

A G E N D A

FINANCE AND GOVERNANCE CABINET ADVISORY BOARD

Tuesday 24 January 2023 at 6.30 pm
Council Chamber, Town Hall, Royal Tunbridge Wells, TN1 1RS

Members: Councillor Hall (Chair), Councillors Brice, Dawlings, Goodship, Knight, Morton, Pound, Rogers, Hickey, Sankey and Fairweather

Quorum: 3 Members

- | | | |
|----------|---|-----------------|
| 1 | Apologies
To receive any apologies for absence. | (Page 6) |
| 2 | Declarations of Interests
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. | (Page 7) |
| 3 | Notification of Persons Wishing to Speak
To note any visiting Members and members of the public wishing to speak, of which due notice has been given in accordance with Council Meeting Procedure Rule 18 and 19 and which items they wish to speak on. | (Page 8) |
| 4 | Minutes of the meeting dated 15 November 2022
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 9 - 14) |
| 5 | Forward Plan as at 12 January 2023
To note forthcoming items as set out in the Forward Plan | (Pages 15 - 27) |
| 6 | Borough Partnership Plan: Building a Better Borough
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report. | (Pages 28 - 42) |
| 7 | *Budget 2023/24 and Medium Term Financial Strategy
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report. | (Pages 43 - 71) |

- 8 Property Transaction Report July to December 2022** (Pages 72 - 76)
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report.
- 9 *Asset Management Plan 2023/24** (Pages 77 - 132)
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report.
- 10 *Treasury Management Policy and Strategy** (Pages 133 - 162)
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report.
- 11 *Capital Strategy** (Pages 163 - 189)
To consider and provide a recommendation on the proposals set out in the attached report.
- 12 Disposal of Land and Public Conveniences in Brenchley and Matfield** (Pages 190 - 210)
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report.
- 13 Procurement Process and Policy Updates** (Pages 211 - 223)
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report.
- 14 Urgent Business** (Page 224)
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.
- 15 Date of the Next Meeting** (Page 225)
To note that the date of the next scheduled meeting is Tuesday 7 March 2023, at 6.30pm.

16 Exempt Item Property Transaction Report
EXEMPT ITEM

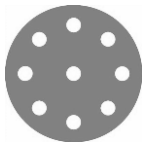
It is proposed that, pursuant to section 100A(4) of the Local Government Act 1972 and the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following item of business on the grounds that it may involve the likely disclosure of exempt information as defined in Part I, Schedule 12A of the Act, by virtue of the particular paragraph shown on the agenda and on the attached report.

- 16 Exempt Appendix for Property Transaction Report July to December 2022 (Item 8)** (Pages 227 - 228)
Exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended): Information relating to the financial or business affairs of any particular person including the authority holding that information.

Democratic Services Team

Tel: (01892) 554413
Email: Committee@TunbridgeWells.gov.uk

Town Hall
ROYAL TUNBRIDGE WELLS
Kent TN1 1RS



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Options that the Cabinet Advisory Board Can Consider

The Cabinet Advisory Board is asked to consider each report and in each case come to a consensus and advise the Cabinet which one of the three options identified below it supports:

- 1) The Cabinet Advisory Board supports the recommendation(s) in the report.
or
- 2) The Cabinet Advisory Board supports the recommendation(s) subject to the issues it has identified being taken into account by the Cabinet (any issues identified should be stated and recorded).
or
- 3) The Cabinet Advisory Board does not support the recommendation(s) on at least one of the following grounds
 - 3.1 Inadequate consultation with stakeholders; and/or
 - 3.2 Inadequate evidence on which to base the decision; and/or
 - 3.3 Insufficient consideration of legal and financial information; and/or
 - 3.4 Another reason, as decided by the meeting of the Cabinet Advisory Board.

In each case the final Cabinet report will be amended to outline the option selected by the Cabinet Advisory Board and explain why this option was selected.

Attending Meetings

Meetings are held in the town hall and are webcast live online.

Any member of the public may attend to watch/listen in person or online live via our website on the relevant committee's meeting page. A recording of the meeting will also be available shortly after the end of the meeting.

All meetings and agenda are open to the public except where confidential information is being discussed. The agenda of the meeting will identify whether any meeting or part of the meeting is not open to the public and explain why.

Speaking at Meetings

Members of the public are encouraged to participate and may speak to the Council directly on any item on the agenda for up to 3 minutes. Members of the public (and any members of the Council who are not members of the committee) will need to register with Democratic Services in advance. Please see the agenda item titled **Notification of Persons Registered to Speak** for more details.

Coming to the Town Hall

All visitors attending a public meeting at the Town Hall should report to Reception via the side entrance in Monson Way no earlier than 15 minutes before the start of the meeting.

Seating will be allocated on a first-come-first-serve basis. The Council may alter the number and location of available seats if necessary on safety or public health grounds.

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/meetings or from Democratic Services.

If you require this information in another format, please contact us, call 01892 526121 or email committee@tunbridgewells.gov.uk

Apologies for Absence

For Finance and Governance Cabinet Advisory Board on Tuesday 24 January 2023

Procedural Item

To receive any apologies for absence.

Declarations of Interest

For Finance and Governance Cabinet Advisory Board on Tuesday 24 January 2023

Procedural Item

To receive any declarations of interest by members in items on the agenda in accordance with the Members' Code of Conduct. For any advice on declarations of interest, please contact the Monitoring Office before the meeting.

Notification of Persons Registered to Speak

For Finance and Governance Cabinet Advisory Board on Tuesday 24 January 2023

Procedural Item

To note any visiting Members or members of the public wishing to speak, of which due notice has been given in accordance with Council Procedure 18, and which items they wish to speak on.

Information for members of the public wishing to speak.

Members of the public are encouraged to participate and those wishing to comment on an agenda item will need to register with Democratic Services in advance. Registration opens when the agenda is published and closes at 4pm on the last working day before the meeting.

There may be up to 4 speakers per agenda item and a maximum of 3 minutes is permitted per speaker. Places are allocated on a first come first serve basis.

TUNBRIDGE WELLS BOROUGH COUNCIL

FINANCE AND GOVERNANCE CABINET ADVISORY BOARD

MINUTES of the meeting held at the Council Chamber, Town Hall, Royal Tunbridge Wells, TN1 1RS, at 6.30 pm on Tuesday, 15 November 2022

Present: Councillor Christopher Hall (Chair)

Councillors Hayward (Vice-Chair), Brice, Dawlings, Goodship, Knight, Morton, Pound, Rogers and Hickey

Officers in Attendance: Lee Colyer (Director of Finance, Policy and Development (Section 151 Officer)), Jane Fineman (Head of Finance and Procurement), Pamela Grover-Morgan (Performance and Governance Manager), David Candlin (Head of Economic Development and Property) and Caroline Britt (Democratic Services Officer), Ben Garland (JIRP Panel).

Other Members in Attendance: Councillors Ellis and Warne

APOLOGIES

FG50/22 There were no apologies.

DECLARATIONS OF INTERESTS

FG51/22 There were no disclosable pecuniary or other significant interests declared at the meeting.

NOTIFICATION OF PERSONS WISHING TO SPEAK

FG52/22 There were no visiting Members or members of the public who had registered to speak.

MINUTES OF THE MEETING DATED 11 OCTOBER 2022

FG53/22 No amendments were proposed.

RESOLVED – That the minutes of the meeting dated 11 October 2022 be approved as a correct record.

FORWARD PLAN AS AT 7 NOVEMBER 2022

FG54/22 No amendments were proposed.

RESOLVED – That the Forward Plan as at 7 November 2022 be noted.

*JIRP REVIEW PAPER

FG55/22 Lee Colyer, Director of Finance, Policy and Development introduced the report set out in the agenda. Ben Garland from JIRP Panel provided a brief summary of the report.

Discussion and questions from Members included the following:

- The review exercise started in July 2022 with the report being finalised in October/November.
- When considering the level of special responsibility allowance, the

panel reviewed other authorities and if the mean average was higher then the recommendation to TWBC was to raise the level of allowance to a similar amount. This was the reason for the recommendation for the Overview and Scrutiny special responsibility allowance to be raised from £2,000 to £2,500.

- Member's allowance of £5,500 came into effect in 2016. This amount remained in line with other Councils so the recommendation was that this remained unchanged. However, for future years, it was recommended the allowance was indexed linked in line with Council staff pay increases.
- Special responsibility allowance was paid in addition to the basic Members allowance.
- The Opposition Group Leader recommended allowance was £5,500 and would be paid only if the Opposition Leader was not in Cabinet (i.e. they would not receive both the Cabinet allowance and the Opposition Leader allowance). In total therefore, they would receive the Members allowance of £5,500 plus the Opposition Leader allowance of £5,500.
- The method used for setting allowances was by comparative analysis. The panel looked at groups of Councils to ensure that there was parity within the group.
- Workload levels did not form part of the assessment process.
- From discussions, it was determined there was a higher burden of workload for the Chair of Planning which was why it was held at its current level of £5,500. The amount was also comparable with other Councils.
- In terms of the Opposition Group Leader the amount was set in part due to a historic anomaly where previously you could be in Cabinet but also receive an Opposition Leader allowance. This had now been removed and the amount was now comparable with other Councils.
- The panel must assess the allowances as per the current composition. They could not predict what changes may or may not occur as a result of any changes to the boundaries or to the number of Councillors.
- The decision on what allowances were appropriate rested with Full Council. As such, if a review took place and boundaries changed, the Council could request a reassessment of allowances.
- There was concern that the drop in allowances was untenable and would not be allowed in other sectors.
- It was suggested that there should be no change in the schedule of allowances, that they remained fixed until the Council determined otherwise – i.e. that they didn't rise in line with increases given to Council staff (indexation).
- There was recognition that TWBC were slightly out of sync with other Councils and so there was a need to readdress the balance.
- In terms of the level of allowances, there was support for the level recommended for the Leader and for Cabinet. However, it was proposed that the Chair of Planning and the Leader of the Opposition should be on £4,000 (rather than £5,500), all other Committee Chairs should be on £2,000, with Co-optees receiving £1,000 (rather than £800). It was suggested this would provide a much better balance and better represented the level of contributions made.
- The report acknowledged the social contribution made by Councillors. The recommended changes would not achieve a great deal and therefore they should remain unchanged.
- It was confirmed that Councillors could only receive one Special

Responsibility Allowance.

- It was suggested that the £275 per Member Group Leader's allowance should be dropped. The rest should be held until 2024.
- The recommendation to Cabinet should be Option A – to keep the current scheme.

RESOLVED – That Option A (To Keep the Current Scheme) of the Report be recommended to Cabinet.

DRAFT BUDGET 2023/24 & MEDIUM TERM FINANCIAL STRATEGY UPDATE

FG56/22 Lee Colyer, Director of Finance, Policy and Development introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- Each of the Portfolio Holders were currently in discussion with officer groups to find savings and/or increase revenue within their Portfolios.
- The Council were already going some way to reduce the deficit and it was hoped this would continue in subsequent years.

RESOLVED – That the recommendations to Cabinet as set out in the report be supported.

FEES AND CHARGES 2023/24

FG57/22 Jane Fineman – Head of Finance, Procurement and Parking introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- Car Park payment machines were all now card only payments. The car park in Southborough was the last car park to have a card only payment machine installed. Once familiar with the machines, it should become easier to navigate. There was an issue with the lighting which the Council agreed to investigate.
- It was unfortunate that there was little expenditure available for marketing the Community Centres within the Borough. It would be helpful to have some resources available as they were a valuable Community resource.

RESOLVED – That the recommendations to Cabinet as set out in the report be supported.

CAPITAL MANAGEMENT REPORT QUARTER 2

FG58/22 Jane Fineman, Head of Finance, Procurement and Parking introduced the report set out in the agenda.

RESOLVED – That the recommendations to Cabinet as set out in the report be supported.

REVENUE MANAGEMENT REPORT QUARTER 2

FG59/22 Jane Fineman, Head of Finance, Procurement and Parking introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- The Council were carrying a lot of vacancies and recruitment continued to be very challenging.
- There were many occasions where a vacancy had been advertised on more than one occasion, but had received no applicants.
- The Council were looking at different options, e.g. restructuring jobs to help try and attract applicants.
- Details related to business rate collections were not available at the meeting but could be reverted after the meeting.
- Targets for business rates were difficult to forecast as businesses could choose to settle at different times during the year. Figures could also be distorted due to the payment of Government Grants. Appeals were also a factor.
- The Council's process for recovery of business rates was robust and would ensure that any monies owed would be recovered.
- Due to financial pressures the maintenance budget was limited to an amount that was affordable.
- The budget dealt with both major and minor maintenance demands e.g. Crescent Road car park, Royal Victoria Place shopping centre refurbishment work.
- The Asset Management Plan included how the maintenance budget would be used.
- There was also an option to bid for capital investment for major maintenance requests/requirements.
- The grant volatility reserve was created a while ago when the revenue grant was taken away. The Council started to put away the New Homes Bonus so that if it was ever removed, or if there was a need to move money should the Government change the way the grant money was paid, the volatility reserve would give the Council the means to do this.
- Due to Covid the way in which the Government gave discounts changed significantly. The Government gave the Council a lot of money up front (currently about £6.9m) and this was put in the volatility reserve. Some of the money had to be returned to Government (March 2023), but some was Council money that would be used to balance the budget.

RESOLVED - That the recommendations to Cabinet as set out in the report be supported.

TREASURY AND PRUDENTIAL INDICATOR MANAGEMENT REPORT - QUARTER 2

FG60/22 Jane Fineman, Head of Finance, Procurement and Parking introduced the report set out in the agenda.

RESOLVED – That the recommendations to Cabinet as set out in the report be supported.

CALCULATION OF THE COUNCIL TAX BASE

FG61/22 Jane Fineman, Head of Finance, Procurement and Parking provided a verbal update which included the following:

- Statute dictated that the calculation of the Council Tax Base must be calculated on 1 December.
- The calculation was prescriptive, the details of which were laid out in the Statutory Instrument with no scope to vary.
- The report would be published on 1 December and presented to Cabinet on 8 December 2022.

RESOLVED – That the update be noted.

PERFORMANCE SUMMARY QUARTER 2

FG62/22 Pamela Grover-Morgan, Performance and Governance Manager introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- It was noted that an updated version of the report and appendices had been produced and would be made available after the meeting. The updated information formed the basis of the presentation to Members.
- It was made clear, the report referred to the indicator or measure of performance that was performing or underperforming, not the efforts of staff who were certainly not underperforming, but who all worked incredibly hard under difficult circumstances.
- As an example, an appeal relating to a housing matter was being held up because the Planning Inspectorate in Bristol had not yet allocated an inspector, and this had been since February 2022.

RESOLVED – That the recommendations to Cabinet as set out in the report be supported.

COMPLAINTS SUMMARY QUARTERS 1 & 2

FG63/22 Pamela Grover- Morgan, Performance and Governance Manager introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- Clarification was provided when comparing comparable periods – the comparisons compared period 1 of 2021/22 with period one of 2022/23.
- It was noted there was an error in paragraph 2.18, it should read that was an 'increase' not decrease. The associated graph also needed to be amended. This would be corrected for Cabinet.

RESOLVED – That the recommendations to Cabinet as set out in the report be supported.

DRAFT ASSET MANAGEMENT PLAN 2023/24

FG64/22 David Candlin, Head of Economic Development and Property introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- The Crescent Road car park underwent a major refurbishment of the main structure relatively recently. Providing the car park continued to be maintained it should remain operational for another 50 years.
- Similarly, providing the other multi-storey car parks were maintained they should all have a significant life span.
- The revenue received from car parks would help cover the costs to ensure they were adequately and appropriately maintained.
- The increased maintenance costs at the Tunbridge Wells sports centre was due both to the age of the building and the need to replace the systems within which were coming to the end of their life span. Leisure centres were not cheap to operate, especially in terms of energy use and the fabric of the buildings.
- The current total maintenance budget was about £1m. The Council could usefully spend about £2m to £2.5m per year. The money therefore had to be carefully managed to ensure all the Council's assets were maintained to an acceptable level.
- It was noted that the planned maintenance plan was based on a 10 year projection. For example, in terms of a roof, the Council would make an assessment on its projected life span. If the life span of the roof exceeded that projection, then the plan would be adjusted accordingly. The plan was fluid and reviewed according to need.

RESOLVED – That the recommendations to Cabinet as set out in the report be supported.

URGENT BUSINESS

FG65/22 There was no urgent business.

DATE OF THE NEXT MEETING

FG66/22 The next meeting is scheduled for Tuesday 24 January 2023 at 6:30pm.

NOTES:

The meeting concluded at 8.10 pm.

FORWARD PLAN

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 decision¹ or make a decision in private². 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. 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.

Councillor Ben Chapelard
Leader of the Council

Publication Date: 12 January 2023
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 Cabinet Responsibilities

Councillor Ben Chapelard Leader of the Council

- Communications and public relations
- Consultations and engagement
- Strategic policy

Councillor Wendy Fitzsimmons Leisure, Wellbeing and Culture

- Culture, Leisure and the Arts
- Assembly Hall Theatre and the Ice Rink
- The Amelia Scott
- Events
- Sports and Leisure Centres
- Grounds Maintenance
- Health
- Customer Access

Councillor Justine Rutland Tunbridge Wells Town and Local Areas

- Royal Tunbridge Wells, Southborough and Rusthall
- Economic Development
- Tourism
- Business Engagement
- Town Centre
- Transportation
- Parking (on and off street)

Councillor Nancy Warne Deputy Leader and Rural Communities

- Rural Communities
- Parish Charter
- Community Safety and CCTV
- Community Centres and Hubs
- Community Partnerships
- Assets of Community Value
- Younger and Older People
- Equalities and Equal Access
- Community Grants
- Cost of Living Crisis

Councillor Luke Everitt Environment, Sustainability and Carbon Reduction

- Parks
- Cemetery and crematorium
- Recycling and waste collection
- Street cleansing and littering
- Environmental Protection
- Environmental Health
- Corporate Health and Safety
- Licensing
- Sustainability and Carbon Reduction

Councillor Hugo Pound Housing and Planning

- Planning Policy
- Strategic Sites and Delivery
- Development Management
- Heritage and Conservation
- Planning Enforcement
- Land Charges
- Building Control
- Housing (incl Private Sector and Housing Needs)
- Homelessness Prevention

Councillor David Hayward Governance and Transparency

- Democratic Services
- Transparency
- ICT Demand
- Legal Services
- Freedom of Information and Data Protection
- Complaints
- Constitution
- Alternative Service Delivery
- Procurement Policy and Strategy
- Devolution

Councillor Christopher Hall Finance and Performance

- Finance
- Revenues and Benefits
- Internal Audit and Risk Management
- Mid Kent Services
- Property and Estates
- Facilities
- Human Resources
- Performance and Project Management
- Technology and Digital Transformation

Leader of the Council – Councillor Ben Chapelard

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
09/02/23 Cabinet	Full Council 1/3/23	23/01/23 Communities and Economic Development Cabinet Advisory Board, Finance and Governance Cabinet Advisory Board, Planning and Transportation Cabinet Advisory Board	Borough Partnership Plan: Building a Better Borough To agree the Borough Partnership Plan and refer the document to Full Council for approval as a new corporate strategy document. <i>(All Wards)</i>	The Cabinet Advisory Boards will be consulted.	Jane Clarke, Head of Policy and Governance	No	Open

Finance and Performance - Councillor Christopher Hall

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
09/02/23 Cabinet	Full Council 1/3/23	24/01/23 Finance and Governance Cabinet Advisory Board	Procurement Process and Policy Updates Proposed changes to Contract Procedure Rules, and introduction of a Sustainable Procurement Policy and Modern Slavery Statement for the Council. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Dan Hutchins, Procurement Manager	No	Open
09/02/23 Cabinet		24/01/23 Finance and Governance Cabinet Advisory Board	Property Transaction Report July to December 2022 This report informs Cabinet of the property transactions completed under delegated authority between 1 July 2022 and 31 December 2022. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted	David Candlin, Head of Economic Development and Property	No	Part
09/02/23 Cabinet	Full Council 1/3/23	24/01/23 Finance and Governance Cabinet Advisory Board	*Asset Management Plan 2023/24 To recommend to Full Council the revised Asset Management Plan following public consultation. <i>(All Wards)</i>	Public Consultation January 2023. The Finance and Governance CAB will be consulted.	David Candlin, Head of Economic Development and Property	No	Open
09/02/23 Cabinet	Full Council 1/3/23	24/01/23 Finance and Governance Cabinet Advisory Board	*Budget 2023/24 and Medium Term Financial Strategy To recommend to Full Council the Council's budget and the revised Medium Term Financial Strategy for 2023/24 following public consultation (Stage 4 of 4 in setting the forthcoming year's budget). <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Lee Colyer, Director of Finance, Policy and Development (Section 151 Officer)	No	Open
09/02/23 Cabinet	Full Council 1/3/23	24/01/23 Finance and Governance Cabinet Advisory Board	*Treasury Management Policy and Strategy To recommend to Full Council the Treasury Management Policy and Strategy to set the parameters and key information regarding the Council's treasury activity, with specific regards to investments and cash flow. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Clare Hazard, Accountancy Manager	No	Open

Finance and Performance - Councillor Christopher Hall

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
09/02/23 Cabinet	Full Council 1/3/23	24/01/23 Finance and Governance Cabinet Advisory Board	*Capital Strategy To recommend to Full Council the Council's Capital Strategy for 2023/24. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Clare Hazard, Accountancy Manager	No	Open
09/02/23 Cabinet		24/01/23 Finance and Governance Cabinet Advisory Board	Disposal of Land and Public Conveniences in Brenchley and Matfield Approval is sought for the potential transfer of two public convenience sites in Brenchley and Matfield to Brenchley and Matfield Parish Council (BMPC). Since 2010 Tunbridge Wells Borough Council have transferred six public convenience sites to Town and Parish Councils around the Borough. BMPC have submitted a suitable business case which states the Parish wish to continue running these two public convenience buildings. The transfer of these two sites will reduce the Borough Council's maintenance liability and will allow the Parish Council to manage and operate these property assets within their locality. <i>(Brenchley & Horsmonden)</i>	The Finance and Governance CAB will be consulted.	Max Horgan	No	Open
23/03/23 Cabinet		07/03/23 Finance and Governance Cabinet Advisory Board	Consideration of a new lease or freehold disposal of land at Tunbridge Wells Rugby Club Tunbridge Wells Rugby Club have requested that the Council grant them a new longer lease or land or consider a freehold disposal of land at the Rugby Club. <i>(Pantiles & St Mark's)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Max Horgan	No	Full

Finance and Performance - Councillor Christopher Hall

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
23/03/23 Cabinet		07/03/23 Finance and Governance Cabinet Advisory Board	Performance Summary Quarter 3 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 December 2022. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Pamela Grover-Morgan, Performance and Governance Manager	No	Open
23/03/23 Cabinet		07/03/23 Finance and Governance Cabinet Advisory Board	Revenue Management Report Quarter 3 To receive the financial position as at the end of December 2022. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
23/03/23 Cabinet		07/03/23 Finance and Governance Cabinet Advisory Board	Capital Management Report Quarter 3 To receive the financial position as at the end of December 2022. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
23/03/23 Cabinet		07/03/23 Finance and Governance Cabinet Advisory Board	Treasury and Prudential Indicator Management Report Quarter 3 To receive the financial position as at the end of December 2022. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open

Deputy Leader and Rural Communities - Councillor Nancy Warne

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
23/03/23 Cabinet	Full Council 5/4/23	08/03/23 Communities and Economic Development Cabinet Advisory Board	*Community Safety Partnership 2023/24 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. (All Wards)	The Communities and Economic Development CAB will be consulted.	Terry Hughes, Community Safety Manager	No	Open

Tunbridge Wells Town and Local Areas – Councillor Justine Rutland

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
23/03/23 Cabinet		08/03/23 Communities and Economic Development Cabinet Advisory Board	Economic Development Strategy An updated Economic Development Strategy is being prepared and will be consulted on before adoption. (All Wards)	Public Consultation Mid Feb-April 2023. The Communities and Economic Development CAB will be consulted.	Hilary Smith, Economic Development Manager	No	Open

Environment, Sustainability and Carbon Reduction – Councillor Luke Everitt

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
Not before 21/10/21 Portfolio Holder for Culture, Leisure and Tourism			Release of S106 funding, allocated to support the ongoing expansion of the Car Club The Tunbridge Wells Co-Wheels Car Club currently has 5 cars in it's fleet and is extremely popular, with membership and use of the car club having grown rapidly. To ensure car club members are able to access a car as and when they need it, it is essential to add additional cars to the fleet. The car club is managed as a concessions contract and at no cost to the Council. S106 from developers contribution has been set aside specifically to support the expansion of the car club, as part of a mobility mix alongside public transport, walking, cycling and taxis. With car clubs supporting air quality improvements, carbon reduction and reducing traffic impacts such as congestion and parking pressure. <i>(Broadwater; Culverden; Pantiles & St Mark's; Park; Southborough & High Brooms; St James'; St John's)</i>	Report to be published before decision is made.	Karin Grey, Sustainability Manager	No	Open
09/02/23 Cabinet		08/03/23 Communities and Economic Development Cabinet Advisory Board	Household Recycling and Waste Collection Service A report to consider changes to the collection vehicle fleet, associated contract issues and payments. <i>(All Wards)</i>	The Communities and Economic Development CAB will be consulted.	Gary Stevenson, Head of Housing, Health and Environment	No	Open
23/03/23 Cabinet		08/03/23 Communities and Economic Development Cabinet Advisory Board	Draft air quality Action Plan for Hawkhurst AQMA To approve and finalise the draft action plan for the Hawkhurst AQMA. <i>(Hawkhurst & Sandhurst)</i>	The Communities and Economic Development CAB will be consulted.	Stuart Maxwell, Senior Scientific Officer	No	Open

Housing and Planning - Councillor Hugo Pound

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
Not before 16/10/20 Portfolio Holder for Planning and Transportation			TWBC Response to Ministry of Housing, Communities and Local Government consultation on 'Planning for the Future - White Paper' (August 2020) The Ministry of Housing, Communities and Local Government is consulting on proposed long term changes to the national planning system. This report sets out the Council's response to this consultation. (All Wards)	Report to be published before decision is made.	Stephen Baughen, Head of Planning Services	No	Open
09/02/23 Cabinet		25/01/23 Communities and Economic Development Cabinet Advisory Board	Temporary Suspension of the Housing Register To obtain Cabinet approval to close the housing register for one month from 1 June 2023 to 1 July 2023 or dates close to those so that the new IT system can be implemented. (All Wards)	The Communities and Economic Development CAB will be consulted.	Stuart Clifton, Housing Services Manager	Yes	Open
09/02/23 Cabinet		23/01/23 Planning and Transportation Cabinet Advisory Board	Horsmonden Neighbourhood Development Plan The Horsmonden Neighbourhood Development Plan (HNDP) has been successful at examination, with the independent examiner recommending that the HNDP should proceed to referendum, subject to a number of recommended modifications. (Brenchley & Horsmonden)	The Planning and Transportation CAB will be consulted.	Deborah Dixon, Principal Planning Officer	No	Open
23/03/23 Cabinet	Full Council - Date to be confirmed	06/03/23 Planning and Transportation Cabinet Advisory Board	*Main Modifications Consultation of Local Plan 2020-2038, and Sustainability Appraisal To consult on the Main Modifications of the emerging Tunbridge Wells Borough Council Local Plan and Sustainability Appraisal for a 6 week period. (All Wards)	A statutory period of 6 weeks consultation is required. Dates to be confirmed. The Planning and Transportation CAB will be consulted.	Carlos Hone, Head of Planning	Yes	Open

Leisure, Wellbeing and Culture - Councillor Wendy Fitzsimmons

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
23/03/23 Cabinet		08/03/23 Communities and Economic Development Cabinet Advisory Board	The Ice Rink The report is intended to give Cabinet information to make a decision on whether to continue to support the provision of an ice rink in Tunbridge Wells. <i>(All Wards)</i>	The Communities and Economic Development CAB will be consulted.	Dawn Gabriel, Operations and Events Manager	No	Open
23/03/23 Cabinet		08/03/23 Communities and Economic Development Cabinet Advisory Board	Grounds Maintenance Contract Extension This report will seek approval to extend the existing contract for a period of 3 or 4 years. It will set out proposed changes to the service to reduce carbon dioxide emissions from the operations and to avoid significant increases in costs. <i>(All Wards)</i>	Information will be drawn from previous consultations and current consultations in relation to the budget and Dunorlan car park charges. The Communities and Economic Development CAB will be consulted.	Gary Stevenson, Head of Housing, Health and Environment	Yes	Part

Governance and Transparency - Councillor David Hayward

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

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.

