b>(833)</b>	<b>950</b>	<b>(3,710)</b>	<b>732</b>	<b>(218)</b>	<b>(237)</b>	<b>-</b>	<b>19</b>
<b>Sustainability - Councillor Matthew Bailey</b>											
TDC	QUALITY BUS PARTNERSHIP	O	-	16	16	4	4	(13)	(10)	-	(3)
TDD	STREET LIGHTING COLUMNS	O	-	25	25	7	7	(18)	(18)	-	-
TDP	AMBERHURST FLOOD PROTECTION	C	-	-	-	-	-	-	-	-	-
TGH	PUBLIC REALM IMPROVEMENTS	O	243	-	243	266	266	23	-	-	23
TIT	ENFORCEMENT VEHICLE	O	-	20	20	(2)	(2)	(22)	(22)	-	-
TIU	NOISE MONITORING EQUIPMENT	C	12	-	12	12	12	-	-	-	-
TJD	WASTE BINS AND FOOD CADDIES	C	-	-	-	-	-	-	-	-	-
TJO	STREET LIGHTING COLUMNS	C	50	(50)	-	-	-	-	-	-	-
<b>Sustainability Total</b>			<b>305</b>	<b>12</b>	<b>317</b>	<b>287</b>	<b>287</b>	<b>(30)</b>	<b>(50)</b>	<b>-</b>	<b>20</b>
<b>Culture, Leisure and Economic Development - Councillor Jane March</b>											
TCX	GOUDHURST PAVILION	O	-	3	3	-	-	(3)	(3)	-	-
TGR	TRINITY THEATRE EXTENSION	C	268	-	268	268	268	-	-	-	-
THX	HILBERT FOOTBALL PITCH DRAINAGE	O	41	(37)	4	-	-	(4)	(4)	-	-
TIW	DUNORLAN PARK LAKE	C	47	-	47	45	45	(2)	-	-	-
TIX	DUNORLAN PARK PLAY AREA	C	-	-	-	-	(0)	(0)	-	-	-
TJA	21ST CENTURY WAY CYCLE ROUTE	O	-	-	-	-	-	-	-	-	-
TJE	ASSEMBLY HALL MEANS OF ESCAPE	O	-	50	50	0	0	(50)	(50)	-	-
TJG	ARTIFAX BOOKING SYSTEM	C	-	1	1	0	0	(1)	-	-	-
TJI	POWER SUPPLY ICE RINK	O	176	(176)	-	-	-	-	-	-	-
TJM	SOUTHWOOD ROAD PLAY AREA	C	-	1	1	0	(0)	(1)	-	-	(1)
TJN	CALVERLEY GROUNDS TENNIS & GYM	O	-	-	-	20	-	-	-	-	-
TJV	CREMATORIUM MANAGEMENT SOFTWARE	C	-	56	56	-	-	(56)	-	-	(56)
<b>Culture, Leisure and Economic Development Total</b>			<b>532</b>	<b>(103)</b>	<b>429</b>	<b>334</b>	<b>313</b>	<b>(116)</b>	<b>(57)</b>	<b>-</b>	<b>(60)</b>
<b>Total Projects</b>											
			<b>8,447</b>	<b>(4,297)</b>	<b>4,149</b>	<b>(1,783)</b>	<b>2,534</b>	<b>(1,616)</b>	<b>(1,404)</b>	<b>-</b>	<b>(212)</b>



# Appendix D

## Summary of Expenditure and funding for the 4 years programme to 2022/23

	Original £000	Extra Items						
		Approved	Approved	Approved	Approved	Proposed	Proposed	Projected
		Q1 £000	Q2 £000	Q3 £000	Q4 £000	Adjustmts Q4 £000	Movements between Yrs Q4 £000	Outturn Q4 £000
<b>All years</b>								
2019/20	22,681	1,273	(3,087)	(13,428)		(4,653)	(1,396)	1,390
2020/21	52,656	-	6,390	(39,567)		(2,478)	1,396	18,397
2021/22	28,964	-	-	(25,645)		-	-	3,319
2022/23	-	854	-	-		-	-	854
<b>Gross Expenditure</b>	<b>104,301</b>	<b>2,127</b>	<b>3,303</b>	<b>(78,640)</b>	<b>-</b>	<b>(7,130)</b>	<b>-</b>	<b>23,960</b>
Government Grants	2,480	1,304	(8)	-		-	-	3,776
HLF Lottery grant	5,400	1,047	400	(2,686)		-	-	4,160
Section 106 contributions	482	130	493	437		1	-	1,543
Other external Contributions	640	(63)	926	2,746		17	-	4,266
Public Works Loan Board Loan	72,680	(974)	-	(71,026)		(4,458)	-	(3,778)
Sale of Fixed Assets	9,000	-	-	(7,830)		-	-	1,170
Usable Capital Receipts Reserve	2,100	(159)	-	-		-	-	1,941
Torrington Rev Maint reserve	102	-	-	-		-	-	102
RVP Car Park Maintenance Reserve	-	-	30	825		-	-	855
On Street Parking Reserve	-	-	80	-		-	-	80
Strategic Plan Reserve	-	-	-	41		-	-	41
Invest to Save Reserve	42	22	-	23		-	-	87
ICT MKIP Partnership Reserve	490	54	-	-		-	-	544
Housing Renewal Reserve	90	65	94	(5)		(4)	-	240
Ice Rink Reserve	176	-	-	-		-	-	176
Digital Transformation Reserve	12	-	-	20		-	-	32
Capital and Rev Initiatives Reserve	10,607	701	1,288	(1,186)		(2,687)	-	8,724
<b>Total Funding</b>	<b>104,301</b>	<b>2,127</b>	<b>3,303</b>	<b>(78,640)</b>	<b>-</b>	<b>(7,130)</b>	<b>-</b>	<b>23,960</b>

\*\* Comprises £664k for Waste Bins and Food Caddies and the reversal of £4.442 million of 2018/19 capital expenditure in relation to the Calverley Square scheme

# Appendix D

## Summary of Expenditure and funding for 2019/20

	Original	Extra Items						Year End Projected
		Approved	Approved	Approved	Approved	Proposed	Proposed	
		Q1	Q2	Q3	Q4	Adjustmts Q4	Movements between Yrs Q4	
	£000	£000	£000	£000	£000	£000	£000	Outturn Q4 £000
<b>Gross expenditure</b>	<b>22,681</b>	<b>1,273</b>	<b>(3,087)</b>	<b>(13,428)</b>		<b>(4,653)</b>	<b>(1,396)</b>	<b>1,390</b>
Government Grants	832	480	(8)	(304)		-	85	1,085
HLF Lottery grant	3,600	1,047	-	(4,572)		-	117	192
Section 106 contributions	482	130	(298)	82		0	(193)	203
Other external Contributions	640	(63)	526	35		17	-	1,155
Public Works Loan Board Loan	8,680	(974)	-	(7,026)		(4,458)	-	(3,778) **
Sale of Fixed Assets	-	-	-	1,170		-	-	1,170
Usable Capital Receipts Reserve	2,100	(159)	-	(578)		-	(473)	890
Torrington Rev Maint reserve	102	-	-	-		-	(102)	-
RVP Car Park Maintenance Reserve	-	-	30	-		-	(5)	25
On Street Parking Reserve	-	-	80	-		-	(80)	-
Invest to Save Reserve	42	22	-	(9)		-	(39)	16
ICT MKIP Partnership Reserve	158	54	-	-		-	(104)	108
Housing Renewal Reserve	30	35	94	(5)		(4)	(103)	47
Ice Rink Reserve	176	-	-	(176)		-	-	-
Digital Transformation Reserve	12	-	-	-		-	(10)	2
Capital and Rev Initiatives Reserve	5,827	701	(3,511)	(2,045)		(208)	(488)	276
<b>Total Funding</b>	<b>22,681</b>	<b>1,273</b>	<b>(3,087)</b>	<b>(13,428)</b>	<b>-</b>	<b>(4,653)</b>	<b>(1,396)</b>	<b>1,390</b>

\*\* Comprises £664k for Waste Bins and Food Caddies and the reversal of £4.442 million of 2018/19 capital expenditure in relation to the Calverley Square scheme

# Capital Programme Application Form



<b>Corporate Priority</b>	A Confident Borough – Support the health of residents by improving sport and active recreation opportunities and contribute towards the Health Inequalities Action Plan
<b>Proposed Scheme</b>	Supply and installation of primary and secondary drainage to the South side of the football pitches at Bayham.
<b>Outline of Proposal, including timescales</b>	<p>The Council formally adopted the current Playing Pitch Strategy in November 2017 to consider the future provision and management of sports pitches and needs to serve the communities across the Borough. The report was updated in 2019. The objectives of the PPS sets out the commitment to enhance playing pitches to maximise their full potential. As part of the survey a review of pitch conditions was undertaken and Bayham Playing Field was identified as in need of additional drainage. Bayham is currently used mainly by Foresters Football Club catering for boys and girls youth football as well as adult games. The facility caters for over 522 children during the football season for both training and matches. Foresters currently run 35 teams and two mini squads (Reception and year1) age ranges are from under 7 to under 18 for boys and under 9 to under 14 with two senior teams for girls.</p> <p>The pitches on the North side of the facility already benefit from drainage installed approximately 10 years ago and a significant difference is evident in the playability of the pitches on this side of the ground. The Southern side often remains wet resulting in cancellations and negative comments from clubs.</p> <p>The proposal is to install a primary drainage system plus a secondary system of sand banding to the Southern side of the facility to aid drainage and increase the number of games played reducing the amount of lost income to the Council and decrease the negative publicity from users on social media.</p>
<b>Sources of funding</b>	S106 Funding
<b>Objectives</b>	Support the health of residents by improving sport and active recreation opportunities and contribute towards the Health Inequalities Action Plan
<b>Benefits</b>	The installation of drainage on the Southern side of the facility will increase the number of games played and increase income for the Council. The benefits will allow for the development of youth football for all

# Capital Programme Application Form



	abilities within the community.
<b>How will the proposal contribute towards:</b>  <b>Corporate Priority?</b>  <b>Local Area Agreement?</b>  <b>Asset Management Plan?</b>  <b>Other plans and strategies (please specify)?</b>	13 Support the health of residents by improving sport and active recreation opportunities and contributes towards the Health Inequalities Action Plan.
<b>Constraints</b> <b>(e.g. time, reliance on external funding, legal or technical factors)</b>	Appointment of an appropriate contractor to carry out the work. Time – The work will need to be undertaken outside the football season. Technical factors – Problems arising from unforeseen issues as work progresses.
<b>Is this scheme already in the Capital Programme?</b> <b>(If so, has the work</b>	No

# Capital Programme Application Form



<b>started or has the contract been let?)</b>	
<b>Does this scheme create new assets, which the Council will need to replace in due course? If so, please give the asset life expectancies.</b>	No – The drainage system will need regular maintenance and topping up of sand, however, this work forms part of the regular maintenance already priced in the Grounds Maintenance contract.
<b>Have Accountancy agreed that the proposed expenditure should correctly be treated as capital?</b>	Yes
<b>Implications of proposal being rejected</b>	Risk to the Councils reputation via social media and comments from hirers. The risk of an increase in the cost of carrying out the work. Lost income owing to cancellation of games.
<b>Implications of proposal being delayed</b>	The work needs to be undertaken outside the football season any delay will push the work back by a year. The risk of an increase in the cost of carrying out the work. Further criticism of the Council of not meeting the expectations of the clubs.
<b>Alternative solutions (If capital funding not available)</b>	None.

# Capital Programme Application Form



<b>Risks (outline risks and action required to meet them)</b>	Damage to the Councils reputation. Complaints from hirers. Continued cancellation of games.
<b>How does this proposal impact on equalities?</b>	No impact on equalities.
<b>Are there any VAT implications?</b>	Yes

# Capital Programme Application Form



Capital Costs				
Expenditure	2020/21	2021/22	2022/23	2023/24
Site Acquisition	0			
Construction	35,000			
Structural Maintenance	0			
Fees	1500			
Vehicles, Plant, Furniture and Equipment	0			
Grants and Contributions	0			
Other expenditure	0			
Total				
Less external grants and contributions				
Less sales of related fixed assets				
<b>Net cost to Tunbridge Wells Borough Council</b>	<b>£35,000</b>			

# Capital Programme Application Form



Revenue Effects of Capital Expenditure				
Expenditure / Income	2020/21	2021/22	2022/23	2023/24
Loss of Interest (3% of net cost)				
Additional revenue costs (please specify)				
Reduced revenue costs (please specify)				
Additional income (please specify)				
<b>Net cost to Tunbridge Wells Borough Council</b>				

<b>Net Present Value</b> (Please speak with Finance if you are unsure what this is)	
---	--

**Date the scheme discussed by the Head of Service with the relevant Portfolio Holder:**

**Supply email endorsing their support for the approval of funding by Cabinet.**

**Work must not commence without budgetary approval from Cabinet (or s151 in an emergency)**



Appendix F: Quarter 4 - Capital Management to 31 March 2020

**Housing Renewal Grants - summary of loans issued and repaid**

	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14
<b>Advances made during the year</b>	61,853.71	45,050.44	9,591.35	516.00	33,090.84	28,759.76	123,179.22
Energy Efficiency Advances	7,843.94						
Repayment of loans received	(15,267.32)	(70,502.21)	(95,445.95)	(50,738.69)	(69,327.39)	(44,900.58)	(32,137.36)
Other contributions	100,000.00		100,000.00			(5,043.55)	
Transferred to/(from) the reserve	(154,430.33)	25,451.77	(14,145.40)	50,222.69	69,327.39	49,944.13	32,137.36
<b>Net position</b>	-	-	-	-	<b>33,090.84</b>	<b>28,759.76</b>	<b>123,179.22</b>
<b>Housing Renewal Reserve</b>	<b>(87,471.74)</b>	<b>(241,902.07)</b>	<b>(216,450.30)</b>	<b>(230,595.70)</b>	<b>(180,373.01)</b>	<b>(111,045.62)</b>	<b>(61,101.49)</b>

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**Quarter 4 - Capital Management to 31 March 2020**

**S106 as at 31 March 2020**

<b>Allocated to schemes in capital programme:</b>	<b>£000's</b>	<b>£000's</b>
Goudhurst	3	
21st Century Way Cycle Path	56	
Calverley Tennis Court scheme	23	
Hilbert Football Pitch Drainage	43	
Acquisition Sites Sports Strategy	620	
Bayham Containers	75	
Bayham Drainage	35	
		855
<b>Reserved for purposes set out in Section 106 agreements:</b>		
Youth and Adult recreation	132	
Childrens Playspace	128	
Cycleways/Highways & Transport	347	
Car Parking	66	
Air Quality & Renewable Energy	45	
Reptile & Ecology	4	
Public Art	33	
Affordable Housing	3,053	
Community Centre Memorial Park	394	
		4,204
<b>Total Section 106 contributions in hand as at 31 March 2020</b>		<b><u>5,059</u></b>

These contributions expire in the following years:

2019/20	47
2020/21	301
2021/22	26
2022/23	0
2023/24	33
2024/25	654
2025/26	350
2026/27	29
2027/28	2
2028/29	99
2029/30	2,489
2030/31	29
	4,059
Contributions without expiry dates	1,001
<b>Total Section 106 contributions in hand as at 31 March 2020</b>	<b><u>5,059</u></b>

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## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting? **Yes**

## Quarter 4 – Treasury and Prudential Indicator Management to 31 March 2020

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Tom Dawlings – Portfolio Holder for Finance and Governance
<b>Lead Director</b>	Lee Colyer – Director of Finance, Policy & Development
<b>Head of Service</b>	Jane Fineman – Head of Finance, Procurement & Parking
<b>Lead Officer/Report Author</b>	Clare Hazard – Accountancy Manager
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

### This report makes the following recommendations to the final decision-maker:

1. That the 2019/2020 Treasury Management and Prudential Indicator position be noted.

### This report relates to the following Five Year Plan Key Objectives:

This report supports all of the key objectives. Ensuring effective cash flow management is vital in order to support all the services provided by the Council. The interest received from the Council's investments is an important source of income in helping the Council set a balanced budget.

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Management Board	6 May 2020 (Verbal update)
Discussion with Portfolio Holder	Verbal update
Cabinet Advisory Board	Cancelled due to COVID-19 pandemic, replaced by Overview & Scrutiny 8 June 20
Cabinet	25 June 2020

## Quarter 4 – Treasury and Prudential Indicator Management to 31 March 2020

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report monitors compliance with the Treasury Management Policy & Strategy 2019/20 for the period 1 April 2019 to 31 March 2020.
  - 1.2 The report updates Members on investments held by the Council and informs that interest from investments and bank interest for 2019/20 was £755,000, an increase of £68,000 on the approved budget, and an additional £26,000 from the Quarter 3 forecast.
  - 1.3 The report also updates Members on the borrowed funds held by the Council. The cost of the interest on the PWLB loan for 2019/20 was £50,000, the same as the approved budget.
- 

### 2. INTRODUCTION AND BACKGROUND

- 2.1 Under its Financial Procedure Rules, the Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Cabinet.
- 2.2 This report monitors, for the period 1 April 2019 to 31 March 2020, compliance with the Treasury Management Policy and Strategy 2019/20 recommended by Cabinet at its meeting 7 February 2019 (CAB134/18) and approved by Full Council at its meeting of 27 February 2019 (FC60/18).

#### **Current Investments**

- 2.3 The 2019/20 approved limits on the amount of money and the time period the Council can invest with any given counterparty is shown in **Appendix A**.
- 2.4 As at 31 March 2020 the Council had £28.5 million of investments and the institution categories and the maturity profile of these investments are shown in **Appendix B**.

#### **Interest Rate Forecast**

- 2.5 The bank interest rate set by the Bank of England's Monetary Policy Committee had been 0.75% from 2 August 2018 onwards. Despite uncertainty over Brexit the rate remained unchanged into early March 2020 until it became clear that the coronavirus outbreak would pose a huge threat to the economy of the UK. Two emergency cuts were then applied, first to 0.25% (on 10 March 2020) and then to 0.10% (on 19 March 2020). These cuts were accompanied by an increase in quantitative easing.

- 2.6 Link Asset Services, who are the Council's treasury advisors, regularly review interest rates and produce a forecast of the rate over future years. They now forecast that the rate is unlikely to rise for the next two years. With so much uncertainty over the recovery of the economy, and on the Brexit deal and its timing, their forecasts are currently only for two years ahead. The reduction in the interest rate will clearly affect the Council's interest budget in 2020/21 and onwards. Due to the timing there was little effect on the 2019/20 interest earned as funds were fixed at this point.
- 2.7 The Council immediately prioritised its cash flow management in response to the coronavirus crisis as forecasted cash flows are likely to be on a downward trend for the medium to long term, and there will be uncertainty over the amount and timing of cash flows. This will continue as the impact of the pandemic on service delivery, service income, government grants, council tax and business rate income, as well as other receivables becomes clearer.

## Investment and Bank Interest

- 2.8 The 2019/20 budget was set based on average funds expected to be available for investments during the year of £39,500,000. The target interest rate to be earned on these funds was set at 1.74%. Applying this to the funds available resulted in an interest budget of £687,000. This was made up of £654,000 of investment income and £33,000 of bank interest, which is earned when short term balances are kept in the Council's bank account.
- 2.9 The actual average funds available for investment were £43,290,000. The increase was due to the rescheduling of the 2019/20 capital programme into future years. As at Quarter 3 the increased funds were projected to earn additional interest of £42,000, increasing the forecast from £687,000 to £729,000. The Council continued to invest at sound rates and the additional interest earned for the year was actually £755,000, a total increase of £68,000 and a further increase from Quarter 3 of £26,000.
- 2.10 A summary of the forecast position is shown below. As can be seen the average interest rate for the year remained the same at 1.74%.

	<b>Budget 2019/20</b>	<b>Forecast Quarter 3</b>	<b>Actual Quarter 4</b>
Equated Investments	£39.50 million	£42.00 million	£43.29 million
Average Interest Rate	1.74%	1.74%	1.74%
Investment Interest	£654,000	£654,000	£665,000
Bank Interest	£33,000	£75,000	£90,000
<b>Total Interest</b>	<b>£687,000</b>	<b>£729,000</b>	<b>£755,000</b>

## Treasury Management Strategy Prudential Indicators and Targets

- 2.11 Details of the Prudential Indicators and Treasury Management Targets compared to the position as at 31 March 2020 are set out in **Appendix C**.

2.12 None of the Prudential Indicators were breached during the year.

## Local Authorities' Property Fund

2.13 The Council purchased £9 million worth of units in The Local Authorities' Property Fund between 2013 and 2014. The Fund pays a dividend to the Council on a quarterly basis. The dividend paid for 2019/20 was 5.88% although a management fee of 0.73% was paid back to the Fund resulting in a net interest rate of 5.15 %.

2.14 The value of the investment is calculated at year end to be included in the Council's Financial Statements at its fair value or market price. The value of the Council's £9 million investment was £10,876,554 as at 31 March 2019. The value of the £9 million invested as at 31 March 2020 is £10,487,878, a loss in the year of £388,676 but an overall gain of £1,487,878.

2.15 The gain or loss at year end is held in an unusable reserve, set up specifically for this purpose, called the Financial Instrument Revaluation Reserve. This reserve holds the £1,487,878 cumulative gain from the investment. The loss during 2019/20 therefore has no impact on the overall cost of services for the year.

## Other Interest and Investment Income Received

2.16 The Council also receives interest and investment income in addition to investment interest from a variety of sources as shown below:

	<b>Actual 2019/20</b>
Mortgages	£4,010
Other Loans	£2,621
Fusion Loan	£45,526
Investment Property Income	£85,250
<b>Total Other Interest/Invest Income</b>	<b>£137,407</b>

2.17 The Council has provided a loan to Fusion Lifestyle, who manage the Council's sports centres, to fund sports centre improvements. The interest charged for 2019/20 was £45,526 as shown in the table above. As at 31 March 2020 £20,311 of this, along with two quarters of the loan repayments remained unpaid. The Council has agreed to defer the payments from Fusion, in the short term, as the sports centres were closed in March, in line with the Government Public Procurement Notice issued in response to the coronavirus pandemic.

2.18 The Council purchased a commercial property in 2016/17 which is held on the balance sheet as an investment property. Investment income received for 2019/20 was £85,250, which was the full amount due. The purchase of the property was not funded by reserves and will therefore need to be repaid from revenue over the estimated life of the asset. Therefore the investment income from the property is used to meet the cost of this repayment.



## **Current Borrowing**

2.19 The Council had £3 million borrowed from the Public Works Loans Board (PWLb) as at 31 March 2019, at a rate of 2.38%. This loan is repaid in sums of £1 million every July and January and therefore as at 31 March 2020 £1 million of the loan remained. This final amount will be repaid in July 2020.

2.20 The cost of interest on this borrowing for 2019/20 was £50,000.

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## **3. AVAILABLE OPTIONS**

3.1 This report is essentially for information.

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## **4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

4.1 That Members acknowledge the 2019/20 Treasury Management and Prudential Indicator position and note that investment and bank interest was £755,000, an increase of £68,000 on the approved budget and a further increase of £26,000 from the Quarter 3 forecast.

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## **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

5.1 The Council takes advice from Link Asset Services on all treasury management activities.

### **RECOMMENDATION FROM CABINET ADVISORY BOARD**

5.2 The Finance and Governance Cabinet Advisory Board, on 2 June 2020, was cancelled due to the COVID-19 pandemic. This was replaced by Overview and Scrutiny on 8 June 2020.