Borough Partnership Plan: Building a Better Borough

For Cabinet on 9 February 2023

Summary

Lead Member: Cllr Ben Chapelard – Leader of the Council

Lead Director: Lee Colyer – Director of Finance, Policy and Development

Head of Service: Jane Clarke – Head of Policy and Governance

Report Author: Jane Clarke – Head of Policy and Governance

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	14 December 2022
Cabinet member	14 December 2022
Overview and Scrutiny Committee	16 January 2023
Cabinet Advisory Boards	23-25 January 2023
Cabinet	9 February 2023
Full Council	1 March 2023

Recommendations

Committee recommendations as supported by the Cabinet member:

1. That the Borough Partnership Plan at appendix A is noted and referred to Full Council on 1 March 2023.

1. Introduction and Background

- 1.1 Tunbridge Wells Borough Council's key strategic priorities have historically been set out within its Five-Year Plan. The most recent Five-Year Plan ran from 2017-2022. Work was initiated in 2019 to update and refresh it but this work was put on hold due to the need to focus attention on responding to the Covid-19 Pandemic and then to allow any long-term consequences to become apparent and the Council's operating context to become clearer. At the elections in May 2022, Tunbridge Wells Borough Council experienced a change of political control with 'The Borough Partnership' forming a new political administration. The Borough Partnership is made up of Liberal Democrat, Tunbridge Wells Alliance (TWA) and Labour councillors alongside the independent councillor for Paddock Wood (East). From this Partnership the Leader of the Liberal Democrat Group was elected as Leader of the Council and he formed a Cabinet made up of Liberal Democrats, TWA and Labour members.
- 1.2 Given the continued uncertainty facing the Council (no long-term financial settlement from central government, Covid-related changes to the high street and working practices, inflationary pressures, the cost-of-living crisis and frequent changes to central government policies - including on planning), the Borough Partnership has agreed to set out an interim Plan setting out the priorities and direction of travel of the Borough Partnership.
- 1.3 Since the establishment of the Borough Partnership, Cabinet members have been working to understand the detail of their cabinet areas and to establish a common set of priorities and a direction of travel for agreement at Full Council. The attached Plan: 'Building a Better Borough' sets out the strategic direction of the Borough Partnership, highlights the administration's political priorities alongside some priority actions for achieving those priorities, and explains the revised operating principles for how the Council will deliver excellent services for residents of the Borough over the next two years.
- 1.4 The Plan will also assist Council staff to plan services effectively, ensuring that they are in line with the political priorities of the Administration, and that the limited resources available are prioritised to ensure both best value for the Council taxpayer and the best outcomes for residents. The Plan sits alongside a number of other plans and strategies including both the Local Plan and the Medium-Term Financial Strategy.
- 1.5 Once agreed, work will begin on the production of a longer-term Strategic Plan setting out challenges and priorities over the medium-term. Work will also take place to produce a 'People Strategy' that will ensure that staff resources, structures and working practices support the overarching objectives of the Council and reflect the wider operating environment in which the Council exists.

2. Focus on Five

2.1 The Administration has five key priorities, called 'Focus on Five'. These are:

- Safeguarding Finances
- Vibrant and Safer Towns and Villages
- Carbon Reduction
- Genuinely Affordable Housing and Social Rental Housing
- Digital Access, Transparency and Local Democracy

2.2 These are the overarching priorities that the Administration believes will provide the best outcomes for residents. Whilst there is no ranking between the Focus on Five priorities, it is clear that Safeguarding Finances underpins the other four priorities and acts as an enabler for sustainable and deliverable projects and services.

3. Operating Principles

3.1 The Borough Partnership have outlined a number of operating principles which will ensure that services are delivered in the most effective way:

- Being an outward-looking Council
- Valuing staff
- Being a learning Council
- Digital First

3.2 Alongside these operating principles, an approach to managing finances to help reduce the budget deficit in a responsible way has been developed:

- User pays
- Enabling
- Carbon Reduction
- Preventing future costs
- Delivering (good) growth
- Being opportunistic

3.3 There is more detail in the Plan at Appendix A around to explain these operating principles more fully.

4. Priority Actions

4.1 The last section of the Plan sets out the priority actions that are and will be taken to achieve the political priorities of Focus on Five. These actions are listed under the political priority they meet, and as such each political priority may include responsibilities for more than one Cabinet Member.

- 4.2 Some actions have already been completed by the Borough Partnership, such as the in-year Budget Review, which reduced the Council's in-year 2022-23 budget deficit and reduced the magnitude of the ongoing deficit, a Cost of Living Summit, which brought together a range of local groups to assess how the Council and partner organisations can support those struggling as a result of increased utility and other costs, the Big Green Week which sought to raise awareness of the Council's declared climate emergency and practical ways in which residents can make a difference and a series of Cabinet Roadshows which took Cabinet meetings to a variety of locations across the Borough with an opportunity for local residents to ask questions and engage.

5. Preferred Option and Reason

Agree the Borough Partnership Plan and refer to Full Council

- 5.1 The preferred option is for Cabinet to agree the Borough Partnership Plan and refer the document to Full Council for approval as a new corporate strategy document.
- 5.2 Agreeing a Plan that sets out the key political priorities and direction of travel for the Council ensures that staff can plan services and budgets in an effective way which supports the political priorities of the Council and delivers on the key actions that Councillors believe will improve the lives and wellbeing of the residents of the Borough.

Not Agree the Borough Partnership Plan

- 5.3 The Borough Partnership does not have to agree a strategic Plan and could decide to run Council services without setting political priorities or a direction of travel. However, this would risk services or projects being delivered in a way that does not meet political expectations or deliver on any outcomes that will improve the lives of residents in the Borough. The Council is also a Best Value authority and must always consider how its actions and projects deliver the best possible value for the taxpayer. Without an agreed Plan and approach to delivery, there is a risk that Best Value will not be achieved.

6. Consultation on Options

- 6.1 The Borough Partnership Plan has been informed by a range of consultation activity including online surveys and engagement at 'Cabinet Roadshow' events. Whilst not bespoke to the Plan itself, this has enabled the Cabinet to create a direction of travel within this Plan that can be the focus of further engagement going forwards.

Recommendation from Cabinet Advisory Board

- 6.2 The Cabinet Advisory Boards were consulted on 23-25 January 2023 and agreed the following:

 *TBC following advisory board meetings*

7. Implementation

- 7.1 Following a positive decision at Full Council, the Borough Partnership Plan will provide the template for delivery of further engagement and actions that will achieve the political priorities of the Borough Partnership.
- 7.2 The Borough Partnership Plan will be monitored on a quarterly basis through the Cabinet Advisory Board and Cabinet and will be amended and added to as appropriate to reflect changing circumstances. Following business case and budget approvals, projects that result from the Borough Partnership Plan will be monitored through the Council's Project Management Office, and a quarterly update provided on the RAG status of each project through the quarterly performance summary.

8. Appendices and Background Documents

Appendices:

- Appendix A: Borough Partnership Plan

9. Cross Cutting Issues

A. Legal (including the Human Rights Act)

Each local authority has a statutory duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Borough Partnership Plan demonstrates compliance with that duty.

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.

Claudette Valmond, Head of Legal Partnership, 16 November 2022

B. Finance and Other Resources

The Borough Partnership Plan is a new strategy document that is not currently accommodated within the budget or the Medium -erm Financial Strategy (MTFS). Once the priorities and direction of travel are set, the Council can then develop business cases for any actions of projects that aim to deliver on the priorities, and if these are agreed, the budget and MTFS will be amended accordingly.

Any new projects that may be proposed as part of a public consultation, or through further consideration of the Plan would need to be considered as part of a robust business case for the financial viability and affordability to the Council.

Lee Colyer, Director of Finance, Policy and Development, Section 151 Officer, 16 November 2022

C. Staffing

This report outlines the strategic work to be undertaken over the medium term, and as such provides information on some of our future staffing requirements.

The HR Strategy, and other HR processes and procedures will take into account the requirements within the Plan to assess the level of need for skills and take account of any other HR and staffing issues that need to be addressed.

Nicky Carter, Head of HR, Communities and Customer Contact, 16 November 2022

D. Risk Management

Risks associated with Council services are contained in separate risk registers, and managed through the Council's strategic risk management procedures, and in accordance with its risk management strategy.

Any new projects that are approved through the Council's decision-making processes, will need to show comprehensive business case and project planning, which will include identification of risks.

Jane Clarke, Head of Policy and Governance, 16 November 2022

E. Environment (inc. Biodiversity) and Sustainability

Carbon reduction is a key political priority within the Plan, and as such there is the potential for the actions within the Plan to make a positive impact on the environment, biodiversity and sustainability.

Alongside this, a Climate Emergency Impact Assessment must be undertaken at the start of any new project as part of project planning to ensure decision-makers are fully aware of the environmental impacts of the proposed decision.

Gary Stevenson, Head of Housing, Health and Environment, 16 November 2022

F. Community Safety

Whilst there are no direct impacts on community safety as part of the decisions in this report, it is clear that the Borough Partnership Plan provides the Council with an opportunity to positively impact on the areas of community safety, crime and disorder. As individual decisions and projects are brought forwards, relevant actions should show how they positively or negatively affect community safety through the project planning and decision-making process.

Section 17, Crime and Disorder Act 1998

17(1) Without prejudice to any other obligation imposed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Jane Clarke, Head of Policy and Governance, 16 November 2022

G. Equalities

There are no impacts identified on any protected characteristics as part of this report. The Council and decision-makers will need to consider any relevant impacts as part of its project planning processes, as and when new projects and decisions are considered through the Plan.

Section 149, Equality Act 2010

149(1) A public authority must, in the exercise of its functions, have due regard to the need to –

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Jane Clarke, Head of Policy and Governance, 16 November 2022

H. Data Protection

There are no impacts on data protection considerations as a result of the decisions within this report.

Article 5, General Data Protection Regulation 2016

1. Personal data shall be:

(a) processed lawfully, fairly and in a transparent manner in relation to the data subject;

(b) collected for specific, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes;

(c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;

(d) accurate and, where necessary, kept up to date;

(e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed;

(f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

Jane Clarke, Head of Policy and Governance and Data Protection Officer, 16 November 2022

I. Health and Safety

There are no health and safety considerations as a result of the decisions within this report.

Jane Clarke, Head of Policy and Governance, 16 November 2022

J. Health and Wellbeing

Whilst there are no direct impacts on health and wellbeing as part of the decisions in this report, it is clear that the Borough Partnership Plan provides the Council with an opportunity to positively impact on the areas of health and wellbeing listed below. As individual decisions and projects are brought forwards, relevant actions should show how they positively or negatively affect the health and wellbeing of residents in the Borough through the project planning and decision-making process.

1. *Areas of deprivation: Will the proposal have an impact (positive or negative) on those living in areas of deprivation within the borough (40% most deprived in the country). These are Sherwood, Southborough and High Brooms, Broadwater and Rusthall.*
2. *Healthier lifestyle opportunities: Will residents be more or less able to make healthier lifestyle choices such as physical activity (e.g. active travel, access to green spaces or access to leisure facilities), healthy eating (e.g. proximity or access to take away shops, allotments, food stores) and being smokefree*
3. *Social and Community networks: Will the proposal make it easier for people to interact with one another e.g. encouraging community engagement*
4. *Living and Working Conditions: does the proposal improve work or home environments, increase job, education or training opportunities, improve access to health services or housing*
5. *General Socioeconomic, cultural and environmental conditions: Are there any other factors that may impact the above*

Jane Clarke, Head of Policy and Governance, 16 November 2022

Building a Better Borough

Introduction

In May 2022 a new political administration took responsibility for running Tunbridge Wells Borough Council. The Borough Partnership is a cross-party administration made up of the Liberal Democrat, Tunbridge Wells Alliance, and Labour groups, and one of the independent councillors.

The Borough Partnership administration has one single and only objective: *doing the best for our residents and our Borough*. Whilst our administration, like most of local government, is operating in challenging circumstances, we are committed to working for the benefit of all our residents.

This document sets out our administration's plans for 2022 – 2024:

- Our *Focus on Five* priorities
- The context in which we operate
- Our operating principles
- Our key projects and our future work programme

Cllr Ben Chapelard
Leader of the Council

Context

Tunbridge Wells, the Council, local government and the country have had to deal with a decade of austerity, the consequences of Brexit, a once-in-a century pandemic, a war in mainland Europe and a cost-of-living crisis.

For Tunbridge Wells Borough Council, these external events and the Government's response to them have resulted in greater demands on council services. At the same time the Council has had reduced financial resources with which to deliver its services.

Priorities: Focus on Five

The Borough Partnership has set itself five priorities called the *Focus on Five*. These are:

- Safeguarding finances
- Vibrant and safer town and villages
- Carbon reduction
- Genuinely affordable housing and social rental housing
- Digital access, transparency and local democracy

Responsibility for delivering the *Focus on Five* priorities lies with the eight Borough Partnership Cabinet members who each have individual areas of responsibility.

The Cabinet is supported by four champions who also have specific projects to deliver.

This document contains details of our key priorities, projects and initiatives in relation to our *Focus on Five* priorities.

Operating Principles

In delivering the *Focus on Five* priorities, the Council will abide by several key operating principles. These are:

- **Being outward-looking** – we will be community- and partnership-focused, leveraging social capital where possible.
- **Valuing staff** – we recognise the vital importance of staff in delivering our services and will ensure that we remain an employer of choice to attract, retain and develop our employees.
- **A learning council** – we will gather feedback from residents and service users, seek best practice from elsewhere and learn from our mistakes.
- **Digital first** – ensuring that the widest range of residents and users can access our services digitally (whilst recognising that this will not be possible for everyone).

We will be seeking to reduce the budget deficit in a responsible manner by adopting the following principles:

- **User pays** – a recognition that users of services should pay for the cost of those services rather than all council taxpayers.
- **Enabling** – exploring areas where others might be better placed to lead on facilities or service delivery.
- **Carbon reduction** – taking opportunities and decisions that contribute to our climate emergency goals.
- **Preventing future costs** – taking opportunities to reduce future costs through preventative spending.
- **Delivering (good) growth** – Delivering sustainable growth through the implementation of the Local Plan, raising income to deliver services and ensuring that the Borough is open for business.
- **Being opportunistic** – seeking opportunities for external funding, collaboration or the delivery of our priorities by external partners.

Priority actions

Safeguarding Finances

ACTIONS COMPLETED

- 2022 In Year Budget Review
- Reduced the previous administration's 2022-23 deficit

FUTURE ACTIONS

- Town Hall being repurposed for co-working
- Delivery of surplus asset disposals
- Review of fees and charges
- Car parking strategy
- Digital transformation
- Savings plan
- Production of a People Strategy and associated policies to support us in recruiting and retaining high calibre staff

Vibrant and safer town and villages

ACTIONS COMPLETED

- Cost-of-living summit and creation of cost-of-living digital hub
- Community Support Fund launched
- Approved UK Shared Prosperity Fund investment plans
- Approved Rural England Prosperity Fund investment plans
- Submitted three priority active travel schemes to Kent Highways under Active Travel Fund Tranche 4
- Creation of business portal on the TWBC website
- Held launch event for the Kent and Medway Business Fund
- Held tourism networking events in partnership with Visit Kent

FUTURE ACTIONS

- Bring an independent farmers' market to Royal Tunbridge Wells
- Parish chair convention
- Install CCTV in Great Hall, Crescent Road and Torrington car parks
- Publish a new Economic Development Strategy
- Install additional EV chargers in TWBC car parks
- Develop tourism across the Borough
- Begin distributing funding for projects via the UK Shared Prosperity Fund and the Rural England Prosperity Fund
- Develop a business pack to support the new business portal

Carbon reduction

ACTIONS COMPLETED

- Big Green Week
- Town Hall windows and roof improvements
- Enhanced information and features available on the TWBC Climate Change website
- Expansion of Tunbridge Wells Car Club

FUTURE ACTIONS

- Develop a Pesticide & Herbicide policy to promote biodiversity and wider behaviour change.
- Renew our Biodiversity action plan to protect, enhance and publicise our local environment.
- Review resources to deliver 2030 net zero commitments, seek funding and increase staff capacity.
- Collaborate and consult with residents, partners and businesses as part of a Borough emissions Strategy.
- Expand TWBC's Climate Change web site to promote sustainability and encourage networks.
- Reduce our own emissions by delivering the Weald Sports Centre and Depot SALIX schemes.

Genuinely affordable housing and social rental housing

ACTIONS COMPLETED

- Local Plan submitted
- New Housing Allocations Policy
- New Neighbourhood Development Plans
- Meetings with social housing providers
- Beam Project to address homelessness

FUTURE ACTIONS

- Utilise existing Council land and assets to deliver affordable housing
- Modifications to, and adoption of, Local Plan
- Empty Property strategy and policy
- Progress the RTW Town Centre Development Plan

Digital access, transparency and local democracy

ACTIONS COMPLETED

- Cabinet on Tour
- Increased the number of public consultations
- Undertaken a significant number of public consultations
- Gone 'back to the floor' in council services, such as Recycling and Waste, to understand how residents interact with our services
- TWBC Instagram account set up
- Met all key partner organisations and stakeholders

FUTURE ACTIONS

- Borough-wide Survey
- User friendlier access to the Council's data and information
- Digital transformation plan
- Review of TWBC communications

*Budget 2023/2024 and Medium-Term Financial Strategy Update

For Cabinet 9 February 2023

Summary

Lead Member: Councillor Chris Hall, Finance and Performance Portfolio Holder

Lead Director: Lee Colyer, Director of Finance, Policy and Development

Head of Service: Jane Fineman, Head of Finance and Procurement

Report Author: Lee Colyer, Director of Finance, Policy and Development

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	11 January 2023
Portfolio Holder	9 January 2023
Finance & Governance Cabinet Advisory Board	24 January 2023
Cabinet	9 February 2023
Full Council	1 March 2023

Recommendations

Officer / Committee recommendations as supported by the Portfolio Holder:

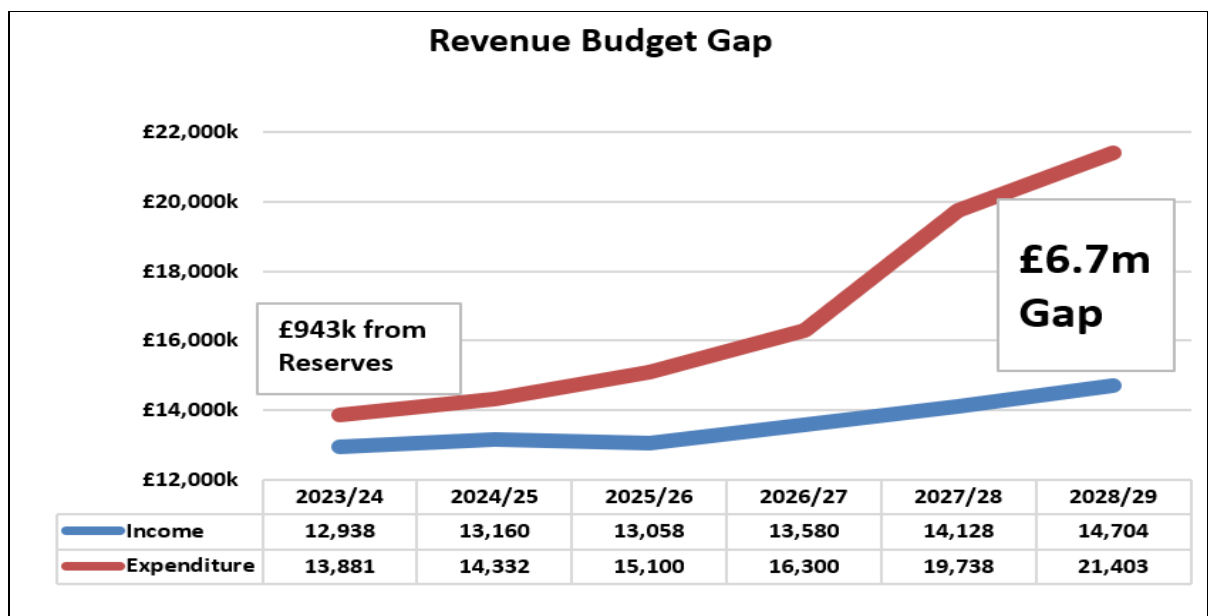
1. That Cabinet considers the changes to the base budget along with the assumptions and approach set out throughout the report;
2. That Cabinet considers the responses to the budget consultation (when available);
3. That Cabinet proposes to Full Council the use of £943,000 from reserves to balance the revenue budget.

Agenda Item 7

4. That Cabinet proposes that Full Council approves the rolling forward of the capital programme including additional gross funding of £620,000 for new schemes listed within the report; and
5. That Cabinet proposes that Full Council approves an increase in the 'Basic Amount' of Council Tax of £5.72 (2.95 per cent) for 2023/24 for a Band D property.

1. Purpose of Report and Executive Summary

- 1.1 This report outlines the assumptions that have been built into the budget for 2023/24.
- 1.2 Cabinet is asked to recommended this budget to full Council which includes the following main headlines;
 - The impact of much high levels of inflation on expenditure have offset additional income, leaving the Council still requiring £943,000 from reserves to set the Revenue Budget.
 - New capital programme schemes with a gross cost of £620,000 are required.
 - No major changes or cuts to services are proposed.
- 1.3 The draft budget was subject to six weeks of public consultation which ended on 20 January 2023 and discussions have occurred with representatives across the borough.
- 1.4 The views of the public should be used to inform the significant changes to the range of services that can be afforded. A savings plan is required to address the structural deficit left by the pandemic and the recurring annual shortfall as inflation on expenditure exceeds the ability to riase income.



Members are reminded that Section 106 of the Local Government Finance Act 1992 applies to any meeting where consideration is given to matters relating to, or which might affect, the calculation of Council Tax.

Any Member of a Local Authority, who is liable to pay Council Tax, and who has any unpaid Council Tax amount overdue for at least two months, even if there is an arrangement to pay off the arrears, must declare the fact that he/she is in arrears and must not cast their vote on anything related to the Council's Budget or Council Tax.

Members are reminded of their obligation to have regard to the Chief Financial Officer's report and the importance of the Council setting a budget as failure to do so will have legal, financial, and reputational consequences for the Council.

2. Introduction and Background

- 2.1 This is the final report in the well-rehearsed budget setting cycle that has taken place over the past year. The main reports in the budget setting process are set out below which were also considered by the Finance and Governance Cabinet Advisory Board.

- In-Year Budget Review - July
- Budget Projection and Strategy - September
- Budget Update and Financial Benchmarking – October
- Overview and Scrutiny Committee – Approach and process - November
- Draft Budget for consultation – December
- Final Budget for approval – March
- Setting of Council Tax – Discharging the statutory function as the Billing Authority - March

2.2 In addition to the above, all member briefings have taken place along with the annual offer to attend each political group meeting by the s151 Officer.

Provisional Local Government Finance Settlement

2.3 On 19 December 2022 the Government published the Provisional Local Government Finance Settlement which includes more detail on the funding available to individual councils.

2.4 The settlement is for a single year with indicative figures for 2024/25. This would indicate that the fundamental review of Local Government funding would need to be undertaken soon for implementation from 2025/26.

2.5 The main headlines for this Council are as follows:

- The Settlement Funding Assessment (SFA), minimum share of business rates is as expected £2,463,549.
- Council Tax can increase by 3.0 per cent and the Government assumes this will happen in their assessment of this council's spending power.
- The delay in replacing the New Homes Bonus (NHB) scheme has resulted in an extra year being paid and the Council will receive £768,199. Proposals on the replacement scheme will be issued shortly.
- Revenue Support Grant (RSG) £177,007 will be awarded bringing to an end five years of zero RSG. It is important to note that this is not new funding but a result of moving specific grants received for Council Tax Annexes and Council Tax Support Administration into RSG. This could also be an attempt by the Government to try to reintroduce negative RSG which would cost this council over £200,000.
- The Lower Tier Services grant has been deleted to reflect the reversal of higher employer national insurance rates and a Services Grant of £92,249 has been awarded.
- This Council will be entitled to a new one-off Funding Guarantee Grant of £622,348 to ensure that all councils receive at least a 3 per cent increase to their spending power.
- The forty per cent share of business rates growth will continue for another year and this Council will continue to be part of the Kent Business Rates Pool which has been approved for a further year.