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## **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

6.1 The investment income and borrowing costs are also included within the Quarter 4 Revenue Management report which is an accompanying report on this agenda.

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## **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off (name of officer and date)</b>
<b>Legal</b> including Human Rights Act	Under Section 151 of the Local Government Act 1972 (LGA 1972) the Section 151 Officer has statutory duties in relation to the financial	Patricia Narebor, Head of Legal Partnership

	administration and stewardship of the authority, including securing effective arrangements for treasury management.	
<b>Finance</b> and other resources	The net investment interest is an important source of income for the Council's revenue budget.	Jane Fineman, Head of Finance, Procurement & Parking
<b>Staffing establishment</b>	No implications	Clare Hazard, Accountancy Manager
<b>Risk management</b>	The Treasury Management Policy and Strategy sets out how the Council aims to control the risks associated with treasury management. The security of the Council's investments is the top priority when making investments and is always considered before yield.	Clare Hazard, Accountancy Manager
<b>Environment</b> and sustainability	No implications	Clare Hazard, Accountancy Manager
<b>Community safety</b>	No implications	Clare Hazard, Accountancy Manager
<b>Health and Safety</b>	No implications	Clare Hazard, Accountancy Manager
<b>Health and wellbeing</b>	No implications	Clare Hazard, Accountancy Manager
<b>Equalities</b>	No implications	Clare Hazard, Accountancy Manager

## 8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix A: Treasury Management Investment Limits
- Appendix B: Current Investments
- Appendix C: Prudential Indicators and Treasury Management Targets

## 9. BACKGROUND PAPERS

Treasury Management Policy and Strategy 2019/20 – CAB134/18

<http://democracy.tunbridgewells.gov.uk/meetings/documents/s41511/13%20Treasury%20Management%20Policy%20and%20Strategy%202019-20.pdf>

Treasury and Prudential Indicator Management Report: Quarter 1

<http://democracy.tunbridgewells.gov.uk/meetings/documents/s44674/13%20Treasury%20Management%20Report%20Q1.pdf>

Treasury and Prudential Indicator Management Report: Quarter 2

<https://democracy.tunbridgewells.gov.uk/meetings/documents/s46663/Treasury%20Strategy%20202021%20FG%20CAB.pdf>

Treasury and Prudential Indicator Management Report: Quarter 3

<https://democracy.tunbridgewells.gov.uk/meetings/documents/s47383/10%20Quarter%203%20Treasury%20Management%20201920.pdf>

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**APPENDIX A: Treasury Management Investments Limits****Banks/Building Societies**

	Fitch Rating (minimum)		Maximum Investment per Institution/ Group	Maximum Duration
	LT	ST		
1st tier institutions	AA+ AA AA-	F1+	£20 million	5 years
2nd tier institutions	A+ A A-	F1	£10 million	3 years

**Nationalised/Part Nationalised Banks**

	Fitch Rating (minimum)		Maximum Investment per Institution/ Group	Maximum Duration
	LT	ST		
1st tier institutions	AA+ AA AA-	F1+	£20 million	5 years
2nd tier institutions	A+ A A-	F1	£10 million	3 years

**Lloyds Banking Group**

	Maximum Investment	Maximum Duration
Lloyds Banking Group	£20 million	5 years

**Local Authorities/Debt Management Office**

	Maximum Investment	Maximum Duration
Unitary Councils	£5 million	5 years
County Councils	£5 million	5 years
Police Authorities	£5 million	5 years
Other Local Authorities	£5 million	5 years
Government's Debt Management Office	£30 million	5 years

**Money Market Funds**

	Maximum Investment	Maximum Duration
Money Market Funds	£5 million	5 years

**Collective Investments Schemes (Pooled Funds)**

	Maximum Investment	Maximum Duration
Collective Investments Schemes (Pooled Funds)	£10 million	-

**Organisations for the purposes of improving Council's Assets**

	Maximum Investment	Maximum Duration
Organisations for the purposes of improving Council's Assets	£5 million	5 years

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**APPENDIX B: Current Investments**

	<b>Investments</b>
Banks/Building Societies	0
Nationalised/Part Nationalised	0
Lloyds Banking Group	12,000,000
Debt Management Office	0
Other Local Authorities	7,500,000
Collective Investment Schemes	9,000,000
<b>Total</b>	<b>28,500,000</b>

	<b>Investments</b>
On Call	0
0 - 3 months	7,500,000
4 - 6 months	0
7 - 9 months	3,000,000
10 - 12 months	9,000,000
12 months +	9,000,000
<b>Total</b>	<b>28,500,000</b>

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**APPENDIX C: Prudential Indicators and Treasury Management Targets**

	Budget/ Year End Position 2019/20	Forecast Quarter 3	Actual Quarter 4
<b>Prudential Indicators</b>			
<b>1 Capital Expenditure</b> This indicator is a summary of The Council's capital expenditure plans.  2019/20	£15,617,000	£7,439,000 projected	£1,390,000 actual
<b>2 The Council's Borrowing Need</b> This indicator is the Council's Capital Financing Requirement (CFR) which is the historic outstanding capital expenditure which has not yet been paid for either from revenue or capital resources. It is essentially a measure of the Council's indebtedness and so is its underlying borrowing need.  Property Investment Dowding House Strategic Land Acquisition Calverley Square 2018/19 Actual	£1,638,000 £2,138,000 £1,050,000 £4,974,000 £9,800,000		
Property Investment Dowding House Strategic Land Acquisition Waste Bins Property Investment 2019/20		£1,567,000 £2,049,000 £1,007,000 £680,000 £511,000	£1,567,000 £2,049,000 £1,007,000 £665,000 £511,000
<b>3 Core Funds and Expected Investment Balances</b> The application of resources to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources.  2018/19 Closing Investments Amount  2019/20	£22,000,000  £22,000,000	£5,814,000 projected  £29,000,000 projected (Year to date £40,000,000)	£5,799,000 actual  £28,500,000 actual

**APPENDIX C: Prudential Indicators and Treasury Management Targets**

	Budget/ Year End Position 2019/20	Forecast Quarter 3	Actual Quarter 4
<b>4 Ratio of Financing Costs to Net Revenue Streams</b> This indicator identifies trends in the cost of capital, borrowing and long term obligation costs of net investment income, against net revenue stream.  Net Cost of Services Borrowing Costs Percentage	£12,493,000 £50,000 0.40%	£18,919,000 £50,000 0.26% projected	£18,673,000 £50,000 0.27% actual
<b>Treasury Indicators</b>			
<b>1 Authorised Limit for External Debt</b> The Council is expected to set a maximum authorised limit for external debt. This limit should not be exceeded and is therefore calculated on the basis of the worst case scenario for cash flow requirements in the short term.  Authorised limit for external debt	£97 million	£2 million actual	£1 million actual
<b>2 Operational boundary for external debt</b> The Council is required to set an operational boundary for external debt. This indicates the most likely maximum level of external debt for cash flow requirements in the short term. This indicator may be breached temporarily for operational reasons.  Operational boundary for external debt	£97 million	£2 million actual	£1 million actual

**APPENDIX C: Prudential Indicators and Treasury Management Targets**

	Budget/ Year End Position 2019/20	Forecast Quarter 3	Actual Quarter 4
<b><u>Treasury Management Targets</u></b>			
<b>1 Target Investment Interest Rate</b> Base Rate 0.75% from 2 August 2018 to 10 March 2020. 0.25% from 11 March 2020 to 18 March 2020. 0.10% from 19 March onwards.  Investment Income 2.09% Bank Interest 0.65% Average 1.74%		1.74% projected	1.74% actual
<b>2 Longer term investment decisions</b> Made in the context of a minimum investment rate of	0.75%	One long term investment made @ 1.10%	One 12 month investment made @ 1.10% One 12 month investment made @ 1.05%
<b>3 Cash flow</b> Overall cash flow to be managed to achieve a nil borrowing requirement although borrowing will be considered an option where it is prudent to do so	Nil	Nil	Nil

**APPENDIX C: Prudential Indicators and Treasury Management Targets**

	Budget/ Year End Position 2019/20	Forecast Quarter 3	Actual Quarter 4
<b><u>Other Key Data</u></b>			
<b>1 Estimated average equated sums for investment 2019/20</b>			
Investment Sums	£34,500,000		
Bank Sums	£5,000,000		
Total	£39,500,000	£42,000,000 projected	£43,290,000 actual
<b>2 Investment Income</b>			
Investment Income	£654,000		
Bank Interest	£33,000		
Total	£687,000	£729,000 projected	£755,000 actual
		(Year to date £550,000)	
<b>3 Interest Paid on PWLB Loan</b>	£50,000	£50,000 projected	£50,000 actual
		(Year to date £43,000)	
<b>4 Actual Investments at end of quarter</b>			
Total Investments		£40.0 million	£28.5 million

## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Annual Report on the Use of the Regulation of Investigatory Powers Act (RIPA)

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Portfolio Holder for Finance and Governance
<b>Lead Director</b>	Lee Colyer, Director of Finance & Corporate Services (Section 151 Officer)
<b>Head of Service</b>	Patricia Narebor, Head of Legal Partnership
<b>Lead Officer/Report Author</b>	Keith Trowell, Team Leader (Corporate Governance)
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

**This report makes the following recommendations to the final decision-maker:**

That the report be noted

**This report relates to the following Five Year Plan Key Objectives:**

- A Confident Borough

The Report contributes to providing value to our community by demonstrating that we are open, transparent and accountable.

**Timetable** (\* please delete those not applicable)

<b>Meeting</b>	<b>Date</b>
Management Board	21 May 2020
Cabinet	25 June 2020

## **Annual Report on the Use of the Regulation of Investigatory Powers Act (RIPA).**

### **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 This annual report provides details of the use of covert surveillance under the Regulation of Investigatory Powers Act by Tunbridge Wells Borough Council.
  - 1.2 The report will be published on the Council's website.
- 

### **2. INTRODUCTION AND BACKGROUND**

- 2.1 The Regulation of Investigatory Powers Act (RIPA) was enacted in 2000 to regulate the manner in which certain public bodies may conduct surveillance and access a person's electronic communications and to ensure that the relevant investigatory powers are used in accordance with human rights. RIPA has been amended and repealed in part by the Investigatory Powers Act 2016. The provisions of RIPA that remain in force and have not been significantly amended include:
  - directed and intrusive surveillance (on residential premises/in private vehicles);
  - covert surveillance in the course of specific operations;
  - the use of covert human intelligence sources (agents, informants, undercover officers); and
  - access to encrypted data.
- 2.2 The revised Code of Practice for Covert Surveillance and Property Interference published by the Home Office in December 2014 states that as a general rule elected members of an authority should review the authority's use of RIPA and set the policy at least once a year.
- 2.3 The Council very rarely makes use of its RIPA powers and would only do so in circumstances where the use is proportionate. No RIPA applications have been made or authorised since March 2011. The last authorisation related to a benefit fraud investigation that resulted in evidence leading to a conviction being passed to the Department for Work and Pensions. There have been no authorisations requested since then.
- 2.4 Prior to 2011, most authorisations were used to obtain evidence to support allegations of benefit fraud. Local RIPA authorisations (i.e. from the Council) no longer need to be sought for benefit investigations as evidence-gathering activities are now co-ordinated through a single national gateway (the National Anti-Fraud Network, or NAFN) therefore the total number of RIPA authorisations across all local authorities is significantly reduced.

- 2.5 There is also increased awareness of the scope of RIPA and of the alternatives to covert surveillance as a result of training delivered to all investigating and authorising officers in recent years.
- 2.6 The Chief Executive is the person responsible for RIPA. He acts as the Senior Responsible Officer referred to in Part 3 of the revised Code of Practice. The Monitoring Officer maintains a register of authorisations applied for and granted and the Council's systems and procedures are overseen by the Head of Audit Partnership.
- 2.7 The Council continues to receive regular inspections from the Investigatory Powers Commissioner's Office (IPCO). The most recent inspection was early in 2018 with the Inspector's Report being issued on 31 January 2018. The Council takes account of the OSC's conclusions and recommendations when formulating and revising RIPA practice and policy. The RIPA policy was updated in April 2018 and is currently under review. Following this review required refresher training will be arranged for all officers involved in the oversight of RIPA and those involved applications and authorisations.
- 

### **3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 3.1 This is an annual report for Cabinet's information, in compliance with the Code of Practice for Covert Surveillance and Property Interference published by the Home Office.
- 

### **4. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 4.1 The report is for noting only.
- 

### **5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 5.1 If the report is approved it will be published on the Council's website
- 

### **6. CROSS-CUTTING ISSUES AND IMPLICATIONS**

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	This report meets the requirement to produce an annual report on the use of RIPA powers. The	Keith Trowell 14.05.20.

	use of RIPA powers can result in a direct interference with a person's human rights. The Council must comply with its procedures and any authorisations must be proportionate in order to justify such interference.	
<b>Finance</b> and other resources	It is necessary that a sufficient budget is available for RIPA training. There are no value for money considerations arising from this report other than to ensure that the Council is acting according to best practice.	Jane Fineman 21.05.20.
<b>Staffing establishment</b>	No implications	Keith Trowell 14.05.20.
<b>Risk management</b>	There are some risks associated with RIPA, most notably reputational risks arising from possible adverse media coverage however, use of RIPA is now minimal and the Council can minimise the risk by ensuring that the use of RIPA is proportionate and appropriate.	Keith Trowell 14.05.20.
<b>Data Protection</b>	There are no specific privacy or data protection issues to address.	Keith Trowell 14.05.20.
<b>Environment</b> and sustainability	The appropriate and proportionate use of investigatory powers assists with the effective investigation of envirocrimes, including incidents fly tipping.	Gary Stevenson 21.05.20.
<b>Community safety</b>	The appropriate use of RIPA can assist in the prevention and detection of crime in the Borough thereby demonstrating compliance with the duty under Section 17 of the Crime and Disorder Act 1998.	Terry Hughes 14.05.20.
<b>Health and Safety</b>	No implications.	Mike Catling 15.05.20.
<b>Health and wellbeing</b>	No implications	Gary Stevenson 21.05.20.
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	Sarah Lavallie 18.05.20.

## 7. BACKGROUND PAPERS

None.



## Communities CAB

**26 March 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes/No**

## Community Safety Partnership Plan 2020/21

<b>Final Decision-Maker</b>	Full Council
<b>Portfolio Holder(s)</b>	Councillor Carol Mackonochie, Portfolio Holder for Communities and Wellbeing
<b>Lead Director</b>	Paul Taylor, Director of Change and Communities
<b>Head of Service</b>	Denise Haylett, Head of Facilities & Community Hubs
<b>Lead Officer/Author</b>	Terry Hughes, Community Safety Manager
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

**This report makes the following recommendations to the final decision-maker:**

1. That the Community Safety Partnership Plan 2020/21 be approved.

**Explain how this report relates to the Corporate Priorities in the Five Year Plan:**

This report links to the Council's 'Our Borough' quadrant, in supporting an inclusive borough; the 'Our Services' quadrant in providing a responsive approach; and the 'Providing Value' quadrant in working closely with partners to deliver confident communities.

### Timetable

<b>Meeting</b>	<b>Date</b>
Agreed for publication by Portfolio Holder	
Agreed for publication by Head of Service	
Management Board	Wednesday, 26 February 2020
Cabinet Advisory Board	N/A
Cabinet	Thursday 25 June 2020
Council	Wednesday 8 July 2020
Other committee(s):	
Community Safety Partnership	Thursday, 13 February 2020
Overview and Scrutiny	Monday, 8 June 2020

Tunbridge Wells Committee Report, version: March 2019

## Report Title

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Community Safety Partnership Plan sets out how the Tunbridge Wells Community Safety Partnership (CSP) will address local priorities to reduce crime and disorder across the Borough. The plan is presented to Cabinet for recommendation and to Full Council for adoption.
  - 1.2 Based on intelligence from the Strategic Assessment and local knowledge, actions in the Partnership Plan have been developed in consultation with a range of partners. The plan also complements and supports the delivery of the “Safer in Kent: The Community Safety and Criminal Justice Plan”, published by the Kent Police and Crime Commissioner; and the Kent Community Safety Agreement published by the KCC Community Safety Unit.
  - 1.3 The Strategic Assessment, the identified priorities and the activities for 2020/21 were discussed at a meeting of the Community Safety Partnership on 13 February 2020.
  - 1.4 The Tunbridge Wells Borough Council Constitution and the Local Government (Functions and Responsibilities) (England) Regulations 2000 states that the Partnership Plan must be adopted by Full Council.
- 

### 2. INTRODUCTION AND BACKGROUND

- 2.1 Partners began working together to address crime and disorder in the early 1990s. In 1998, the Crime and Disorder Act was published. This imposed a statutory duty on partners, known as the ‘Responsible Authorities’, to work closely together to reduce crime and anti-social behaviour and reduce the fear of crime. The partnership was formalised and became a Crime and Disorder Reduction Partnership (CDRP). It is now referred to as the 'Tunbridge Wells Community Safety Partnership (CSP)'.
- 2.2 The partners referred to by the Act as ‘Responsible Authorities’ are Tunbridge Wells Borough Council, Kent County Council, Kent Police, Kent Fire and Rescue Service, National Probation Service, Kent Surrey and Sussex Community Rehabilitation Company the NHS West Kent Clinical Commissioning Group. The CSP also has many non-statutory partners including housing associations, voluntary and community sector organisations. The CSP meets on a quarterly basis.
- 2.3 The Community Safety Unit (CSU), based in Tunbridge Wells Town Hall, was set up in 2010 as the operational delivery unit of the CSP. It is a multi-agency office staffed by 2.8 FTE from TWBC; KCC Wardens; Kent Police; and other agencies working together to reduce crime and disorder.

- 2.4 This co-location of partner agencies has facilitated more effective joint working through morning briefings, improved sharing of information (within a formal protocol) and increased co-operation between agencies.
- 2.5 In the 2019/20 financial year, we were again very well positioned within Kent, coming 1st and 2nd in 12 of the 15 regularly measured crime categories placing Tunbridge Wells amongst the safest place to live in the county.
- 2.6 The priorities identified in the plan were discussed at a CSP meeting on the 13 February 2020.
- 2.7 In 2020/21 the key priorities for the CSP have been agreed as follows
  - 1. Domestic abuse
  - 2. Substance misuse and supply, and alcohol abuse (incl. violence-related issues)
  - 3. Anti-social behaviour (incl. violence and risk reductions in CSE and gangs)
  - 4. Road Safety
- 2.8 The partnership also has a duty to give due regard to the priorities of the Police and Crime Commissioner (PCC). This year, and last, the PCC has placed a focus on violent crime, and would wish our priorities to align with his Violence Reduction Challenge. The types of projects that the PCC would like to see include: raising awareness, night time economy related projects, town centre initiatives, diversionary programmes, community engagement and reassurance activities, drugs and alcohol related projects. The Tunbridge Wells Partnership Plan has been developed to support the work of the PCC whilst we deliver on the local priorities for Tunbridge Wells.
- 2.9 The Tunbridge Wells Community Safety Partnership Plan 2020/21 outlines how statutory and other agencies will address the key priorities shown above.
- 2.10 The plan will be monitored on a quarterly basis at CSP which is jointly chaired by Kent Police Chief Inspector and TWBC Head of Service. The CSP will be responsible for holding agencies to account where they have failed to fulfil the actions they committed to within the plan.

---

### **3. AVAILABLE OPTIONS**

- 3.1 Under the Tunbridge Wells Borough Council Constitution and the Local Government (Functions and Responsibilities) (England) Regulations 2000, this plan must be brought in front of Full Council for formal adoption.
- 3.2 The Partnership Plan presented outlines how the agencies within the CSP will work together to keep residents of the borough safe from crime and anti-social behaviour.
- 3.3 Full Council has the option of approving the plan, amending the plan or requesting that a new plan be produced.

---

## 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 This report is designed to inform members of the multi-agency activity which TWBC and partners have committed to undertake to reduce crime and disorder. The preferred option is for the plan to be considered and approved.
- 

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The CSP ratified the priorities identified at their meeting on 13 February 2020.

### RECOMMENDATION FROM CABINET ADVISORY BOARD

- 5.2 N/A
- 

## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The plan will be made available on the Council's website.
- 6.2 Partner commitments to the plan will be monitored quarterly at CSP meetings
- 6.3 Monitoring information is sent to the Office of the PCC for those priorities or actions funded from the PCC's contribution to CSP funds.
- 

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	<p>As detailed in the body of the report the Partnership Plan is formulated as required by the Crime and Disorder Act 1998.</p> <p>Regulation 4 and Schedule 3 of the Local Government (Functions and Responsibilities) (England) Regulations 2000 require Full Council to adopt the Partnership Plan.</p> <p>At this stage there are no direct consequences arising from the recommendation that adversely affect individual's rights and freedoms as set out in the Human Rights Act 1998. Potentially, consequences could arise in the future implementation of the plan that would need</p>	<p>Keith Trowell, Team Leader (Corporate Governance), MKLS 19/02/2020</p>

	to be evaluated at the time.	
<b>Finance and other resources</b>	All actions within the plan will be undertaken from existing resources or funded by the CSP.	Jane Fineman Head of Finance and Procurement [Date signed]
<b>Staffing establishment</b>	No direct implications	Terry Hughes, Community Safety Manager 19/02/2020
<b>Risk Management</b>	No direct risks arise from this report.	Terry Hughes, Community Safety Manager 19/02/2020
<b>Data Protection</b>	The Community Safety Partnership Plan does not present any changes to how personal data is processed in relation to the proposed priorities for 2020-21. The Council has appropriate safeguards in place to keep data secure, including when working with our partners.	Data Protection Officer 20/02/2020
<b>Environment and Sustainability</b>	No direct implications.	Karin Grey, Sustainability Manager 25/02/2020
<b>Community Safety</b>	The activities contained within this plan are designed to build safer communities by tackling the CSP's priorities of: Reducing alcohol and substance misuse, addressing domestic abuse, tackling anti-social behaviour and improving road safety.	Terry Hughes, Community Safety Manager 19/02/2020
<b>Health and Safety</b>	The plan should help to have an overall increase in safety within the Borough. This would have a positive impact on the safety of staff of TWBC as well as showing that the council are taking their responsibilities seriously with regards to reducing anti-social behaviour. Making the communities safer and more secure to work and live for all.	Mike Catling, Corporate Health and Safety Advisor 24/02/2020
<b>Health and Wellbeing</b>	The actions contained within the plan should contribute to increased wellbeing, and the work to reduce the harm caused by alcohol and substance misuse should have a positive impact on the health of those affected.	Health Team Leader [Date signed]
<b>Equalities</b>	Decision-makers are reminded of the requirement under the Public Sector Equality Duty (s149 of the Equality Act	Sarah Lavallie, Corporate Governance

	<p>2010) to have due regard to (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this paper could directly impact on end users.</p> <p>The priorities identified support the aim of the public sector equality duty to eliminate unlawful discrimination, harassment or victimisation by:</p> <p>providing support services for women and men who experience domestic abuse</p>	<p>Officer 20/02/2020</p>
--	--	-------------------------------

## 8. REPORT APPENDICES

The following documents are to be published with and form part of the report:

- Appendix A: CSP Strategic Assessment and Partnership Plan 2020/21
- Appendix B: CSP Strategic Assessment and Partnership Plan 2020/21 – COVID-19 update

---

## 9. BACKGROUND PAPERS

None



## Strategic Assessment & Partnership Plan 2020/21

Produced by Terry Hughes, Community Safety Manager, Tunbridge Wells Borough Council

Please contact [terry.hughes@tunbridgewells.gov.uk](mailto:terry.hughes@tunbridgewells.gov.uk)

Community Safety Partnership sign-off: 13 February 2020





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## Introduction

The Strategic Assessment produced for the Tunbridge Wells Community Safety Partnership (CSP) helps establish priority themes for the 2020/21 Partnership Plan.

## Legislation

The Crime and Disorder Act 1998 gave statutory responsibility to local authorities, the police, and key partners to reduce crime and disorder in their communities. Under this, and subsequent legislation, Community Safety Partnerships are required to carry out annual audits and to implement crime reduction strategies.

The Police and Justice Act 2006 introduced scrutiny arrangements in the form of the Crime and Disorder Scrutiny Committee, as well as introducing several amendments to the 1998 Act including the addition of anti-social behaviour (ASB) and substance misuse within the remit of the CSP strategies. Reducing reoffending was subsequently added by the Policing and Crime Act 2009. The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 set out further revisions to the 1998 Act.

## The aim of the Strategic Assessment

The analysis of data provided by partners enables the strategic partners to set clear priorities for the coming year.

Part 1 analyses police and partner data for last year's priorities covering the period November 2018 – October 2019. For some crime types more recent data is available and this been appropriately indicated.

Funding for these priorities is provided, in part, by the Kent Police and Crime Commissioner in accordance with the priorities set out in his *Safer in Kent: The Community Safety and Criminal Justice Plan*. Our priorities align with the Commissioner's *violence reduction* themes of prevention, engagement and education, enforcement and rehabilitation.

Part 2 draws some conclusions from the data and recommends the priorities for the partnership for the forthcoming financial year.

Part 3 offers a broad outline of how these priorities will be addressed as well as some specific projects that will be undertaken by the Council's community safety team and external partners.

**It should be noted that some of the data provided in this document is provisional and may undergo further revision.**

## Part 1 - Analysis

## All recorded crime ↓

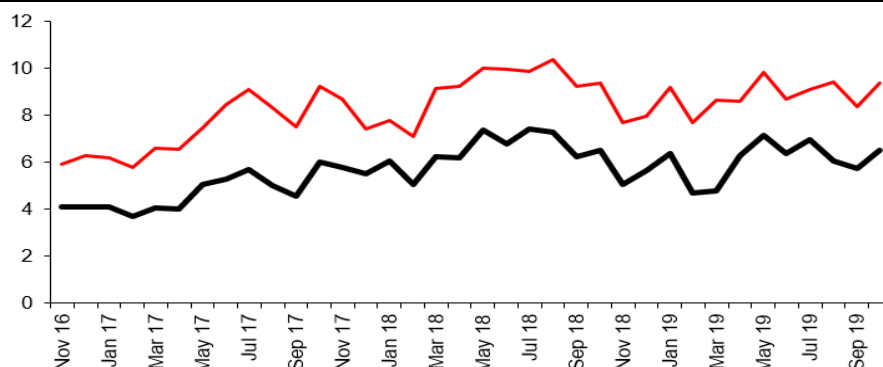
Current figures for the 12-month period November 2018– October 2019, unless stated

Level of Crime **8,447 (previous period 9,021)**Peer Comparison **Best out of 12 Kent areas by population and volume**Annual Change **A reduction of 574 crimes (-6%)****3-YEAR TREND - PER 1000 RESIDENTS**

November 2016 to October 2019

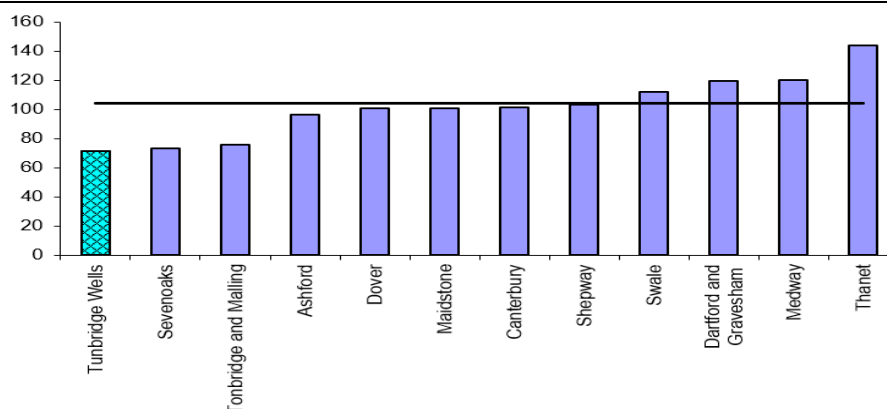
Thin Red Line: Kent Average

Thick black line: Tunbridge Wells

**KENT COMPARISON - PER 1000 RESIDENTS**

November 2018 to October 2019

Black line – Force average



Tunbridge Wells had the lowest overall crime rate in Kent for the given period, marginally ahead of Sevenoaks and Tonbridge and Malling.

A reduction of 574 crimes contrasts strongly with an increase of 2,447 crimes during the preceding period; with much of that increase reflecting improvements in the way Kent Police record crime following a 2014 inspection. Last year the force's rating was raised from inadequate to outstanding by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

From the metric of 'all crime' Tunbridge Wells is the safest local authority area in Kent.

The table on the next page provides a breakdown of reported incidents into discrete crime types, the increase or decrease since the last reporting period, and our county position. Subsequent pages provide further details on key crime types, contextual information and some ward data.

Crime types with *direction of travel* and county position (November to October):

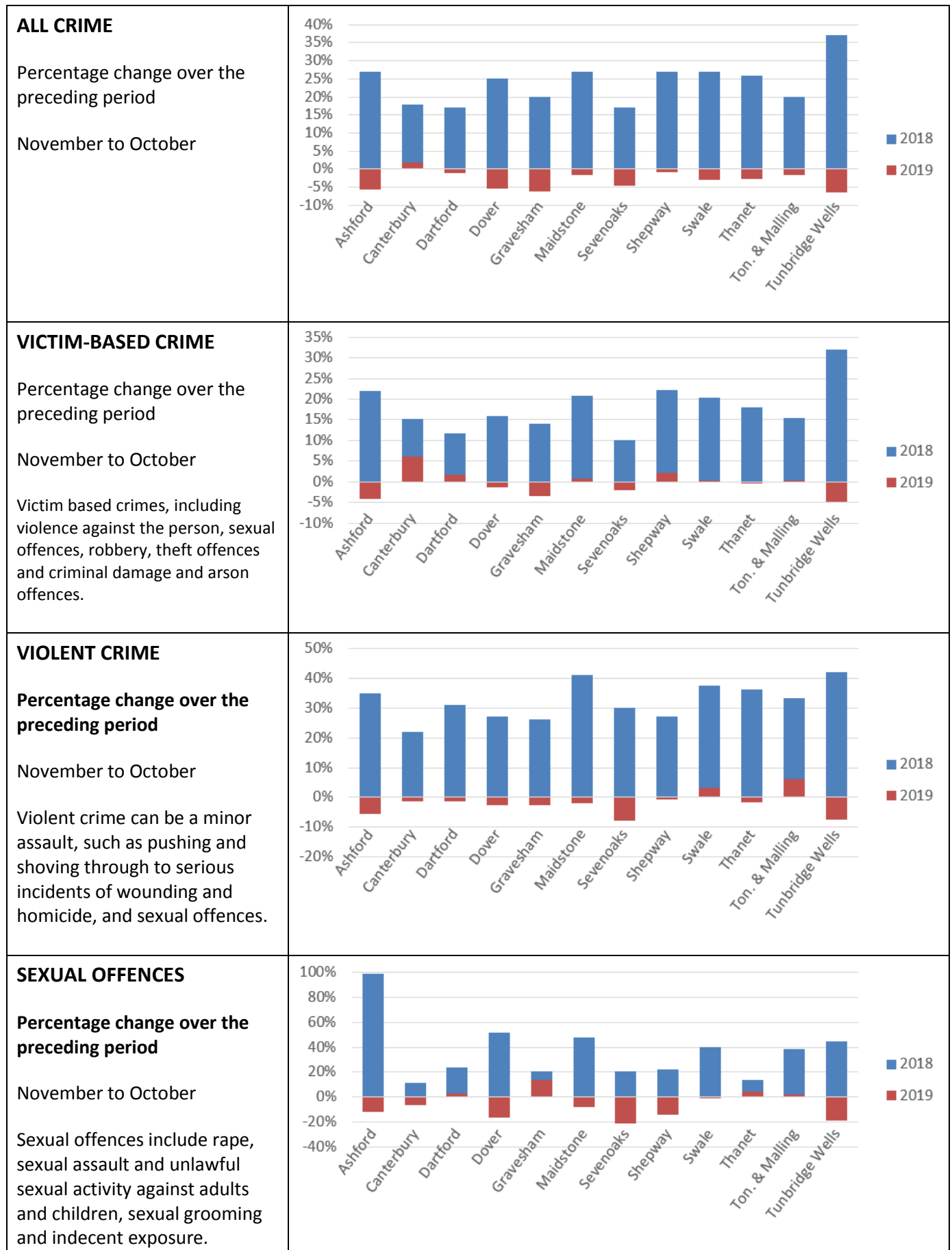
Crime / Disorder Type	Recorded Offences/Incidents					County Position	
	This Year	Last Year	% Change	No. change	Direction	2018	2019
All crime	8,447	9,021	-6.4%	-574	↓	2	1
Victim-based crime	7,319	7,694	-4.9%	-375	↓	2	1
Violent Crime	3,551	3,839	-7.5%	-288	↓	3	2
Sexual offences	282	347	-18.7%	-65	↓	3	2
Hate Crime	197	179	10.1%	18	↑	3	3
ASB Incidents	1,470	1,313	12.0%	157	↑	1	1
Burglary Residential	368	374	-1.6%	-6	↓	1	1
Criminal damage	976	1,048	-6.9%	-72	↓	2	2
Domestic abuse incidents	2,362	2,163	9.2%	199	↑	2	2
DA repeat victims <sup>1</sup>	DA repeat data has not been available since Nov 2018 following an upgrade to Kent Police computer systems						
DA repeat victims %							
Stalking and Harassment	879	939	-6.4%	-60	↓		2
Drug offences	196	155	26.5%	41	↑	8	7
Robbery	66	52	26.9%	14	↑	3	2
Shoplifting	748	741	0.9%	7	↑	5	5
Theft from a motor vehicle	282	264	6.8%	18	↑	2	1
Theft of motor vehicle	146	126	15.9%	20	↑	2	2

<sup>1</sup> Repeat victimisation rate for DAVSS (Domestic Abuse Volunteer Support Services) clients in West Kent for the period 2018/19 was around 6%

Noticeable in this data are:

- Our county position remains strong.
- Welcome reductions in several key crime types, including violent crime and sexual offences.
- Domestic abuse incidents continue to rise but Tunbridge Wells still well placed in Kent.
- A modest increase in anti-social behaviour.
- Small increases in drug offences but a slight improvement in our county position.
- Small increase in shoplifting offences

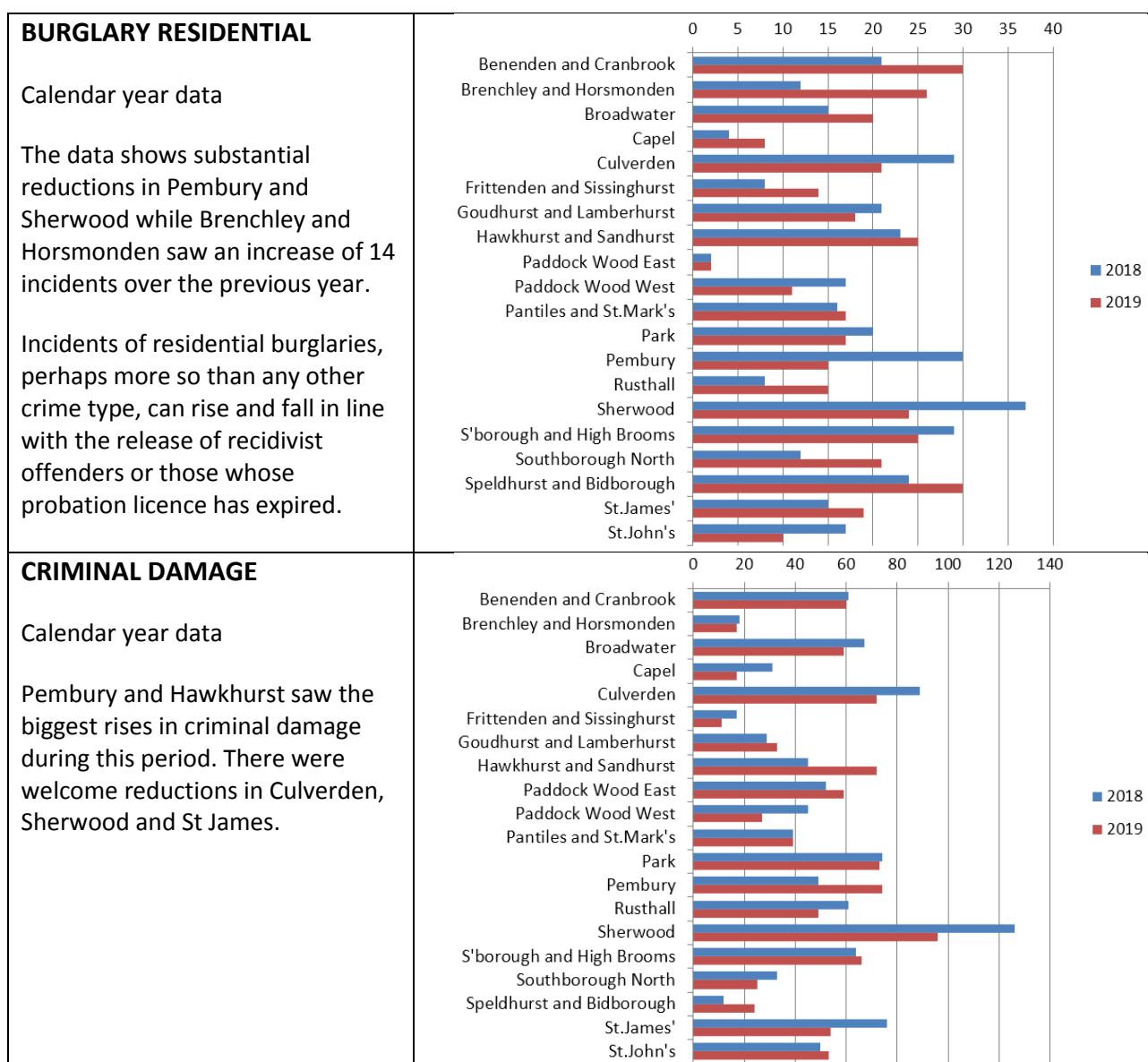
Last year we reported that all Kent Local Authorities experienced seemingly alarming rises in key *high-harm* crime types such as violence and sexual offences. In Tunbridge Wells we were confident that the steep rises we saw did not reflect a substantial increase in crimes. A deeper analysis showed this to be the case. The charts on the following page, also presented last year, compare the percentage change of key crime types across Kent over the two-year period.

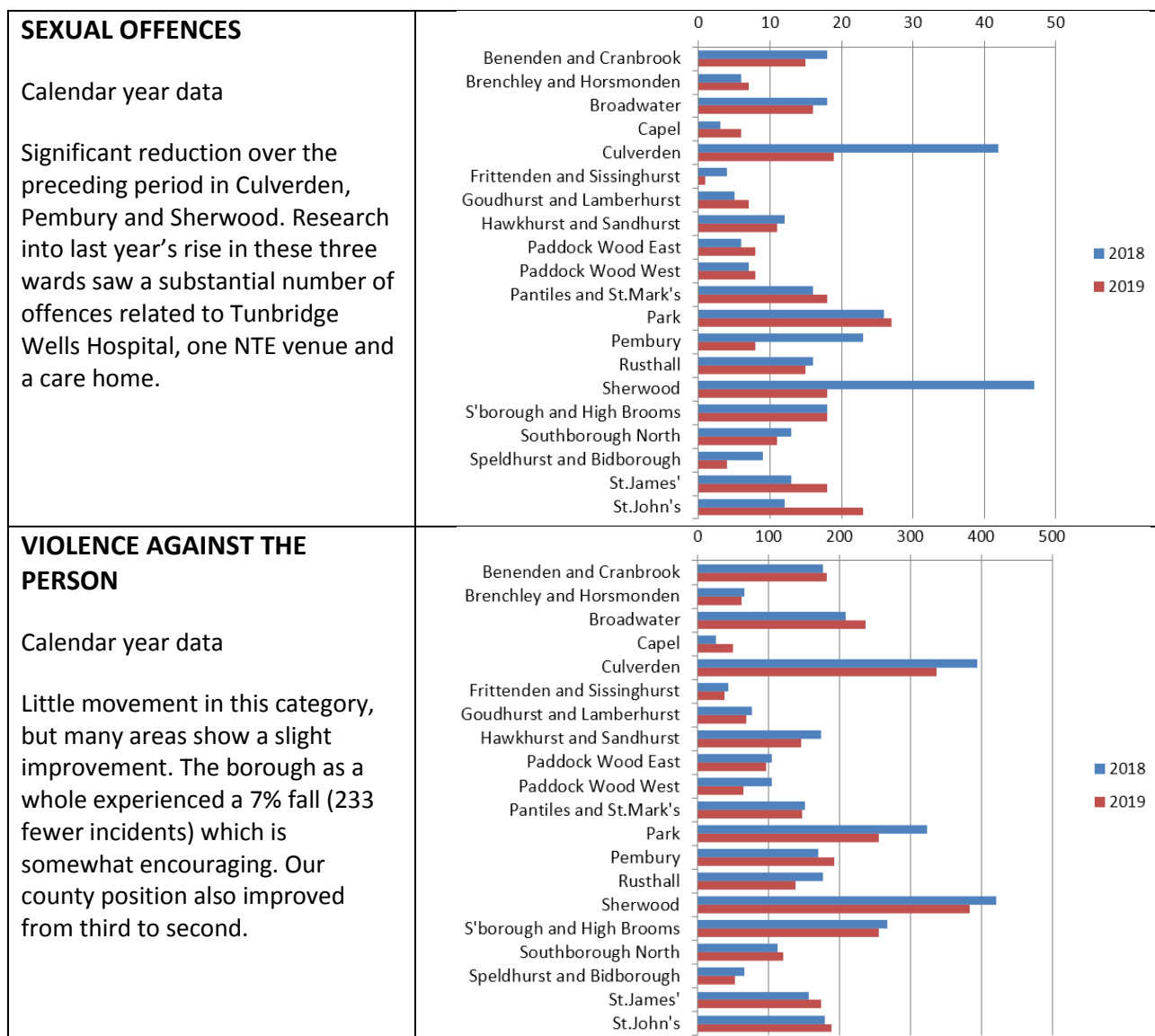


## Ward data

The charts below and on the following pages provide ward-based data for residential burglaries, criminal damage, anti-social behaviour, sexual offences and violence against the person. More ward data is available but an issue with Kent Police computers has made this more difficult to extract.

We have also analysed this data against ward population, as requested by a member of the Cabinet last year. This data has not been included in this year's Strategic Assessment as it would require some contextual information to make good sense of it and to add clarity.





## Prolific Offenders

The Integrated Offender Management (IOM) process is a multi-agency approach to manage individuals, both young and adult, who are at risk of causing the most harm to their communities. This year the emphasis has moved away from solely Serious Acquisitive Crime (SAC) to a more Threat, Risk and Harm approach which includes not only SAC, but domestic abuse, those seen as vulnerable to gang involvement and complex cases that require a multi-agency approach.

The length of time and offender can spend on IOM can range from months to years. Currently the average length of time spent on IOM is 13 months. Presently, Tunbridge Wells has an IOM cohort of 16 persons, with nine (adults) in custody and seven (six adults and one youth) being monitored and worked with in the community.

Further, Kent, Surrey & Sussex Community Rehabilitation Company (KSS CRC) manage low to medium risk offenders with community orders, suspended sentence orders, post release

licences and post sentence supervision. Tunbridge Wells has the second lowest cohort (behind Folkestone and Hythe) of individuals working with KSS CRC. High risk offenders are managed by the National Probation Service (NPS). Tunbridge Wells has the second lowest cohort (behind Sevenoaks) of individuals registered with NPS.

## **A note on shoplifting**

A 1% rise in shoplifting this period contrasts strongly with the 50% rise during the preceding period. Last year CSU officers secured three-year Criminal Behaviour Orders (CBO) on two persistent shoplifters. Consequently, we heard very little from either recipient during the past twelve months.

CBOs are time-consuming to achieve but we're fortunate to have a robust policing team in the CSU, a solid town centre policing team and a strong Safe Town Partnership with 100+ retail and night-time economy members.

Not all shoplifting offences are perpetrated by individuals who can't afford basic provisions or drug addicts looking to supplement their income. In Tunbridge Wells (and elsewhere) organised 'gangs', typically from outside the borough, take advantage of a thriving town centre and busy retail park with easy access to the A21.

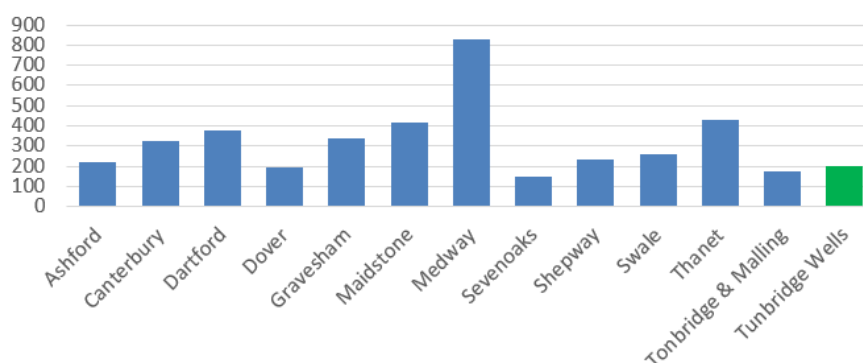
It's worth mentioning again that a greater level of engagement between retailers and town centre police officers has resulted in an increased willingness for shop staff and security teams to be far more proactive. This has led to more shopliftings being detected, and reported, by staff.

That said, some retailers are better at deterring or reporting shoplifters than others. We will continue to press the more lenient or lackadaisical retailers to take firmer action because there's an attraction, particularly for young people after school, to take advantage of shops that appear not to care when thefts take place.



## Hate Crime

The chart below shows the level of hate crime across Kent from November 2018 to October 2019 during which time 197 incidents were recorded in Tunbridge Wells. This is up on last year's total of 179 incidents.

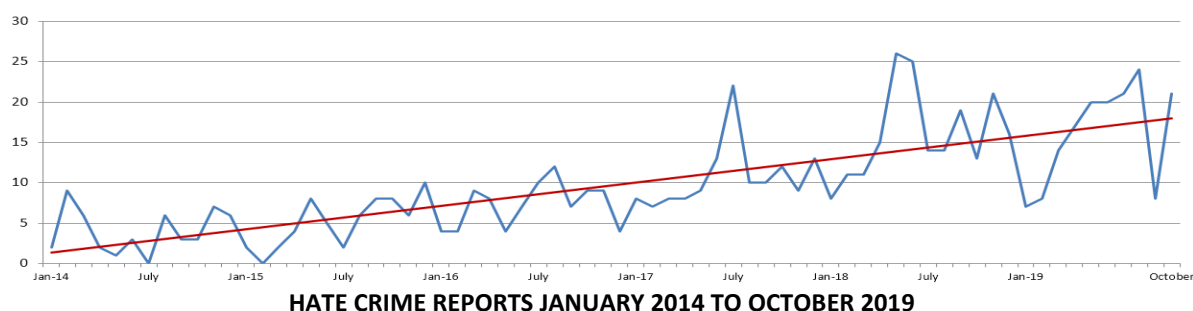


A further breakdown of hate crimes reviewed and managed by Kent Police's Community Liaison Officer (CLO) shows race to be the predominant driving factor. A lower number of other reports involve multiple motivations. Some common acts of abuse are directed towards traffic wardens, taxi drivers, security guards and police officers.