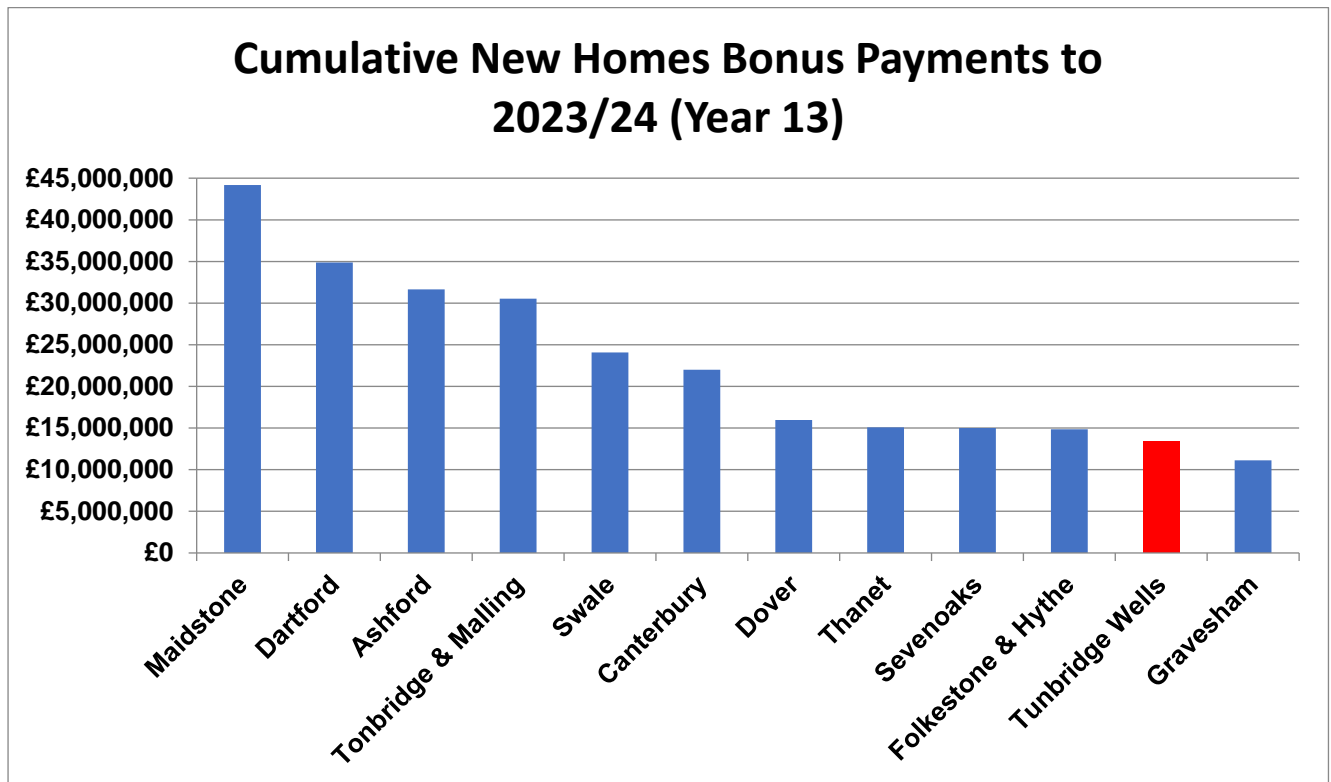
2.6 The provisional settlement is subject to just four weeks consultation ending on 16 January 2023.

New Homes Bonus (NHB)

- 2.7 The NHB scheme was introduced by the Government in 2011 as a “powerful, predictable, permanent incentive to reward the delivery of housing growth”, funded by a £900 million top-slice of Revenue Support Grant.
- 2.8 Since 2011 various amendments have been made to dilute the financial incentive and in advance of consulting on changes the Government announced that in effect the current scheme will be phased out. The national control total has been reduced to just £291 million. Details of a replacement scheme are expected soon.
- 2.9 The lack of progress by the Government in implementing a replacement scheme has resulted in a further year of NHB of £768,199 being awarded, but without any further legacy payments. This is illustrated below:

	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Year 13 - Net								768
Year 12 - Net							924	
Year 11 - Net						454		
Year 10 - Net					571			
Year 9 - Net				222	222	222	222	
Year 8 - Net			184	184	184	184		
Year 7 - Net		183	183	183	183			
Year 6	554	554	554	554				
Year 5	135	135	135					
Year 4	96	96						
Year 3	390	390						
Year 2	339							
Year 1	259							
NHB Allocation	1,773	1,358	1,056	1,143	1,160	860	1,146	768
NHB in Budget	1,773	1,358	1,056	921			1,146	768
NHB to/(from) Reserves	0	0	0	222	1,160	860	0	0

- 2.10 Since the creation of NHB this Council has received tens of millions of pounds less funding from NHB than neighbouring councils who have delivered far greater levels of house building. This huge funding disparity is shown below.



Retained Business Rates

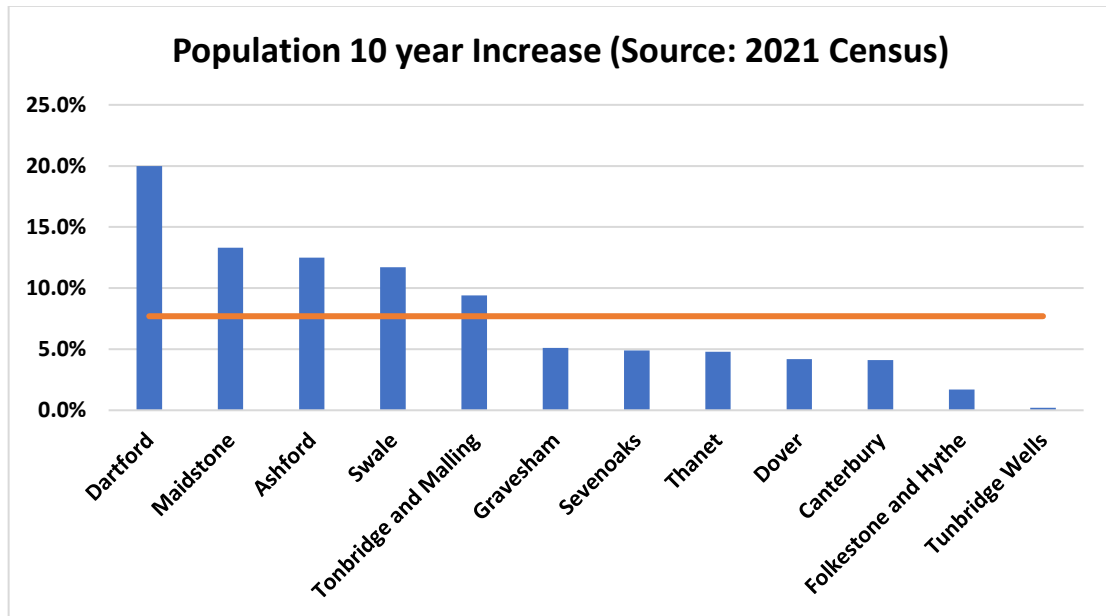
- 2.11 The draft revaluation list from April 2023 has been published by the Valuation Office Agency (VOA) which must be used by the Council to issue business rates bills and to collect payment on behalf of the Government.
- 2.12 Under the Business Rates Retention Scheme the Council is incentivised to grow the net yield from business rates within the borough. Councils were invited to make submissions for business rates pools for 2023/24 and this Council's bid as part of the Kent Business Rate pool was successful.
- 2.13 The continuation of the Kent Business Rate Pool using the existing baseline will enable this Council to continue to retain a greater share in the proceeds of business rates growth for a further year. The retained business rate growth share is shown below:

Type of Authority	Local Business Rate Growth Share
Districts	40%
Kent County Council	9%
Kent Fire & Rescue Service	1%
Total	50%
Government	50%

- 2.14 The first £500,000 of business rates proceeds is set aside to fund the capital programme. The remainder has previously not been included within the base budget and any further receipts are transferred into reserves at year end to fund any revenue budget deficit or the capital programme.

Fair Funding Review

- 2.15 The Review of Relative Needs and Resourcing (“Fair Funding Review”) and a reset of business rates growth will not be implemented in the next two years. This is a huge relief to the Council as funding distribution reviews tend to result in funding being reallocated from areas like Tunbridge Wells to other parts of the country.
- 2.16 The delay does give the Council time to plan for the significant reduction in government funding that will occur due to the stagnant population as evidenced below.

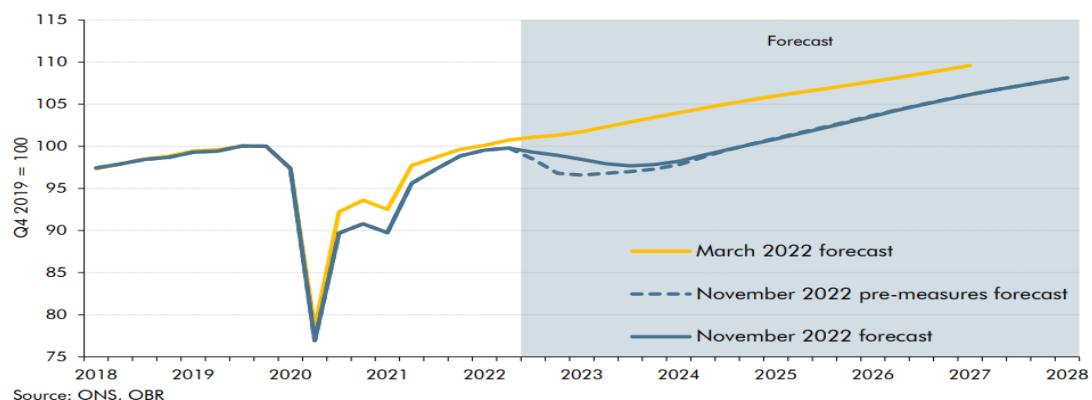


- 2.17 The lower population growth in comparison with other areas will adversely impact on funding and investment from the Government. If the Fair Funding Review was to be undertaken using the Census 2021 results, then the redistribution of current funding would see the current SFA for Tunbridge Wells of £2.4m reduced by £600,000.

National Economic Forecasts

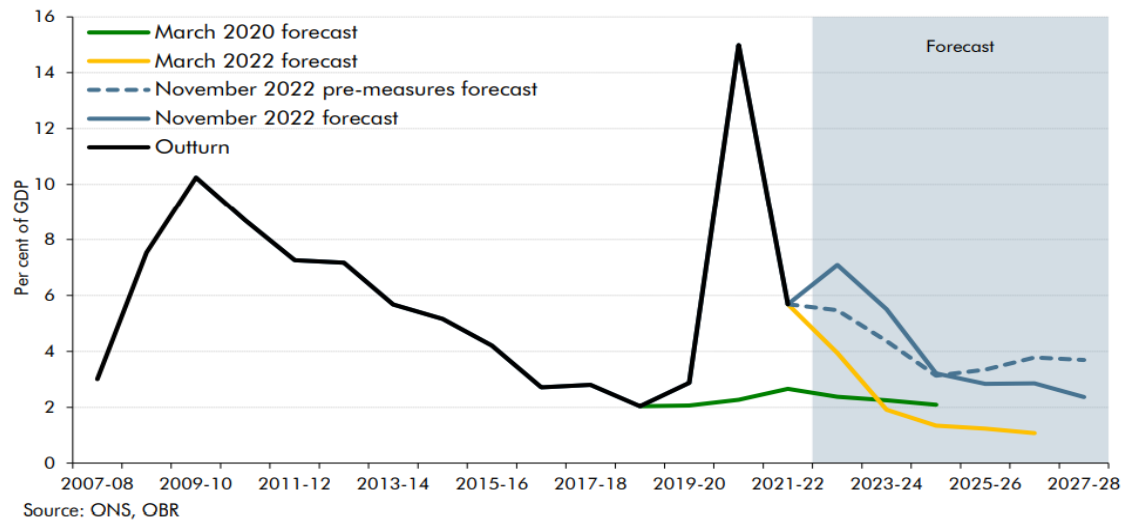
- 2.18 The Office for Budget Responsibility (OBR) published their Economic and Fiscal Outlook alongside the Autumn Statement on 17 November 2022. The OBR has said the UK is in a recession and warned that the economy will shrink even further in 2023. The lower forecast levels of Gross Domestic Product (GDP) are shown below.

Chart 1: Real GDP



- 2.19 The OBR said that the medium-term fiscal outlook has worsened since the March 2022 forecast due to a weaker economy, higher interest rates and higher inflation.
- 2.20 Unlike this Council, the Government uses borrowing to fund their revenue budget which further increase the level of external debt. Higher borrowing pushes underlying debt up sharply, from 84.3 per cent of GDP last year to a 63 year high of 97.6 per cent in 2025/26.

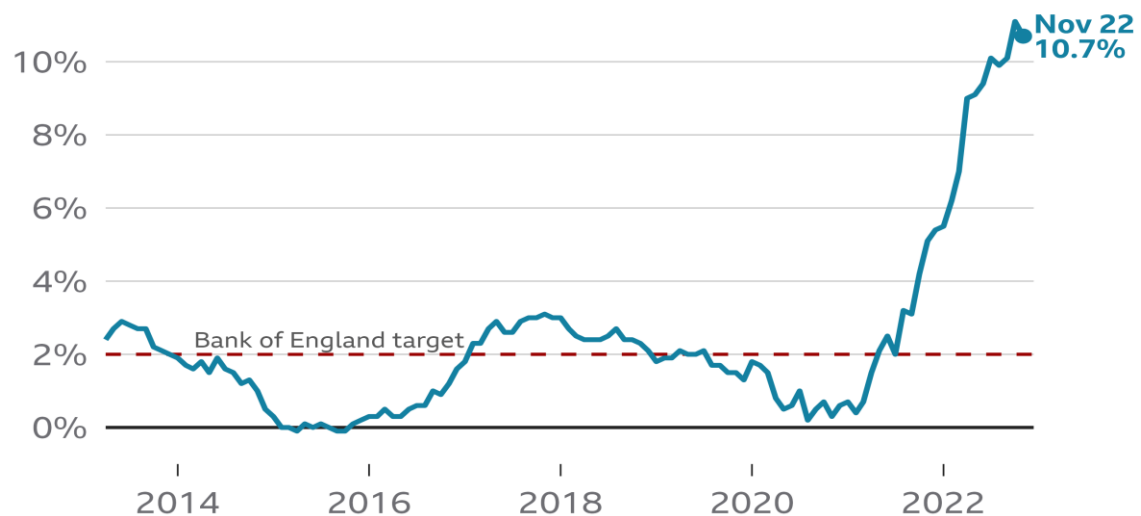
Chart 2: Public sector net borrowing



- 2.21 Inflation continues to remain at relatively high levels pushing up the cost of providing local services. The Council's exposure to inflation is far greater than that measured by the Consumer Prices Index (CPI). The Council's cost of energy is up 110 per cent and external contract indexation is over 16 per cent higher and whilst establishment costs are up by 6 per cent, this needs to be seen in the context of income and the 3 per cent 'cap' on Council Tax. The CPI compared to the Bank of England's (BoE) target is shown below.

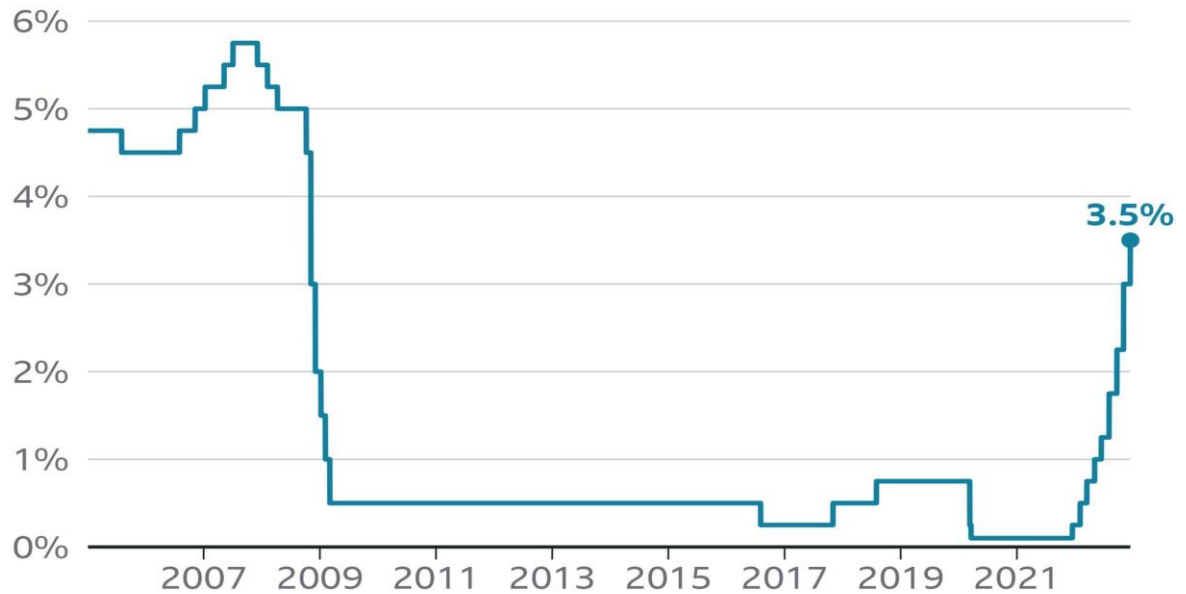
Inflation at 10.7% in November 2022

Consumer Prices Index



- 2.22 The Bank of England are still maintaining their position as recently as 15 December 2022 that inflation will fall back in the middle of 2023 and will be close to their 2 per cent target in two years' time. The BoE has reacted to higher inflation by increasing interest rates as shown below.

Interest rate increases to 3.5%



Source: Bank of England. Last update: 15 December 2022

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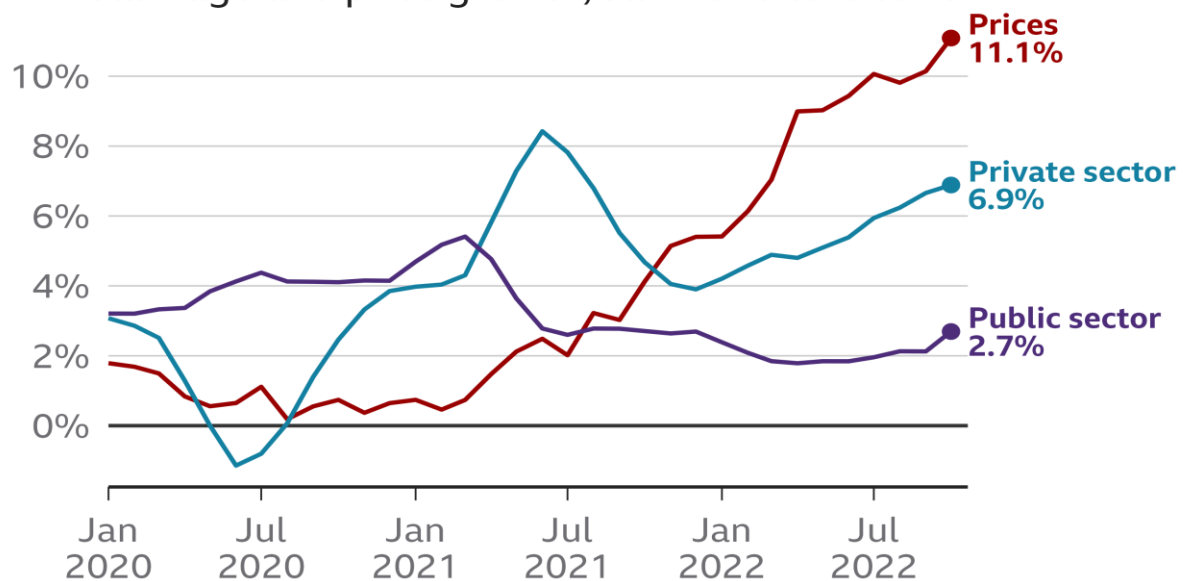
- 2.23 The above graph illustrates that interest rates remain at a relatively low level.

Pay and Inflation

- 2.24 The Council and its contractors are experiencing significant recruitment and retention issues from operating in one of the most expensive parts of the country at a time of low levels of unemployment. This has been compounded by the cost-of-living crisis which also affects staff and has led to increased levels of staff turnover and vacancies. The Council is struggling to compete with the private sector and from the proximity to London and post-Covid changes to employment, which will need to be addressed in a new People Strategy.
- 2.25 The culture and ethos of working for the Council had previously been sufficient to attract and retain a high calibre of staff who wanted to provide a local service to the borough. The world of work has changed along with the factors people look for when deciding who to work for and the Council needs to respond to this change if it is to function effectively. Pay is not the only factor in recruiting and retaining staff, but it is more of an issue during the current cost-of-living crisis, the divergence in public and private sector pay in relation to inflation is shown below.

Pay is not keeping up with inflation

Annual wage and price growth, Jan 2020 to Oct 2022



Source: Office for National Statistics



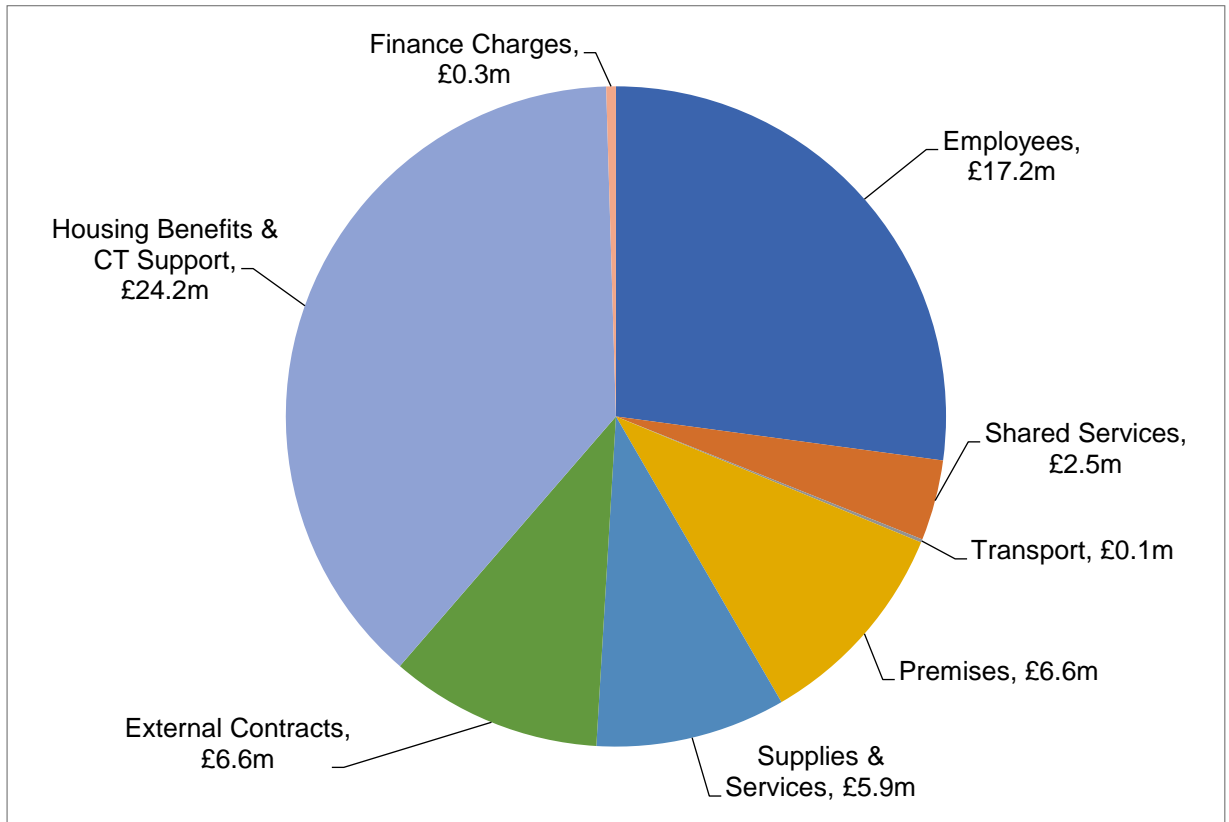
Local Economic Forecasts

- 2.26 The cost-of-living crisis combined with labour shortages and supply chain issues continues to create huge uncertainty and pressure points for residents and local businesses.
- 2.27 A summary of local economic data is shown below:
- Council Tax collection rates to December 2022 are down 0.38 per cent.
 - Business Rates collection rates to December 2022 are up 1.6 per cent.
 - Unemployment Rate for November 2022 for the borough is 2.2 per cent (1,595 claimants) and the 3rd lowest in Kent where the average is 3.2 per cent.
 - Empty business properties were 353 in December 2022 compared to 314 properties pre-covid.

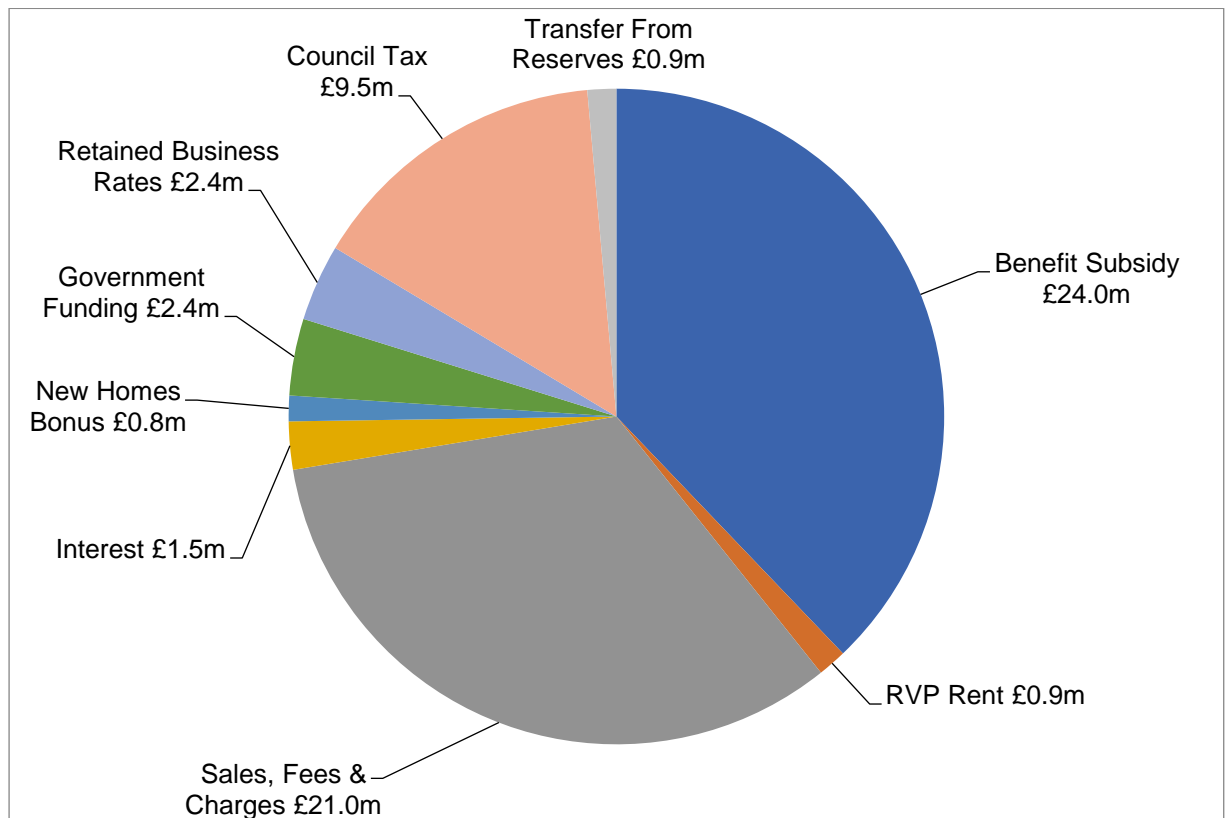
Budget Breakdown

- 2.28 The Council provides a diverse range of services across the Borough which is estimated to cost £63.4 million. The services are provided either by contractors, through partnership with other councils or by directly employing staff. The budget is based on an approved establishment of 332 (2022/23, 326) Full Time Equivalents (FTEs). The following pie charts show the revenue expenditure and how this is to be funded.