Calendar Year	Race	Disability	Religion/faith/belief	Transgender	Gender	Sexual orientation	Age
2019	128	32	10	1	0	29	1
2018	132	24	12	0	9	26	6
2017	103	17	6	0	0	12	1

All hate crimes within the borough are reviewed by the CSU-based CLO with suitable interventions and signposting made as appropriate.

While hate crime is not categorised as a priority within the Partnership Plan, CSU-based officers have daily sight of all reports and these may be discussed at multi-agency morning briefings if a partnership approach is seen as helpful. Further, hate crime is a standing agenda item at our monthly multi-agency Vulnerability Board meeting.



A hate crime against any resident with a protected characteristic is always unacceptable and efforts are always made to support victims and prevent a repeat occurrence.

Nationally, antisemitism appears to be on the rise. During a six-month period in 2019 offences increased by 10% on the same period in 2018, with over 100 incidents per month for the third year running. Within our borough, two offences relating to neo-Nazi/antisemitic comments were recorded within the last calendar year. While this number is low the Borough Council, and the Community Safety Partnership supports the International Holocaust Remembrance Alliance (IHRA) working definition of antisemitism:

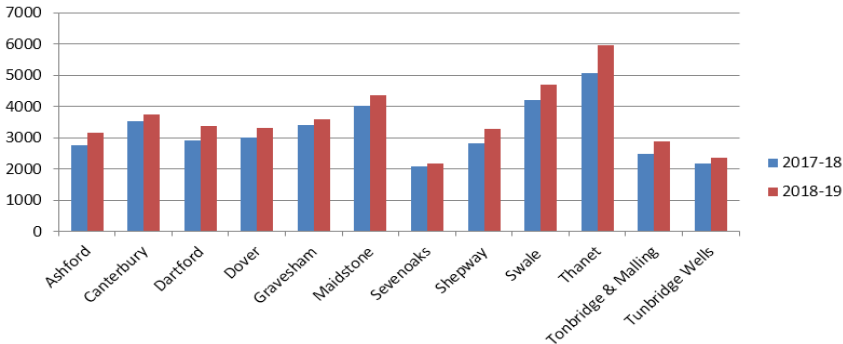
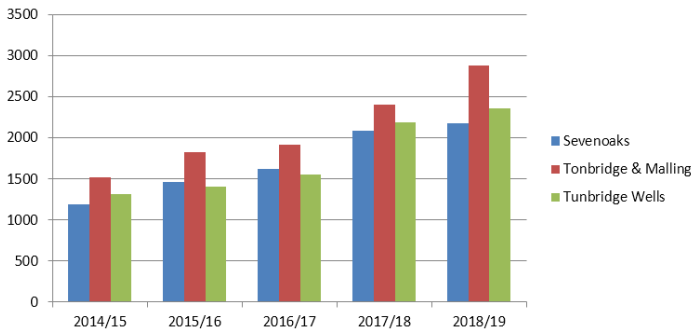
*“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”*

We will consider the practical application of this definition, its use in awareness-raising and for monitoring and responding to reports of antisemitism.

## **A selection of hate-related initiatives that took place this year**

- Arranged training for police staff and partner agencies to recognise and communicate with people living with dementia.
- Visits to hate crime victims including Syrian families who have just moved into the area.
- Working with Aspens to raise awareness of disability hate crime reporting.
- Completed numerous community impact assessments for incidents which may increase community tension
- Training for partners, including KFRS, on working more closely with gypsy/traveller community.
- Addressed the Polish community and a Czech contact to offer Brexit advice/support.
- Liaised with Turkish contact – regarding intel of drugs, human trafficking and fake IDs.
- Liaised with the Be You project (an LGBTQ+ organisation) and service users about how police deal with hate crimes.
- Liaised with deaf community to gauge how easy/difficult it is to interact with police during times of crisis.
- Hate crime awareness stand at Tunbridge Wells hospital with input given to new starters from countries including Philippines, Egypt and Pakistan.
- Interfaith week involvement with local churches & mosque.
- The CLO helped prepared a Prayer Room at Tunbridge Wells Police Station to provide a quiet space for reflection, relaxation and prayers. The room contains various religious sculptures and scriptures, also includes mindfulness appliances and gadgets to create an atmosphere that promotes better mental health.
- Attended community stand at Cranbrook library advertising police recruitment and hate crime awareness.

## Priority 1: Domestic abuse ↑

Current figures refer to the 12-month period from November 2018 – October 2019	
Level of Crime	<b>2,362 crimes (last year 2,163)</b>
Peer Comparison	<b>Second out of 12 Kent areas</b>
Annual Change	<b>Increase of 199 crimes (+9%)</b>
<b>KENT COMPARISON</b>  Tunbridge Wells' total of 2,362 is an increase of 199 incidents (9%) over the same period last year.	
<b>REPEAT VICTIMS</b>  Repeat victims as a percentage of total incidents.	See next page
<b>WEST KENT</b>  Five-year comparison of domestic abuse incidents.	

The Government defines domestic abuse as ‘Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or family members, regardless of gender or sexuality.’ This includes coercive and controlling behaviour, harassment and can include assault.

During the 12 months from November 2018 to October 2019, there were 2,362 recorded incidents of domestic abuse in Tunbridge Wells reported to Kent Police. This is an increase of 9% against a 33% increase during the period 2017-18. All districts in Kent experienced an increase in recorded domestic abuse offences over the 2018/19 period.

While we saw a 9% increase in recorded incidents, we have the second lowest recorded offences per-1000 residents in Kent.

## Repeat victims

Repeat victim data has not been available since an upgrade to Kent Police computer systems in November 2018. Data for the period November 2017 to October 2018 show repeat offences accounted for 25% of all reported domestic abuse reports in Tunbridge Wells. This repeat rate is very much in line with all other Kent local authority areas which has tended to hover between 24% and 26% over the past five years.

The repeat victimisation rate for DAVSS clients in West Kent was around 9% during 2017/18 and 6% during the first three quarters of 2018/19. We believe this demonstrates the effectiveness of DAVSS' holistic approach and the extended support offered to clients.

The Support Plus Transformation Project, funded by the Home Office for three years, has contributed to this extremely low repeat victimisation rate. Funding for this Project comes to end on 31 March 2020. DAVSS continues to seek replacement funding for this extended service which sees survivors of domestic abuse supported well beyond the point of crisis.

## Funded outcomes

Provider	Funding
<b>Domestic Abuse Volunteers and Support Service (DAVSS)</b>	<b>£18,000 (PCC, TWBC)</b>

**Service:** Provide domestic abuse support services to men and women at all levels of risk. Encourage early reporting by promoting the helpline and available services. Provide workshops and training to raise awareness and promote prevention.

**Outcomes:** DAVSS received 266 referrals in Q1-Q3 against 187 referrals received during the same period in 2017/18.

## Further data and contextual information from DAVSS

There has been a notable rise in the number of clients calling the helpline from all three local authority areas (TWBC, TMBC & SDC). Many clients have reported poor mental wellbeing at point of entry and some have disclosed information that has required immediate emergency services intervention.

DAVSS saw a marked increase in the number of men accessing their services. In previous years the service took on 5-6 new male clients each quarter. However, during Q1-Q3 of this period 25 male clients were receiving specialist support from DAVSS. Due in part, perhaps, to increased efforts to advertise DAVSS services to men.

DAVSS Support to Court project and flagship Support Plus Transformation project remain in high demand.

In delivering awareness of domestic abuse and the challenges faced by victims and services, the DAVSS CEO and support staff delivered:

- General DA Awareness training to nine Community Wardens in West Kent.
- Presentation to 14 Domestic Homicide Panel members on Honour Based Violence (HBV), Forced Marriage and cultural implications.
- Five DA Awareness Raising training sessions to Kent Police with a total of 79 West Kent police staff in attendance.
- DAVSS CEO delivered a presentation to Kent Critical Law society about volunteering on the Support to Court project as well as a short talk on “Philanthropy and Charity” at a Kent Community Foundation event.

## Awards

In 2019 DAVSS received the Queens Award for Voluntary Service, the highest award given to volunteer groups across the UK in recognition of exceptional service within the community. DAVSS is one of only three Kent-based recipients out of thousands of nominations across the charity and voluntary sector. The awards exist to acknowledge “exceptional volunteer groups across the UK who are making a positive impact on the lives of others.” During the three quarters of this period DAVSS volunteers, which number around 50, contributed over 26,000 hours to the service.

Further, DAVSS were finalists for the Tunbridge Wells “Love Where You Live Awards” in the category Charity of the Year 2019. DAVSS were also delighted to have won a Kent Housing Group Excellence Award in the category of Excellence in Delivering Services to Vulnerable People. Last, but not least, DAVSS received two awards at the Kent Volunteer Awards in the category of Top ‘Emergency Services’ Volunteer Group and Top Overall ‘Emergency Services’ Volunteer Group.

## One Stop Shop

DAVSS staffed 18 sessions at the One Stop Shop in Tonbridge during Q1-Q3. These sessions saw 30 clients picked up for ongoing support and advice, four of whom are high risk.

### **During Q1-Q3 the following support was provided:**

- 843 legal advice sessions
- 138 court attendances (122 to Civil Court and 16 to Criminal Court)
- 215 Solicitor meetings

### **This support work has achieved the following Protective Orders:**

- 87 Non-molestation Orders
- 13 Prohibited Steps Orders
- 63 Child Arrangement Orders
- 15 Prison sentences or other punitive measures

**For young people the DAY Programme has been run in the following schools:**

- Benenden (67 students)
- West Heath (7)
- Bennett Memorial (178)
- 17 students attended a follow up session at TWGGS

In addition to the above Tunbridge Wells residents and young people also accessed the Freedom Programme, the Children's Freedom Programme and the ACE Recovery Toolkit.

Provider	Funding
<b>Community Domestic Abuse Programme (CDAP)</b>	<b>£3,000 (PCC)</b>

**Service:** Provide support to male perpetrators of domestic abuse to change their behaviour through the Community Domestic Abuse Programme (CDAP)

**Outcomes:** Of the 17 men active on the 28-week programme during Q1 five were from Tunbridge Wells, all within the age range 20-44. Two Tunbridge Wells males remained on the programme during Q2, which the other three males having completed the course. The initiative to encourage men in custody who may be cautioned or released NFA (no further action) has produce one referral. The responsibility to progress this project has now been picked up by a sergeant, with a lead on DA, who attends the quarterly WK DA Forum.

## Priority 2: Substance misuse and alcohol abuse ↑

Current figures refer to the 12-month period from November 2018 – October 2019

Drug Offences (**Possession**)

**124 incidents (last year 109)**

Peer Comparison

**Fourth lowest out of 12 Kent areas (previously fifth)**

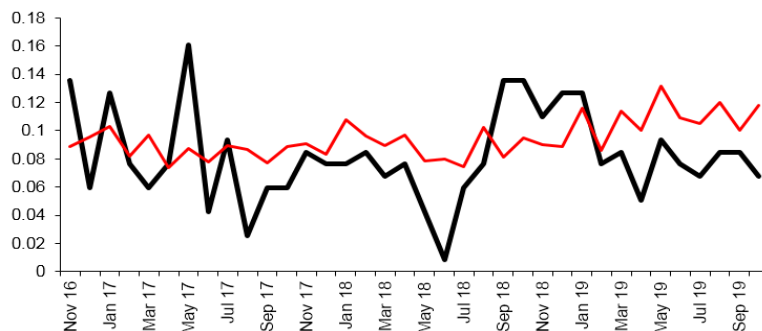
Annual Change

**Up 15 (14%)**

### 3-YEAR TREND (POSSESSION)

**Thin Red Line:** Kent Average

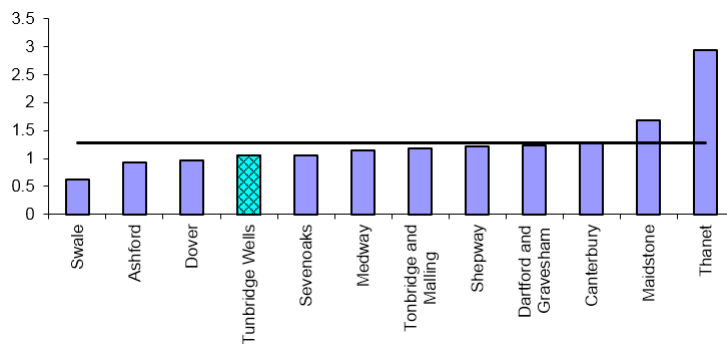
**Thick black line:** Tunbridge Wells



### KENT COMPARISON

Possession offences per 1000 residents

**Black line:** Force average



Drug Offences (**Trafficking**)

**72 incidents (last year 46)**

Peer Comparison

**Eighth lowest out of 12 Kent areas (previously fifth)**

Annual Change

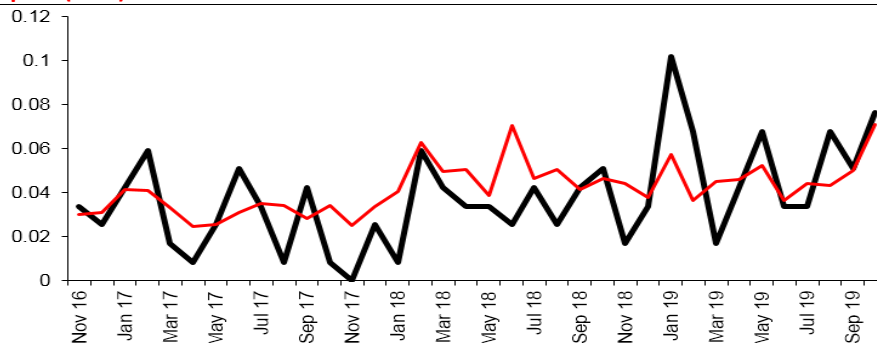
**Up 26 (57%)**

### 3-YEAR TREND (TRAFFICKING)

In the context of this measure the term trafficking means 'dealing'.

**Thin Red Line:** Kent Average

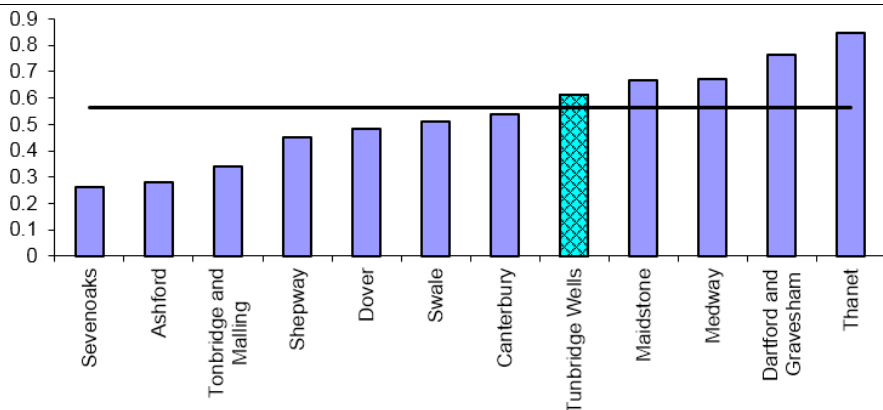
**Thick black line:** Tunbridge Wells

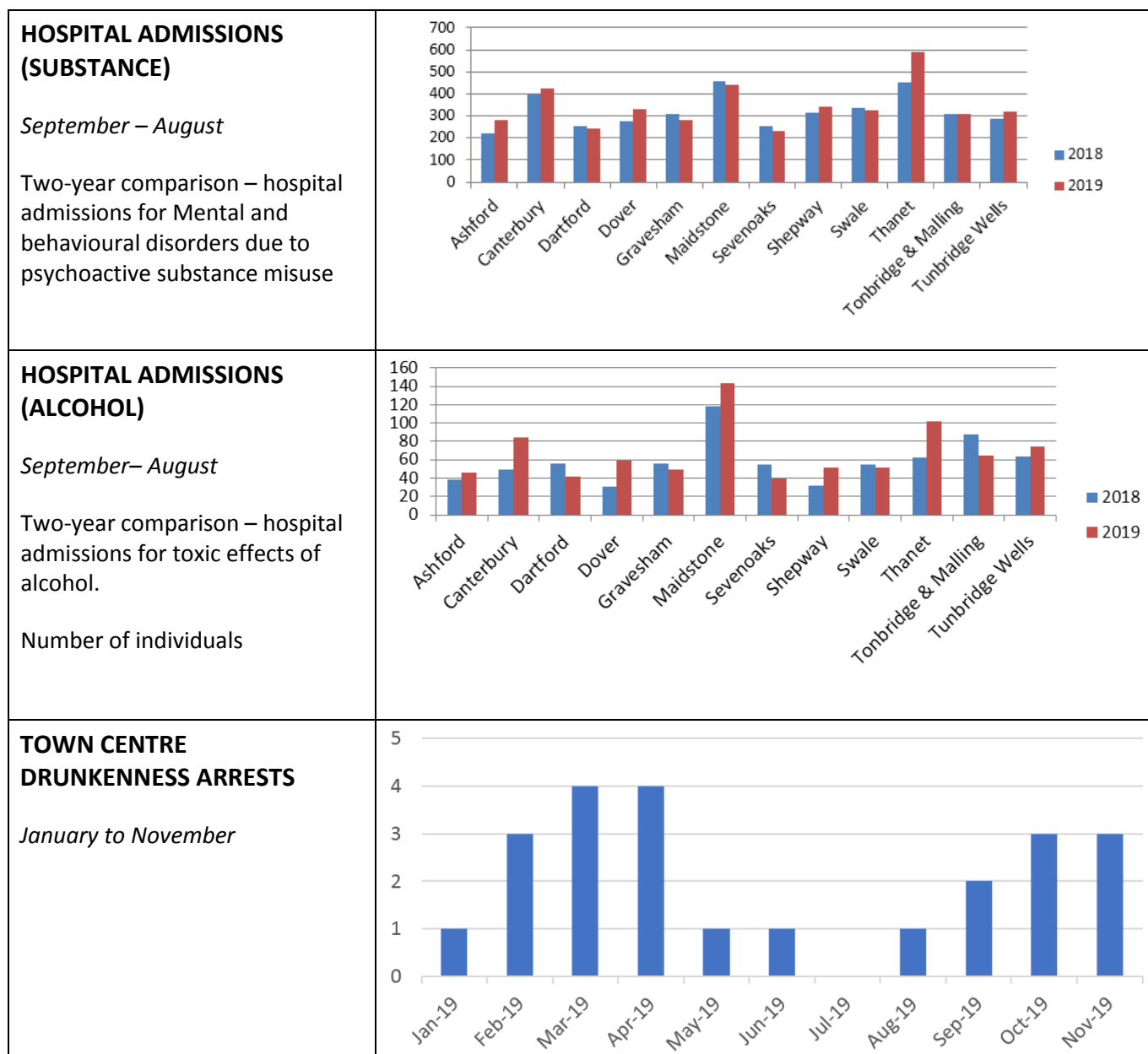


### KENT COMPARISON

Trafficking offences per 1000 residents

**Black line:** Force average





## Arrests for drug offences (combined possession and trafficking offences)

Between November 2018 and October 2019, there were 1.7 recorded drug offences per 1,000 population in Tunbridge Wells (up from 1.3), placing us sixth lowest in Kent. The Kent district average for the same period is 1.9 (up from 1.6).

## Trafficking

There was a 57% increase in trafficking offences during the period, up from 46 to 72. This is a bigger rise than we experienced during the previous reporting period but a fully resourced Community Policing Team with a particular focus on substance misuse, particularly Class A drug dealing (trafficking) involving members of South London and Eastern European gangs, is believed to account for some of the increase.



Arrests were made in and around the town centre, Ramslye, Southborough and Tonbridge town centre as suspicious behaviour in vehicles piqued the interest of well-placed officers. Significant jail sentences were secured for a number of Eastern European and South London drug dealers.

## Possession

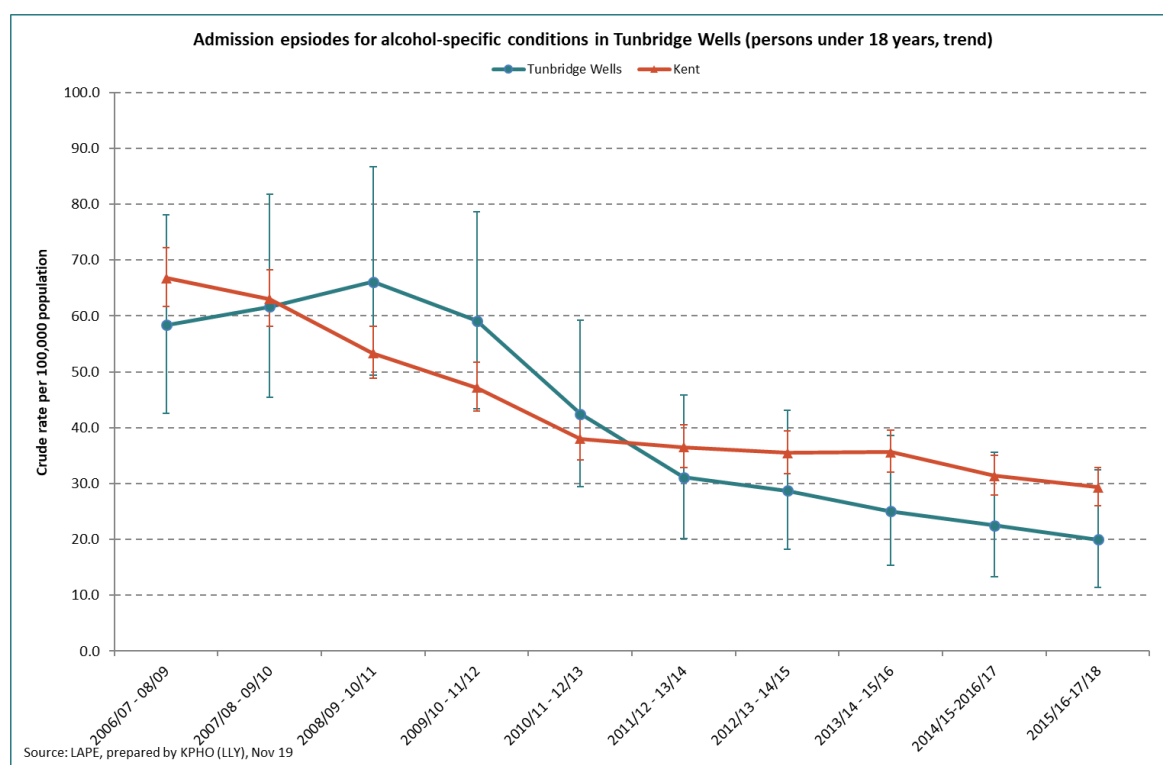
Possession of drugs offences were up by 15 this period, following reductions of six and 58 offences in the two previous periods. Tunbridge Wells remains slightly below the Kent average and fourth lowest in the county (we sat fifth in 2017 and 2018).

## Hospital admissions for toxic effects of alcohol

There were 78 hospital admissions due to the toxic effects of alcohol during the period September 2018 – August 2019, an increase of eight compared to the preceding period.