Pie Chart of 2023/24 Revenue Expenditure



Pie Chart of 2023/24 Revenue Income



- 2.29 A breakdown of the budget by service is provided in Appendix B and the split between statutory and discretionary services by portfolio in Appendix C. A subjective breakdown of the budget per cost centre is available on the Council's website.

Major Budget Variances

- 2.30 The current year's budget forms the base budget upon which projections are made for the medium-term to reflect the main external contract terms. The projection model has been updated to reflect expected changes at this time and is summarised in Appendix A.
- 2.31 The key variances over the current budget are shown below:

Budget as at March 2023	£000s
Employment Costs	835
Transport	0
Premises	875
Business Rates	130
Contracts	1,298
External Audit Fees	125
Members' Allowances	24
Fees and Charges - Crematorium	(121)
Fees and Charges - Planning	(113)
Fees and Charges - Garden Waste	(143)
Fees and Charges - Car Parking	(626)
Investment Income	(985)
Council Tax Increase	(453)
Collection Fund Surplus	(103)
Minimum Revenue Provision	(47)
Housing Grants	(529)
Baseline Funding Level	(89)
Revenue Support Grant	(12)
New Homes Bonus	377
Lower Tier Services Grant	178
Funding Guarantee Grant	(622)
Removed 2022/23 Reserve Funding	944
Budget Gap to be funded from Reserves	943

Major Contracts

- 2.32 The impact of soaring inflation and disruptions to the supply of labour has adversely distorted the market conditions and risk environment for external contracts. The Council has three main external contracts. The following budget assumptions have been included for modelling purposes, without prejudice to procurement decisions.

- Leisure Centre Management (expiry 31 March 2027) the budget assumes that the £290,000 Management Fee continues to be received by the Council.
- Grounds Maintenance (expired 31 March 2022 with interim arrangements to 31 March 2023) the budget for 2023/24 has been increased by £204,000 to cover

the cost of indexation and the possibility of extending the contract to 31 December 2026.

- Waste and Street Sweeping (expiry 31 March 2027) the budget for 2023/24 has been increased by £798,000 to cover the cost of indexation and the possibility of contributing towards the costs of re-fleeting.

Budget Strategy

- 2.33 There remains a deficit forecast for 2023/24 of £943,000 which will be funded from reserves. In normal times the use of general reserves is unsustainable over the longer-term which led Cabinet in 2012 to set a definition of a balanced budget as follows:

“Where ongoing expenditure is met from fees, charges, government grant and council tax with only the use of earmarked reserves being used to meet one-off priority expenditure.”

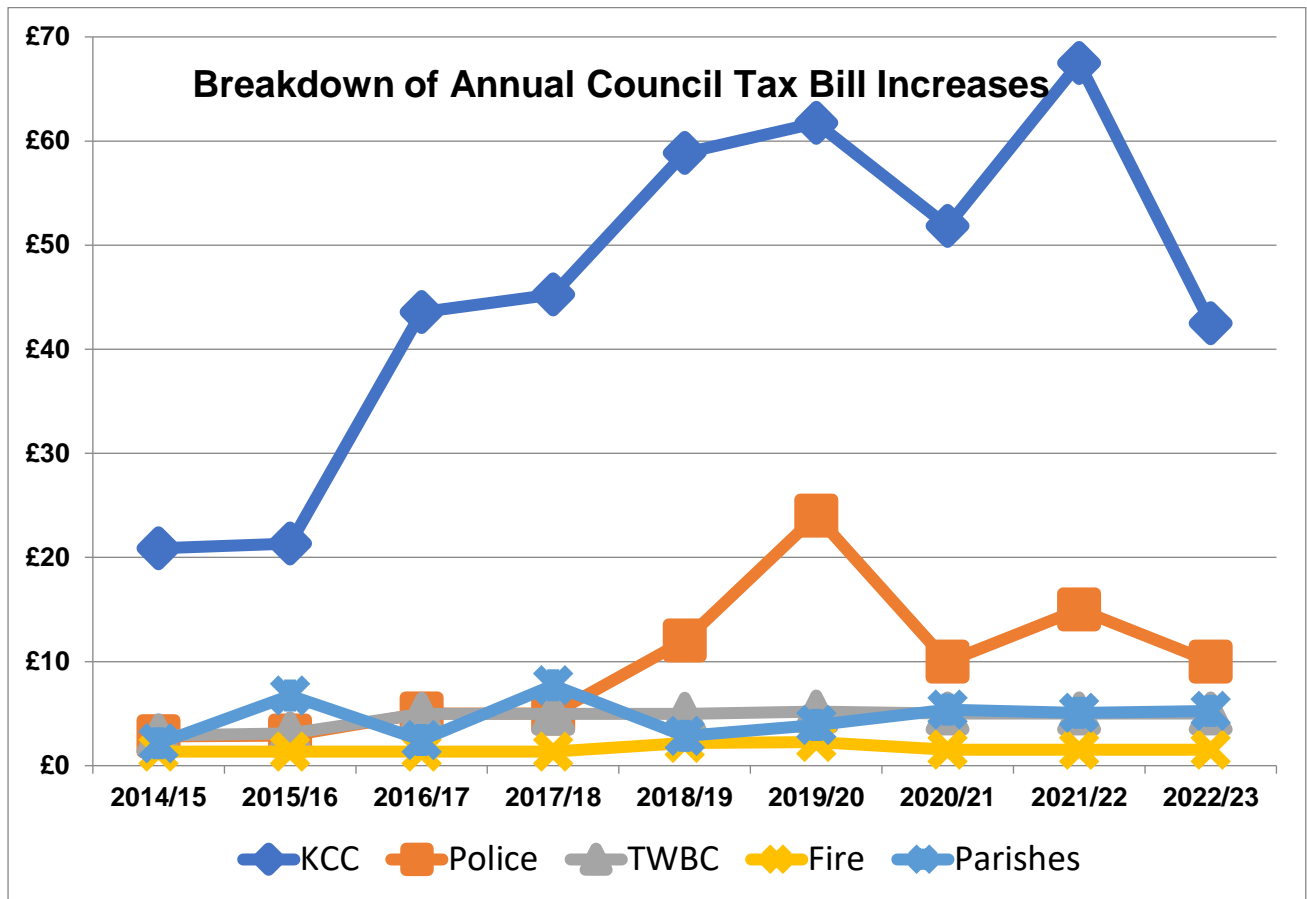
- 2.34 The Council will need to adapt to the new normal of income being insufficient to cover current expenditure and to prioritise funding for the Council’s responsibilities under the Civil Contingencies Act 2004 and the provision of statutory services.

Savings Plan

- 2.35 The Borough Council is a Best Value authority defined in the Local Government Act 1999. Best Value authorities are under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 2.36 The Borough Partnership have been working on Cabinet Member Plans to align service delivery with the ‘Focus on Five’ and to set out a credible and deliverable savings plan.
- 2.37 In the absence of a corporate plan the Borough Partnership have set out a Partnership Plan which runs to 2024 and is separately going through the Council’s decision-making process.

Council Tax Strategy

- 2.38 One source of funding for the provision of local services is council tax. This Council has historically had a policy of very low council tax levels and the strategy is for council tax to increase up to the threshold (the ‘cap’) for triggering a referendum.
- 2.39 In previous years, the most efficient authorities such as this Council have been able to increase council tax up to £5.00 a year rather than the cap of 2 per cent. The Provisional Local Government Settlement 2023/24 increases the percentage cap to 3 per cent but the £5.00 cash cap has remained frozen since 2013. The Government assumes this Council will increase council tax by the maximum permitted in their assessment of this Council’s available financial resources.
- 2.40 The Government has set different ‘caps’ for the various authorities who make up the council tax charge appearing on the bills for this borough, this is shown below:



- 2.41 The MTFS assumes that Council Tax will increase by 3 per cent annually. It will be for Full Council to decide the level of council tax.

Fees and Charges

- 2.42 For the fees and charges which are not imposed by central government these were set by Cabinet on 17 November 2022.

Car Parking Charges

- 2.43 The decision on whether to amend car park charges is a political policy decision and would need to go through the Council's formal decision-making process.

Staff Savings and Efficiencies

- 2.44 Directors/Heads of Services and Portfolio Holders have been busy trying to identify further efficiency options to reduce the cost of their services and to increase income. After a decade of austerity and lower spending power than neighbouring councils the scope for further savings has been exhausted based on current policies and levels of service delivery. This situation was supported by the Financial Benchmarking exercise reported to Cabinet in October 2022 which confirmed that the Council had one of the leanest net cost bases within the comparator group.
- 2.45 The major changes to the range and level of services required to balance the budget, are dependent on officers being provided with a political mandate, that identifies those services to be reviewed and reduced. Major changes to services should be informed

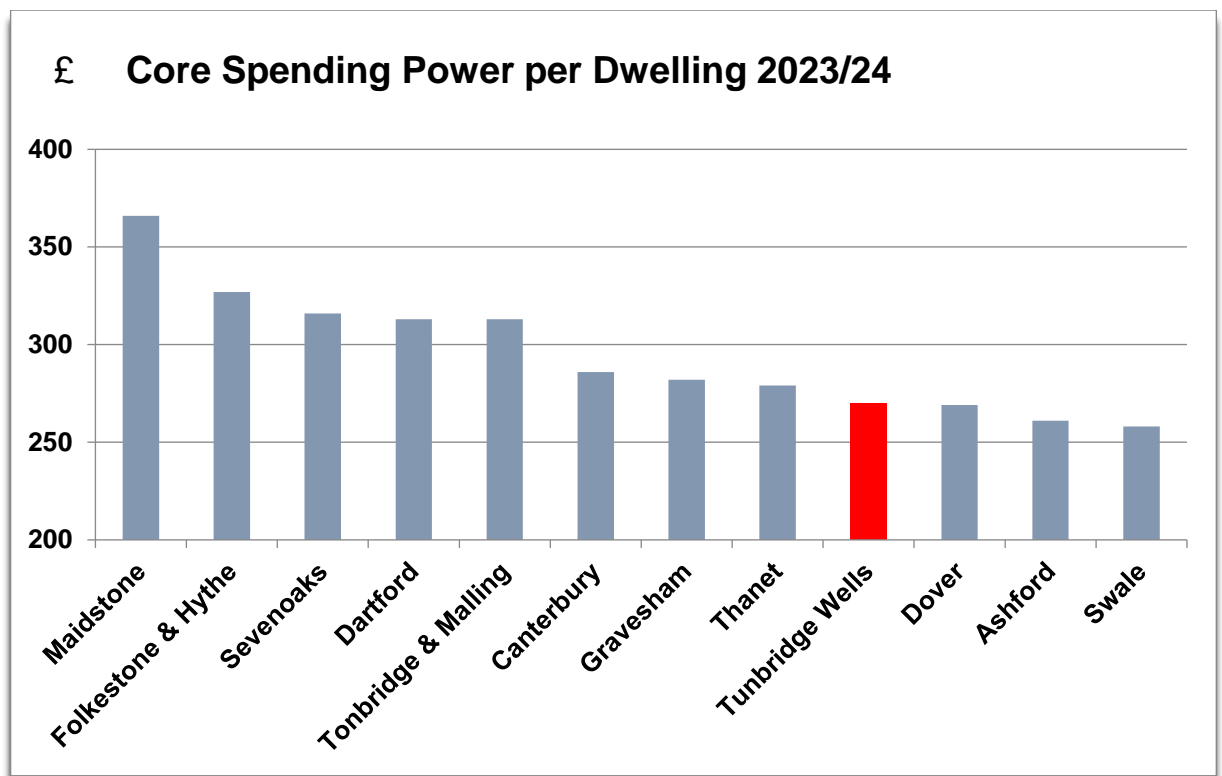
by evidence of demand and subject to public consultation and in the case of staffing changes adhere to formal employment procedures.

Digital Transformation

- 2.46 It is not possible to keep working harder and faster with fewer resources and still provide safe, effective services. The Council will need to find new ways of working smarter and deliver services in a more digitally efficient form which meets with the way the public now interact with service providers. The Council has a Digital Services and Transformation Team in place to improve operational delivery and transform the way that services are provided. Details of these projects are reported quarterly to Cabinet and the resulting efficiencies will be incorporated into the budget-setting process.

Spending Power

- 2.47 The Government has developed a universal benchmarking indicator called 'Spending Power' to enable comparisons between councils of the income they receive from national and local taxpayers. This indicator appears to be the best available for identifying how much each council receives per household to provide local services. The graph below shows that using the Government's own calculation TWBC has the fourth lowest spending power in Kent at just £270 per household (£252 in 2022/23).



Capital and Revenue Reserves

- 2.48 The Medium-Term Financial Strategy requires at least the following level of reserves:

	Minimum
General Reserves (Revenue)	£3.0 million
Capital Receipts	£1.0 million

- 2.49 The reserves and balances are currently forecast to meet the above levels although maintaining this position relies on delivering not just a balanced budget from 2023/24 but a sustainable budget for the future.

Capital Programme

- 2.50 At the Full Council meeting on 23 February 2022 the capital programme for 2022/23 to 2025/26 was approved.
- 2.51 Over the course of the past year the Council has been unable to make any significant progress on disposing of surplus land and property identified in the Asset Management Plan (AMP) with a view both to deliver capital receipts and to reduce operational running costs. The AMP provides a framework for further such work over the coming year and this work will be funded from a proportion of the capital receipts received (subject to the necessary approval).
- 2.52 The four-year capital programme will be rolled forward for another year. Any subsequent additions will be considered using the formal application approval process throughout the year.
- 2.53 Below is a summary of new applications to the capital programme which will require Full Council to agree in principle the additional total gross project funding of £620,000. The decision to procure each scheme and the source of funding will be determined by the s151 Officer.

New Schemes	Total Gross Project Cost £	Gross Cost £	Earmarked Reserve Funding £	Cap & Rev Initiatives Res. Funding £
A LIST - Health & Safety Related, Revenue or Capital Income Stream, S106 funded or Political Priority				
Crematorium Welfare Facility	23,000	23,000	0	(23,000)
Crescent Road CP Cladding	2,090,000	455,000	0	(455,000)
Crescent Road CP Switch Gear	35,000	35,000	0	(35,000)
ICT	80,000	80,000	0	(80,000)
TOTAL	2,228,000	593,000	0	(593,000)
B LIST - Service/Property Improvements				
Enforcement Van	27,000	27,000	0	(27,000)
TOTAL	27,000	27,000	0	(27,000)
TOTAL	2,255,000	620,000	0	(620,000)

- 2.54 The significant recurring cost of; planned maintenance, responsive repairs and the above capital investment in the Council's Civic Buildings, Car Parks and Leisure

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Centres is not financially sustainable over the medium-term and a solution that provides value for money needs to be determined.

- 2.55 The Council has no external debt but with reserves largely allocated it will be necessary to commence borrowing to fund additional capital schemes. The Council does have the potential for using new capital receipts, building up usable reserves and access to internal and external borrowing. The determination as to which source of funding is most appropriate is a technical judgement that will be made by the s151 Officer.
- 2.56 In addition to the revenue and capital budgets, the Council has earmarked reserves which form part of the Budget and Policy Framework and are available to fund the specific purpose of the reserve in accordance with the virement procedure rules. The projected balances of these reserves are shown below and assume that the revenue budget is balanced after 2024/25 without further utilisation of reserves.

	31-Mar-22 Actual	31-Mar-23 Forecast	31-Mar-24 Forecast	31-Mar-25 Forecast	31-Mar-26 Forecast	31-Mar-27 Forecast
	£000's	£000's	£000's	£000's	£000's	£000's
General Fund	4,336	4,336	4,211	1,740	1,009	509
Earmarked Reserves	15,766	10,623	1,769	3,404	3,404	3,404
2022/23 Budget Deficit	0	-706	-706	-706	-706	-706
2023/24 Budget Deficit	0	0	-943	-943	-943	-943
2023/24 New Capital Schemes	0	0	-120	-1,755	-1,755	-1,755
Grant Volatility (Collection Fund adj)	6,911	1,301	0	0	0	0
Capital Grants & Contributions	3,280	3,280	3,280	3,280	3,280	3,280
Capital Receipts Reserve	2,200	1,000	0	0	0	0
Total Reserves	32,493	19,834	7,491	5,020	4,289	3,789
Outstanding Financing						
33 Monson Road	-900	-855	-810	-765	-720	-675
Dowding House, Paddock Wood	-1,870	-1,781	-1,692	-1,603	-1,514	-1,425
The Lodge, Calverley Park	-468	-447	-425	-403	-381	-362
Royal Victoria Place	-924	-882	-840	-799	-757	-714
The Amelia Scott	-2,000	-2,000	-1,920	-1,840	-1,760	-1,680
Civic Site Essential Works	0	-451	-1,235	-1,185	-1,135	-1,084
Total Outstanding Financing	-6,162	-6,416	-6,922	-6,595	-6,267	-5,940

Note: Schemes not funded from reserves need to be charged to revenue and this repayment is reflected in the reduction in financing over the life of the asset.

- 2.57 All Council borrowing whether external or internal will have a revenue budget cost which would need to be funded.

Budget Calculations and Adequacy of Reserves

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- 2.58 In accordance with Section 25 of the Local Government Act 2003 the Chief Financial Officer is required to report formally to the Council on the robustness of the estimates and adequacy of reserves. It should be noted that Section 26 of the Act gives the Secretary of State power to set a minimum level of reserves for which an authority must retain in setting its budget.
- 2.59 At the time of writing this report I have had regard to the CIPFA Resilience Index and undertaken Financial Benchmarking, and I am satisfied with the robustness of the estimates.

Financial sustainability

- 2.60 Prior to the pandemic the Council's finances were in a strong position with the revenue budget balanced and year-end net expenditure producing a surplus. Independent external reviews provided an annual clean bill of health based on the statement of accounts and value for money conclusion. The high quality of the accounts ensured that the audit opinion for 2021/22 was issued by the deadline, this is unusual with only 9 per cent of local authorities achieving this and some in Kent have not yet had their 2020/21 accounts signed off.
- 2.61 The impact from the pandemic has resulted in fundamental changes to how people live and work. The Council has seen a reduction to its local income and far greater risk exposure to the local economy and the vulnerability of external service providers.
- 2.62 Despite double digit inflationary increases to the cost of providing services the Government continues to 'cap' council tax at 3 per cent (just for district councils). The unsustainable budget gap created by expenditure exceeding income is prevalent across local government, with several councils' finances now under severe strain – including this Council.
- 2.63 Fundamental changes to the range of services provided by the Council are required to contain expenditure to within much lower levels of funding available. The disturbance from the pandemic has now settled and the Council must now focus on reducing its expenditure and avoid being distracted by, other events, elections, or projects.
- 2.64 The 2022/23 budget was balanced with the controlled use of reserves due to the ongoing impact from the pandemic. The budget for 2023/24 is also due to use reserves, as soaring inflation has wiped out all the income generated from the In-Year Budget Review. This review was an innovative and useful intervention to budget pressures and is now being considered by other councils and may need to be repeated.

Governance

- 2.65 The external auditor has just completed their Annual Report on the state of the Council, reviewing its strategies and arrangements for decision-making. The external auditor has made three improvement recommendations based on their findings, as follows;
1. A new corporate plan be brought forward, this will provide the focus required to help meet the challenges ahead.

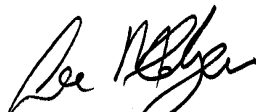
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2. In line with the new corporate plan, the Council should develop a long-term savings plan, failure to do so could lead to an unsustainable financial position developing; and
3. A Human Resources Strategy should be prepared, formally approved, and circulated to appropriate officers.

2.66 These are welcomed recommendations and will address the difficulties faced by the Council of trying to function without a Corporate Plan. Clear political direction is necessary to develop a credible and deliverable Savings Plan which will require significant reductions to the range of services that can be afforded. The need for a Human Resources Strategy is also welcomed as the Council grapples with increased levels of staff turnover and the associated loss of knowledge and professional expertise at the same time as a greater intake of newly elected members.

Reserves and Assets

- 2.67 With regards to the adequacy of the reserves, the Council must act without further delay to end the use of reserves for either the Revenue Budget or the Capital Programme. The minimum level of reserves has been set at £4 million and this will be breached as the capital cost of the civic buildings, the multi-storey car parks, leisure centres and the crematorium will always require significant funding if they are to remain operational.
- 2.68 Assets which are no longer required as they are either generating little income or which are underutilised should be disposed of. There have been no major capital disposals during the past couple of years, even where assets have been available for disposal. The Council no longer has the luxury of avoiding disposing of assets to entertain other interests. Usable reserves are forecast to breach the minimum level required and a steady supply of capital receipts is required for the investment in those remaining assets which are essential for the functioning of the Council.



Lee M Colyer FCPFA

Director of Finance, Policy and Development (S151 Officer)

- 2.69 Section 114 of the Local Government Finance Act 1988 provides the mechanism for the S151 Officer to halt council expenditure when resources are no longer sufficient to maintain or achieve a balanced financial position. The S151 Officer would only take this course of action when all options to stabilise the council's financial position had been unsuccessful. To be clear this Council is not in the territory where a S114 notice is likely as the Council has a strong balance sheet and is able to act on the professional advice of the S151 Officer and make decisions to reduce net expenditure and raise capital receipts.

Risk Factors

2.70 It is important to recognise that there are many factors that can affect some budgets and where variances could be significant requiring closer budget management and action; these areas include:

Risk Area	Management
Underfunding of Local Government	The financial difficulties of other local authorities can have significant consequences for the Council and its residents. Dialogue takes place through the Joint Kent Leaders Group which includes the County Council, Unitary, Districts, Police, Fire and Health representatives.
Pandemic	The pandemic is a health emergency which resulted in the greatest recession in a century. Further economic and health restrictions would have significant and fundamental budgetary implications.
Climate Emergency	In July 2019 Full Council declared a climate emergency. A climate cross-party task force has been established and a dedicated report is due with actions to make the borough carbon neutral by 2030. No financial requirements have been identified or provided for within the Medium-Term Financial Strategy. The cross-party group agreed to lobby central government to provide additional resources and to grant the necessary freedoms to deliver the above ambition.
Labour Shortages	Numerous parts of the economy are exposed to critical shortages of essential skills and professions. Where possible the Council will work with its contractors and across the sector to manage any disruption.
Growth	The Government is clear that local authorities have a responsibility to grow their local economies through new housing and businesses. The private sector is very selective in identifying those areas in which to invest and there is tough competition between destination towns. The borough needs to be viewed as 'open for business' and receptive to growth if it is to retain and attract residents and businesses and to deliver wider economic benefits. It is important to avoid a lack of confidence by the private sector to invest in the borough.
Market Failure	The Council is required to procure services and is reliant on a free and competitive market to obtain best value. In some circumstances the contractors may be unwilling or unable to take on the risk of providing services without significant cost increases in existing or new contracts.
Property Assets	The cost of maintaining property assets is currently around 10 per cent of the Net Revenue Budget and annually consumes around £1- £3 million in capital expenditure. Despite this some property assets have reached the end of their useful life and are at risk of further responsive costs to keep them operational.

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Planning Inquiry Costs	Whilst the primacy of planning is paramount, decisions taken by the Planning Committee can lead to formal planning inquiries which have the potential for substantial costs to arise which are not budgeted for.
Business Rates Retention Scheme	Part of the Council's funding is now linked to the amount of business rates due in the borough. However, the Government has also transferred the liability for business rate appeals already in the system. To help mitigate the impact of appeals the Council maintains a Grant Volatility Reserve and is part of a Kent Business Rate Pool.
Economic Conditions	<p>The majority of the Council's income is derived from sources which are subject to the prevailing economic conditions.</p> <p>Economic conditions can also alter the demand for council services and those provided by partners and the voluntary sector.</p>
Employee Costs	<p>The move to local pay offers some protection but a watching brief is still required especially regarding the vacancy factor. Changes to pensions, National Insurance and the introduction of an apprentice levy have been included where known, but such further changes can have a significant cost.</p> <p>Demand for some professionals exceeds supply and this is exacerbated by the higher salaries available in London and parts of the private sector which can be earned without the need for commuting daily.</p>
Parking Income	Dependent on usage and the economic environment.
Planning and Licensing Income	Dependent on the economy and the impact of legislative changes which limit the full recovery of the cost of providing these services.
Crematorium Income	Dependent on mortality rates and competition.
Contracts	Dependent on inflation indices and a competitive market.
Utilities	Global supply and demand plus above inflation price rises.
Land Charges	The Infrastructure Bill was approved, paving the way for Local Land Charges to be centralised into a single computer system. The Land Registry are scheduled to take over from 2023/24.
Investment Returns	New cash deposits are dependent on interest rates and levels of balances.

	Property investments are dependent on the type of asset and rental demands.
Targeted Options to Reduce Net Expenditure	Assumes that savings identified are delivered and there are no unintended consequences.
Capital Receipts	Capital is tied up in non-operational assets which if released will help to reduce the use of cash reserves to fund the capital programme.
Government Policy and Announcements by Ministers	There has been a significant increase in the volume of legislation and announcements which can undermine strategic planning and compromise budget assumptions.
Capital Programme	Major capital schemes carry a significant risk which is managed through the Council's Strategic Risk Register. The funding of capital can also have a significant impact on the revenue budget where external borrowing is required.

National Policy and Legislative Changes

2.71 The above forecasts are subject to changes from the following government activities:

- The Reform of Local Government Funding
- The Final Local Government Finance Settlement 2023/24; and
- The Levelling Up and Regeneration Bill.

3. Options Considered

3.1 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 but ultimately the Council must produce a budget which meets its statutory responsibilities.

4. Preferred Option and Reason

4.1 This report is the final in the formal budget-setting process and has been informed through consultation and research. Decisions on priorities and services will be communicated on a regular basis.

5. Consultation on Options

5.1 A budget survey was undertaken for six weeks along the lines of previous years and generated responses from across the borough. The budget survey is designed to raise public awareness of the services provided by the Council and the challenges it faces to balance income and expenditure whilst having limited local decision-making. To encourage participation the budget survey has been kept relatively straightforward and

consistent, although further detailed financial information is available on the Council's website.

The summary of the budget survey responses will follow, after 20 January 2023.