Sherwood saw the highest admissions (15) with St James' the next highest (eight). Following closely with seven each were Benenden & Cranbrook and Southborough & High Brooms. All other wards had six admissions or less (numbers less than seven withheld to preserve anonymity of individuals).

Admissions for alcohol specific conditions in the under-18 age group continues to fall.



The table on the following page lists the total number of hospital admissions (including repeat admissions) due to evidence of alcohol involvement by blood alcohol level or level of intoxication. These 78 admissions relate to 74 individuals.

## Hospital admissions due to psychoactive substance misuse

There were 441 hospital admissions in 2018/19, an increase of 64 over the preceding period and slightly lower than the increase of 88 during the preceding year.

The table below lists the total number of hospital admissions (including repeat admissions) for mental and behavioural disorders due to psychoactive substance misuse. These 441 admissions relate to 319 individuals.

### Hospital admissions - September 2018 - August 2019

For toxic effects of alcohol		Due to psychoactive substance misuse	
Sherwood	15	Southborough & High Brooms	49
St James'	8	Culverden	42
Benenden & Cranbrook	7	Sherwood	36
Southborough & High Brooms	7	St John's	35
Hawkhurst & Sandhurst	< 7	Brenchley & Horsmonden	35
Culverden	< 7	Park	31
Pembury	< 7	Rusthall	28
Rusthall	< 7	St James'	24
Brenchley & Horsmonden	< 7	Pantiles & St Mark's	24
Broadwater	< 7	Hawkhurst & Sandhurst	23
Goudhurst & Lamberhurst	< 7	Southborough North	21
Paddock Wood West	< 7	Goudhurst & Lamberhurst	15
Pantiles & St Mark's	< 7	Speldhurst & Bidborough	14
Park	< 7	Benenden & Cranbrook	14
St John's	< 7	Broadwater	13
Speldhurst & Bidborough	< 7	Paddock Wood East	10
Capel	< 7	Pembury	9
Frittenden & Sissinghurst	< 7	Frittenden & Sissinghurst	7
Paddock Wood East	< 7	Paddock Wood West	< 7
Southborough North	< 7	Capel	< 7

## Funded outcomes

Provider	Funding
<b>Kenward Trust</b>	<b>£7,000 (PCC)</b>

**Service:** To deploy substance misuse workers to hotspots within the borough to carry out 1:1 and group work with adults and young people.

**Outcomes:** 26 sessions providing two or more outreach workers to locations identified with young people drinking alcohol and smoking cannabis where anti-social behaviour may also be a factor. There follows a snapshot of the work undertaken by Kenward in Q3.

**Tunbridge Wells:** The Grove, Calverley Grounds, Great Hall car park, Grosvenor skate park, High Street, St Johns Park.

**Paddock Wood:** Train Station, Commercial Road and surroundings, recreation ground, Waitrose car park

The Kenward team look to engage with young people during two time periods; immediately after school and early evening. The after-school input is directed more towards educational information on the risks and dangers of alcohol and drug abuse. The early evening approach is guided by what is going on 'on the ground' with the behaviour of groups a focus and the effects of the intimidation that residents can feel when large groups of young people become rowdy in public spaces.

Aside from the standard information given out to young people about the dangers of substances like cannabis, ketamine and nitrous oxide young people have also initiated conversations around the chemical makeup of certain substances and the accessibility of drugs on the dark web.

The age range of young people seen during outreach sessions typically ranges from 14 to early-20s. Occasionally children as young as 11 are seen within the groups.

Kenward report that an increase in youths using bicycles has made some engagement more difficult.

Provider	Funding
<b>Street Pastors Tunbridge Wells</b>	<b>£2,500 (PCC)</b>

**Service:** Provide a positive presence in the night-time economy.

**Outcomes:** During the year street pastors engaged with around 1,500 people during weekend evenings (Thurs-Sat) and into the early hours of the morning. They provide dynamic safeguarding and advice to, primarily, young adults and occasionally are a helpful link to emergency services. The Safe Town Partnership provides 2-way radios, free of charge, so they can link in with the town centre CCTV Control Room.

## Stories from the Streets – A Street Pastor view

- A young girl has suddenly collapsed, her mother has been phoned and is coming. An ambulance has been called as she is still on the ground.
- In grounds of Trinity – young man on the ground, unresponsive – friends have called ambulance – think he has taken overdose of MDMA. She and another SP (Street Pastor) are taking him and a friend to hospital as advised by ambulance team over the phone.
- A man had been bottled and walked up to Hoopers, a woman was with him. Street pastors were following the couple to direct the ambulance. A policeman turned up to help the injured man.
- Lady who has been homeless for years approached the street pastors and said that she now has accommodation in Rusthall and been having some rehab.

- Some guys got out of a taxi and went straight to the street pastors and thanked them and said how amazing they are and that they had helped him in the past.
- Team met the last train from London –everyone keen to get home, some had missed their stops! Now off to P&P. All very quiet.
- Some aggression when P&P closed – two groups of lads, SP team helping to keep calm. Some gone on to the kebab shop. Team going to check at the kebab shop on the way back.
- A drunk man is upset because he has been assaulted, but he is drunk and was verbal to the police, they hung up on him. Another man is being a bit verbal to the SP's at the train station.
- At the clock a young lady is distressed as she can't find her phone or her friend. The distressed girl and her underaged friend are eventually reunited.
- Young girl very drunk and was shown out of club by the bouncers. Her friends did not seem to be concerned.
- Group of 15-20 young people getting ready for a fight outside the town hall. Team have called the police who were aware of it. They are going to stay and monitor the situation.
- A man was assaulted in Bar & Grill. The offender left the bar in a taxi. The victim reported the incident and the vehicle index number to the police.
- Two girls, one being very sick by Lloyds Bank. SP's seeing if they can help.
- Helped a man outside Maplins, medically unwell – was being sick., Returned to base to get sleeping bag for him. Lots of glass and bottles picked up tonight. Met a van full of friendly policemen!
- A young man has drunk far too much, being sick, his girlfriend has phoned her mother to come and pick them up.
- Heard over the radio there has been an assault outside the club. SPs notified. It appears a man fell over in the queue and doorman wouldn't let him in so he swung a punch at him.
- Helped a girl who was sitting on the road who had drunk too much. SP's had a conversation with a lady who works with the elderly in Hastings.
- Radio alert that there might be a fight starting near Subway. Police alerted. Lot of shouting/chanting in the High Street.
- Team trying to help a girl get cash out of a machine who can't remember her number and another who has lost her passport.
- Call from CCTV for Street Pastors to attend to a semi-conscious female at Envoy's. Team had only just got their teas but abandoned them and went to attend.
- SPs have found a man slumped in the car park. Paramedics have arrived.
- The SP's have received a number of supportive, encouraging comments from people whilst out first thing.
- Two men, one in his 50's, came out of Moo Moos, took their belts off and wrapped them around their knuckles. SP went up to them and said hello and asked about the belts. The men moved on to P & P but were denied entrance.

An info-graphic provided by the Street Pastor service to summarise some of the engagement work they perform.



## Other activities

### Community Alcohol Partnership

A Community Alcohol Partnership (CAP) for Tunbridge Wells was launched at the Ice Rink in Calverley Grounds on Friday, 15 November 2019.

CAP schemes are set up to address underage drinking and the resulting harm to young people and the communities they live in. Schemes are managed and delivered locally through a partnership between local authorities, police, retailers, schools, neighbourhood groups and health providers.

Priority 3: Anti-social behaviour ↑	
Current figures refer to the 12-month period from November 2018 – October 2019 unless stated	
Level of Incidents	1,470 (previous period 1,313)
Peer Comparison	<b>Best out of 12 Kent areas by volume and population</b>
Annual Change	<b>Increase of 157 reports (12%)</b>

Over the next couple of years the Community Alcohol Partnership scheme will focus on:

- Enforcing the laws relating to young people and alcohol.
- Developing a responsible retailing approach for 18 to 25-year-olds.
- Education and awareness for young people and parents.

The Tunbridge Wells Community Safety Unit is responsible for coordinating the CAP and we are working with representatives from local licensed businesses including retailers, schools, Kent Police, youth services and charities. A monthly working group will look at the day-to-day operation of the CAP through the implementation of a shared action plan.

We know through work done by Kenward Trust Outreach Workers and others that young people are attracted to public spaces in Tunbridge Wells town centre where they gather in numbers during the early-to-late evening. Some drink and some choose to cause anti-social behaviour and criminal damage.

Just as importantly, young people who choose to drink risk harming themselves while also making themselves vulnerable to harm from others.

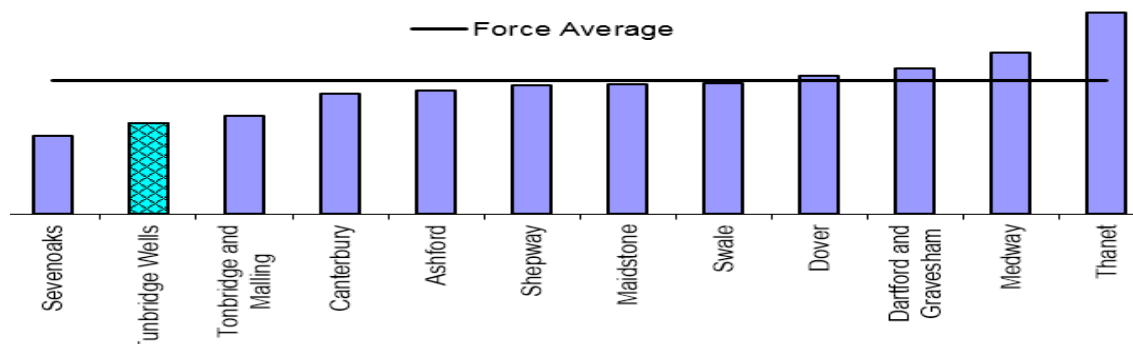
The anti-social behaviour and the vulnerability of young people are what we'd like to address through this programme.



As mentioned earlier in this document a change to the way anti-social behaviour is recorded resulted in a significant decrease in recorded offences and a substantial increase in Public Order offences during the previous reporting period with every ward in every local authority area in Kent experiencing similar reductions. In Tunbridge Wells, and elsewhere, the number of Public Order reports jumped from 399 to 919 (+130%).

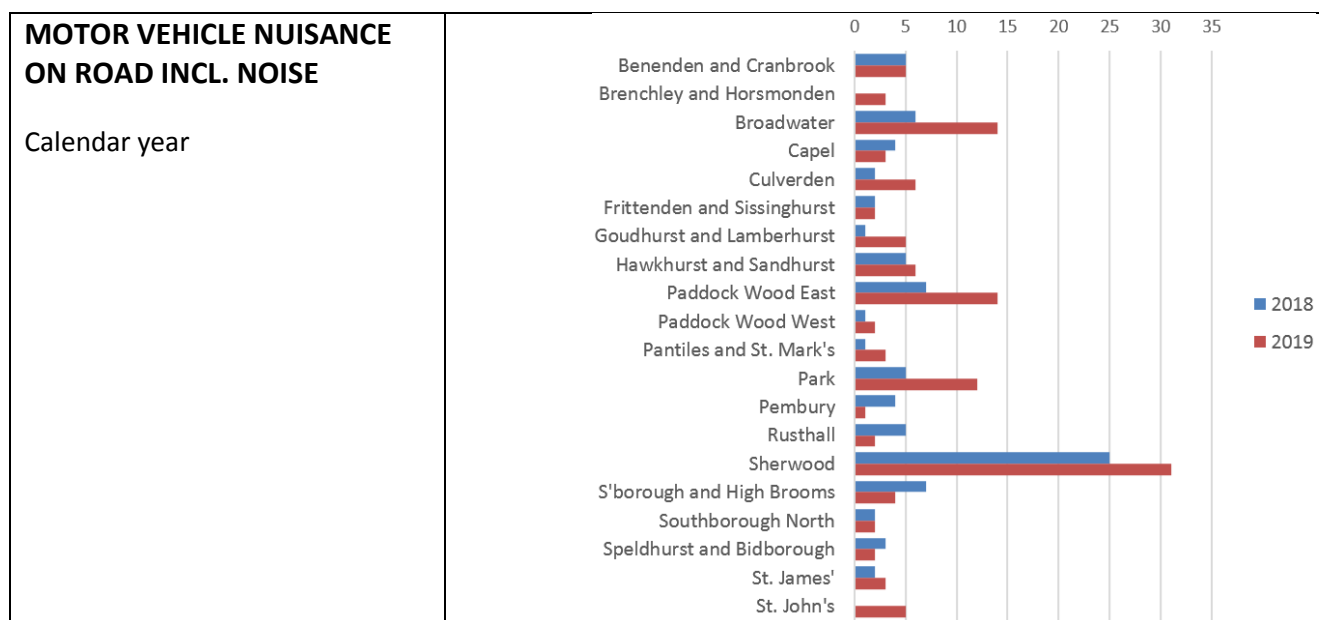
This year, along with a modest increase in anti-social behaviour, we're pleased to see a substantial reduction in Public Order offences; down from 919 to 688 (-25%). Other areas in

Kent saw similar reductions in Public Order offences but Tunbridge Wells maintained its strong position, as illustrated in the graph below.

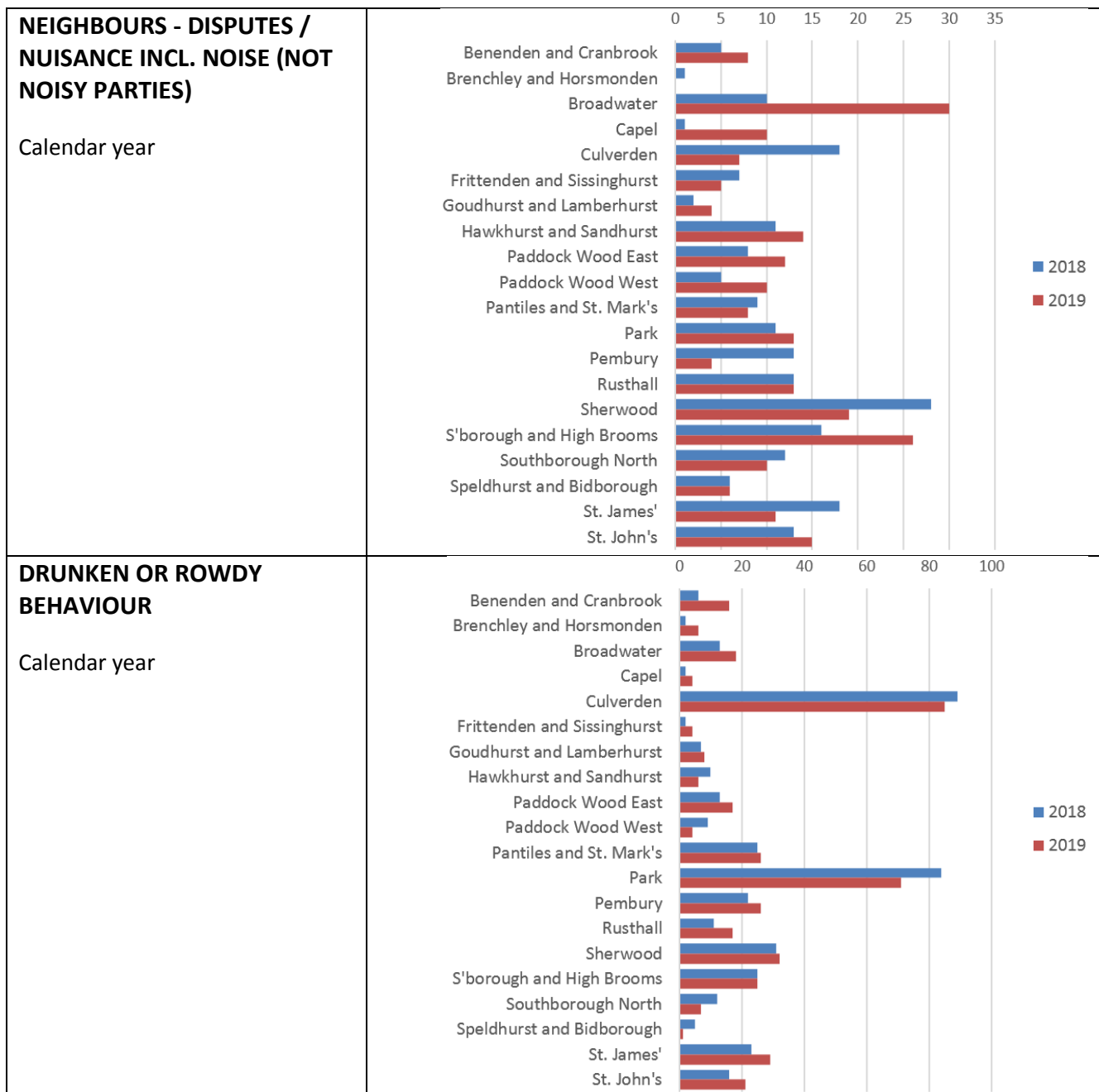


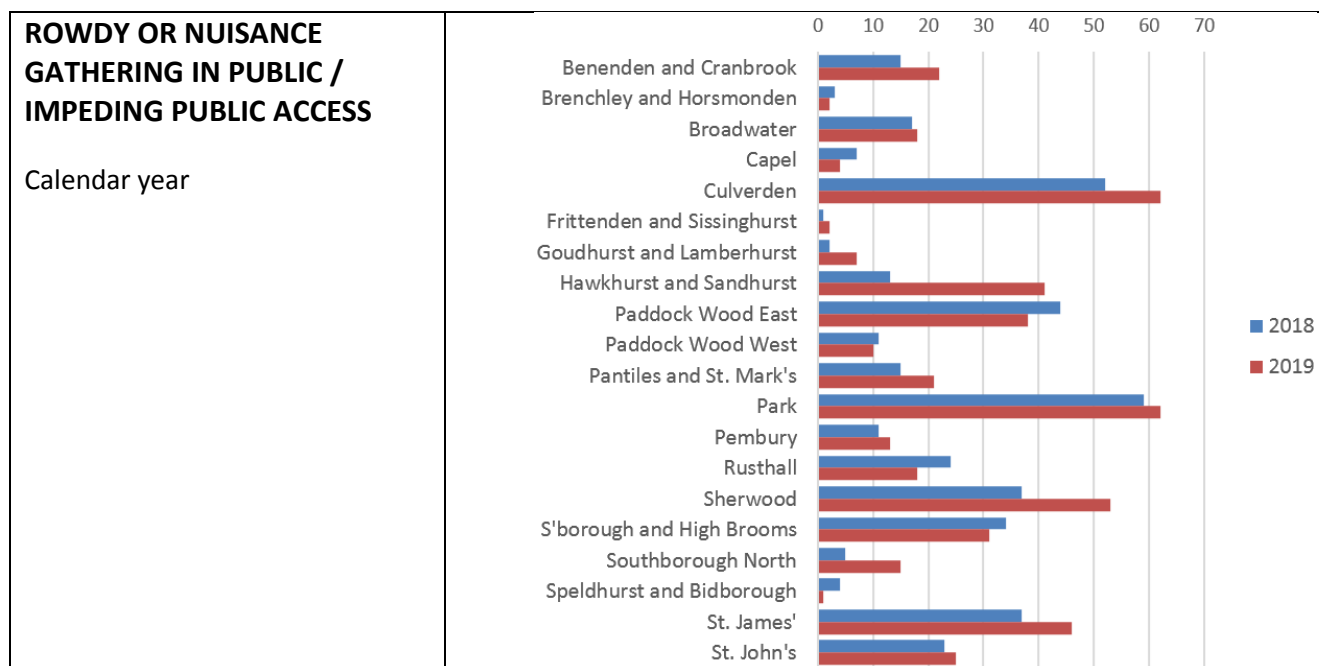
Anti-social behaviour covers a range of behaviours that can include animal nuisance (dog bites, strays on road), fireworks (noise or inappropriate use), noisy parties (or event, rave), rubbish (incl. discarded drugs paraphernalia), abandoned vehicles, parking nuisance, riding or driving on land other than a road, rowdy or nuisance gatherings in public (and impeding public access), neighbour disputes (or nuisance) and drunken or rowdy behaviour.

This wide range of behaviours contributes to a headline rate categorised as ‘anti-social behaviour’. All things being equal we compare favourably against other local authorities in Kent. However, with anti-social behaviour set as a priority last year we’ve extracted, below, some of the major sub-categories by ward.









Ward-based data and district-based data cover slightly different time periods, but the four categories above form the bulk of reports during a 12-month period (roughly 1,200 of 1,400 reports).

Nuisance/noisy vehicles figure highly in Sherwood. Further analysis would likely show most of the 31 calls (up from 25) relate to vehicle noise around North Farm industrial estate and Knights Park. While the figures for Broadwater may relate to Sainsbury's car park at Linden Road.

An increase in calls in Paddock Wood East likely reflect the reports of nuisance at the train station, the Wesley Centre and Commercial Road.

Neighbour disputes (225) form a large part of the anti-social behaviour category with the highest number of calls coming from Broadwater and Southborough and High Brooms.

As perhaps expected, drunken/rowdy behaviour and nuisance gatherings tend to occur more frequently in busier areas with a 'town centre'. Sherwood figures highly in the rowdy behaviour category while Hawkhurst and Sandhurst also saw a significant bump during this period.

A recent trend for 'ride-outs', whereby large groups of young people ride bicycles through town centre areas, has been seen in Tunbridge Wells. The pedestrian-friendly area near the Millennium Clock is particularly attractive to young people performing wheelies and riding *en masse* in a way that many shoppers find intimidating or dangerous.

As alluded to above, incidents of anti-social behaviour are raised and discussed at the thrice-weekly multi-agency morning briefing chaired by a Kent Police officer based in the CSU. This allows partners to quickly respond to, and resource, incidents that require a swift follow up.

## Other activities of note

- 1,080 actions for partners and the community safety team as outcomes from well-attended morning briefings – a high proportion relate to anti-social behaviour.
- Community Protection Warning and Notice, and subsequent penalty notice served on a resident causing a nuisance to their neighbours.
- Launch of the Community Alcohol Partnership to address underage drinking and help reduce town centre anti-social behaviour. First stage included 50+ retailers visits and 20+ test purchases undertaken at off licences.
- Tied in with Trading Standards to effect multiple raids on licenced premises resulting in the seizure of thousands of illegal and counterfeit cigarettes and non-duty-paid alcohol. Community Protection Notice served on one repeat offender resulting in the shop being closed.
- New out-of-court approach taken for two unauthorised encampments resulting in a very quick eviction.
- Partner visits to a number of hotels and B&Bs re Child Exploitation training.
- Child Exploitation awareness delivery to social landlords and taxi drivers.
- Training for licensees' security teams on responsible enforcement.
- Funded and deployed Kenward Outreach workers to town centre and Paddock Wood hotspot areas.
- Funded and deployed a local security detail to town centre and Paddock Wood hotspot areas.
- Four big outreach days to engage with young people (incl. two in Cranbrook, one in Tunbridge Wells and a truancy sweep in Paddock Wood).
- Multiple positive engagements with rough sleepers, beggars and buskers to modify their behaviour with the threat of a PSPO fixed penalty notice for non-compliance.
- Served six Acceptable Behaviour Agreements on young people to good effect.
- Delivered six workshops for young people on knife crime, online safety, grooming and exploitation.
- Multiple discrete 'all out' events in the south of the town on Thursday evenings during the summer.
- Spring cleaning and community cohesion event at children's play area in Rusthall.
- Cuckooing awareness input to Landlords forum.
- Ongoing work with developers to resolve vehicle nuisance at Knights Park.
- Assisted 85 events through the Safety Advisory Group in 2019, including 11 firework displays, nine remembrance parades and six big summer events.