5.2 The detailed results of the budget survey will be set out in Appendix D.

6. Implementation

6.1 The budget will be agreed by Cabinet on 9 February 2023 and proposed for approval by Full Council on 1 March 2023.

7. Appendices and Background Documents

Appendices:

- Appendix A: Medium-Term Budget Projections
- Appendix B: Budget by Service
- Appendix C: Budget by Portfolio
- Appendix D: Budget Consultation Survey Responses (to follow)

Background Papers:

- None

8. Cross Cutting Issues

Issue	Implications	Sign-off
Legal including Human Rights Act	The Local Government and Finance Act 1992 requires Councils to approve their budget and set the Council Tax. Failure or delay in setting a legal budget/council tax could have a number of significant consequences/implications for the Council including a significant loss of revenue, the obligation to provide statutory services and making payments to precepting authorities. There would also be a risk of statutory reports served by the Chief Financial Officer and/or Monitoring Officer, intervention by the external auditor or Secretary of State and risk of judicial review. In some limited	Director of Finance, Policy and Development, 26 December 2022.

Agenda Item 7

	circumstances, there may be personal liability for Members.	
Finance and other resources	This report forms part of the Council's Budget and Policy Framework.	Director of Finance, Policy and Development, 26 December 2022.
Staffing establishment	Where savings proposals impact on staff then this will be managed in accordance with Human Resources policies.	Director of Finance, Policy and Development, 26 December 2022.
Risk management	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 which is being monitored by Cabinet and the Audit and Governance Committee.	Director of Finance, Policy and Development, 26 December 2022.
Environment and sustainability	The budget has regard to the environmental sustainability priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2022.
Community safety	The budget has regard to the community safety priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2022.
Health and Safety	The budget has regard to the Health and Safety obligations and priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2022.
Health and wellbeing	The budget has regard to the health and wellbeing priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2022.

Agenda Item 7

Equalities	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.	Director of Finance, Policy and Development, 26 December 2022.
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MEDIUM-TERM BUDGET PROJECTIONS

Year	Annual (Surplus) / Deficit	Explanation
	£000s	
1 2023/24	0	Draw down of £943,000 from reserves to off-set high inflation
2 2024/25	1,171	Inflationary pressures greater than income cap of 3 per cent
3 2025/26	2,042	Impact of Census 2021 on Fair Funding Review
4 2026/27	2,720	Market pay review and costs rising more than income
5 2027/28	5,609	Market cost of reprocurring major contracts
6 2028/29	6,698	Indexation on higher major contracts and costs rising more than income
Net 6 YEAR CUMULATIVE FORECAST £		18,240 IF LEFT UNMANAGED

Major Assumptions

Establishment costs increase by 6% in 2023/24 then 3% a year
 Transport costs are frozen
 Premises increase by 1% pa
 Business Rates increase by 3% pa
 Supplies & Services costs are frozen
 Waste increase by 4% from 2024/25 plus £2m from 2027/28
 Parks increase by 4% from 2024/25 plus £200k from 2027/28
 Leisure income remains frozen then £290k is lost from 2027/28
 General income increase by 3% pa
 Car Parking Income remains frozen from 2024/25
 New Homes Bonus or replacement incentive of £768k continues
 Council Tax increases by 3 per cent each year

BUDGET BY SERVICE

Budget Code	Description	2022/23 Original	2023/24 Original	Variance
		£	£	£
5001	Chief Executive	183,070	187,750	4,680
5002	Director of Finance, Policy & Development	145,550	149,140	3,590
5003	Director of Change & Communities	133,660	137,110	3,450
5010	Head of Finance & Procurement	(372,210)	(313,630)	58,580
5011	Mid Kent Client Services	2,071,460	2,220,530	149,070
5012	Head of HR, Customer Service & Culture	2,264,830	2,516,830	252,000
5013	Head of Housing, Health & Environment	5,548,220	6,547,460	999,240
5018	Head of Economic Development & Property	318,380	375,450	57,070
5020	Head of Planning	1,090,300	1,080,960	(9,340)
5024	Head of Policy & Governance	1,408,990	1,526,820	117,830
5025	Head of Facilities & Community Hubs	1,327,110	1,496,970	169,860
5026	Head of Digital Services & Communications	830,980	870,490	39,510
Budget sub-total per Service		14,950,340	16,795,880	1,845,540
5032	Capital Adjustments	324,460	277,330	(47,130)
5035-7	Net Investment Income	(555,500)	(1,540,600)	(985,100)
5046/9	Transfer (from) to reserves	(943,540)	(943,000)	540
Net Budget Requirement		13,775,760	14,589,610	813,850
5040	Retained Business Rates & Grants	(4,625,680)	(4,883,000)	(257,320)
5042	Council Tax	(9,005,430)	(9,458,760)	(453,330)
5043	Collection Fund (Surplus)/Deficit	(144,650)	(247,850)	(103,200)
Revenue Budget/ Deficit		0	0	0

BUDGET BY PORTFOLIO

Councillor	Cost centre description	By Law (statutory) £	By Choice (discretionary) £	Total £
Chapelard	Leader of The Council	278,530		278,530
Everitt	Environment, Sustainability and Carbon Reduction	3,969,560	1,892,100	5,861,660
Fitzsimmons	Leisure, Well-Being and Culture		1,760,600	1,760,600
Hall	Finance and Performance	3,959,950	3,175,710	7,135,660
Hayward	Governance and Transparency	1,926,270	263,960	2,190,230
Pound	Housing and Planning	1,886,040	72,700	1,958,740
Rutland	Tunbridge Wells Town and Local Areas	(291,000)	(2,588,120)	(2,879,120)
Warne	Rural Communities		489,580	489,580
Portfolio Total		11,729,350	5,066,530	16,795,880
5032	Capital Adjustments			277,330
5035-7	Net Investment Income			(1,540,600)
5046/9	Transfer (from) to reserves			(943,000)
Net Budget Requirement				14,589,610
5040	Retained Business Rates & Grants			(4,883,000)
5042	Council Tax			(9,458,760)
5043	Collection Fund (Surplus)/Deficit			(247,850)
Revenue Budget/ Deficit				0



Property Transactions Report

For Cabinet on 9 February 2023

Summary

Lead Member: Councillor Christopher Hall, Cabinet Member for Finance & Performance

Lead Director: Lee Colyer Director of Finance, Policy & Development (S151 Officer)

Head of Service: David Candlin, Head of Economic Development and Property

Report Author: David Candlin, Head of Economic Development & Property

Classification: Part Exempt

Exempt Appendix A: Exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended): Information relating to the financial or business affairs of any particular person including the authority holding that information.

Wards Affected: All

Approval Timetable	Date
Management Board	11 January 2023
Portfolio Holder	17 January 2023
Finance & Governance Cabinet Advisory Board	24 January 2023
Cabinet	9 February 2023

This report relates to the following corporate priorities:

- Safeguarding Finances
- Digital access, transparency and local democracy

Recommendation

This report makes the following recommendation to the final decision-maker:

- That the report be noted.

1. Introduction and Background

- 1.1 This report informs Cabinet of the property transactions completed under delegated authority for the period 1 July 2022 to 31 December 2022 in accordance with the requirements of the Constitution.
- 1.2 The Constitution of the Council provides for delegated authority in respect of commercial properties.
- 1.3 Commercial properties are defined for this purpose as being all land and buildings owned by the Council or in which it has an interest and which are managed on a commercial basis but excluding land and buildings which are held by the Council in order to discharge or fulfil its statutory functions where different considerations may apply.
- 1.4 Under the delegation outlined in the Constitution the following powers are exercised including the service of any necessary statutory or other notices, subject to the provisos set out below:

- (i) to negotiate and agree rent reviews;
- (ii) to terminate, renew or re-let leases and licences as appropriate;
- (iii) to grant new leases or licences;
- (iv) to grant licences to assign or to sub-let;
- (v) to vary the terms of leases;
- (vi) to grant wayleaves, easements or rights of way; and
- (vii) to grant or refuse to give consents or approvals under covenants or other provisions where permission must be sought from the Council under the terms of any leases, tenancies, licences or similar documents.

Provisos

- (a) All rents, charges etc. shall not be less than current relevant market values.
 - (b) No leases or licences shall be granted, renewed or terminated where the current or proposed consideration or annual rent (which for this purposes shall be exclusive of VAT) exceeds £25,000 in value.
 - (c) All decisions shall be in accordance with all adopted Council policies.
 - (d) At six monthly intervals, action taken shall be reported to Cabinet.
- 1.5 This report also details acquisitions and disposals where the Constitution delegates authority to acquire or dispose of land assets with a value under £250,000 subject to Section 151 Officer and Portfolio Holder approval.

- 1.6 Set out in Exempt Appendix A are the property transactions undertaken with delegated authority for the period from 1 July 2022 to 31 December 2022 as required to be reported to Cabinet under the delegation.
- 1.7 This report also serves to update Cabinet on the lease management for the Royal Victoria Place.
- 1.8 This report further seeks to update Cabinet on any property transactions undertaken by Tunbridge Wells Property Holdings Ltd.

2. Property Transactions

- 2.1 Exempt Appendix A set out all the property transactions completed under delegation as outlined above.
- 2.2 Property Disposals/Transfers - During the final six months of the calendar year, the Council has not disposed of any property.
- 2.3 Lease & Licence Renewals/New Leases – Three lettings/ licences were granted, equating to a net revenue of £14,807.40. Breakdowns with explanations are given in Exempt Appendix A of this report.
- 2.4 Rent Reviews – Four rent reviews were completed, securing a net annual rental increase of £5,996.60 per annum.
- 2.5 Property Acquired by TWBC – No properties were acquired during this period.
- 2.6 Other Matters Completed with Delegated Authority – Four matters were completed under this heading.
- 2.7 New Assured Shorthold Tenancies Granted by Tunbridge Wells Property Holdings Limited – Nine new ASTs were granted as listed.
- 2.8 Royal Victoria Place - Sub-lettings from British Land for retail units and commercialisation. The lease from TWBC to British Land provides that, in the event of income (as defined under the lease) being greater than the initial rent, then the tenant will pay an increased rental sum. TWBC have set up a process whereby British Land advise the Council of changes in the sub-tenancies for review by Finance on an annual basis, upon receipt of British Lands' formal accounts. No changes in the tenancy schedule were reported by British Land during the subject period.

3. Appendices and Background Documents

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

- Exempt Appendix A: List of Lease and License Renewals/New Leases, Rent Reviews and Other Matters

4. Cross Cutting Issues

A. Legal (including the Human Rights Act)

- (a) Legal – Legal advice was sought for all transactions and all necessary legal documentation was approved by Legal Services before completion.
- (b) Human Rights Act – 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.

Claudette Valmond, Head of Legal Partnership

B. Finance and Other Resources

Assistance from the Finance team was provided as and when necessary and all required notification has been provided to amend the Council's financial records.

The condition of the current property market is reflected in all property transactions but the transactions reported have been achieved in accordance with the acquisitions and disposals policy of the Council as stated in the Constitution.

Lee Colyer, Director of Finance, Policy and Development (section 151 Officer)

C. Staffing

Appropriate staffing was provided in all services of the Council involved in these transactions and professional consultants were appointed as appropriate to ensure compliance with the Constitution.

Nicky Carter, Head of HR, Customer Service and Culture

D. Risk Management

Risk has been managed by complying with the Constitution requirement to obtain valuations where necessary.

Report Author

E. Environment (inc. Biodiversity) and Sustainability

No impact

Report Author

F. Community Safety

There are no consequences of concern arising from this report.

Terry Hughes, Community Safety Manager

G. Equalities

No specific issues.

Report Author

H. Data Protection

No specific issues.

Report Author

I. Health and Safety

No specific issues.

Mike Catling, Corporate Health and Safety Advisor

J. Health and Wellbeing

No specific issues.

Rebecca Bowers, Health Improvement Team Leader

Asset Management Plan 2023/24

For Full Council 1 March 2023

Summary

Lead Member:– Cabinet Member for Finance and Performance

Lead Director: Lee Colyer Director of Finance, Policy & Development (S151 Officer)

Head of Service: David Candlin, Head of Economic Development and Property

Report Author: David Candlin, Head of Economic Development and Property

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	11 January 2023
Portfolio Holder	17 January 2023
Finance & Governance Cabinet Advisory Board	24 January 2023
Cabinet	9 February 2023
Full Council	1 March 2023

This report relates to the following corporate priorities:

The Strategic Direction, Focus on Five provides the overall priorities and objectives for the Council. All assets are managed in accordance with this and the property portfolio is managed and maintained having regard to the objectives within the framework of legislation and the state of the current property market. The Asset Management Plan is a fundamental contributor to core business resource planning and to empowering wellbeing within the Borough, as set out in the Council's Strategic Direction. It also recognises the importance of the declaration of a Climate Emergency by Full Council in July 2019, with the Asset Management Plan being critical to support a reduction in carbon emissions from its own estate.

Recommendations

Officer recommendations as supported by the Cabinet Member:

1. That Full Council approves and adopts the Asset Management Plan for 2023/24.

1. Introduction and Background

- 1.1 The Asset Management Plan (AMP) for the period 2023/24 provides a management strategy for the Council's property assets. It details the principles, procedures and mechanisms to be adopted that effectively and efficiently manage the Property Asset Portfolio. It summarises the value and composition of the current portfolio and evaluates specific actions for the previous financial year relating to the Council's property estate and identifies the main portfolio ambitions for 2023/24. The AMP has been produced in January 2023 with some figures representing the most recent available.
- 1.2 The portfolio is currently valued at £102.98M (31/03/2022).
- 1.3 So far this financial year the Council has negotiated lease renewals, new lettings and rent reviews to an increased value of approximately £37,549 annually on Council property, excluding transfers to the new property company. Property and Estates Services have established and will support the activities of Tunbridge Wells Property Holdings Ltd.
- 1.4 All property rentals that are subject to an annual rental increase at the RPI were increased over this financial year to date, resulting in a rental increase of £9,366 per annum (included in the figure given in 1.3). These reviews are usually based on the previous year's RPI figure which was 9% for April 2022.
- 1.5 Vacant space on the portfolio has been reduced by letting or licensing space to reduce occupation liabilities and to achieve rental income. Property and Estates continues with the disposal of surplus land held by the Council from the review that was commenced a few years ago, continuing to identify and dispose of specific sites for development for affordable housing, for private residential development or other regenerative purposes.
- 1.6 The Planned Maintenance Programme for the financial year 2022/23 will have completed works to the value of £750k to ensure compliance with statutory requirements and to carry out priority repairs and upgrades to maintain assets and as indicated in the 10 year property maintenance plan, additional planned maintenance expenditure will be required to maintain assets and prevent dilapidation.
- 1.7 Capital projects to the value of £2.9m have been progressed or completed 2022/23.
- 1.8 No property assets have been disposed of during this period. However the acquisition of the Coneyburrow Wood and Lake has been completed in year.
- 1.9 The AMP outlines the forward projection and management strategy for the Property Asset Portfolio in 2023/24. It identifies the aims and objectives for next year. The Asset Management Plan (Appendix A), Planned Maintenance Programme (Appendix B) and Asset Register (Appendix C) attached to this report form the full Asset Management Plan 2023/24.
- 1.10 Following the declaration of global climate and biodiversity emergencies by the Council in July 2019 the Climate Emergency Advisory Panel contracted Laser to produce a Carbon Audit and a Carbon Reduction Plan. The initial results of this work

in respect of the Councils estate are set out under sustainability in the cross-cutting considerations of this covering report. Recommendations arising from this work have been included in the revised draft AMP 2023/24. The AMP will be critical in identifying, planning, and delivering on energy saving and carbon reduction interventions.

- 1.11 Since Cabinet in November 2022 some minor amendments have been made to the draft AMP to simplify the layout and information provided. These include:
- In sections 3 and 4 of the AMP the paragraphs on Development have been integrated into the paragraphs on Strategic Asset Management, Estates Management and Property and Projects to remove a number of areas of duplication in the text.
 - Appendix 2 – information related to the development and use of the Techforge system previously included in the planned maintenance plan appendix has been included in Appendix 2 under data management.
 - Appendix 4 – this appendix has been renamed as Property Asset Programme.
 - Appendix 5 – relocating the carbon emissions information (previously appendix 6) to Appendix 5.
 - Appendix 6 – relocating the planned maintenance information (previously appendix 5) into Appendix 6 and integrating the descriptive text on approach to management into the report appendix.
 - Appendix 7 – A condensed version of the Asset Register. Techforge enables a granular level of detail for asset management. The sub-level detail of some assets (for example breaking down a piece of land into parts that are footpath and grass area) is not shown to clarify overall ownership.

2. Options Considered

- 2.1 **Option 1:** That Full Council approves and adopts the Asset Management Plan 2023/24.
- 2.2 **Option 2:** To not approve and adopt the Asset Management Plan.

3. Preferred Option and Reason

- 3.1 **Option 1:** That Full Council approves and adopts the Asset Management Plan 2023/24.
- 3.2 Adoption of the Asset Management Plan will help the authority to improve its efficiency and focus on delivering its objectives, aiding the decision-making process. The Asset Management Plan is a requirement of the Constitution and of local government statute.

4. Consultation on Options

- 4.1 The draft Asset Management Plan was approved by Cabinet in December 2022 for consultation purposes. Public consultation on the Asset Management Plan commenced on the 5 January 2023 and ends on the 9 February 2023. Comments received will be reported verbally up to date of consultation closure.

5. Implementation

- 5.1 The AMP will be considered at the Finance & Governance Cabinet Advisory Board before being submitted to Cabinet and then Full Council for approval. Subject to approval a final version of the AMP will be published on the Website. Work undertaken during 2023/24 will be based on the strategic direction outlined in the AMP.

6. Appendices and Background Documents

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

- Appendix A: Asset Management Plan 2023/24
- Appendix B: AMP Appendix 6 - 10 year Planned Maintenance Plan
- Appendix C: AMP Appendix 7: Asset Register (Investment, Operational, Non-Operational)

7. Cross Cutting Issues

A. Legal (including the Human Rights Act)

Section 151 of the Local Government Act 1972 requires councils to put in place proper processes for the management of their finances, including their assets. The Asset Management Plan demonstrates the Council's commitment to fulfilling its duties under the Act.

The Local Government Act 1972, section 111(1) empowers a local authority to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. This enables the Council as part of its asset management strategy to acquire and/or dispose of assets meeting relevant statutory requirements.

In particular, section 120(1)(2) of the 1972 Act enables the Council to acquire land to be used for the benefit, improvement or development of their area; or for the purpose of discharging the Council's functions.

Section 123(2) of the 1972 Act enables the Council to dispose of land or property for the best consideration reasonably obtainable, otherwise the consent of the Secretary of State will be required subject to certain conditions.

Acting on the recommendations is within the Council's powers as set out in the above statutory provisions.

Human Rights Act

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.

Claudette Valmond, Head of Legal Partnership

B. Finance and Other Resources

Ensuring that assets are properly managed and accounted for will impact on maintenance expenditure, revenue income and capital receipts.

Jane Fineman, Head of Finance, Procurement and Parking

C. Staffing

Work will be prioritised to be undertaken by permanent staff, but specialist consultants will be appointed when necessary, subject to approval, in order to deliver the aims and objectives of the AMP.

Nicky Carter, Head of HR, Customer Service and Culture

D. Risk Management

Strong asset management should ensure that risks are quickly identified and that there are procedures in place to remedy them.

Jacqueline Tolhurst, Interim Estates Manager

E. Environment and Sustainability

The Council passed a notice of motion of a Climate Emergency in July 2019, by agreeing an ambition to make the Council's operations carbon neutral by 2030. A carbon audit completed August 2020 (based on 2018/19 data) to identify the Council's carbon footprint shows that its buildings account for 68% of its total carbon emissions. Therefore, reducing emissions from buildings owned or for which the Council is responsible for, will be essential if the Council is to meet its ambition of being carbon neutral by 2030.

To achieve this ambition the following actions are recommended: -

- Recognise the scale of emission reduction required to achieve the objective.

- Provide clear policy direction relating to the property portfolio, estate rationalisation and long-term use of buildings.
- Develop a clear pathway in terms of the property portfolio to achieve the Council's ambition on being carbon neutral by 2030
- An assessment of each project including maintenance schemes to identify the impacts on carbon emission, cost effectiveness of retrofits, energy reduction measures etc. to make an informed decision on meeting the ambition of being carbon neutral by 2030. Including the long-term financial implications and reputational risks of not meeting this goal.

Karin Grey, Sustainability Manager

F. Community Safety

There are no consequences of concern arising from this report.

Terry Hughes, Community Safety Manager

G. Equalities

Decision-makers are reminded of the requirement under the Public Sector Equality Duty (s149 of the Equality Act 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 Draft Asset Management plan includes proposals and projects which have the potential to support the aims of the duty to advance equality of opportunity and foster good relations with regard to:

- Property and projects – maintenance programmes that could impact on access for protected characteristics
- Managing the asset portfolio in accordance with the Council's Focus on Five
- Managing the asset portfolio to deliver the needs of the Council's services
- Ongoing support for development initiatives in Royal Tunbridge Wells, Cranbrook and Paddock Wood Town Centres
- Working with land owners and Town and Parish Councils to progress potential opportunities including the provision of new community facilities for Cranbrook and Paddock Wood
- Monitoring changes in compliance legislation relevant to the property portfolio and maintain and manage accordingly to ensure statutory compliance

One of the aims of the Property Management Strategy is to ensure that the portfolio is managed in accordance with the Council's Equalities Policy, with Equalities Impact Assessments being undertaken as and when appropriate.

, Estates Manager

H. Data Protection

No specific issues.

Jacqueline Tolhurst, Interim Estates Manager

I. Health and Safety

No specific issues.

Mike Catling, Corporate Health and Safety Advisor

J. Health and Wellbeing

No specific issues.

Rebecca Bowers

Health Improvement Team Leader

Draft Asset Management Plan 2023/24

Contents

1. Introduction – Function of the Asset Management Plan
2. The Council's Property Asset Portfolio
3. Summary of Property Portfolio Asset Management for 2022/23
4. Forward Projection and Management Strategy for Property Asset Portfolio 2023/24

Appendices

1. Property Management Strategy
2. Mechanisms for Achieving the Aims and Objectives of the AMP
3. External and Internal Influences
4. Property Asset Programme
5. Carbon Emissions for the Councils top ten sites
6. Ten Year Property Maintenance Plan
7. Asset Register - Investment, Operational & Non- Operational

1 Introduction – Function of the Asset Management Plan

The Asset Management Plan (AMP) defines how the Council managed, maintained, acquired and disposed of the Council's property assets over the past financial year and identifies the objectives for the 2023/24 financial year.

Aims and Objectives

The aims and objectives of the Asset Management Plan are to:

- Manage the asset portfolio in accordance with the Council's Strategic Direction, Focus on Five.
- Raise awareness of property as a valuable and workable asset contributing to the Council's revenue and capital receipts;
- Manage the asset portfolio to deliver the needs of the Council's services;
- Maximise asset value and asset use through strategic maintenance and operational planning;
- To identify, plan and deliver energy saving and carbon reduction interventions in line with the Council's Climate Emergency declaration and Strategic Direction.
- Manage the asset portfolio flexibly to ensure optimum financial performance and service delivery to demonstrate continuous service improvement and to support the Capital Programme.

The Asset Management Strategy is summarised at Appendix 1 with the mechanisms for achieving the aims and objectives of the AMP set out at Appendix 2 including the consultation processes for adoption of the AMP.

The Asset Management Strategy is formulated and carried out to support the Council's corporate priorities. The property assets are managed both individually and as an entire portfolio to maximise operation, income generation and capital values at all times in accordance with the requirement to achieve best consideration.

The AMP is subject to external and internal influences which are summarised at Appendix 3.

The Property and Estates Team, through the Estates Manager, Building and Property Manager, the Corporate Property Manager, the Head of Economic Development & Property and the Director of Finance, Policy and Development (S151 Officer), work closely with the Cabinet Member for Finance and Performance to deliver maximum returns from the Council's existing and varied property asset portfolio, whilst complying with the requirements for commercial sensitivity, economic viability, best consideration and probity. The team is delivering a proactive property management service which meets the changing demands of the 21st Century within the current uncertain economic and political climate.

The AMP will support the Council in the delivery of its corporate priorities through ensuring that the portfolio is dynamically managed with focus directed towards priority areas of urgent major repair to relevant assets, investment, disposal of surplus assets, repurposing, redeveloping and refurbishing of existing assets with potential. The AMP will develop a clear pathway for its portfolio to achieve the Council's ambition on being carbon neutral by 2030. It will ensure that asset performance is in support of the Strategic Direction. This is evidenced by a rationalisation review that has been undertaken of the larger non-operational land assets over the past 9 years, which has successfully disposed of non-performing surplus land assets to generate capital income. Maintenance costs will be kept to a sustainable level and strategic decisions will be based on delivering services, ensuring best consideration and optimising financial return.

2 The Council's Property Asset Portfolio

The current asset portfolio was valued at £102.98 million at 31 March 2022, with an annual rental income of £2.09 million (which includes all income from rents, other rents and wayleaves) and had an annual maintenance budget of £1 million (2022/23). The income to capital value ratio reflects the nature of the portfolio and the fact that it is held in the majority as an operational portfolio to enable the Council to deliver its key priorities.

The portfolio comprises a full range of property uses including commercial, residential, light industrial and retail properties, woodland and community land, and footpaths and pieces of ancillary land. The assets form operational, non-operational, and investment assets and are held under both freehold and leasehold title. The Asset Register defines the property portfolio within these categories. In addition, the Council holds a number of leases with Tunbridge Wells Property Holdings Limited which are let for residential uses through the holding company.

Maintenance across the portfolio is divided between Planned and Responsive currently targeting an approximate 60/40 split respectively. Additional to the planned and responsive maintenance works is the regular servicing of plant and equipment. The works and servicing requirement is prioritised to ensure that all legislative compliance needs, as defined by CIPFA (Chartered Institute of Public Finance and Accounting) including Health & Safety, are met followed where funding is available by maintaining a fitness for purpose and the asset value. The AMP identifies the anticipated maintenance budget requirement over the next ten-year period for the property portfolio. This is in excess of the maintenance budget however it is used to assist in financial planning and to indicate ongoing costs related to the individual assets to inform strategic decisions on their future. A copy of the ten-year maintenance plan is contained in Appendix 6.

The Council's Property Asset Portfolio is summarised in the Asset Register at Appendix 7. The current Property Asset Portfolio comprises 64 commercial investments, 151 operational assets of which 13 are allotment sites, 275 non-operational assets. The commercial investment assets comprise those assets that are let to third parties on commercial terms and are therefore subject to the clauses

within their leases for opportunities to maximise income or exploit potential development opportunities.

With regards to the 2020 carbon audit (based on 2018/19 data) of the Councils own estate and operations, the buildings contributed 68% of the total carbon emissions. Tunbridge Wells Sports Centre and the Town Hall contributing 31% and 24% respectively of the total building's emissions. Appendix 5 details the emissions for the Councils top ten assets.

3 Summary of Property Portfolio Asset Management 2022/23

Over the past financial year, the Council has negotiated lease renewals, new lettings and rent reviews to an increased value of approximately £37,549 (28/10/2022) annually on Council property, excluding transfers to the property company. The Council will continue to support the activities of Tunbridge Wells Property Holdings Ltd.

All property rentals that are subject to an annual rental increase at the RPI were increased over this financial year, resulting in a rental increase of approximately £9,366 (28/10/2022) per annum (included in the figure given above). These reviews are usually based on the previous year's RPI figure which was 9 per cent for April 2021/22.

Vacant space on the portfolio has been reduced by letting or licensing space to reduce occupation liabilities and to achieve rental income. However, the retail portfolio element has been impacted by the general decline in the retail market. Notwithstanding the decline there is significant interest in the former Gateway building.

The Council is continuing with the disposal of surplus land held by the Council, continuing to identify and dispose of specific sites for development for residential development.

The Council has now completed the redevelopment of the former Museum and Library building and former Adult Education buildings to develop the Amelia Scott Cultural hub. This was opened in April 2022.

The Planned Maintenance Programme for the financial year 2022/23 completed works to the value of £750,000 to ensure compliance with statutory requirements and to carry out priority repairs and upgrades to maintain assets and prevent dilapidation. Reactive Maintenance was undertaken to the value of approximately £450,000.

Capital projects to the value of £2.9m have been progressed or completed in this financial year.

The Council can demonstrate significant contributions to its priorities through property asset management over the last financial year (2022/23) The Council has:

Strategic Asset Management

- Successfully worked with Kent County Council to complete the development of The Amelia Scott.
- Completed the acquisition of the Coneyburrow Wood and Lake.
- Provided ongoing support for regeneration of Royal Tunbridge Wells, Cranbrook, Southborough and Paddock Wood Town Centres.
- Continue to work in partnership with Cranbrook and Sissinghurst Parish Council, NHS and Kent County Council to facilitate the delivery of the Cranbrook Community Centre.
- Continue to work in partnership with Paddock Wood Town Council to deliver The Paddock Wood Community Centre.
- Managed the Property Asset Programme (Development Programme) budget to provide specialist professional advice to undertake initial works facilitating redevelopment and delivery of Council priority projects. The overall budget is £2.9 million.
- Continued to monitor changes in compliance legislation relevant to the property portfolio and maintain and manage accordingly to ensure statutory compliance in accordance with CIPFA guidance.
- Continued to update the compliance information and continued to review and where necessary update the asset compliance risk assessments, management plans and registers and carry out any necessary remedial work identified and plan for future corrective measures to improve health and safety compliance to be in line with current regulations. This has been prioritised to cover Fire Risk, Asbestos, Water, Gas and Electrical Safety but will broadly cover all levels of building compliance requirements for all assets.
- Continued the review of published data to meet the Government's transparency objectives on property targets.

Estate Management

- Increased rental income from Council property assets by approximately £37,549 per annum.
- Raised the profile of the property assets and worked them to achieve maximum return meeting Focus on Five. The Council has worked with partners to accommodate business or community needs.
- Structured proactive management of the Royal Victoria Place lease including Meadow Road Car Park and continued to work with British Land to maximise the capital and revenue value of this asset.
- Continued to maximise the rental income from the property portfolio by proactively managing rent reviews and exploiting viable opportunities for rental and capital income.
- Provided professional support to Tunbridge Wells Property Holdings Limited in reviewing and updating assured shorthold tenancies (ASTs).

Property and Projects

- Prepared for and commenced undertaking maintenance and compliance for the operation of The Amelia.
- Continued with a programme of R22 refrigerant gas phase-out on the Council's air conditioning plant.
- Progressed and or completed the approved capital projects to various assets within the portfolio.
- Undertook condition surveys of some built assets, following a full audit completed 2020.
- Continued procurement for property consultancy arrangements for professional services as required – e.g. structural engineers, retender of asbestos management and surveys.
- Commenced data transfer and implementation of a Property Asset Management System that integrates with other Council IT systems, including GIS and provides Estates, Property, Housing and Finance information.
- Carried out £1.2 million focussed planned, cyclical and reactive maintenance prioritising Health & Safety, Statutory Compliance, and structural issues.
- Delivered Projects from the Capital Programme as amended post COVID-19, where some projects were held back due to funding constraints.
- Facilitated safe and compliant building shutdowns, ongoing compliance and reopening arising from the ever changing COVID-19 situation.
- Successfully obtained funding from BEIS for capital carbon reduction schemes and progressed implementation.
- Completed replacement of a major Term Contractor that entered administration within procurement requirements and without significant disruption to service.
- Completed the successful Funding Applications and refurbishments to Housing for Crescent Road property refurbishment – properties now occupied.

4 Forward Projection and Management Strategy for the Property Asset Portfolio 2023/24

The Council will build on these achievements during 2023/24 in the following areas:

Strategic Asset Management

- Continue to explore and secure new property investment opportunities within the Borough for expansion of the property investment portfolio and explore any potential benefits of expanding/varying the investment criteria taking into account market changes as they unfold.
- Review the tenure, existing use, obsolescence and strategy of all operational property assets to identify opportunities for increased income, operational use or asset disposal.
- Manage assets to support the delivery of Focus on Five and the recently declared Climate Emergency ambition to make the Council's operations carbon neutral by 2030.
- Continue to develop the Property Asset Management System and integrate with requirements of the Estates, Facilities, GIS, Housing, Finance and Theatre Teams. Potential expansion to use by other services.
- Work with the Parish and Town Councils to progress community facility projects in:
 - Cranbrook – support the parish council in their desire to enter into contract for a Pre-Construction Services Agreement to see the design brought forward to planning
 - Paddock Wood – ensure the defect liability period runs smoothly
- Continue to review the asset base of non-performing land and property assets identifying assets for disposal to realise capital return and finalise disposal of outstanding identified sites. (See Appendix 4 for approach).
- Progress agreements to secure a Co-working Partner to operate space within the Town Hall.
- Continue to dispose of surplus land identified including the former Gateway building.
- Explore the impact of obsolescence on the Council's operational portfolio and acquire, dispose of and develop the asset portfolio to reflect this.
- Continue to identify refurbishment and development opportunities within the Council's asset portfolio and act on these to achieve the Council's objectives.
- Continue to look to acquire assets to assist in the delivery of the Council's objectives.
- Review and revise the asset management plan in accordance with the results of the Property Performance Indicators.

Appendix A

- Support the implementation of the Sports and Active Recreation Strategy 2016-2021 and continue to explore the acquisition and disposal of sites to deliver the sports strategy including use of statutory powers if required.
- Car parks sites to be reviewed and development potential explored in tandem with car park strategy.
- All developments, land acquisitions and management of green spaces will include an assessment for carbon reduction and opportunities for meeting the Councils carbon neutral ambition.
- Continue to work with British Land to increase the capital and revenue value of the Royal Victoria Place shopping centre.
- Work with public and private sector organisations on a number of sites including continuing to build on successful relationships with KCC, Nevill Estate, Targetfollow and AXA PPP.
- Continue to work with other developers to deliver place shaping and regeneration to the borough.

Estate Management

- Review all rents and licence fees due to be reviewed in 2023/24 to optimise the increase in income due for that financial year.
- Manage all existing leases and grant new leases to optimise the return from rental income and to ensure that proper care, maintenance and use is made of the property assets.
- Identify targets and performance indicators to demonstrate the efficient and effective management of the property asset portfolio to ensure maximum capital and operational benefit and to present these to Management Board and Cabinet where appropriate as part of the Property Transaction Reports.
- Assist the Sustainability team to provide a clear pathway of carbon reduction for the portfolio to support in delivering on the Council's ambition on being carbon neutral by 2030.
- Seek viable opportunities to work with local community groups to improve community facilities and encourage localism.

Property and Projects

- Review the 10-year planned maintenance needs in consultation with the respective site managers, heads of service and management team, to provide a medium and longer-term maintenance strategy for the Council's assets, coordinating with the Estates team to ensure effective and efficient portfolio management within budgetary constraints.
- Continue to work with the supply chain to deliver an efficient and cost-effective service across both planned and responsive maintenance requirements having regard to the future potential obsolescence of identified property assets on the estate.

Appendix A

- Develop use of Property Asset Management System for improved Statutory Compliance, and to provide better management information for Strategic Asset Management, Planned Maintenance Programme etc.
- Continue to operate and manage the property maintenance and servicing term contracts commenced January 2020 to deliver, best value and statutory compliance ensuring the best use of available budgets to meet current and future portfolio maintenance needs.
- Continue delivery of SALIX/BEIS part funded projects in support of the Council's Carbon Descent Plan.
- Continue to monitor changes in legislation and put in place the most appropriate action to ensure compliance across the property portfolio in particular anticipated changes relating to climate change and the Building Safety Act 2022.
- Continue to develop the proposal to replace the life-expired buildings on the Benhall Mill Road Depot site and maximise the development potential of that site.
- Review the current maintenance requirements and future development options for the Mount Pleasant Avenue car park, Great Hall car park, Town Hall, Assembly Hall Theatre and 9/10 Calverley Terrace (and car park) assets in line with the parking strategy.
- Undertake a detailed carbon assessment for each project to identify costs and savings including the financial and the trajectory pathway impacts of not meeting the climate emergency ambition.
- Continue to successfully progress the reduction of carbon emissions from local authority operations and managing its property assets to achieve the targets set out in the Corporate Carbon Descent Plan including rolling out the delivery of LED lighting in TWBC properties, having regards to the requirements to emerge from the declaration of a Climate Emergency ambition to make the Council's operations carbon neutral by 2030.
- Monitor funding opportunities, specifically for Carbon reduction related projects.
- Ensure that the property strategy and maintenance programmes support the Council's commitment to sustainability with budgetary constraints identified and clearly set out.
- Work alongside Parking colleagues to develop future maintenance strategy for Royal Victoria Place and Meadow Road car parks, currently managed by British Land.
- Provide speedy professional and cost-effective response to changes in the COVID-19 situation.
- Ensure a smooth transition from the end of the Defect Liability Period for the WDI contract to business as usual including planned maintenance on the Amelia Scott.
- Integrate the Pantiles Car Park, Yew Tree Car Park and the additional Housing lease-in properties into the Planned Maintenance programme.
- Progress the potential development of various property assets in the portfolio for commercial, community and environmental opportunities including options for the Kevin Lynes site.

Appendix 1 - Property Management Strategy

Asset Management is significant throughout the public sector, as a means of optimising financial and social returns from property assets whilst, at the same time, creating a leaner estate in a modern environment.

The Council manages the portfolio in accordance with the following principles:

- Ensuring reporting arrangements are in place to enable members to fulfil legal, strategic and service duties;
- Maintaining an up-to-date asset register with complete records;
- Ensuring future property needs are regularly assessed to meet the Council's service requirements and priorities;
- Ensuring that the shape of the asset portfolio is reviewed at least annually; that the shape of its structure and the contribution of its component assets are challenged and that disposal and acquisition strategies are identified and recommended;
- Ensuring that assets that are surplus to requirements are identified as such and disposed of as appropriate;
- Ensuring that assets that would assist in the delivery of the Council's objectives are identified and acquired where appropriate and where funds are available;
- Ensuring opportunities to share property with other bodies are explored;
- Ensuring that opportunities to develop and enhance property assets, including opportunities in partnership with other public and private sector owners are identified, examined and progressed;
- Ensuring office accommodation is reviewed to meet organisation and service needs;
- Ensuring an appropriate maintenance programme based on condition surveys, is developed and implemented, carrying out quinquennial condition and maintenance surveys in a rolling programme;
- Formulating a ten-year maintenance budget projection based on the maintenance of assets for current use and at required standards to inform the Focus on Five;
- Undertaking option appraisals to ensure optimum use of all assets;
- Ensuring Property Services focus upon both customers and commercial opportunities;
- Ensuring measurable targets are set and property performance monitored including risk versus reward;
- Optimising income from property having regard to economic, social and environmental policies and property market conditions;
- Ensuring best practice in procurement and project management;
- Ensuring investment and disposal decisions are based on full option appraisals and whole-life, costing including carbon accounting;

Appendix A

- Ensuring all property assets are managed at operational level to provide accommodation, community and wellbeing facilities;
- Ensuring investments maximise returns from individual properties and from the whole portfolio;
- Ensuring the Council considers the impact of sustainability on the value of its property portfolio, including political, economic, social and technological issues in producing its property management strategy;
- Ensuring that decisions for strategic management of Council owned assets are made on a case-by-case based on comprehensive options analysis:
 - Is the property required for the Council's core business?
 - Is there a robust community need for the property?
 - Are there strategic reasons for retaining/acquiring the property?
 - Is retention/disposal/acquisition of the property likely to have a beneficial effect on a likely future development or investment initiative of the Council?
 - Does the property generate a sustainable good rate of return and if so, is this likely to continue for the next ten years in the light of any future costs that may be applicable to the premises?
- Ensuring that Property and Estates Service reports to Management Board on portfolio performance as to:
 - rental income, asset value and maintenance liability;
 - vacant property and vacancy timescale;
 - service need and space occupation;
 - service needs and maintenance liability;
 - progress on achieving carbon neutral ambition;
 - performance of tenants and compliance with lease obligations.
- Maintaining in an appropriate state of repair, based upon a priority hierarchy system focusing on Statutory & Health and Safety Compliance within the financial constraints;
- Ensuring that the assets are fit for purpose (including accessibility, suitability, statutory compliance, space utilisation); to be efficient and environmentally sustainable (including running costs and CO2 emissions). Our approach will support sustainable improvements, especially in maintenance and new buildings. Meeting the targets as set out in the Corporate Carbon Descent Plan will demonstrate our leadership in carbon reduction ensuring long term, the Council meets its ambition to be carbon neutral by 2030;
- Working the portfolio to deliver the Council's objectives and the Focus on Five using appropriate legislative powers including compulsory purchase powers if necessary;
- Ensuring that the portfolio is managed in accordance with the Council's Equalities Policy, with Equalities Impact Assessments being undertaken as and when appropriate.

Appendix 2 – Mechanisms for Achieving the Aims and Objectives of the AMP

Property & Estates Team

The Property & Estates Team comprises estates and property surveyors and officers providing the professional and support expertise to manage, maintain, develop and maximise the Council's property asset portfolio.

Management Board

The Management Board is attended by the Director of Finance, Policy and Development (Section 151 Officer) and includes representatives of the Property and Estates Service for property, estates and development items as and when required, which demonstrates the commitment of the whole Council to the management of its assets.

Property Asset Programme Structures

Programme Management Board

The Programme Management Board (PMB) manages and monitors the effective prioritisation of the development, community and transformation programmes within budgetary and resource constraints in order to optimise Programme delivery.

The PMB will receive information via three main areas Property Asset Programme, Community and Transformation programmes. Community and Transformation while requiring significant support from the Property and Estates team and others in the Directorate of Finance, Policy and Development are structured under the Directorate of Change and Communities.

Property Asset Programme

Development Programme Officers Group (DOG)

Officers in attendance: Director of Finance, Policy and Development (S151 Officer), Head of Economic Development & Property, the Corporate Property Manager, the Estates Manager and representatives from BDU, Finance and Legal.

The Development Programme Officers Group (DOG) is the primary officers meeting to oversee the delivery of the development and disposals programmes. Scheduled on a monthly cycle this meeting will oversee the programme receiving progress reports on specific projects, oversee the budget, risks, legal aspects and ensure approvals in place. For the purposes of this the DOG will cover the full Property Asset Programme budget which includes Hubs, Sports Facilities and significant asset development and disposal.

Attendance by other Property & Estates officers and internal services including Communications will be as appropriate and consultants may also be invited as appropriate.

Property Asset Oversight Panel

The Property Asset Oversight Panel (PAOP) is an informal working group established by and chaired by the Leader of the Council to:

- Oversee the Council's programme regenerating the borough and advising on development of key sites in accordance with the Asset Management Plan;
- Receive updates on key sites and recommend the appropriate next steps for the sites;
- Receive updates on the progress of asset disposals.

The PAOP is an informal working group established by Cabinet on 29 July 2021. It has no delegated decision-making powers and its advice and recommendations will be reported to the relevant decision maker (Leader and Cabinet Member). The Leader/Cabinet Member will report back to Cabinet at Cabinet/ Management Board meetings on a regular basis. The constitutional position regarding asset disposal will remain unaltered.

The PAOP will have 4 meetings a year scheduled, on-going schedule to be established. Other meetings can be arranged on an ad hoc basis when required. All meetings will be held in private session in view of the informal status of the group with materials available to all Members of the Council on request and on a confidential basis. Visiting Members will be able to attend at the discretion of the Chairman. The request should be made in advance of the meeting.

Estates/Finance Review Meetings

Senior Finance, Property and Estates officers meet regularly and not less than quarterly to review projected income against actual income received, and to review a remedial strategy for arrears.

Royal Victoria Place Officer Group

Senior Finance, Legal, Property and Estates officers meet on a quarterly basis to cover financial, maintenance and property issues relating to the RVP lease.

RVP Maintenance Group

The Corporate Property Manager supported by Property Services and Estate surveyors, Parking Officers and representatives of British Land meet monthly to discuss the operational management and maintenance of the RVP and the Meadow Road and RVP car parks.

Compliance Management Group

This group, chaired by the Head of Economic Development and Property and attended by representatives of the Services, Property and Estates Service and the Corporate Health and Safety Advisor meets quarterly to review, update and improve the Compliance processes and policies of the Council, making recommendations to Health and Safety Committee and Management Board.

Affordable Housing Group

This group has been established to replace the Empty and Difficult Property Group to reflect the changing priorities of the Housing service.

This group will meet when needed but not less than quarterly and will comprise of the representatives of the Housing team and the Corporate Property Manager.

Data Management

The data management approach is informed by the principles of the Council's Data Quality Policy. The Council has purchased and is currently implementing the introduction of a new Property Asset Management System (PAMS). The Council procured, in October 2020 via the government GCloud Framework, a Property Asset Management System (TF Cloud supplied by Technology Forge) to be used to manage Property Management Information. The process of migrating data into TF cloud and integrating with other Council systems including GIS, Housing, Finance, Facilities etc. is ongoing and the system modules will be brought into use in phases during 2021-23.

Data is held as part of the IDOX Uniform Estates Management System, which is linked to the GIS system. The Council continues to review the use and content of its Estate data system to ensure that it is used to its full potential. In 2023-24 this will continue to be migrated to the new PAMS as will dates in respect of ongoing maintenance on Council land and buildings which is held on an Access Database System and monitored by Property & Estates. Each building is surveyed on a regular five yearly cycle and the building elements are individually assessed for condition to enable the Ten Year Planned Maintenance Programme to be determined.

Income due and received in respect of Rent and Licence Fees are monitored and collected through the Financial Management System. The Estates Manager is responsible for any arrears and will monitor accordingly. By working closely with Finance and Legal teams, Property and Estates assures that rental, service charge

and maintenance provisions in leases and licences are observed. Control is maintained on income streams and expenditure in this way.

The consolidation of the systems that hold property and asset related data into one combined system that overcomes gaps or mismatches in the supply of full and accurate information is underway. The PAMS system has therefore been directly linked to the Council's Geographical Information System (GIS) facilitating integration with Land Registry, Planning & Conservation, Land Ownership and others, as well as coordinating with Central Government data. Housing & Finance tenancy data was added late 2022 and is used for billing and other information. Facilities run the responsive maintenance Helpdesk through PAMS.

Current modules being added include the Contractor Portal to integrate statutory compliance testing and maintenance work records with our Maintenance Term Contractors and other suppliers.

The central database held by the UK Government is known as the Electronic Property Information Mapping Service (e-PIMS). The Council's maps are held on the Geographical Information System (GIS) and on e-PIMS, which means the Council is compliant with the annual governance report 2015. By featuring on e-PIMS, the Council's portfolio complies with the Government's One Public Estate initiative.

All data is collected, stored and managed in accordance with GDPR.

Consultation Process

The Asset Management Plan is considered annually by:

- The Cabinet Member for Finance and Performance
- Management Board
- Finance and Governance Cabinet Advisory Board (CAB)
- Cabinet
- Council

It is also subject to internal and external consultation.

Statutory Powers

The Council will investigate and look to use all statutory powers including Compulsory Purchase Orders (CPO) to achieve the delivery of the corporate objectives and key priority projects.

Appendix 3 - External and Internal Influences

National Context

This statement is produced against the backdrop of what continues to be an extremely challenging time for local government with a combination of demand pressures and reduced resources placing significant pressure on the revenue and capital budgets of local authorities. Most local authorities are seeking to leverage property assets to reduce costs and deliver capital receipts. The Government has established the 'One Public Estate programme' in partnership by the Local Government Association and the Office of Government Property (OGP) within the Cabinet Office with a view to helping in this endeavour. TWBC contributes actively to the programme and has sought funding to assist in a number of its property-related priorities.

The property market has continued, over the course of the past year, to be impacted by the ongoing effects of the COVID-19 pandemic, the UK leaving the European Union, Government fiscal event decisions, the conflict between Russia and Ukraine, changes to the high street and a slowing down of the global economy. This has resulted in an increase in vacant property, increasing energy costs, a general reduction in asking rents, an increase in tenant defaults, softening of yields and increased construction costs and uncertainty in the construction sector.

The UK economy remains one large recession short of its pre-COVID-19 trajectory. The re-opening of businesses resulted in demand generally exceeding supply in some sectors of the economy but falling short in others. Many firms now are expecting and preparing for a different economy with a protracted period of change. Inflation is expected to increase significantly with the CPI increasing to 10.7% in the 12 months leading up to November 2022.

COVID-19 has necessitated a rise in remote working, where this is possible, but the challenges to its broader adoption remain. Many companies are now reviewing the space they occupy both in terms of location and quantity. The extent of the changes this will produce and the economical effects both nationally and regionally have yet to be established. The shift to remote working has significantly affected the Council's car park revenue income from Royal Victoria Place (RVP) and other car parks owned by the Council.

Regional/County

Kent local authorities work together through a number of forums to discuss and prioritise property-related issues. This includes Kent Leaders and Joint Kent Chief Executive meetings but also includes the Kent Estates Partnership. The Kent Estates Partnership seeks to promote a collaborative approach to estate management across the County and to support a more integrated, flexible and affordable public estate.

The property market in the borough generally reflects the national position.

Mid-Kent Services

The Mid Kent Services Partnership (MKS) between Maidstone Borough Council, Swale Borough Council and Tunbridge Wells Borough Council was set up in 2008 to:

- Improve the quality of service to communities;
- Improve the resilience of service delivery;
- Deliver efficiency savings in the procurement, management and delivery of services;
- Explore opportunities for trading in the medium to long term; and
- Share best practice.

MKS sees staff working from a range of offices across the partnership area and, in time, should lead to the potential to rationalise accommodation. The Council is working proactively with partners and partnership services such as ICT both to facilitate flexible and mobile working and to help in the longer-term objectives of reducing the cost of our operational estate.

Partnership Working

The Council works with a range of partners in delivering its priorities and services including Town and Country Housing (TCH), Kent Police and Kent County Council. Through these and other partnerships, the Council will continue to explore, develop and exploit opportunities for collaborative working with public and quasi-public bodies by amalgamating asset knowledge to help promote economies of scale, sustainable levels of occupation and better working practices.

Legislation

Localism

The Localism Act 2011 meant to offer more opportunity for smaller groups and local governments' lowest tiers to exercise powers locally. The legislation is wide ranging

and deals with multiple community issues. One particular change was the introduction of a 'Community Right to Bid' which enables community groups to apply for local buildings or land to be put on a register. Once on the register of Community Assets, an asset cannot be sold without first allowing a community group a period of up to 6 weeks to decide whether to make an offer and if they decide to make an offer a further period of 6 months to raise funds to make an offer based upon its market value.

Local Context

The Asset Management Plan should be read in conjunction with the Council's "Focus on Five" and associated plans and strategies. These documents can be read on the Council website, whose mission is as follows:

"To encourage investment and sustainable growth and to enhance quality of life for all"

This strategy accounts for issues identified through the community planning process and through regular consultation and surveys with residents. In property terms the Asset Management Plan is a strategy that delivers improvements in all areas and services for the purpose of meeting local community needs.

The main aim of the AMP is for Council assets to be recognised as a principal resource, thereby ensuring continuous strengthening in the organisational arrangements set out above.

Sustainability

The Council provides a leading role on sustainability by addressing its own asset base. Legislation and a number of sustainability initiatives, especially energy and carbon reduction, have been put in place in the past few years.

Following the declaration of a Climate and Biodiversity Emergency in July 2019 the Council agreed an ambition to make the Council's operations carbon neutral by 2030. The future assessment, maintenance, upgrades and renovation of the Council's assets will therefore be critical to enable the delivery of the best possible environmentally sustainable buildings, include energy efficiency, exploring use of renewables, and keeping the use of re-sources such as water to a minimum.

Projects, including maintenance schemes that flow from the AMP, will need to include a sustainability assessment to ensure that the impact of projects are fully understood and that mitigation measures are put in place and support a continued reduction in the carbon emissions. Thereby, ensuring long term, the Council meets its ambition to be carbon neutral by 2030. With the added benefit of corporate energy bills being minimised and resources used as sustainably as practicable.

Economic Position

Instability in the global economy, where major adjustments continue, is in marked contrast with the local property market. The local effect of global instability converts mainly into a corset upon the growth in property rents and capital values. The national context is of historically low interest rates with weak banks, a gradual removal of quantitative easing, and record investment in the FTSE 250. The current approach to the UK's relationship with the EU is generally seen as being likely to accentuate a general pattern of low growth and is likely to apply for the whole period of the AMP 2023/24. Furthermore the long-term effects of COVID-19 continue to impact all sectors of the economy and it is likely that this will still be the case in 2023.

The strength and weakness of the UK property market will impact upon the policies and processes that the Council needs for managing its asset portfolio for optimising efficiency and effectiveness.

For surplus property assets with development potential, market conditions will be assessed in deciding the future of each asset. Market shifts will require the Council to maintain a flexible approach in managing the portfolio.

Market impact is anticipated in the following areas:

- Property vacancies (more anticipated);
- Emphasis upon maintenance;
- Obsolescence in building fabric and services;
- Rebalancing of tenants in contractual default;
- Softening of yields;
- Lowering of asking rents and/increased incentives;
- Avoidance of defaulting contractors; and
- Increasing demand upon the supply chain of contractors and consultants;
- Material shortages, increasing costs and longer delivery periods;
- Labour shortages and increased costs.

The Property and Estates Team will review all assets held by the Council to ensure that every opportunity for return is exploited to achieve its wellbeing or financial objectives. This will include:

- A full review of land and assets held and use made of them;
- Short, medium and long term strategic requirement;
- Maximisation through partnership working; and
- Maximisation of easements, licences and rights granted and benefits received.

To work its property assets harder, both financially and in the provision of facilities, the Council will continue to consider and exercise both disposal of surplus assets and acquisition for investment purposes to secure future income streams and to assist the local economy.