## All Out days and the Youth Project

I think it's worth noting here the Youth Project that was borne out of several All Out days in the borough. The All Out programme, effectively a flooding of local hotspots by responsible adults from a range of agencies, itself arose from local knowledge of issues in and around the town centre with groups of 14 to 18 year-olds hanging out in large groups in open spaces and shopping areas during weekends and summer evenings. Thursday evenings, especially, became a focus for young people with the regular Jazz on the Pantiles events creating a buzz in the southern part of the town.

The Pantiles events were well managed and young people were successfully discouraged from attending the area. Instead, they gathered in numbers at Calverley Grounds, the Common near The Forum, The Grove and several car parks. Young people were known to be using and abusing alcohol and drugs leading to an increase in anti-social behaviour and crime.

To ensure young people remained engaged with services the Borough Council's Community Safety Officer, Kent Police's ASB Officer and Early Help Workers developed a six-week engagement programme. The aim was to bring greater awareness to young people of the effects of their behaviour and the risks they are taking with their own health and wellbeing. The officers wanted young people "to feel part of the community and to respect themselves and the people they share it with".

## The Program

**Week 1 – Lifelong learning.** Career prospects with National Citizens Service (NCS). St Giles Trust attend with a former gang member to discuss his journey back to employment with young attendees. Town and Country Housing Community Engagement officer attend to discuss apprenticeships. Kenward Trust, TWBC's Community Safety Officer and Kent Police's ASB Officer also attend to support the young people and colleagues.

**Week 2 – Gang Awareness.** Further input from St Giles Trust, to include creative work and an introduction of mentors and gang prevention advice.

**Week 3 – Healthy Relationships.** DAVSS Support Officer and Domestic Abuse Specialist PCSO delivering input about healthy relationships and consent. Bicycle Bakery on Camden Road provided a venue for the young people to make pizza. TWBC Community Safety Officer and Kent Police ASB Officer in attendance and supporting.

**Week 4 – Drugs and Alcohol.** Trip to Kenward Trust in Yalding for input on drugs and alcohol and the long- and short-term effects. Opportunity to enrol in Kenward's First Chance programme.

Priority 4: Road safety ↑	
Current figures refer to the 12-month period from July 2018 – June 2019 unless stated	
Level of Concern	<b>326 Casualties (previous period 294)</b>
Peer Comparison	<b>Second best out of 12 Kent areas by volume and population</b>
Annual Change	<b>Increase of 32 casualties (11%)</b>

**Week 5 – Sexual and Physical Health.** Addaction input on sexual health. Tunbridge Wells Borough Council Health Team cooking some healthy snacks. TWBC Community Safety Officer and Kent Police ASB Officer in attendance and supporting.

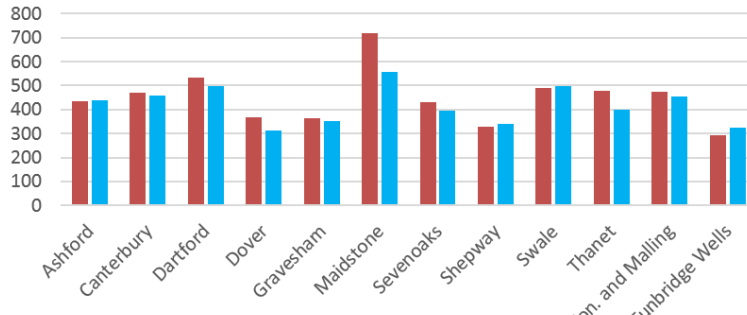
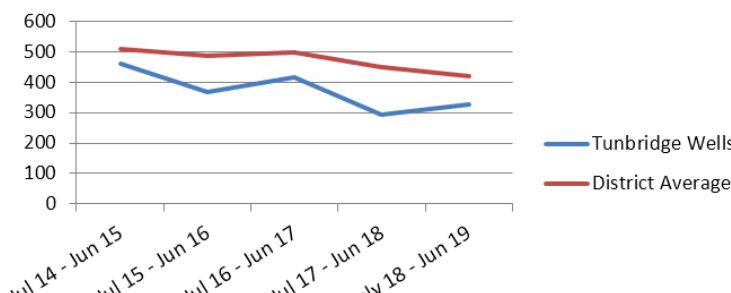
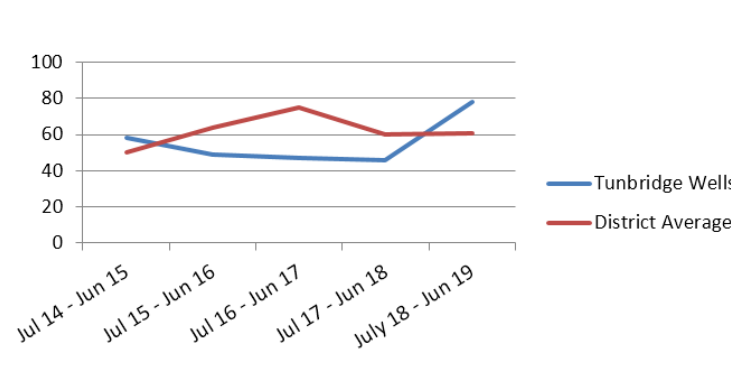
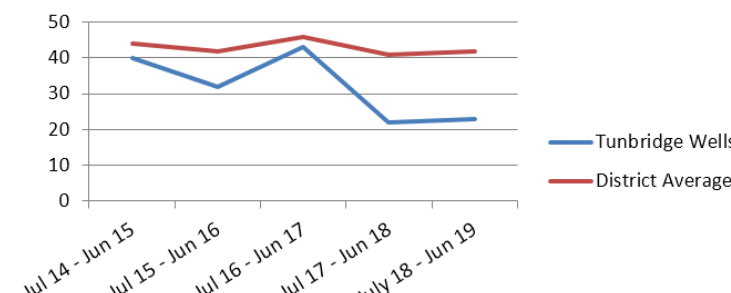
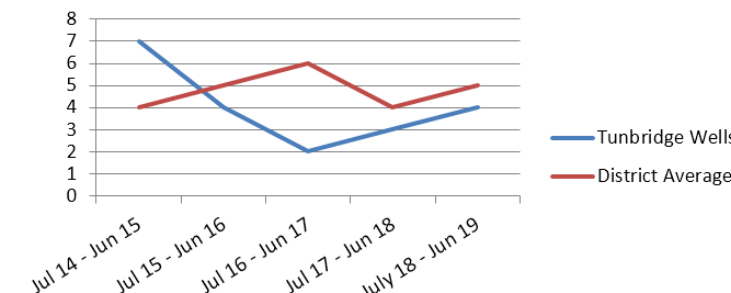
**Week 6 – Field Trip.** St Giles Trust and Kent High Weald Partnership providing a trip to the Sherwood lake and woods to do outside cooking, mentoring and gang prevention advice.

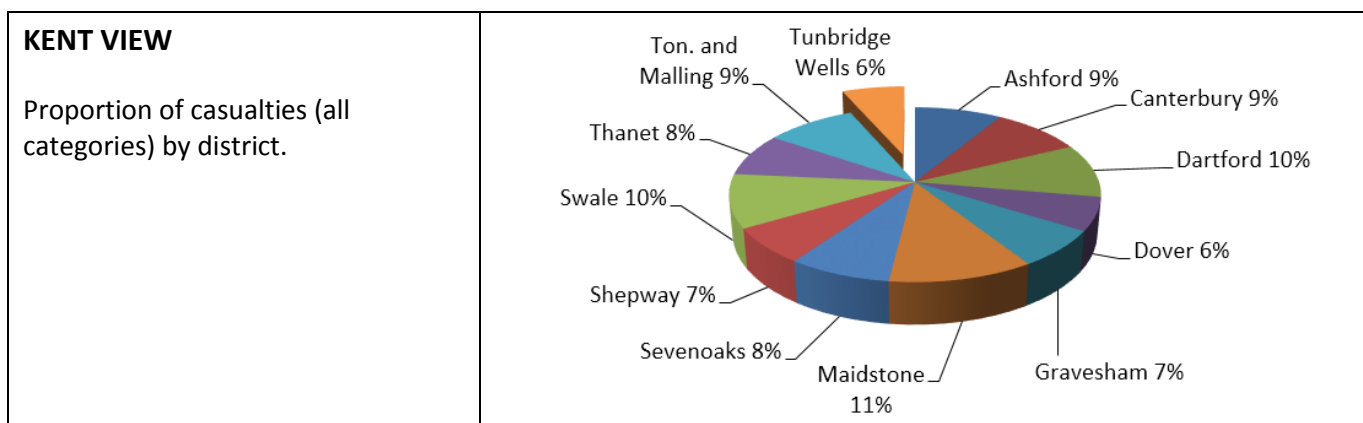
**Some success stories from an early run of the programme:** One youth from the travelling fraternity, and home schooled, attended the Youth Caution Clinic for a community resolution (CR) following a number of thefts in the town centre. She was aggressive to police upon her arrest. At the Clinic she was given the opportunity to attend this programme as an outcome for the CR. She attended every session and continued to work with Early Help on her CV while seeking to obtain qualifications. She expressed an interest in becoming a Youth Offending Worker and a mentor such for future youth groups. She has been a very good influence on this group of young people.

As a result of the programme officers were able to identify some individuals who had been causing anti-social behaviour and low-level crime in the town centre and at the Co-Op on Silverdale Road; with one arrest effected. This person had so far experienced a challenging childhood and has used various drugs since the age of nine. The young person, now 16, has a social worker and is working positively to address their drug misuse, anti-social behaviour and educational needs.

These are just two outcomes of many. The six-week programme has been picked up by other Early Help teams across Kent who wish to embed similar projects within their communities. The programme can be resource-intensive, but the outcomes are clear – better engagement, reduced anti-social behaviour and reduced risk for young people with challenging lives.

The officers who created this project have given Tunbridge Wells something it can be rightly proud of.

<div><div>ALL AGES - ALL CASUALTIES</div><div>District comparison 2017/18 to 2018/19</div></div>	<div><table><caption>All Ages - All Casualties (District Comparison)</caption><thead><tr><th>District</th><th>Tunbridge Wells (Blue)</th><th>District Average (Red)</th></tr></thead><tbody><tr><td>Ashford</td><td>450</td><td>450</td></tr><tr><td>Canterbury</td><td>450</td><td>450</td></tr><tr><td>Dartford</td><td>500</td><td>500</td></tr><tr><td>Dover</td><td>350</td><td>350</td></tr><tr><td>Gravesham</td><td>350</td><td>350</td></tr><tr><td>Maidstone</td><td>550</td><td>700</td></tr><tr><td>Sevenoaks</td><td>400</td><td>400</td></tr><tr><td>Shepway</td><td>350</td><td>350</td></tr><tr><td>Swale</td><td>500</td><td>500</td></tr><tr><td>Thanet</td><td>450</td><td>450</td></tr><tr><td>Ton. and Malling</td><td>450</td><td>450</td></tr><tr><td>Tunbridge Wells</td><td>300</td><td>300</td></tr></tbody></table></div>	District	Tunbridge Wells (Blue)	District Average (Red)	Ashford	450	450	Canterbury	450	450	Dartford	500	500	Dover	350	350	Gravesham	350	350	Maidstone	550	700	Sevenoaks	400	400	Shepway	350	350	Swale	500	500	Thanet	450	450	Ton. and Malling	450	450	Tunbridge Wells	300	300
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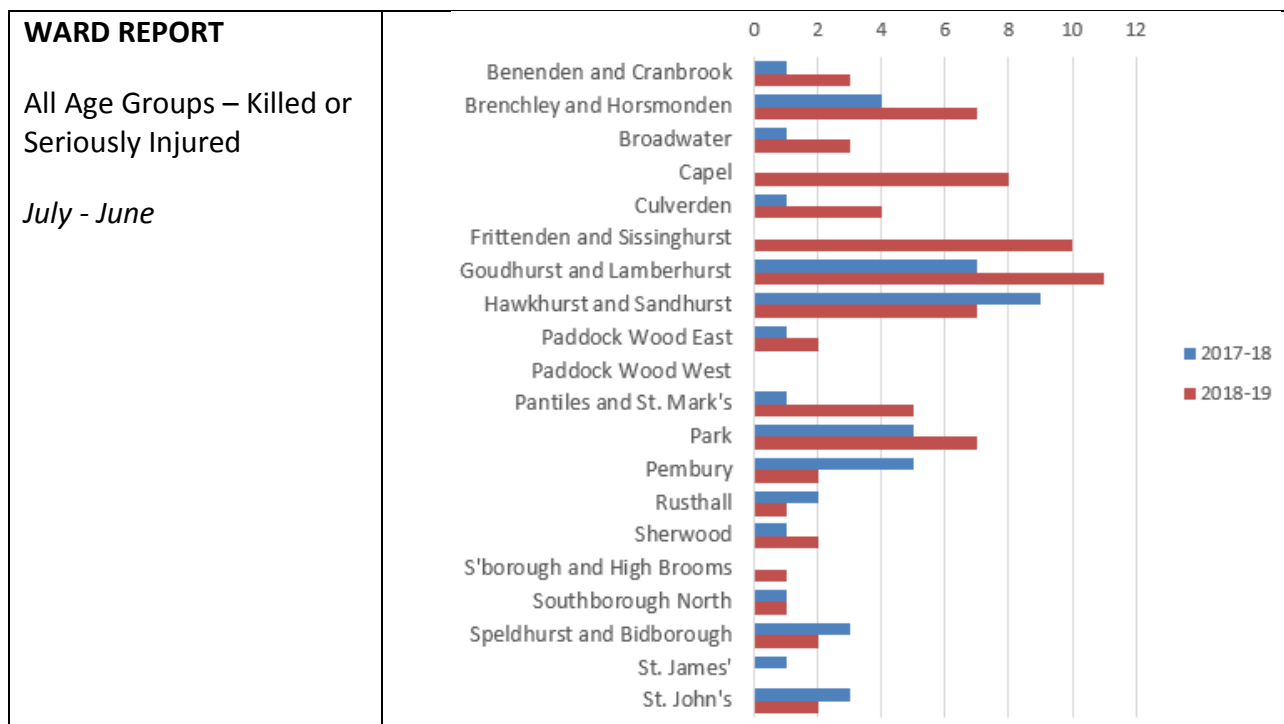


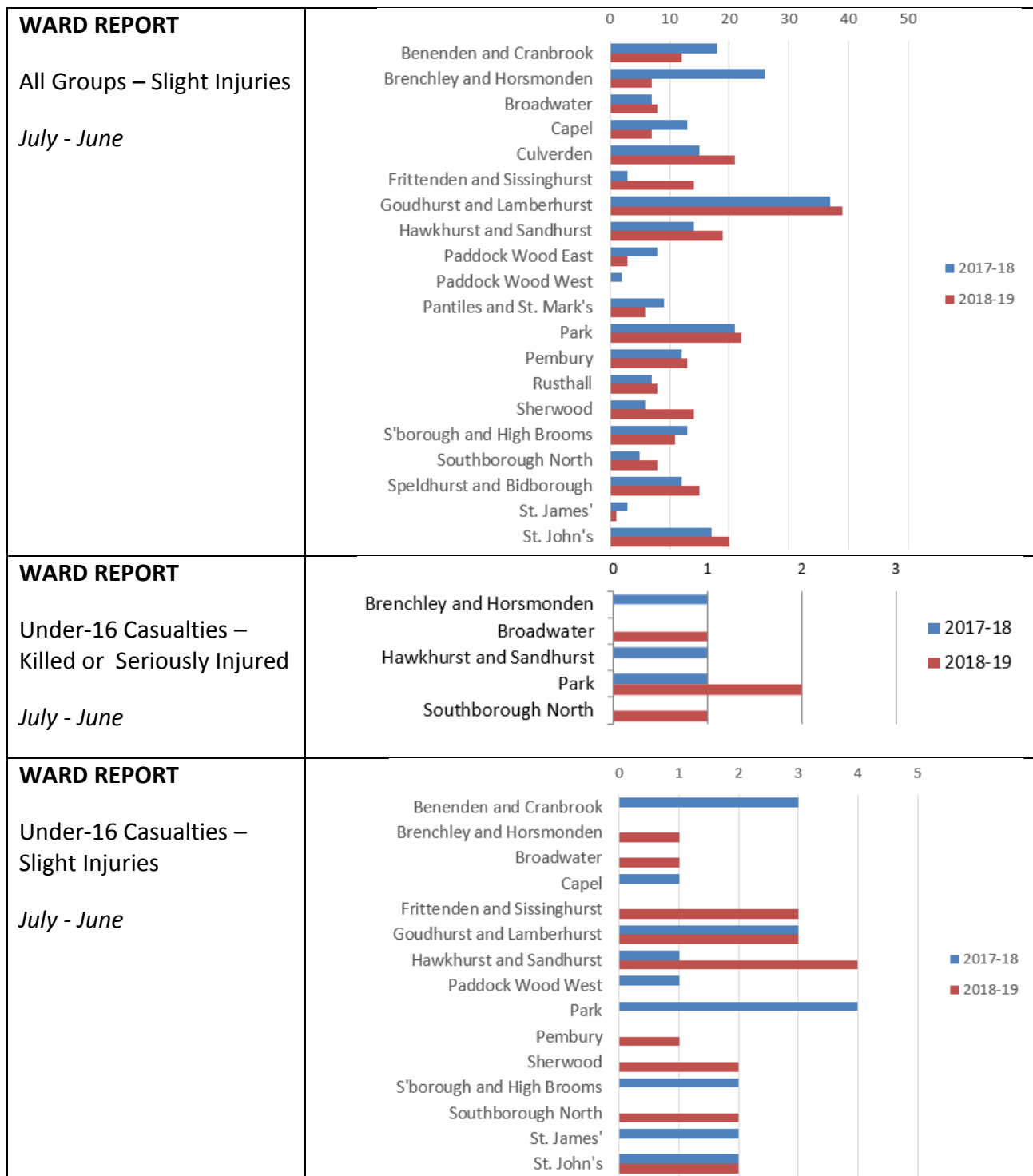
Data for July 2018 – June 2019 saw an 11% increase in casualties over the preceding period. This increase of 32 casualties (all KSI) follows reductions of 122 casualties (29%) in 2016-17 and 48 (13%) casualties in 2017-18.

When calculated against population, Tunbridge Wells, at 2.8 casualties per 1000 residents (previously, 2.53) is below the Kent average of 3.34 (previously, 3.55).

## Ward reports

The charts below show the distribution of Killed or *Seriously Injured* and *Slight Injuries* across the borough over a two year period.







## Funded outcomes

Provider	Funding
<b>Dave Allen, TWBC Community Safety Team</b>	<b>£700 (TWBC)</b>

**Service:** The Captain Safety Show runs in November and is offered to primary schools for children in KS1 and KS2.

**Outcome:** Held in November at the Assembly Hall Theatre for urban schools and Hawkhurst Primary School for rural pupils. Around 665 children attended from 12 schools across the borough (22 primary schools were invited). Eight schools completed and returned the questionnaire

### CAPTAIN SAFETY ROAD SHOW 19TH NOVEMBER 2019

How satisfied were you with the event? (10 being excellent and 0 being poor)

	St Marks	Broadwater	St Peters	St Barnabus	Goudhurst	Hawkhurst	Siss'hurst	The Wells	Totals
Location	10	10	8	9	3	10	9	10	69
Venue/Facilities	10	10	7	9	6	10	9	10	71
Length of Performance	8	6	8	7	8	0	9	10	56
Date and Time	10	10	8	7	8	10	8	10	71
Entertainer	10	8	8	7	10	8	9	9	69
Materials used on stage	10	8	8	7	10	9	9	10	71
Getting the Road Safety Message across	10	8	9	7	10	10	9	10	73
How likely is your school to attend a similar event in the future	10	0	8	7	10	8	9	10	62

## Previous years

In 2015, 14 schools (10 urban / 4 rural) sent 675 children. The rural show was held at Hawkhurst Primary School.

In 2016, 13 schools (10 urban / 3 rural) sent 900 children. The rural show was held at Goudhurst and Kilndown Primary School.

In 2017, 12 schools (9 urban / 3 rural) sent 800 children. The rural show was held at Cranbrook Primary School.

In 2018, 11 schools (8 urban / 3 rural) sent 665 children. The rural show was held at Hawkhurst Primary School.

## Other outcomes

CSU and Early Help staff took 25-30 young people, by coach, to the KFRS Road Safety Experience at Rochester as a reward for improved behaviour and involvement in Early Help/CSU youth activities.

KCC Wardens continue to deliver road safety messages at schools, coffee mornings, residents' groups, family fun days, youth clubs, social care groups and other gatherings and events throughout the year.

Road safety advice to school children (and staff) at primary schools is of particular value and is often reinforced by advice to parents outside the school gates where inconsiderate parking occasionally contributes to unsafe crossing conditions for pupils as well as increased danger to other road users. One or two schools in particular have been in touch to discuss intimidating behaviour by inconsiderate drivers and intolerant residents.

We're aware of issues of pedestrian safety at Carr's Corner which gathered some momentum on social media and in the local press. Following a meeting with a local resident we put forward some suggestions to Kent Highways. These included a reconstruction, a 20 MPH speed limit, traffic calming measures and a bypass. We were pleased to receive a response from KCC in November 2019. Needless to say, some suggestions are more viable than others. KCC are in the very early stages of considering a scheme to improve facilities for all road users in this location. They have further committed to carrying out a speed survey to ascertain existing traffic speed. The result of this will determine the inclusion of a 20 MPH zone to incorporate into any design changes. We are keen to stress, however, that this is very early in the design process and there is not currently any funding available to implement any proposals, but it is something KCC Highways are investigating.

Another issue that arose during the autumn was the number of vehicles driving on the pavement at Prospect Road. Again, social media captured several vehicles driving with two wheels on the pavement for a significant distance. We were able to resource a PCSO to be in the area at key times (morning rush hour) to deter such behaviour but this is far from being a sustainable solution

Provider	Funding
<b>Safety in Action, Project Salus</b>	<b>£1250 (PCC)</b>

'Safety in Action' is an annual interactive event that ran between 22 April – 3 May 2019 for Yr 6 children in West Kent schools. Students learn about some of the risks they may face as they become more independent and prepare for transition to secondary school.

The event has been running in Kent since the early 1990's and is supported by many organisations including Salus, Kent Police, Kent Fire and Rescue Service, RNLI, KCC, British Transport Police and UK Power Networks.

A number of scenarios were set up by different organisations, including drugs and alcohol, online safety, road safety and peer pressure.

Around 700 children from 15 Tunbridge Wells schools attended the event this year.

## Part 2 - Conclusion

This strategic assessment sets out the priorities that the Community Safety Partnership should focus on for the forthcoming financial year (2019/20) and helps us to determine what services should be funded.

Crime figures are, as always, presented with a number of caveats; particularly with respect to long-term trends. However, we are fortunate to live in a low crime area and we're pleased the data shows Tunbridge Wells to be the safest place in Kent; albeit by small margins over our West Kent neighbours.

### Overall crime

During the previous reporting period Tunbridge Wells experienced a pronounced rise in the catch-all categories of *all crime*, *victim-based crime*, *violent crime* and *sexual offences*. A Kent Police analyst was tasked to analyse the data and found no specific causes for concern and determined that no crime series required specific attention or additional resources. Further, significant reductions were noted over a period of several subsequent months for each of the above series, giving us confidence that improved recording likely had a substantial effect on the 'rise in crime'.

This year we are pleased to see appreciable reductions in *all crime*, *victim-based crime*, *violent crime* and *sexual offences*.

### Anti-social behaviour

Also, during the previous reporting period we experienced a surprising 30% reduction in anti-social behaviour. As with the unexpected increases described above, we looked more closely at this. We found that all local authority areas experienced similar reductions during the period. The reduction coincided with increases in other crime types, including public order offences and this again pointed to improved recording of offences.

This year we're pleased to have experienced a very modest increase of 157 reports of anti-social behaviour over the reporting period, while public order offences saw a healthy reduction.

### Drug offences

Drug offences, on the other hand, is a category of offence, and public health concern, in which we perform poorly in comparison to all other crime types. That said, it is important to note that Kent Police's Community Policing Team retain a strong focus on trafficking and County Lines activity. During the past twelve months there have been significant arrests, and prison sentences, in respect of individuals coming to Tunbridge Wells from 'no fixed address' locations. So while we may consider that our position within Kent can be improved

it's not at all clear if that improvement should be measured by a *reduction* in offences and arrests or an *increase* in the same.

## Shoplifting

Shoplifting increased by just seven offences over the previous period but from our vantage point in the CSU we know a great many more potential offences are deterred by vigilant officers on the ground, in the CCTV Control Room and through the excellent co-ordination of intelligence and information between the Safe Town Partnership's Business Crime Manager and retailers.

## Domestic abuse

Domestic abuse offences continue to rise across Kent with Tunbridge Wells experiencing a 9% increase in reported offences (fifth highest rise in Kent). Access to repeat victim data is not available at this time but it has remained steady over a number of years at 24% - 26% for all Kent local authority areas.

We're pleased to report a healthy reduction in repeat victims for clients who are supported by DAVSS. Typically around 9%, this has reduced to around 3% since we secured three years funding from the Home Office Violence Against Women and Girls (VAWG) fund in 2017.

## Knife crime

The Office of the Police and Crime Commissioner has set up a Violence Reduction Unit to tackle knife crime and serious violence offences. We're fortunate in Tunbridge Wells to have experienced low levels of knife crime and offensive weapons over the past decade; though possession of such items is unquantifiable. However, there has not been an absence of such offences and we are mindful that drug-related offences, particularly trafficking, can involve serious violence. Domestic incidents, also, often involve an offensive weapon.

There has been an increase in knife related incidents, principally related to possession rather than use, over the past 12 months but this may be related to increased searches of people involved in other incidents given the focus on knife crime across the country.

With that in mind and while knife crime is not a priority for Tunbridge Wells some analytical work and violence reduction projects will be on the community safety agenda for 2020-21.

## Road safety

In terms of reported data Tunbridge Wells is, overall, well-placed in terms of road safety when compared to other Kent local authorities. However, we are now above the Kent average for KSI for the first time in at least five years. The borough may benefit from a

deeper analysis of the 79 incidents (18 of which occurred in Frittenden and Sissinghurst and Capel).

In general terms, the Community Safety Partnership works to educate young people, pedestrians and other road users through school engagements, theatre and social media. We engage with Community Speed Watch who attempt, with varying degrees of success, to enforce speed limits in rural and urban areas. But our influence is limited in respect of long-term casualty reduction solutions that could be brought about by design and engineering.

## Recommended priorities for 2020/21

1. Domestic Abuse
2. Substance misuse and supply, and alcohol abuse (including violence-related issues)
3. Anti-social behaviour and violence reduction (incl. risk reductions in CSE and gangs)
4. Road Safety

## Part 3 - Actions and recommendations for 2020/21

### Priority 1: Domestic abuse

Action	Primary agency/agencies	Measure
Provide DA support services to men and women at all levels of risk. Encourage early reporting by promoting the helpline and available services. Provide training aimed at awareness raising and prevention.	DAVSS	No. of high, medium and standard risk referrals managed / Number & types of training provided.
Prioritise high-risk cases to a Multi-Agency Risk Assessment Conference (MARAC), and regularly assess volatility of risk in all other cases and refer to MARAC as necessary.	DAVSS, Kent Police, West Kent MARAC Co-ordinator	Number of cases referred to/supported at MARAC number of repeat cases.
Refer women to the Freedom programme for domestic abuse awareness and support.	DAVSS, DA Forum	Number of programmes run.
Provide support to perpetrators of domestic abuse to change their behaviour through the Community Domestic Abuse Programme (CDAP).	Kent CDAP	Number of men supported through CDAP.
Provide support to victims through the independent sexual violence advisor.	Family Matters	Number of victims supported.
Continue to work with shared services and other local authorities to ensure joined up working, value for money and positive outcome for victims through the WK DA Forum.	WK DA Forum	Joint West Kent action plan.
Provide the sanctuary scheme to victims of DA, securing properties to allow them to remain in their own home.	TWBC Housing, Look Ahead	Number of properties secured.
Seek White Ribbon status for TWBC through the implementation of a suitable Action Plan.	TWBC CSU, other departments	Status achieved.
Work with Kent Police and CDAP (perpetrator programme) to ensure un-charged or cautioned perpetrators are offered support to change through the Custody Initiative.	WK DA Forum	CDAP receiving referrals from Kent Police.
Attend and contribute to a West Kent DA Conference organised by Look Ahead.	Look Ahead, Community Safety Manager	Attendance and contribution to conference.
Use Kent Police SARA plan (Scanning, Analysis, Response, Assess) for DA to drive actions through a local working group to address repeat victims and offenders.	Kent Police, TWBC CSU	Implementation of actions intended to reduce repeat victimisation.

#### Other opportunities

- Work with Offender Management (Probation, KSSCRC) to address DA related issues while an offender is under sentence

## Priority 2: Substance misuse and supply, and alcohol abuse (including violence-related issues)

Action	Primary agency/agencies	Measure
To deploy substance misuse workers to hotspots within the borough to carry out one-to-one and group work with young people.	Kenward Trust	Number of individuals engaged with.
Work with Trading Standards on a Community Alcohol Partnership (CAP) to address issues around underage drinking in Tunbridge Wells.	Trading Standards, CAP, TWBC (CSU), Kenward Trust, KCC Wardens, Kent Police	Action plan developed and programmes in place to address hotspots and relevant cohorts.
Provide a positive presence in the night-time economy.	Street Pastors	Number of people engaged and services called.
Carry out targeted work for those identified with substance-related offending/ASB.	CGL	Individuals engaged thru group and 1:1 work.
Provide drug and alcohol misuse services for 10-17-year olds including 1:1 and group work.	Addaction, Kent Police	Number of young people worked with.
Deliver Drug Use Screening Tool (DUST) training to professionals.	Addaction, Early Help	Number of professionals trained.
Ensure frontline officers access IBA (Identification and Brief Advice) training to reduce risky drinking amongst client groups.	Various providers	Number of professionals trained.
Exclude individuals convicted of violence offences from Pubwatch members' licensed premises.	Safe Town Partnership (STP), CCTV, Kent Police	Number of exclusions in force.
Use Safe Town radios to prevent and detect violent crime, by sharing intelligence between licensees/retailers, CCTV control room and police.	STP, TWBC CCTV, Kent Police	Pubwatch instigated incidents monitored by CCTV.
Use deployable CCTV to assist with preventing and detecting violent crime.	TWBC, Kent Police	Violent offences monitored.
Tackle criminal gangs that target Tunbridge Wells residents.	Kent Police	Number of arrests and prosecutions.
Provide training to licensed premises around responsibilities when serving alcohol and dealing with aggressive customers.	Kent Police, STP	Number of training sessions offered.
Use PCC funding to purchase Emergency Trauma Packs (ETPs) and metal-detecting wands to ensure knives are not brought to pubs and clubs.	CSU, Safe Town Partnership	Deployment of ETPs and availability of wands in NTE.

### Other opportunities

- Link in with Licensing Team to promote zero-tolerance of sexual harassment in NTE venues
- Encourage frontline professionals to promote the Know Your Score online evaluation tool for alcohol consumption for over-18

### Priority 3: Anti-social behaviour and violence reduction (incl. risk reductions in CSE and gangs)

Action	Proposed primary agency* / Other agencies	Outcome/measure
Continue to share agency knowledge and awareness of Child Sexual Exploitation (CSE) and gang issues, reporting routes with safeguarding leads.	Community Safety Team* (CST), statutory partners, key agencies	An understanding of agency needs/gaps and relevant contacts established with key agencies.
Identify graffiti-taggers through improved overt surveillance.	CST*, local agencies	Strategic camera deployments, stronger links to CCTV Control Room through briefings.
Encourage speedier removal of graffiti; providing cleaning kits where appropriate.	CST*, Street Scene, developers, property owners	Tags in high profile locations identified; landowners encouraged to remove them ASAP.
Expand awareness in child exploitation to Pupil Referral Units and other YP educators (ie. Horizon Project, YMCA, Early Help Hub).	CST*, Early Help, KCC, key agencies	CSE/Gangs training delivered or offered.
Regular attendance at county/regional MASE/Vulnerability meetings.	Community Safety Officer	To feed into the national picture and pick up good practice.
Exclude individuals, incl. YP, from Safe Town members' retail premises where anti-social behaviour is a factor.	Business Crime Co-ordinator	Number of YP excluded through the use of evidence provided by retailers and agencies.
Work with partners to address disorder at popular NTE venues that are frequent sources of disorder, but which may not breach licensing conditions.	CST, Kent Police, Safe Town Partnership, TWBC Licensing	To effect a reduction in the number of reports or improve the perception of 'troublesome' NTE venues.
Continue to target specific individuals causing ASB in TW and Paddock Wood.	Community Safety Officer	Warning Letters and Acceptable Behaviour Agreements etc served on repeat offenders.
Organise knife sales test purchases at a number of town centre, North Farm outlets.	Kent Police (CSU and cadets), TWBC Community Safety team	Number of outlets visited and confronted if sales are made without an age check.
Exclude aggressive individuals from Safe Town member premises for proven confrontations with Civil (and Litter) Enforcement Officers.	CSU Officers, Safe Town Partnership Board	Exclusions in place.
Organise three multi-agency parents' information evenings at key schools.	Kent Police Youth Engagement Officer, CS officers	Successful and well-attended events.
Implement an Action Plan for TW town centre (north and south) for youth engagement during summer months with a focus on Thursday evenings.	CSU Officers and partners	Agencies out and about at key times.
Work with Assembly Hall Theatre to create a programme of engagement for young people to tie in with Early Help and CSU cohort.	AHT, EH and CSU	Programme created and relevant young people taking up the opportunity for involvement.
Investigate the possibility of running young people's discos (SNAP) in Tunbridge Wells.	Youth Diversion Forum	Locations and staffing fully explored. Provision in place if feasible.



## Other opportunities

- Focus on prevention of gang involvement, risk of exploitation, danger of county lines etc through small workshops with key partners
- Collate requirements for structured youth programmes in urban and rural communities through liaison with KCC Early Help and commissioned providers

## Priority 4: Road safety

Action	Primary agency/agencies	Measure
Education in schools and community groups to include various KFRS-led programs.	KFRS, KCC Wardens	Projects completed and feedback provided.
Work with KCC and KFRS to promote messages locally and link in with national and local campaigns including Road Safety Week.	CSU	Number of campaigns supported.
Involve Tunbridge Wells students in innovative new Road Safety Experience (RSE) at Rochester. CSU to support efforts to engage schools.	KFRS, CSU	Number of sessions held / Sessions held, and feedback received.
During Road Safety Week: Provide safety message to primary school children. Organise activity with partners to tackle all road users.	CSU, KFRS	Number of presentations/activities.
Direct KCC Warden public engagement opportunities on road safety topics, particularly around schools.	CSU, KCC Wardens	Number and type of engagements, attendee numbers.
Run Captain Safety event during Road Safety Week for KS1 and KS2 students.	CSU, Dave Allen	Number of schools/students attends. Student/school feedback.
Contribute funding for Safety in Action event for Yr 6 students transitioning to high school.	CSU, Project Salus	Number of Tunbridge Wells students attending.
Direct KCC Warden service to engage with over-65s at appropriate clubs and coffee mornings etc.	KCC Wardens and other partners	Attendance at suitable gatherings.
Seek to understand the recent rise in KSI numbers which has taken us above the Kent average.	CSU, Kent Road Safety Team, KFRS	A halt in the rise of KSI casualties.
Use Highways resources and publicly available crash data to identify accident hot spots.	CSU and partners	Better identification of repeat of vulnerable locations.
Engage TWBC parking Enforcement team to attend schools to enforce parking restrictions when complaints are received.	CSU and TWBC parking staff	Attendance at key locations.

#### Other recommendations

- Deploy officers to areas where traffic offences (such as driving on pavements) have been brought to our attention.
- Engage Tunbridge Wells' residents locally with RSE resources (Engagement Van, Seatbelt Slide demo).
- Further engage with KCC Road Safety Officers to ensure both KCC and TWBC are sighted on local issues.
- If specific drivers are repeatedly causing issues at schools while not contravening traffic laws consider writing to them (with assistance from police to identify them).

## A COVID-19 related update for the Partnership Plan

Since the Partnership Plan was written in January 2020 much has changed. This addendum is intended to provide an update on services during what is clearly a developing situation.

### FUNDING 2020/21

Police and Crime Commissioner (PCC): £31,332

Tunbridge Wells Borough Council: £12,000

We have received confirmation from the PCC that the business case (the funding requests to support our priorities) submitted to his office on 6 April has been approved.

Our request for funding includes services that provide:

- Domestic abuse support for victims.
- Domestic abuse support for perpetrators who have accepted responsibility for their behaviour.
- Training and awareness of stalking for agencies and organisations, including retailers.
- Outreach support for young people with a focus on alcohol and substance misuse.
- Outreach/presence in the night-time economy (Street Pastors).
- Engagement with students transitioning from primary to secondary school.
- One-on-one support for young people causing significant issues in public and/or known to be 'ringleaders.'

Clearly, since lockdown conditions have been in place just prior to the beginning of the 2020/21 financial year some of these services have not been required or are unable to provide a service due to government guidelines.

I'll briefly expand on the above and offer a broader picture of ongoing CSU work.

### DOMESTIC ABUSE

Calls to Kent Police:

2019								2020			
May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
215	166	254	223	227	192	186	148	160	153	179	172

Signposting is always offered to victims of domestic abuse, either at the time of the call, by a police officer attending the scene or through Victim Support. However, not all calls result in a referral to DAVSS, the Kent Integrated Domestic Abuse Service (that's Look Ahead/Choices in West Kent) or other support agency.

Choices provide for an Independent Domestic Abuse Advisor (IDVA) for one-to-one advocacy and support for high risk victims of domestic abuse across West Kent.

They also provide advice, emotional support, safety-planning, refuge-search and a signposting service for all victims of domestic abuse across the whole of Kent.

So far this FY there has been no noticeable increase in referrals to the refuge service or the IDVA service but telephone calls to the IDVA helpline increased 30% during April.

## Domestic Abuse Volunteer Support Services (DAVSS)

**General support service for Tunbridge Wells residents:** Although face-to-face engagement is not an option currently, the helpdesk is now open for six-hours-a-day (up from three hours a day), five days a week.

Referrals are still being accepted and although the numbers have not increased the risk-assessment process has shown that many cases of a high need:

Month	Jan	Feb	Mar	Apr
Referrals	30	17	15	14

Apr. Refs	Female	Male	Std/Med R	High R	High Need	HBV	% High R
14	14	0	6	8	11	4	57%

Other issues of note:

- Face-to-face contacts are now handled online and by phone
- Support to Court is being managed by secure email and direct contact with courts and judges
- Group meeting are on hold
- Facebook peer support is still available
- Non-Molestation Orders and Forced Marriage Orders are still being sought and granted

**Freedom programme:** The PCC contribution is for creche facilities for one 12-week programme. We expect the Freedom Programme will run later in the year.

**Volunteer training:** Fourteen volunteers were being trained (in Town Hall committee rooms) when the lockdown was imposed. DAVSS expect volunteer training to resume at some point during this financial year. In respect of funding, volunteers expenses may be reduced but this likely will be offset by an increased workload at the end of the lockdown.

DAVSS have a COVID-19 Risk Register in place and this is reviewed daily by management, and fortnightly by the Board of Trustees.

## Community Domestic Abuse Programme (CDAP)

The programme's weekly evening group sessions are now being delivered 1-1 by phone, supported by additional internet-based resources. Men have a workbook that they are required to complete and send to the co-ordinator to ensure they're on track.

Four Tunbridge Wells men were active on the 27-week awareness programme at the end of FY 2019/20. Referrals to CDAP have changed little over the past two months. Five males (three from Tunbridge Wells) have contacted CDAP about the programme this FY and three of these (one from Tunbridge Wells) have been accepted onto the programme.

Men already on the programme have been asked to forward words of encouragement to the three new referrals who joined during the lockdown. This is an important function as the opening sessions often generate a group dynamic that brings accountability, acceptance and a knowledge that behaviour can be changed.

The White Ribbon charity invited CDAP to be part of a worldwide video 'Zoom' conference 'Working with Perpetrators during COVID-19 crisis' while their Women's Safety Worker has taken stock of 'lockdown lessons learnt' from both Italy & USA where perpetrator programmes have also been affected ahead. There's also a stronger focus on safety and risk as abusive partners remain in close proximity.

### **Protection Against Stalking (PAS)**

PAS has been around for some time but last year made a renewed push to restructure and seek further funding. PAS workers have been operating out of the CSU and they've applied for funding for three awareness/training sessions in Tunbridge Wells during this FY. As of 15 May 2020, PAS still expect to deliver on this training.

Referrals into PAS have increased steadily over the past 12-months and may have increase further, more recently. Referrals now stand at 40 per month across West Kent (up from 20). Overall, 50% ex-intimates; 50% strangers, friends, neighbours etc

While it's not yet clear if COVID-19 has specifically contributed to this increase, there has been a noticeable rise in anonymous emails and calls for advice about stalking, some of which may go on to become referrals into the service.

Current cases are being kept open longer due to the lockdown and waiting lists for counselling services have also increased. Both factors are impacting PAS volunteers and the level of care they can provide for each individual referral.

There has been an increase in cyber stalking calls and referrals. Plans are underway for a cyber-stalking clinic to be run once a month for a full day in Tonbridge to serve West Kent. Additionally, PAS have a technician within their ranks who can check victims' devices for 'backdoors' and other vulnerabilities and means of access. PAS are also liaising with the Kent Police DA Specialist to facilitate cyberstalking input to schools.

PAS are working with Kent Police to secure Stalking Protection Orders and better data. Helpfully, Kent Police are now able to provide PAS and the CSP with meaningful stalking data. Stalking data was previously bundled with harassment and did not present a clear picture.

So far, PAS has secured 11 non-molestation orders and seven more applications are underway. These are facilitated by telephones calls with the court and the judge. It

was 'a bit wobbly' to being with but it's working better now. No application has yet been turned down.

### **SUBSTANCE AND ALCOHOL ABUSE, ANTI-SOCIAL BEHAVIOUR**

#### **Kenward Trust Outreach**

Outreach workers are obviously deployed less than usual but they are still attending some key areas across West Kent. In April in Tunbridge Wells they occasionally 'patrolled' our town centre car parks and found some youngsters taking the opportunity to skateboard in relative safety and during some warm spells there was small groups of young people sunbathing and playing football on the top level of Great Hall.

In Paddock Wood Recreational Ground outreach workers came across small groups of young people, some smoking cannabis. The outreach worker states, "They did have enough respect to move on after we had spoken to them".

As the lockdown continues funding for Kenward may be adjusted but as we only fund 26 sessions throughout the year we might still expect to fully utilise the service during Q2-Q4.

#### **Street Pastors**

Not deployed at this time. Co-ordinator has been furloughed until at least 31 May. We will discuss funding with the church management team when the service resumes.

#### **Clean Slate Counselling**

We have applied for funding for 3 x 24 weekly counselling sessions over a six-month period; slated for Q1 and Q2 but now delayed. If this funding is granted we would expect this to be delivered.

#### **Safety in Action**

Safety in Action typically runs during Apr/May but was quickly postponed until June. We would expect a further postponement until later in the year.

### **LOOKING FORWARD: Post-Lockdown Considerations**

Domestic abuse service providers are aware of the potential for an increase in the need for support that may come about when victims or their perpetrators are afforded greater freedom from the family home.

Similarly, young people may be seen in greater numbers in public spaces and exuberant behaviour – or excessive anti-social behaviour – may result from the extended lockdown and from being separated for some time from their friends and social groups.

What's not clear at this time is how sudden this may come about.

#### **Domestic abuse**

The Borough Council works closely with service provider DAVSS and will link in with the Board of Trustees with more regularity over the coming weeks and months to better understand the expected pressure on their service as the lockdown eases.

DAVSS provides a service for the three West Kent local authorities and we jointly chair a West Kent DA Forum. We cancelled April's Forum as agencies worked hard to put in place work plans for the lockdown period. We plan to bring forward the next Forum with a focus on post-lockdown resources and initiatives.

In January 2020, the CSU Inspector drafted an OSARA document to look at repeat victimisation and reduce the number of occasions when victims do not support police investigations. An OSARA document is a problem-oriented approach to policing and stands for "Objective, Scanning, Analysis, Response, Assessment".

The initiative was parked while partners grappled with new working and living conditions but the objectives and focus of the OSARA document are as relevant today as they were in January. In June, the data that drove the initial objectives will be reviewed and the CSU will set up a local working group to run alongside the West Kent DA Forum, meeting more frequently and ultimately feeding into the Forum for the benefit of our West Kent neighbours.

### **Young People**

All service providers have been working virtually, with some outreach to engage with groups of young people who chose to ignore the lockdown rules or who now, since the early-May rule change, might be congregating more than the regulations would allow.

The CSU's Youth Diversion Forum (YDF) has been meeting (Skyping) weekly since early April. The YDF includes attendees from KCC's Early Help, Project Salus, Kenward Trust, St Giles Trust, YMCA, KCC Education, Kent Police and more recently, the Community Alcohol Partnership Co-ordinator. The focus has been on service provision during lockdown and the wellbeing of some key difficult-to-reach and difficult-to-management individuals.

A small number of these individuals were causing significant disorder in Tunbridge Wells town centre during January and February drawing large numbers of followers resulting in frequent weekend Dispersal Orders being imposed on the town centre. Several of these young people continued to struggle as the lockdown began but have since been moved out of our area through voluntary social care arrangements.

The partnership meeting, which also links into the Social Isolation Group, will continue to meet weekly for the foreseeable future, though we expect the agenda to change over the coming weeks to encompass recovery and increased opportunities for face-to-face engagement.

The Community Alcohol Partnership (CAP), which was launched in December 2019 was mostly set aside while the strict lockdown regulations were in place but work to engage with schools continued. Now, as the town returns to some form of normality there will be greater opportunities for young people to gather in public spaces and this will undoubtedly see the return of some underage drinking and cannabis use.

The CAP team, including Kenward Trust, are ready to pick up where they left off following a review of the action plan by key agencies.

Through the YDF, Kent Police Youth Engagement Officer will lead on two 'All Out events' in July and August (23rd and 20th, respectively, have been pencilled in). These events allow agencies to engage with young people and seek their thoughts on how life is for them and how local services could support them, while at the same time allowing us to gathering intelligence and trends that we can use to focus our resources.

The Early Help Youth Hub will be offering support Mondays and Wednesdays, through outreach, with flexibility on days if needed.

Salus will run their projects through the summer, with a focus on the rural areas.

To ensure we're addressing West Kent cross-border issues we will work with other Sevenoaks and Tonbridge CSU's and involve British Transport Police and Rail Enforcement Officers (primarily on the 'All Out days').