Performance Management and Monitoring

The following performance indicators are reported to Cabinet:

- Total rental income for the financial year;
- Capital income from property asset disposal for financial year;
- 6 monthly property transactions reports completed under delegated authority.

Additional performance indicators are monitored by the Head of Economic Development and Property and Management Board as and where appropriate.

Transparency

The Local Government Transparency Code 2015 provides guidance on the expected minimum level of information made available to the public. This includes how local authorities publish details of all land and assets held by them. The base position is publishing a list of all land and property annually, including a unique property reference number, unique asset identity, name, address and map reference.

The Electronic Property Information Management Scheme (e-PIMS) has been populated with data complying with the One Public Estate initiative. Property officers are in contact with counterparts in Kent County Council and with departments of central government to assist in promoting this initiative.

The Council currently publishes the Asset Register within the Asset Management Plan on an annual basis.

Appendix 4 – Property Asset Programme

The Council has a strong record over a number of years in reviewing and disposing of various non-performing land and property assets. In 2023/24 the Council will progress outstanding actions from those reviews and continue to review all assets towards a leaner and more productive estate.

2023/24 Sites to be Reviewed

The Council will continue to identify sites appropriate for disposal undertaking feasibility studies on the future uses of the assets. Subject to full analysis including the potential for planning permission, a recommendation for the route to disposal - lease or sale - will be made to Cabinet, or the Section 151 Officer in consultation with the Cabinet Member for Finance & Performance.

The feasibility studies will be undertaken in two stages:

Stage 1 - Feasibility:

- Detailed analysis of the land title;
- Detailed analysis of the physical site;
- Detailed analysis of the planning status and likely grant of planning permission;
- Marketing and disposal if planning permission is not recommended.

Stage 2 - Feasibility:

- Production of development scheme;
- Valuation of land;
- Application for planning permission (if appropriate);
- Marketing and disposal of site.

All disposals will be in accordance with the Constitution and local government legislation. Where appropriate Ward Members and parish and town councils will be informed of the intention to lease or dispose of these assets.

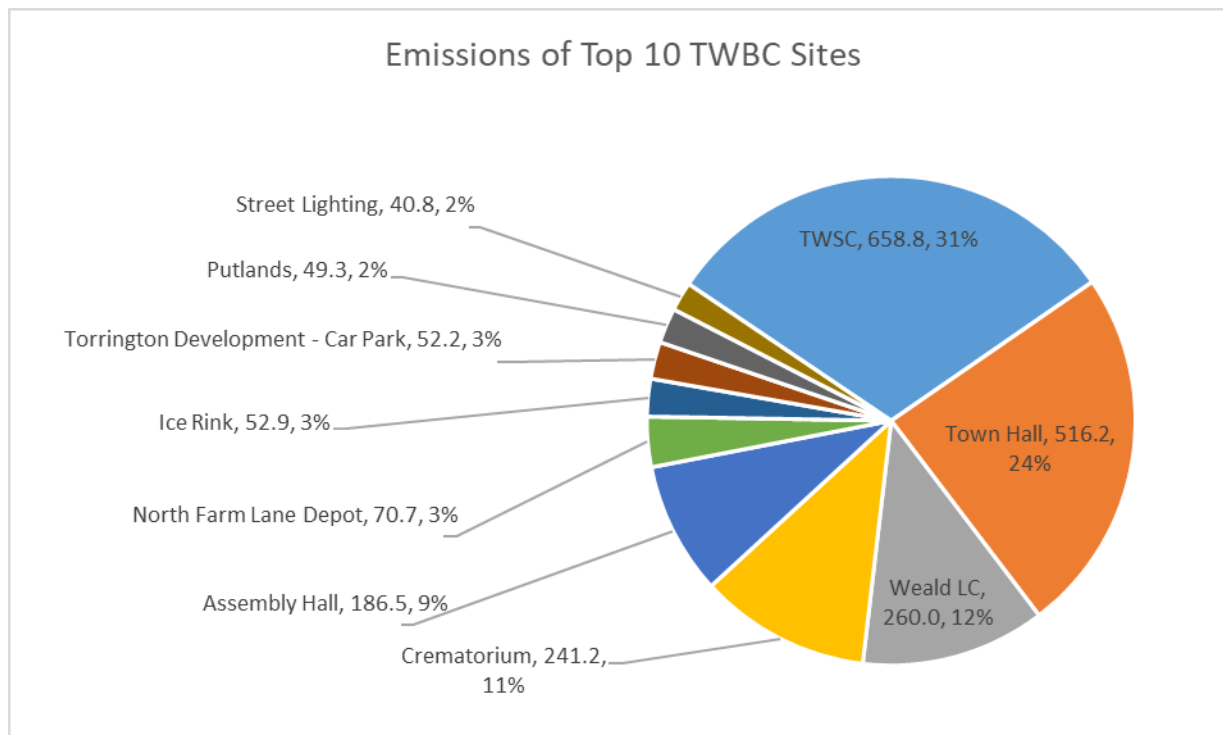
Assets Declared surplus 2023/24

The following assets have been declared surplus and identified for disposal in 2023/24.

Appendix A

Address	Status
Great Hall Car Park, Tunbridge Wells	Site to be reviewed for development potential in tandem for car parking strategy
Mount Pleasant Car Park, Tunbridge Wells	Site to be reviewed for development potential in tandem for car parking strategy
Meadow Road Car Park, Tunbridge Wells	Site to be reviewed for development potential in tandem for car parking strategy
Torrington Car Park, Tunbridge Wells	Site to be reviewed for development potential in tandem for car parking strategy
8 Grosvenor Road (Gateway), Tunbridge Wells	Freehold/leasehold being marketed
9-10 Calverley Terrace, Tunbridge Wells	Site to be reviewed for development
33-36 Crescent Road, Tunbridge Wells	Site to be reviewed for development
Land at Warwick Park	Freehold to be disposed
The Wesley Centre, Paddock Wood	Site to be reviewed for development & sale
Linden Road Car Park (auction house), Tunbridge Wells	Site to be reviewed for development potential in tandem for car parking strategy
TN2, Sherwood	To surrender TWBC lease

Appendix 5 - Carbon Emissions for the Councils top ten sites:



Appendix 6 – Ten Year Property Maintenance Plan

Background

The condition of the TWBC estate has deteriorated over several years where the optimum required investment has not been possible due to budgetary pressures on Council funding.

The emphasis has as a consequence changed from planned preventative maintenance to reactive response maintenance as building elements fail. Historic and ongoing funding issues have resulted in an increased maintenance backlog and a high reactive spend, circa 40%.

The strategy of this Asset Management Plan is to address this and endeavour to meet the Audit Commission's benchmark of 70% planned, 30% reactive and reduce backlog subject to funding. As an example: the historic condition surveys for the Town Hall alone from 2014 indicated an average required annual planned maintenance spend of £180,000 per annum from 2014 - 2020, totalling £900,000. The actual spend of c£400,000 total over this period has resulted in a backlog of maintenance issues, as well as some secondary damage as a result of the building element failures.

There are issues with both costs and availability of plant, labour and materials as well as changes to the supply chain capability to respond due in part to the impact of Brexit, energy price rises, and many other external factors. Industry costs continue to rise at a rate of c15% per annum.

Current 2022-23 budgets are:	Amount (in £)
Planned Maintenance	863,380
Responsive Repairs	181,630
Maintenance/ Servicing Plant	101,760
Fire & Security	73,190
Total	1,219,960

Note the 10-year planned maintenance budget required, developed from Condition Surveys for 2023-33 averages over £7m per annum.

Recent Activity

A number of Capital Applications have been applied for, in 2020-21, 2021-22, and 2022-23 to improve several properties. The impact of the covid pandemic on budgets was to postpone some larger Capital projects therefore increasing the strain on the maintenance budget.

In 2020 Aecom, a consultancy appointed via the SCAPE Framework, completed portfolio wide elemental condition surveys with indicative costings and this provided a focus for future Planned Maintenance works. The data has been entered on the new Property Asset Management System (PAMS), along with Property & Estates data.

Current Activity

The data from the Condition Surveys is being checked, augmented and updated by detailed surveys as Capital, Planned & Reactive works are organised. Priorities are informed by these surveys, known issues and element failures. A 5-year cyclical programme of Condition Surveys will be introduced through the PAMS system.

Full Asbestos Management Surveys for the whole portfolio were completed in 2020-21, and the Statutory reviews undertaken in subsequent years. Full structural surveys of Council managed car parks were undertaken in 2021 with a further programme to continue these to be put in place using PAMS.

All works undertaken by the Council are subject to evaluation for their ability to deliver carbon savings in the Council's Carbon Descent Plan identified as a result of its Climate Emergency Declaration. The immediate impact of this is increased costs of works – however the Council has been successful in obtaining external grant funding for some projects.

Future Activity

The information collated will be reviewed alongside the rest of the Asset Management Plan, including any indications of continued building occupation arising from further political decisions, such as the building sharing strategy for the Town Hall.

With the migration of data from and linkages to several other Council systems into the PAMS still taking place the attached Planned Maintenance Programme is based upon historic spend and the elemental condition surveys. Available funds will limit the extent of Planned Maintenance able to be completed and therefore increase both reactive and backlog maintenance.

Actual maintenance spend will be based on a Risk Management approach and in practice will likely be restricted to items 1-3 below. This is based upon the recommendations and priorities of the Chartered Institute of Public Finance & Accounting (CIPFA). Risks associated with maintenance will be managed in the following order of priority:-

1. Maintenance in respect of health and safety issues;
2. Statutory maintenance requirements; security, fire, gas, electrical and access systems, listed building requirements;
3. Structural maintenance for all Council owned property assets;
4. Building fabric maintenance for all Council owned building assets (except 5 below);

5. Maintenance of unoccupied assets, assets identified for disposal and ancillary assets.

The maintenance of the Councils property assets should be directed towards:

- meeting changing department service delivery needs which are reflected in the standards to which assets are to be maintained;
- priorities based on the impact of condition on service delivery and risk;
- ensuring the most effective use of maintenance resources to at least meet the Audit Commission's benchmark of 70% planned, 30% reactive spend; and
- ensuring appropriate information exists at department and Council levels.

The key outcomes to be achieved from undertaking maintenance are:

- functional and operational requirements of the working environment are met;
- the physical condition and efficient operation of assets is kept to a standard appropriate to their service function and value to the community; and
- all statutory and technical requirements to ensure health, safety, security and reliability are met.

Planned Maintenance Programme 2022-2032

Site	Total Planned 10 year spend	Condition D - action required 2023-24	Condition C - anticipated failure 2024-28	Condition B - anticipated failure 2028-33	Notes
Total	£ 77,783,043.95	£ 14,595,372.90	£ 35,106,819.96	£ 28,080,851.09	
Gateway - 8 Grosvenor Road	£ 10,600.00	£ 10,600.00	£ -	£ -	assumes disposal mid 2023
Crescent Road Car Park	£ 286,206.00	£ 132,481.00	£ 50,945.00	£ 102,780.00	
Royal Victoria Place Car Park	£ 7,539,556.59	£ 4,380,000.00	£ 1,265,680.00	£ 1,893,876.59	
C002 Car Park Meadow Road	£ 4,117,589.30	£ 292,729.71	£ 3,250,983.00	£ 573,876.59	
C006 Multi-Storey Car Park, Linden Park Rd	£ 137,184.71	£ 48,794.00	£ 72,940.00	£ 15,450.71	
C008 & C024 Car Park The Tanyard	£ 218,752.42	£ 5,210.00	£ 32,800.00	£ 180,742.42	
C010 Surface Car Park - Beech Street	£ 78,221.40	£ 3,670.00	£ 13,400.00	£ 61,151.40	
C011 02 Car Park Between 24 And 28 Stone Street	£ 35,328.86	£ 2,881.00	£ 4,110.00	£ 28,337.86	
C011 Car Park Adjacent 23 Stone Street	£ 14,799.46	£ 3,302.00	£ 5,519.50	£ 5,977.96	
C012 Surface Car Park - Camden Road	£ 104,807.60	£ 3,210.00	£ 9,800.00	£ 91,797.60	
Surface Car Park - Little Mount Sion	£ 30,345.00	£ 2,235.00	£ 4,650.00	£ 23,460.00	
C015 01 & 03 WC and Surface Car Park - Brenchley	£ 112,185.32	£ 6,368.00	£ 29,583.00	£ 76,234.32	
C016 01 Surface Car Park, Balcombe Hill	£ 34,290.00	£ 2,090.00	£ 2,200.00	£ 30,000.00	
C019 Surface Car Park, Regal Car Park	£ 63,367.20	£ 3,200.00	£ 7,000.00	£ 53,167.20	
C020 Surface Car Park, Northgrove Road	£ 50,596.80	£ 2,240.00	£ 3,700.00	£ 44,656.80	
C021 01, 02 & C022 Surface Car Park - Paddock Wood East & West and WC	£ 264,136.09	£ 27,750.00	£ 99,945.00	£ 136,441.09	
C029 Coach Park - West Station	£ 115,460.80	£ 6,620.00	£ 42,500.00	£ 66,340.80	
E001-01-10 Nos 9 -19 Colebrook Industrial Estate	£ 50,194.00	£ 15,320.00	£ 18,458.00	£ 16,416.00	
E002 - E006, H002 & H003. 30 - 36 Crescent Road	£ 908,939.81	£ 197,611.00	£ 620,285.00	£ 91,043.81	
E007 & E007 02 The Wesley Centre & Offices	£ 145,477.63	£ 16,650.00	£ 31,194.00	£ 97,633.63	
29-31 Monson Road	£ 216,851.43	£ 27,340.00	£ 91,207.00	£ 98,304.43	
E014 03 - 3A Rowan Tree Road	£ 142,872.45	£ 25,488.00	£ 87,384.45	£ 30,000.00	
E014 04 - 4A Rowan Tree Road	£ 112,115.24	£ 21,737.00	£ 72,378.24	£ 18,000.00	
E014 Rowan Tree Surgery	£ 260,030.72	£ 36,472.00	£ 120,172.72	£ 103,386.00	
E017 Community Centre, Showfields Rd	£ 316,099.61	£ 51,294.00	£ 150,148.01	£ 114,657.60	
E021 Council Depot, North Farm Lane	£ 2,381,838.13	£ 428,604.00	£ 1,400,440.93	£ 552,793.20	
E022 TN2 (former YMCA)	£ 1,337,338.48	£ 272,170.00	£ 795,168.48	£ 270,000.00	
H001 - 40 Church Road	£ 9,438.41	£ 1,229.00	£ 1,895.30	£ 6,314.11	
H014 02.03 - 2 & 2A Southfield Road	£ 194,499.79	£ 14,949.00	£ 86,694.45	£ 92,856.34	
H017 & H017 02Cinder Hill Wood Gypsy Caravan Site	£ 299,413.88	£ 18,776.46	£ 62,085.09	£ 218,552.33	
H045 Dowding House	£ 1,416,760.24	£ 226,648.00	£ 763,730.75	£ 426,381.49	
L001 01,02,03 Kent & Sussex Crematorium	£ 1,387,547.22	£ 183,991.00	£ 643,111.22	£ 560,445.00	
L001 and L002 Tunbridge Wells Borough Council Cemetery And Crematorium	£ 1,252,222.71	£ 237,943.00	£ 471,099.70	£ 543,180.01	
L004 01,03,04,06 WC, Cafe & Stores Calverley Grounds	£ 144,628.58	£ 35,558.00	£ 50,146.76	£ 58,923.82	
L007 01,02,04 The Nevil Cricket Ground and Buildings	£ 3,000,805.02	£ 383,722.80	£ 1,953,004.34	£ 664,077.88	
L008-01 Changing Rooms - Bayham Road Recreation Ground	£ 154,268.71	£ 20,400.00	£ 83,001.32	£ 50,867.39	
L011, 01 - 06 Hawkenbury Recreation Ground and Buildings	£ 1,980,159.89	£ 110,666.00	£ 368,951.96	£ 1,500,541.93	
L012 01 Changing Room, Hilbert Recreation Ground	£ 102,582.92	£ 13,542.00	£ 48,704.47	£ 40,336.45	
L016 01,02 Gardeners Cottage & Old Laundry	£ 111,865.79	£ 28,898.00	£ 60,967.79	£ 22,000.00	
L026 The Museum, Cranbrook	£ 335,230.76	£ 41,649.00	£ 124,387.21	£ 169,194.55	
LE005 Dunorlan Park, Boat Store, Kiosk, Cafe, WC, Groundkeeper, Car Park	£ 175,202.17	£ 19,875.00	£ 66,259.71	£ 89,067.46	
T001 WC, Crane Lane	£ 38,036.24	£ 9,458.00	£ 22,578.24	£ 6,000.00	
T007 WC - The Green	£ 37,421.91	£ 7,354.00	£ 24,067.91	£ 6,000.00	
T010 WC, The Street, Sissinghurst	£ 23,967.35	£ 4,230.00	£ 7,107.40	£ 12,629.95	
C013 Surface Car Park - Warwick Road	£ 30,566.20	£ 26,666.20	£ 300.00	£ 3,600.00	
E016 01 Camden Centre	£ 2,902,010.21	£ 549,929.00	£ 1,307,292.49	£ 1,044,788.72	
E018 The Garden Hall Club	£ 604,636.36	£ 98,690.70	£ 405,497.94	£ 100,447.72	
H013 01-05 - 58 A,B,C,D London Road	£ 112,466.42	£ 7,533.00	£ 62,933.42	£ 42,000.00	
L006 01, 02 & 05 Pavilion Grosvenor Recreation Ground inc buildings	£ 48,378.43	£ 4,349.00	£ 35,699.73	£ 8,329.70	
L009 01 & 02 WC, & Pavilion Cadogen Recreation Ground	£ 96,223.52	£ 7,432.00	£ 62,031.52	£ 26,760.00	
T012 WC, Wellington Rocks	£ 91,494.74	£ 5,915.00	£ 30,715.74	£ 54,864.00	
Town Hall Yard Car Park	£ 3,024,659.09	£ 792,184.00	£ 2,201,848.21	£ 30,626.88	
L030 Putlands Sports & Leisure Centre	£ 4,054,328.91	£ 193,058.74	£ 884,063.44	£ 2,977,206.73	
A001 02 Surface Car Park, 9 & 10 Calverley Terrace	£ 7,883.95	£ 1,742.00	£ 3,141.95	£ 3,000.00	
A001 9 & 10 Calverley Terrace	£ 1,666,036.03	£ 470,876.30	£ 594,187.73	£ 600,972.00	
C004 Great Hall Car Park	£ 2,082,886.91	£ 407,118.00	£ 544,667.26	£ 1,131,101.65	
C028 Car Park Mount Pleasant Avenue	£ 42,841.28	£ 5,438.00	£ 12,226.80	£ 25,176.48	
H006 19 Rankine Road	£ 180,896.70	£ 5,917.00	£ 19,686.79	£ 155,292.91	
H010 57, The Pantiles, 10 Sussex Mews (ex 57A)	£ 399,316.59	£ 21,611.00	£ 71,273.78	£ 306,431.81	
H011 59A The Pantiles, 11 Sussex Mews (ex 59)	£ 253,278.21	£ 8,137.00	£ 27,078.18	£ 218,063.03	
H012 61, 61A, 61B The Pantiles, 12 Sussex Mews	£ 437,273.84	£ 11,483.00	£ 38,245.25	£ 387,545.59	
L002 06,07,08,09 Cemetery Depot – Garages, Stores, Storage Building & Workshops	£ 1,023,999.49	£ 193,903.00	£ 206,660.39	£ 623,436.10	
L013 01 Rusthall Pavilion	£ 315,695.01	£ 5,752.00	£ 19,024.35	£ 290,918.66	
L014 St Johns Recreation Ground inc Pavillion & WC	£ 439,491.33	£ 74,318.00	£ 159,668.07	£ 205,505.26	
L028 Tunbridge Wells Sports Centre	£ 11,743,873.75	£ 2,197,006.00	£ 7,230,458.14	£ 2,316,409.61	
L029 Amelia Centre	£ 920,000.00	£ 120,000.00	£ 300,000.00	£ 500,000.00	
L031 Weald Sports Centre	£ 5,166,506.03	£ 834,023.00	£ 2,541,715.01	£ 1,790,768.02	
Torrington Car Park	£ 9,335,389.85	£ 769,813.00	£ 3,252,793.56	£ 5,312,783.29	
A003 Tunbridge Wells Borough Council, Town Hall inc Assembly Halls	£ 3,053,674.49	£ 397,522.00	£ 1,975,224.26	£ 680,928.23	

Notes:
Amelia Centre maintenance - nominal allowance
Housing properties list increase excluded
Figures from 2019-20 condition surveys uplifted by BCIS indices
Future of several buildings undecided
No Carbon reduction works included
Approved Capital Programme works excluded
Deferred Capital Programme works excluded
Unapproved Capital Programme applications for 2023-24 excluded

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Investment Commercial	9, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, TN2 3DG, UK	E001-B01	TT01	Freehold	9 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	10, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, TN2 3DG, UK	E001-B02	TT01	Freehold	10 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	11, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, TN2 3DG, UK	E001-B03	TT01	Freehold	11 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	12, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, UK	E001-B04	TT01	Freehold	12 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	13, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, TN2 3DG, UK	E001-B05	TT01	Freehold	13 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	14 Direct Catering Service, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, TN2 3DG, UK	E001-B06	TT01	Freehold	14 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	15, Colebrook Industrial Estate, Tunbridge Wells, Kent, TN2 3DG, UK	E001-B07	TT01	Freehold	15 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	16, Colebrook Industrial Estate, Tunbridge Wells, Kent, TN2 3DG, UK	E001-B08	TT01	Freehold	16 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	17, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, TN2 3DG, UK	E001-B09	TT01	Freehold	17 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	18, Colebrook Industrial Estate, Royal Tunbridge Wells, Kent, TN2 3DG, UK	E001-B10	TT01	Freehold	18 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	19, Colebrook Industrial Estate, Tunbridge Wells, Kent, TN2 3DG, UK	E001-B11	TT01	Freehold	19 Colebrook Industrial Estate		560376	142111	N
Investment Commercial	33, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	E004	TT01	Freehold	33 Crescent Road. Retail. End of terrace. Victorian building.	100062542700	558734	139470	N
Investment Commercial	35, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	E005	TT01	Freehold	35 Crescent Road. Retail. Mid terrace Victorian shop.	100061200263	558741	139477	N
Investment Commercial	36, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	E006	TT01	Freehold	36 Crescent Road. Retail. End of terrace. Victorian building.	100061200264	558744	139479	N
Investment Commercial	The Wesley Centre, Commercial Road, Paddock Wood, Tonbridge, Kent, TN12 6DS, UK	E007	TT01	Freehold	The Wesley Centre. Single storey Community hall and offices.	10008664390	566957	144946	N
Investment Commercial	29, Monson Road, Royal Tunbridge Wells, Kent, TN1 1LS, UK	E011	TT01	Freehold	29-31 Monson Road. Offices. Mid terrace.	10008660825	558588	139523	N
Investment Commercial	Rowan Tree Surgery, Rowan Tree Road, Royal Tunbridge Wells, Kent, TN2 5PX, UK	E014-B1	TT01	Freehold	Rowan Tree Doctors Surgery		557459	138229	N
Investment Commercial	3, Rowan Tree Road, Royal Tunbridge Wells, Kent, TN2 5PX, UK	E014-B2	TT01	Freehold	3A Rowan Tree Road		557459	138229	N
Investment Commercial	4, Rowan Tree Road, Royal Tunbridge Wells, Kent, TN2 5PX, UK	E014-B3	TT01	Freehold	4A Rowan Tree Road		557459	138229	N
Investment Commercial	Royal Victoria Place, Royal Tunbridge Wells, Kent, UK	E015	TT01	Freehold	Royal Victoria Place. Retail shopping centre and some adjoining freehold interests. Long lease. Various sub-leases.	10000068616	558625	139781	N
Investment Commercial	Car Park, Royal Victoria Place, Royal Tunbridge Wells, Kent, UK	E015-B2	TT01	Freehold	Royal Victoria Place Car Park	10000068616	558625	139781	N
Investment Commercial	The Garden Hall Club, Wood Street, Royal Tunbridge Wells, Kent, TN1 2QS, UK	E018	TT01	Freehold	The Garden Hall Club. Single Storey Structure.	100062543376	558896	139856	N
Investment Commercial	The Forum, The Common, Royal Tunbridge Wells, Kent, TN4 8YU, UK	E024	TT01	Freehold	The Forum. 1930's detached building.	10008660484	558126	138850	N
Investment Commercial	65, St Johns Road, Royal Tunbridge Wells, Kent, TN4 9TT, UK	E027	TT01	Freehold	65-67 St Johns Road Retail Unit. Single Storey.	10024139326	558186	140439	N
Investment Commercial	69, St Johns Road, Royal Tunbridge Wells, Kent, TN4 9TT, UK	E029	TT01	Freehold	69 St Johns Road. Retail Unit. Single Storey.	10024139328	558185	140444	N