Fearless (Crimestoppers for kids) will hopefully be able to offer the AdVan event in the summer which was meant to take place during Easter, this is to be confirmed. They have offered support to Early Help, with group sessions and workshops.

Kent Police are hoping to run a number of bike marking events which can run alongside youth provisions in target areas.

We're also looking at commissioning Somerset's Escape Cell double-decker bus to engage with young people in Tunbridge Wells and rural areas. We would look to tie this in with advice on substance misuse and knife crime.

### **Substance Misuse and Alcohol Abuse**

The key drivers for this CSP priority are the safety and wellbeing of vulnerable people and the associated crime that often results from dependency.

There are support pathways helpful for both adults and young people through Kenward Trust, 'We are With You' (formerly Addaction) and 'Change. Grow. Live' (CGL).

In terms of adult vulnerability and crime we work closely with CGL to provide support for the small minority of their cohort who cause issues in public or for their neighbours. This partnership continued during the lockdown with CGL linking in with the Community Hub to ensure prescriptions were fulfilled and safeguarding was continually evaluated.

The monthly Vulnerability Board (VB) has continued to meet via Skype with good attendance from the majority of key agencies. Through the VB we have addressed key concerns for repeat and vulnerable victims as well as repeat offenders living in the community or due for prison release. The thrice weekly morning briefings have also continued throughout the lockdown period providing good updates, intelligence and anecdotal reporting on known individuals and addresses.



Prior to the lockdown a regular operation was run through the Vulnerability Board whereby officers from TWBC, KFRS, Kent Police and TCH (Town and Country Housing) would visit between ten and twenty households known to be vulnerable to cuckooing or reported as a source of anti-social behaviour in their local area. These operations were suspended in April but will be resurrected when conditions allow.

### **In Summary**

Despite the difficulties we've all faced since late-March partner engagement and support of the 'community safety' agenda has been very positive.

There's a universal recognition that some issues will likely be exacerbated when the lockdown is lifted but a general easing of the strict conditions will help avoid a sudden spike in unusual behaviour which would further strain service providers.

To ensure we're sighted on the changing landscape:

- Weekly multi-agency youth meetings will continue throughout the summer.
- Safe Town Partnership, RTWT and CSU are discussing the funding of 3-4 weeks of street marshals as more and more businesses open.
- Police DA Specialist, DAVSS and CSU will Skype weekly to evaluate levels of need and assess interventions for perpetrators.
- CSU and CGL (substance abuse) will speak weekly from June to understand any emerging trends.

The CSP is fortunate in having an underspend which may be used to fund extra services and resources if it becomes apparent that an increase in various anti-social behaviours, domestic issues or drug-related harm needs to be quickly addressed. Additionally, I have left an additional 3% of our PCC funding unallocated this year to allow for a little more flexibility this financial year.

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## Cabinet

**25 June 2020**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## Household Recycling and Waste Collection Service Update

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Matthew Bailey - Sustainability
<b>Lead Director</b>	Paul Taylor – Director of Change of Communities
<b>Head of Service</b>	Gary Stevenson – Head of Housing, Health and Environment
<b>Lead Officer/Author</b>	Paul Taylor – Director of Change & Communities
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

### This report makes the following recommendations to the final decision-maker:

1. That Cabinet notes the Household Recycling and Waste Collection Service Update

### Explain how this report relates to the Corporate Priorities in the Five Year Plan:

1. The provision of a new recycling and waste service to include the collection of glass bottles and jar and increase recycling rates was a key project in the Five Year Plan

### Timetable

<b>Meeting</b>	<b>Date</b>
Agreed for publication by Director/Head of Service	3 June 2020
Cabinet	25 June 2020

## Household Recycling and Waste Collection Service Update

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report updates Members on progress with the Household Recycling and Waste Collection Service following the introduction of the contract from 30 March 2019, improved recycling services from 30 September 2019 and the impact of Covid-19.
- 1.2 At the time of publication the service is being affected by the knock on tipping delays at North Farm due to the rerouting of vehicles there from the Dunbrick transfer station following its temporary closure after a fire. Mitigating measures have been put in place, including using the North Farm Depot as a temporary transfer station for recycling and food waste and weekend catch up work.

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### 2. INTRODUCTION AND BACKGROUND

- 2.1 The development of a new household recycling and waste collection service and a partnership approach to working with Tonbridge and Malling Borough Council (TMBC) and Kent County Council has evolved over a number of years and was considered by Cabinet at its meetings in April 2017, in response to the Overview and Scrutiny Committee's task and Finish Group report, and in November 2017.
- 2.2 At the November 2017 Cabinet approved the procurement of a new contract to include the collection of glass jars and bottles together with plastics and cans for recycling, paper and cardboard, a separate weekly collection of food waste, a fortnightly residual waste collection and an "opt in" fortnightly chargeable garden waste collection service to meet residents' expectations, achieve improved performance and secure shared benefits from a reduction in disposal costs.
- 2.3 The Open Procurement Process started at the end of January 2018 with the publication of an Invitation To Tender (ITT) in accordance with the Public Contract Regulations and European Procurement Directives. The ITT confirmed that the basis for the award of the contract would be the "most economically advantageous tender", with equal weighting given to both price and the responses to the quality questions within the ITT.
- 2.4 The tender incorporated a combined contract package of recycling and waste collection and street cleansing services across both boroughs.

- 2.5 The ITT set out that the two partner authorities would award one contract for an initial term of 8 years with two possible options to extend the contract. Any extension requires the mutual agreement of the two partner authorities. The first extension is for either up to a further 2 years or another term of 8 years. The second possible extension is available if the contract has already been extended for 8 years and will allow up to a further two years to be added to the contract. The overall maximum length of the contract will therefore be 18 years, if both of the extensions are exercised.
- 2.6 Five tenders were received by the deadline and were opened in the presence of TMBC and TWBC Portfolio Holders and officers. A two stage tender evaluation process was used to assess the bids.
- 2.7 Four tenders were taken forward to Stage 2 Evaluation. The bids were evaluated in detail by an Evaluation Panel of officers from TWBC and TMBC in terms of both price and quality. The overall evaluation score was based on a price-quality ratio of 50% price/50% quality. The ITT set out the matters which were taken into account and in respect of the quality submission they were service delivery arrangements, management and staffing structures, planned resources, proposed technologies, business continuity, performance measurement, customer care protocols and Added Value incorporating Social Value.
- 2.8 The tender evaluation was reported to the August 2018 Cabinet meeting and Urbaser were appointed as the successful contractor for an initial eight year term.
- 2.9 The contract commenced on 1 March 2019 with services being delivered in TMBC. TWBC services started on 30 March 2019 with Urbaser operating what was the existing "As Service".
- 2.10 In summary:
- The contract covers the collection of household refuse and the cleansing of streets across the boroughs of Tonbridge & Malling and Tunbridge Wells, in TWBC this involves circa 49,000 households.
  - Between 1 March – 29 September 2019 the contract matched the service delivery arrangements in the previous contract (the 'As Is' service) and the performance of Urbaser was good.
  - On the 30 September 2019 the new improved household recycling collection service was introduced, including weekly food waste; plastic bottles, trays, pots & tubs; glass bottles & jars; tins & cans paper & card/cardboard; household batteries, small electrical appliances and textiles.
  - The new Service includes an opt-in Garden Waste Service for which there is a separate annual charge.

### 3. SERVICE REVIEW

## 3.1 The contract and partnership arrangements sought to produce:

- Service improvements and efficiencies;
- Greater consistency across the Partner Authorities;
- Increased recycling performance
- An initial 30% uptake of the new garden waste service

- 3.2 The introduction of the new improved recycling collection service has increased the range of materials that are from the kerbside recycling including the weekly food waste, glass, bottles and jars plastic bottles, household batteries, small electrical appliances and textiles together with plastic trays, pots and tubs, tins & cans, paper and card/cardboard.
- 3.3 A range of new pages of information and access to services were created on the council's website allowing, online reporting and booking, detailed Frequently Asked Questions and a bin day checker. There were new articles in Local, information roadshows across the borough and social media campaign to explain the changes.
- 3.4 Having the consistency of the same collection methodology and material streams across the two councils generates efficiencies for the contractor and for the councils for example in terms of the marketing and information campaigns. There is also a coordinated approach is being taken to the monitoring of contract performance primary through the Joint Steering Group and the post of Partnership Manager. Where necessary, there is the ability for each Council to have the flexibility to manage the contract in response to its own individual operational circumstances if required.
- 3.5 The coordinated approach is managed through an operational project steering group established by the two borough councils and Kent County Council with Urbaser in attendance. The group met regularly to oversee the implementation and ongoing management of the Household Recycling and Waste Collection Service and has been meeting almost weekly since the end of March. The Steering Group is being managed in accordance with the principles of a draft Joint Working Agreement agreed by each of the Partners.
- 3.6 The provisional recycling performance figures for 2019/20 show that the council's recycling rate has increased to 50.2%, against a target of 50%, following the introduction of the new services, up from 47.9% in 2018/19. Dry recycling and food now accounts for 25.21%.
- 3.7 From the end of September to March we have collected 1074 tonnes of separate food waste, 3193 tonnes of glass, cans and plastics and 5151 tonnes of paper and cardboard. A breakdown of the composition of the brown bin recycling mix is shown at Appendix C. A further significant increase is expected in the first quarter of this year.

- 3.8 The initial sign up target for the new garden waste service was 12,000 subscriptions in the first year. The marketing campaign on social media and in print together with the online sign up system proved to be very successful. At the end of September 2019, 18,582 households had subscribed to the new service and by end of 2019/20 that had risen to 19,370 against an initial target of 12,000 subscriptions in year 1 and 14,771 in year 2.

## 4. CONTRACTOR PERFORMANCE

- 4.1 The new contract started on 1 March 2019 with the 'As Is' collection service in Tonbridge and Malling. Urbaser started collections in Tunbridge Wells on 30 March. The service starts went according to plan with the change over from the two incumbent contractors. The collection rounds and crews did not change significantly and performance was good.
- 4.2 Operating the 'As Is' allowed six months to make all the necessary arrangements to introduce the new recycling and waste service arrangements from 30 September 2019. This was a significant logistical project involving the design of new collection rounds to optimise vehicle usage, communicating collection day changes and information about the new service, delivering new garden waste bins and food caddies and providing replacement green boxes and brown bins.
- 4.3 The new service went live as planned in both council areas on 30 September with all material being collected. There were some outstanding deliveries of food caddies and garden waste bins at the time, but these were resolved.
- 4.4 In the early weeks/months following any roll out of a major new service it is expected that issues will arise. As anticipated, we experienced an increase in call volumes and reports of missed collections as crews got used to learning their new rounds. The graphs at Appendices A and B show the number of calls and missed collection reports and how they have declined over time. The Gateway team worked hard to handle the increase in calls and difficult conversations with residents who were experiencing problems.
- 4.5 The issues were specifically around the non-completion of rounds on their scheduled day, repeat missed collections and pull-out/assisted collections. Whilst these issues may have been expected, the speed with which they have been addressed by Urbaser has been both frustrating and disappointing.
- 4.6 The Waste and Street Scene team worked long hours 7 days a week to help resolve collection issues and deliver containers. This included providing directions to hard to find properties and collection points and adding this information to the back office Whitespace used by Urbaser, hot spotting particular locations and accompanying crews to help with wayfinding. We have also worked through the rounds data in Whitespace to help optimise rounds and the batching of missed collections.
- 4.7 Improvements were made but to ensure all residents received an acceptable level it was necessary for a significant dialogue to take place between Urbaser's

UK managing director and operations manager and the Leaders and Portfolio Holders and senior officers of both councils

- 4.8 In recognition of the poor performance, Urbaser agreed to fund the cost of extending existing garden waste subscriptions by a month.
- 4.9 The overall situation was improving November and December. Urbaser's performance over the two week Christmas and New Year period was, however, unsatisfactory in both council areas. The issue for Tunbridge Wells was a build up of missed collections that were not cleared quickly.
- 4.10 In response to both Councils' concerns the contract issues were again escalated with Urbaser. Urbaser gave a commitment to put things right and provide both depots with additional resources for as long as necessary to deal with the issues. A recovery action plan was developed and implemented, and progress was monitored at a weekly liaison meeting between the Heads of Service and Urbaser's UK Operations Manager.
- 4.11 Performance improved significantly since the implementation of the Action Plan contract, with crews completing rounds and not having to carry forward work to the weekend and resources were deployed to clear the back log of missed collections. The Council has also seen a notable reduction in calls, email traffic and complaints. It is now essential that this improved level of performance is sustained in the future but we are now in challenge period with the coronavirus pandemic.

## **5. IMPACT OF COVID-19**

- 5.1 The shielding and self isolation guidance introduced as part of the restrictions put in place to control the spread of COVID-19 had an impact on the availability of crews to undertake the full range of services. As part of our business continuity planning, and in line with subsequent DEFRA guidance, our services were prioritised and a decision taken to suspend garden and bulky waste collections and the weekend civic amenity service from 25 March to ensure that sufficient staffing was available to maintain a reliable service for recycling, refuse and clinical waste collections.
- 5.2 The crews have worked very hard in a difficult situation where full social distancing is not possible. Industry guidance is being followed to maximise social distancing within each crew where possible and between crews and depot staff. In addition, the volume of material placed out has increased significantly due to the lock down restrictions and the packaging from greater online shopping.
- 5.3 Despite these issues, the level of missed collections did not increase (see Appendix A) and crews have been completing their rounds to schedule and not carrying work over to the weekend. The service has been helped by the lack of traffic on the roads and at the North Farm HWRC.
- 5.4 Following the suspension of the garden waste collections service proposals for restarting the service were kept under a weekly review to take account of our



ability to maintain reliable collection services across all material streams. Early in May it was agreed that sufficient staff resources were available to restart the garden waste collections from 11 May in TMBC and 18 May in TWBC, as per the existing schedule.

- 5.5 Through an agreement with KCC, the six garden waste rounds have been supplemented with two additional crews for the first collections cycles to assist with additional garden waste that has built up during the suspension.
- 5.6 The crews worked exceptionally hard; due to the increase in popularity of gardening during lock down and the suspended collections, nearly every bin was out for pick up and full, which resulting in 2 or 3 additional trips to the Transfer Station to tip. The crews were supported by additional supervision from Urbaser and TWBC staff to help identify the hot spot and hard to locate properties. Under the circumstances, performance in the first cycle was good but 405 missed collections out of circa 19,500 properties were reported.
- 5.7 We will be monitoring the performance of the second cycle of garden waste collection during week commencing 1 June and the recycling and refuse collections to ensure that sufficient resources are in place to maintain the reliability of the service.
- 5.8 To take account of the additional number of garden waste subscriptions that have been taken out and the additional tonnage we are working with Urbaser to look at rebalancing the garden waste rounds. This would involve the garden waste service operating in Tunbridge Wells over both weeks of the collection cycle. If this introduced, there will be no change to the day of the week that a resident's collection would be made but the week of collection may change. This proposal is still being worked on there will be a detailed communications plan to keep councillor and residents informed.

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## **6. AVAILABLE OPTIONS**

- 6.1 The report is for noting

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## **7. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 7.1 No consultation has been necessary as part of this report.
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## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	This report does not give rise to any new legal implications.	Gary Stevenson Head of Housing Health and Environment  3 June 2020
<b>Finance</b> and other resources	There are no new financial implications from this report.	
<b>Staffing establishment</b>	This report does not give rise to any new staffing implications.	
<b>Risk Management</b>	There are no new risk management issues arising from this report	
<b>Data Protection</b>	This report does not give rise to any new data protection implications. A data protection impact assessment has been previously undertaken	
<b>Environment and Sustainability</b>	This report does not give rise to any new environmental implications. The new recycling service has increased the range of items that we collect for recycling.	
<b>Community Safety</b>	There are no community safety issues arising from this report	
<b>Health and Safety</b>	There are no health and safety issues arising from this report.	
<b>Health and Wellbeing</b>	There are no health and wellbeing issues arising from this report.	
<b>Equalities</b>	There are equalities issues arising from this report. An EQIA has previously been carried out	

## 9. REPORT APPENDICES

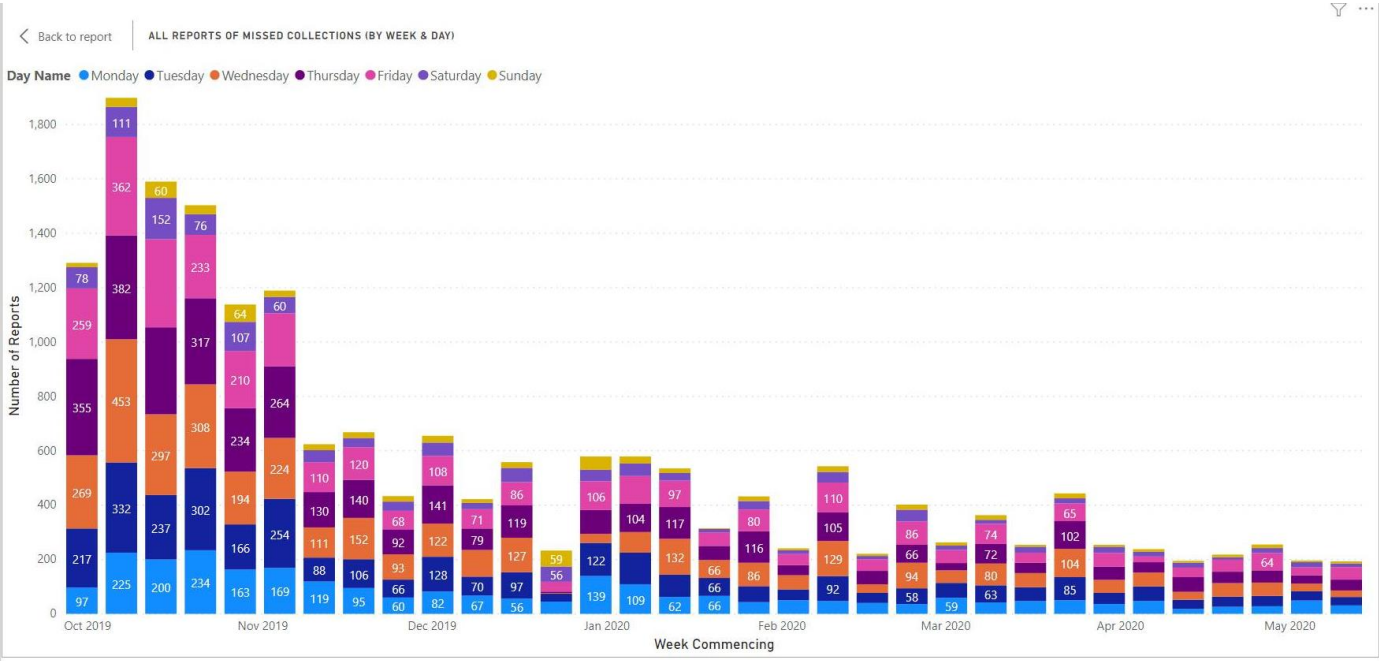
The following documents are to be published with and form part of the report:

- Appendix A: Reported Missed Collections 30 September 2019 to 17 May 2020
- Appendix B: Telephone Calls to Gateway
- Appendix C: Recycling Composition

## 10. BACKGROUND PAPERS

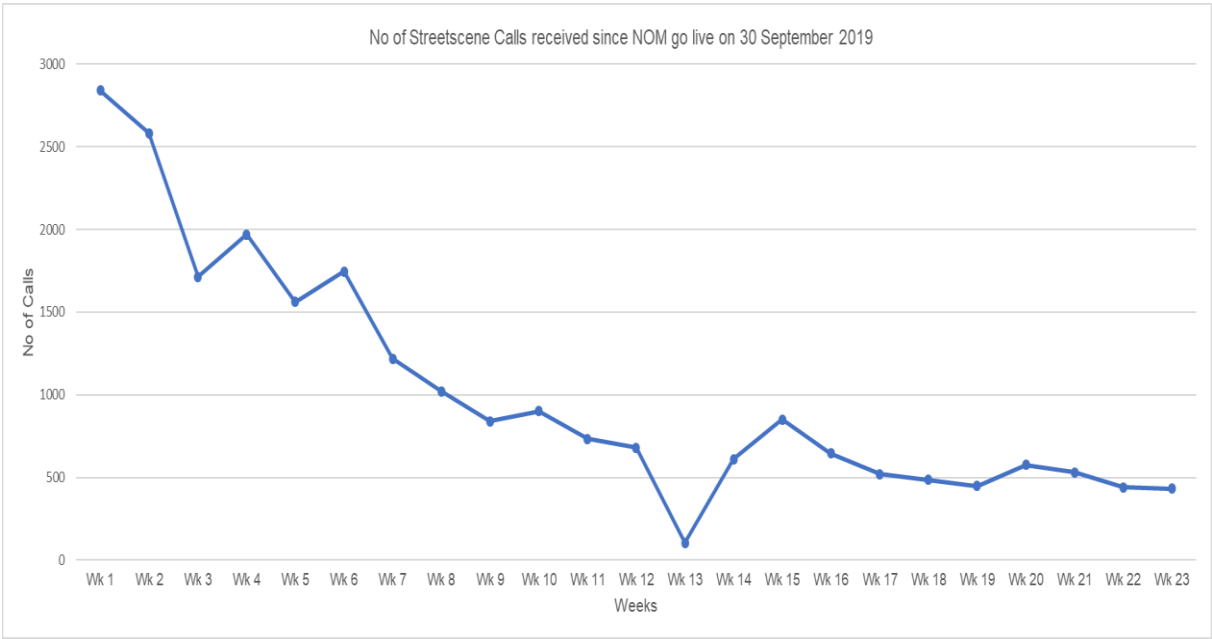
None

Appendix A Reported Missed Collections 30 September 2019 to 17 May 2020



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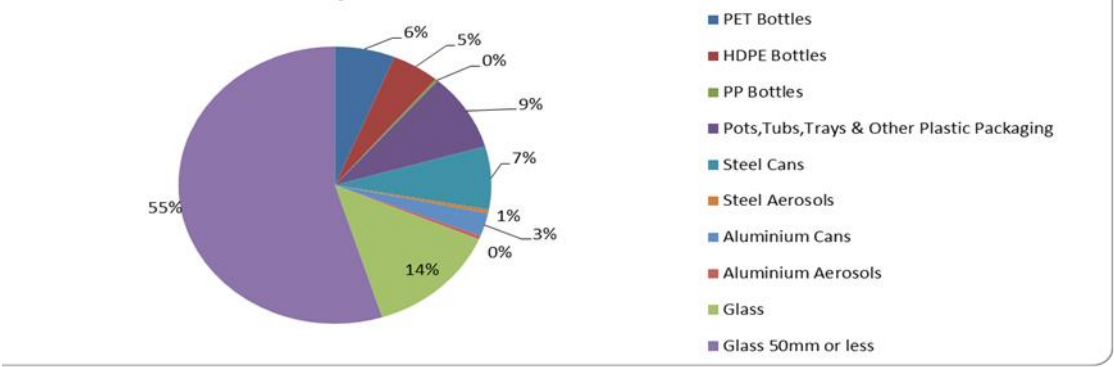
Appendix B Telephone Calls to Gateway



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Appendix C

Recycling Composition



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**Cabinet**

**25 June 2020**

## **Urgent Business**

**Procedural Item:**

To consider any other items which the Chairman decides are urgent, for the reasons to be stated, in accordance with Section 100B(4) of the Local Government Act 1972.

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**Cabinet**

**25 June 2020**

## **Date of Next Meeting**

**Procedural Item:**

To note that the date of the next scheduled meeting is Thursday 6 August 2020 at 10:30am.

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