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Investment Commercial	33, Monson Road, Royal Tunbridge Wells, Kent, TN1 1LS, UK	E030	TT01	Freehold	33 Monson Road. Restaurant. Single storey unit with conservatory frontage.	100062542205	558587	139550	N
Investment Commercial	32, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	H002-B1	TT01	Freehold	32 Crescent Road. 2 Flats				
Investment Commercial	25, Monson Road, Royal Tunbridge Wells, Kent, TN1 1LS, UK	H004	TT01	Freehold	25 Monson Road. Mid Terrace Victorian Building. Leased to TWPH Limited.	100061208358	558601	139533	N
Investment Commercial	North Farm House, Dowding Way, Royal Tunbridge Wells, Kent, TN2 3UY, UK	H005	TT01	Freehold	North Farm House. Detached house used as a hostel.	100062554309	559653	141740	N
Investment Commercial	Packs In The Wood, Hilbert Road, Royal Tunbridge Wells, Kent, TN2 3SE, UK	H008	TT01	Freehold	Packs in the Wood. Detached house with garden. Leased to TWPH Ltd	10008663213	559363	140558	N
Investment Commercial	59, St Johns Road, Royal Tunbridge Wells, Kent, TN4 9TT, UK	H009-B1	TT01	Freehold	59 St Johns Road - Shop	10008661742	558191	140412	N
Investment Commercial	59, St Johns Road, Royal Tunbridge Wells, Kent, TN4 9TT, UK	H009-B2	TT01	Freehold	59B St Johns Road	10008661742	558191	140412	N
Investment Commercial	59, St Johns Road, Royal Tunbridge Wells, Kent, TN4 9TT, UK	H009-B3	TT01	Freehold	59C St Johns Road	10008661742	558191	140412	N
Investment Commercial	57, The Pantiles, Royal Tunbridge Wells, Kent, TN2 5TE, UK	H010-B2	TT01	Freehold	57A The Pantiles, Leased to TWPH Ltd	100062555056	558076	138675	N
Investment Commercial	10, Sussex Mews, Royal Tunbridge Wells, Kent, TN2 5QJ, UK	H010-B3	TT01	Freehold	10 Sussex Mews	100062555056	558076	138675	N
Investment Commercial	59, The Pantiles, Royal Tunbridge Wells, Kent, TN2 5TE, UK	H011-B1	TT01	Freehold	59 The Pantiles, Leased to TWPH Ltd	100061215743	558072	138668	N
Investment Commercial	59, The Pantiles, Royal Tunbridge Wells, Kent, TN2 5TE, UK	H011-B2	TT01	Freehold	59A The Pantiles	100061215743	558072	138668	N
Investment Commercial	61, The Pantiles, Royal Tunbridge Wells, Kent, TN2 5TE, UK	H012-B1	TT01	Freehold	61 The Pantiles	100062555097	558064	138664	N
Investment Commercial	61, The Pantiles, Royal Tunbridge Wells, Kent, TN2 5TE, UK	H012-B2	TT01	Freehold	61B The Pantiles. Let on Secure Tenancy.	100062555097	558064	138664	N
Investment Commercial	12, Sussex Mews, Royal Tunbridge Wells, Kent, TN2 5QJ, UK	H012-B3	TT01	Freehold	12 Sussex Mews	100062555097	558064	138664	N
Investment Commercial	61, The Pantiles, Royal Tunbridge Wells, Kent, TN2 5TE, UK	H012-B4			61A The Pantiles	100062555097	558064	138664	N
Investment Commercial	11, Sussex Mews, Royal Tunbridge Wells, Kent, TN2 5QJ, UK	H012-B5	TT01	Freehold	11 Sussex Mews	100062555097	558064	138664	N
Investment Commercial	8, Dudley Road, Royal Tunbridge Wells, Kent, UK	H016	TT01	Freehold	8 Dudley Road. End of terrace house divided into 4 flats. Leased to TWPH Limited.	10008661285	558419	139613	N
Investment Commercial	Apartment 10, 21 Grove Hill House, Grove Hill Road, Royal Tunbridge Wells, Kent, TN1 1SA, UK	H018-B1	TT03	Long Leasehold	Flat 10 Grove Hill House, leased to TWPH Limited	10000064938	558547	139148	N
Investment Commercial	Apartment 13, 21 Grove Hill House, Grove Hill Road, Royal Tunbridge Wells, Kent, TN1 1SA, UK	H018-B2	TT03	Long Leasehold	Flat 13 Grove Hill House, leased to TWPH Limited	10000064938	558547	139148	N
Investment Commercial	Apartment 18, 21 Grove Hill House, Grove Hill Road, Royal Tunbridge Wells, Kent, TN1 1SA, UK	H018-B3	TT03	Long Leasehold	Flat 18 Grove Hill House, leased to TWPH Limited	10000064938	558547	139148	N
Investment Commercial	Apartment 23, 21 Grove Hill House, Grove Hill Road, Royal Tunbridge Wells, Kent, TN1 1SA, UK	H018-B4	TT03	Long Leasehold	Flat 23 Grove Hill House, leased to TWPH Limited	10000064938	558547	139148	N
Investment Commercial	Apartment 1, 2, John Street, Royal Tunbridge Wells, Kent, TN4 9RU, UK	H044-B2	TT01	Freehold	Apartment 1 - 2 John Street, leased to TWPH Ltd	10024139383	558183	140438	N
Investment Commercial	Apartment 2, 2, John Street, Royal Tunbridge Wells, Kent, TN4 9RU, UK	H044-B3	TT01	Freehold	Apartment 2 - 2 John Street, leased to TWPH Ltd	10024139383	558183	140438	N
Investment Commercial	Apartment 3, 2, John Street, Royal Tunbridge Wells, Kent, TN4 9RU, UK	H044-B4	TT01	Freehold	Apartment 3 - 2 John Street, leased to TWPH Ltd	10024139383	558183	140438	N
Investment Commercial	Apartment 4, 2, John Street, Royal Tunbridge Wells, Kent, TN4 9RU, UK	H044-B5	TT01	Freehold	Apartment 4 - 2 John Street, leased to TWPH Ltd	10024139383	558183	140438	N
Investment Commercial	Apartment 5, 2, John Street, Royal Tunbridge Wells, Kent, TN4 9RU, UK	H044-B6			Apartment 5 - 2 John Street, leased to TWPH Ltd	10024139383	558183	140438	N
Investment Commercial	Crematorium Lodge, Benhall Mill Road, Royal Tunbridge Wells, Kent, TN2 5JH	L001-B4	TT01	Freehold	Crematorium Lodge, leased to TWPH Ltd				
Investment Commercial		L001-B6			Crematorium Lodge Garage				
Investment Commercial	Cemetery Lodge, Benhall Mill Road, Royal Tunbridge Wells, Kent, TN2 5JH	L002-B2			Cemetery Lodge, Leased to TWPH Ltd				
Investment Commercial	Calverley Park Cafe, Mount Pleasant Avenue, Royal Tunbridge Wells, Kent, TN1 2SH	L004-B1			Calverley Park Cafe				

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Investment Commercial	Bowling Pavilion & Green Calverley Grounds, Mount Pleasant Avenue, Royal Tunbridge Wells, Kent, TN1 1QY	L004-B2			Calverley Park Play Area Cafe (Bowls Pavilion)				
Investment Commercial		L004-B6			Calverley Park The Lodge				
Investment Commercial	Dunorlan Park Cafe, Pembury Road, Royal Tunbridge Wells, Kent, TN2 3QN	L005-B1			Dunorlan Park Cafe and Groundskeepers Office				
Investment Commercial	The Boat House, Dunorlan Park, Royal Tunbridge Wells, Kent	L005-B2			Dunorlan Park Boat Kiosk				
Investment Commercial	Boat Store, Dunorlan Park, Pembury Road, Royal Tunbridge Wells, Kent	L005-B3			Dunorlan Park Boat Store				
Investment Commercial	Gardeners Cottage, Dunorlan, Pembury Road, Royal Tunbridge Wells, Kent, TN2 3QB	L005-B9			Gardeners Cottage. The Old Laundry is an outbuilding within the site boundary. Let on Secure Tenancy.				
Investment Commercial	Table 8 Cafe The Hub, Grosvenor And Hilbert Park, Rochdale Road, Royal Tunbridge Wells, Kent, TN1 2JB	L006-B3			Grosvenor Kiosk				
Investment Commercial	Culverden Stadium, Culverden Down, Royal Tunbridge Wells, Kent, TN4 9SG, UK	L022	TT01	Freehold	Culverden Stadium. Football ground with stands and buildings.	10000065904	557542	140747	N
Investment Commercial	Rifle Club, Warwick Park, Royal Tunbridge Wells, Kent, TN2 5ET, UK	L040	TT01	Freehold	Tunbridge Wells Target Shooting Club. Shooting range land. Lease to Tunbridge Wells.	10008671507	559051	138199	N
Investment Commercial									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Non-Operational De Minimus Land	Road Footpath & Grass Verge, All Saints Road, Hawkhurst, Cranbrook, Kent, TN18 4HT, UK	B002	TT01	Freehold	Land. All Saints Road. Road forms part of adopted highway.	10000063979	576273	130387	N
Non-Operational De Minimus Land	Road & Grass Area, Newton Gardens, Paddock Wood, Tonbridge, Kent, TN12 6AJ, UK	B004	TT01	Freehold	Land. Newton Gardens. Road, grass area, and foopath.	10008668565	566629	145095	N
Non-Operational De Minimus Land	Land Between, 16 & 17, St Geroge's Park, Tunbridge Wells, Kent, TN2 5NT, UK	B007	TT01	Freehold	Land. St George's Park. Garden area, forms part of adopted highway.		557944	137568	N
Non-Operational De Minimus Land	Land Adjacent To, 39, Maidstone Road, Pembury, Tunbridge Wells, Kent, TN2 4DB, UK	B011	TT01	Freehold	Land. Maidstone Road. Adjacent to boundary.		563053	141951	N
Non-Operational De Minimus Land	Land At, Belfield Road, Pembury, Tunbridge Wells, Kent, TN2 4HN, UK	B012	TT01	Freehold	Land. Including Henwood Crescent, Bulls Place, Belfield Road. Majority adopted highway.		562938	140918	N
Non-Operational De Minimus Land	Land At, Blackthorn Avenue, Southborough, Tunbridge Wells, Kent, TN4 9YG, UK	B013	TT01	Freehold	Land. Blackthorn Avenue. Roads, parking areas, grass, etc.		559561	142064	N
Non-Operational De Minimus Land	Land At, Bright Ridge, Southborough, Tunbridge Wells, Kent, TN4 0JN, UK	B018	TT01	Freehold	Land. Bright Ridge. Road, footpaths, grass areas.		557305	141743	N
Non-Operational De Minimus Land	Land At, Grampian Close, Tunbridge Wells, Kent, TN2 3NR, UK	B019	TT01	Freehold	Land. Grampian Close. Including grass verges, sections of road / pavement, parking.				N
Non-Operational De Minimus Land	Land At, Bramley Drive, Cranbrook, Kent, TN17 3BE, UK	B020	TT01	Freehold	Land. Bramley Drive. Adopted highway.		577680	135709	N
Non-Operational De Minimus Land	Land At, Mendip Walk, Tunbridge Wells, Kent, TN2 3NL, UK	B022	TT01	Freehold	Land. Mendip Walk. Including grass and land areas with trees / bushes.		559590	140051	N
Non-Operational De Minimus Land	Grass Area Opposite, The Lodge, Calverley Park Gardens, Tunbridge Wells, Kent, TN1 2JN, UK	B023	TT01	Freehold	Land. Calverley Park Gardens. Flower bed with bushes and trees.		559078	139544	N
Non-Operational De Minimus Land	Doorstep Green Open Space, Oak Road, Tunbridge Wells, Kent, TN2 3BB, UK	B028	TT01	Freehold	Land. Oak Road. Including roads and footpath.	10000065309	559566	141424	N
Non-Operational De Minimus Land	Road And Footpath, Cherryfields, Beneden, Cranbrook, Kent, TN17 4DH, UK	B029	TT01	Freehold	Land. Cherryfields.	10008668871	580675	132943	N
Non-Operational De Minimus Land	Land At, Eridge Road, Tunbridge Wells, Kent, TN4 8JB, UK	B031	TT01	Freehold	Land. Eridge Road. Including grass amenity areas, land, footpath.				N
Non-Operational De Minimus Land	Land At, Speldhurst Road, Southborough, Tunbridge Wells, Kent, TN4 0JE, UK	B032	TT01	Freehold	Land. Speldhurst Road.				N
Non-Operational De Minimus Land	Land At, Town Meadow, Frythe Way, Cranbrook, Kent, TN17 3AU, UK	B036	TT01	Freehold	Land. Frythe Way.		577830	135703	N
Non-Operational De Minimus Land	Land On Corner Of, Calverley Road, Tunbridge Wells, Kent, TN1 2JX, UK	B042	TT01	Freehold	Land. Calverley Road.		558856	139489	N
Non-Operational De Minimus Land	Woodland Adjacent To, 11, Hilbert Road, Tunbridge Wells, Kent, TN2 3SA, UK	B043	TT01	Freehold	Land. Hilbert Road. Woodland area currently maintained by the local bee keepers.	10000069565	559406	140268	N
Non-Operational De Minimus Land	Grass Area Adjacent To, 14-18, Beagles Wood Road, Pembury, Tunbridge Wells, Kent, TN2 4HX, UK	B045	TT01	Freehold	Land. Beagles Wood Road.		563135	141226	N
Non-Operational De Minimus Land	Grass Area To Rear Of, Recycling Point Regal Car Park, High Street, Cranbrook, Kent, TN17 3DN, UK	B047	TT01	Freehold	Land. High Street, Cranbrook. Bounded by fence / stream. Responsibility transferred to Cranbrook Parish Council under lease.		557546	135904	N
Non-Operational De Minimus Land	Land At, Chiltern Walk, Tunbridge Wells, Kent, TN2 3NJ, UK	B048	TT01	Freehold	Land. Chiltern Walk.				N
Non-Operational De Minimus Land	Land At, Cleveland, Tunbridge Wells, Kent, TN2 3NH, UK	B052	TT01	Freehold	Land. Cleveland. Including grass areas and sections of footpath / verge.				N
Non-Operational De Minimus Land	Land To Rear Of, 48, Clifton Road, Tunbridge Wells, Kent, TN2 3AT, UK	B055	TT01	Freehold	Land. Clifton Road. Path and land to rear of properties.	10024135199	559477	141358	N
Non-Operational De Minimus Land	Land Fronting, 4-8 Twysden Cottages, Bodiam Road, Sandhurst, Cranbrook, Kent, TN18 5LF, UK	B057	TT01	Freehold	Land. Bodiam Road. Verge fronting 4-8 Twysden Cottages.		579241	127903	N
Non-Operational De Minimus Land	Land To Front Of, 175, Hastings Road, Pembury, Tunbridge Wells, Kent, TN2 4JY, UK	B058	TT01	Freehold	Land. Hastings Road. Area of land between the front garden and pavement.		563435	140416	N
Non-Operational De Minimus Land	Land To Front Of, 8 Brampton Bank, Five Oak Green Road, Tudeley, Tonbridge, Kent, TN11 0PN, UK	B059	TT01	Freehold	Land. Five Oak Green Road. Verge fronting property.		563169	144867	N

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Non-Operational De Minimus Land	Land Between, 9 & 10, Spring Lane, Bidborough, Tunbridge Wells, Kent, TN3 0UE, UK	B061	TT01	Freehold	Land. Spring Lane. Small plot of land between the front gardens.		556683	143121	N
Non-Operational De Minimus Land	Land Adjacent To, 65, South View Road, Tunbridge Wells, Kent, TN4 9BU, UK	B068	TT01	Freehold	Land. South View Road. Open grass area and footpath.	10090054451	558945	141376	N
Non-Operational De Minimus Land	Road & Footpath, Bankfield Way, Goudhurst, Cranbrook, Kent, TN17 1EG, UK	B069	TT01	Freehold	Land. Bankfield Way. Road and footpaths.	10008668076	572087	137468	N
Non-Operational De Minimus Land	Land At, Angley Road, Cranbrook, Kent, TN17 2PJ, UK	B070	TT01	Freehold	Land. Angley Road. Including grass verges / banks, road, tarmac area.				N
Non-Operational De Minimus Land	Grass Area Adjacent To, 15, Broadcloth, Cranbrook, Kent, TN17 3RG, UK	B072	TT01	Freehold	Land. Broadcloth. Ransom strip at end of road.		577633	135439	N
Non-Operational De Minimus Land	Footpath Between, 37-41, Turner Avenue, Cranbrook, Kent, TN17 3BX, UK	B079	TT01	Freehold	Land. Turner Avenue. Small ransom strip off of Wilsons land.		577723	135415	N
Non-Operational De Minimus Land	Land Adjacent To, 8 The Limes, The Street, Frittenden, Cranbrook, Kent, TN17 2DL, UK	B081	TT01	Freehold	Land. The Street, Frittenden.		581456	140960	N
Non-Operational De Minimus Land	Road And Footpath, Frythe Way, Cranbrook, Kent, TN17 3AR, UK	B082	TT01	Freehold	Land. Frythe Way. Including roads and footpaths.	10000063933	577804	135680	N
Non-Operational De Minimus Land	Road And Footpath, Lurkins Rise, Goudhurst, Cranbrook, Kent, TN17 1ED, UK	B083	TT01	Freehold	Land. Lurkins Rise. Including road and footpath.	10008668075	571905	137473	N
Non-Operational De Minimus Land	Land Adjacent To, Lilac Cottage, Hartley Road, Cranbrook, Kent, TN17 3QP, UK	B085	TT01	Freehold	Land. Hartley Road. Verge fronting cottage.		576219	135111	N
Non-Operational De Minimus Land	Land At, Mount Pleasant, Paddock Wood, Tonbridge, Kent, TN12 6AG, UK	B090	TT01	Freehold	Land. Mount Pleasant. Part road, part garden, part footpath.		566791	145072	N
Non-Operational De Minimus Land	Land At, Grange Road, Rusthall, Tunbridge Wells, Kent, TN4 8PT, UK	B099	TT01	Freehold	Land. Grange Road.	10000064304	556759	139937	N
Non-Operational De Minimus Land	Land Adjacent To, 39, Albert Street, Tunbridge Wells, Kent, TN1 2QH, UK	B100	TT01	Freehold	Land. Albert Street. Verge adjacent to property and four small pieces of land.		558733	139889	N
Non-Operational De Minimus Land	Land Fronting, 8 & 10, Dornden Drive, Langton Green, Tunbridge Wells, Kent, TN3 0AB, UK	B104	TT01	Freehold	Land. Dornden Drive. Strip of land fronting 8 & 10.		555675	139170	N
Non-Operational De Minimus Land	Land Opposite, 49, Birling Road, Tunbridge Wells, Kent, TN2 5LY, UK	B105	TT01	Freehold	Land. Birling Road. Triangle of land maintainable as verge by TWBC.		558946	137895	N
Non-Operational De Minimus Land	Land At, 1 Brook Cottages, Town Hill, Lamberhurst, Tunbridge Wells, Kent, TN3 8EN, UK	B106	TT01	Freehold	Land. Town Hill. Triangle of land fronting number 1.		567455	136061	N
Non-Operational De Minimus Land	Land To Rear Of, 18, Redleaf Close, Tunbridge Wells, Kent, TN2 3UD, UK	B107	TT01	Freehold	Land. Redleaf Close. Large area of land with trees and culvert.		559616	140734	N
Non-Operational De Minimus Land	Grass Area At, Herons Way, Pembury, Tunbridge Wells, Kent, TN2 4DW, UK	B108	TT01	Freehold	Land. Herons Way. Grass verge with tree stump. Including pieces of land in front of 20, 41, & 51.		563164	141820	N
Non-Operational De Minimus Land	Land Fronting, 45270, Banner Farm Road, Tunbridge Wells, Kent, TN2 5EA, UK	B109	TT01	Freehold	Land. Banner Farm Road. Part highway / footpath / grass verge.		558939	138736	N
Non-Operational De Minimus Land	Land At, 98, Queens Road, Tunbridge Wells, Kent, TN4 9JU, UK	B118	TT01	Freehold	Land. Queens Road. Verge fronting 98.		558877	140707	N
Non-Operational De Minimus Land	Land On Corner Of, Upper Grosvenor Road, Tunbridge Wells, Kent, TN1 2EX, UK	B120	TT01	Freehold	Land. Upper Grosvenor Road. Triangle of land on corner of Upper Grosvenor and Grosvenor Bridge.		558815	140486	N
Non-Operational De Minimus Land	Land At, 35, Mount Pleasant, Paddock Wood, Tonbridge, Kent, TN12 6AH, UK	B124	TT01	Freehold	Land. Mount Pleasant. Pavement fronting 35.		566612	145025	N
Non-Operational De Minimus Land	Land To Rear Of, 1 & 2 Hope Cottages, St Johns Road, Tunbridge Wells, Kent, TN4 9TS, UK	B128	TT01	Freehold	Land. St Johns Road. Land to rear of 1 & 2 Hope Cottages. Right of way tinted brown on title plan.		558191	140379	N
Non-Operational De Minimus Land	Road At, Common View, Rusthall, Tunbridge Wells, Kent, TN4 8RG, UK	B131	TT01	Freehold	Road. Common View. Including parking spaces.	10008668223	556141	139575	N
Non-Operational De Minimus Land	Land Opposite, Carolyn, Balcombes Hill, Goudhurst, Cranbrook, Kent, TN17 1AT, UK	B137	TT01	Freehold	Land. Balcombes Hill. Part of footpath opposite Carolyn.		572131	137554	N
Non-Operational De Minimus Land	Road And Footpath, Leybourne Dell, Beneden, Cranbrook, Kent, TN17 4EA, UK	C026	TT01	Freehold	Road. Leybourne Dell. Including footpaths and parking.	10008668132	581232	132811	N

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Non-Operational De Minimus Land	Five Ways, Mount Pleasant Road, Tunbridge Wells, Kent, TN1 1QR, UK	E023	TT01	Freehold	Land. Five Ways. Public open space and paved area with Millennium clocktower.	10008670377	558464	139681	N
Non-Operational De Minimus Land	Monitoring Station, St Johns Road, Tunbridge Wells, Kent, TN4 9XE, UK	E025	TT02	Leasehold	Land. St Johns Road. Monitoring station. TWBC own the structure but this is not TWBC owned land that the structure resides on.		558247	141600	N
Non-Operational De Minimus Land	Footpath To Rear Of, 15-25, Salisbury Road, Southborough, Tunbridge Wells, Kent, TN4 9DJ, UK	F001	TT01	Freehold	Footpath. Salisbury Road. Concrete driveway to garages.		559123	141834	N
Non-Operational De Minimus Land	Footpath To Rear Of, 1-5 Silverden Cottages, Silverden Lane, Sandhurst, Cranbrook, Kent, TN18 5LU, UK	F002	TT01	Freehold	Footpath. Silverden Lane. Footpath to rear of 1-5 and verge fronting 1.		578799	127702	N
Non-Operational De Minimus Land	Footpath Leading To, The Ridings, Paddock Wood, Tonbridge, Kent, TN12 6YB, UK	F003	TT01	Freehold	Footpath. The Ridings. Footpath from car park at end of The Ridings to rear of houses in Le Temple Road.		567490	145044	N
Non-Operational De Minimus Land	Road And Footpath, Basden Cottages, Hawkhurst, Cranbrook, Kent, TN18 4EB, UK	F008	TT01	Freehold	Footpath. Basden Cottages. Including steps.		576243	130925	N
Non-Operational De Minimus Land	Land Adjacent To, 41, George Street, Tunbridge Wells, Kent, TN2 4SR, UK	F009	TT01	Freehold	Footpath. George Street. Including seats and grass area.	10024137687	559207	139207	N
Non-Operational De Minimus Land	Footpath From, The Hill To, Doctor Hopes Road, Cranbrook, Kent, TN17 3AD, UK	F010	TT01	Freehold	Footpath. Doctor Hopes Road.		577823	135898	N
Non-Operational De Minimus Land	Road At, Park Cottages, Hawkhurst, Cranbrook, Kent, TN18 4HN, UK	F015	TT01	Freehold	Footpath. Park Cottages.	10000072374	576328	130715	N
Non-Operational De Minimus Land	Land At, Tanyard Lane, Southborough, Tunbridge Wells, Kent, TN4 0QU, UK	F021	TT01	Freehold	Footpath. Tanyard Lane. Poor condition, public right of way no. 0234/WS23/1.	10024136664	557722	142360	N
Non-Operational De Minimus Land	Footpath Adjacent To, Rammell Playing Field, Bakers Cross, Cranbrook, Kent, TN17 3BQ, UK	F022	TT01	Freehold	Footpath. Bakers Cross.		577935	135811	N
Non-Operational De Minimus Land	Land Opposite, 35-39, Calverley Street, Tunbridge Wells, Kent, TN1 2XD, UK	F024	TT01	Freehold	Footpath. Calverley Street.		558765	139668	N
Non-Operational De Minimus Land	Footpath, Wellington Cottages, Hawkhurst, Cranbrook, Kent, TN18 5EL, UK	F025	TT01	Freehold	Footpath. Wellington Cottages. Footpath to rear of cottages, public right of way WC172.		575507	131764	N
Non-Operational De Minimus Land	Footpath To Rear Of, 66, Victoria Road, Tunbridge Wells, Kent, TN1 2PW, UK	F027	TT01	Freehold	Footpath. Victoria Road.		558632	139833	N
Non-Operational De Minimus Land	Footpath To Rear Of, 20, Liptraps Lane, Tunbridge Wells, Kent, TN2 3AA, UK	F029	TT01	Freehold	Footpath. Liptraps Lane.		559868	141364	N
Non-Operational De Minimus Land	Land Fronting, 2-3 Weald View, Pearsons Green Road, Brenchley, Tonbridge, Kent, TN12 7DA, UK	F030	TT01	Freehold	Footpath. Pearsons Green Road.		569139	142427	N
Non-Operational De Minimus Land	Footpath Fronting, 1-12 The Beeches, Horns Road, Hawkhurst, Cranbrook, Kent, TN18 4QJ, UK	F031	TT01	Freehold	Footpath. Horns Road.		575274	129526	N
Non-Operational De Minimus Land	Land Fronting, 70-78, Rusthall High Street, Rusthall, Tunbridge Wells, Kent, TN4 8SG, UK	F032	TT01	Freehold	Footpath. Rusthall High Street.		555920	139784	N
Non-Operational De Minimus Land	Footpath At, Sandhurst Park, Tunbridge Wells, Kent, TN2 3SY, UK	F033	TT01	Freehold	Footpath. Sandhrust Park. Part of public right of way WB57.		559442	140915	N
Non-Operational De Minimus Land	Land At, Chestnut Close, Frittenden, Cranbrook, Kent, TN17 2DE, UK	F034	TT01	Freehold	Footpath. Chestnut Close.		581261	140843	N
Non-Operational De Minimus Land	Footpath Adjacent To, 17, Old Kent Road, Paddock Wood, Tonbridge, Kent, TN12 6JA, UK	F035	TT01	Freehold	Footpath. Old Kent Road. Footpath is public right of way.		567204	145044	N
Non-Operational De Minimus Land	Footpath To Rear Of, 70-72, Victoria Road, Tunbridge Wells, Kent, TN1 2PW, UK	F037	TT01	Freehold	Footpath. Victoria Road.		558622	139834	N
Non-Operational De Minimus Land	Footpath To Rear Of, 50, Norman Road, Tunbridge Wells, Kent, TN1 2RT, UK	F043	TT01	Freehold	Footpath. Norman Road.		558833	140041	N
Non-Operational De Minimus Land	Land Fronting, 59A-61, St Johns Road, Tunbridge Wells, Kent, TN4 9TT, UK	F045	TT01	Freehold	Footpath. St Johns Road.		558199	140421	N
Non-Operational De Minimus Land	Land To South Of, Mount Pleasant, Paddock Wood, Tonbridge, Kent, TN12 6UL, UK	F046	TT01	Freehold	Footpath. Mount Pleasant. Four small pieces of footpath at Keyworth Close and Northdown Close.		566587	144952	N

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Non-Operational De Minimus Land	Footpath At, Hawkenbury Road, Tunbridge Wells, Kent, TN2 5BJ, UK	F047	TT01	Freehold	Footpath. Hawkenbury Road.				N
Non-Operational De Minimus Land	Footpath To Rear Of, 25-31, Monson Road, Tunbridge Wells, Kent, TN1 1LS, UK	F048	TT01	Freehold	Footpath. Monson Road. Footpath at rear of 25-31.		558606	139515	N
Non-Operational De Minimus Land	Footpath From, 149 Forest Road To, Benhall Mill Road, Tunbridge Wells, Kent, TN2 5EX, UK	F049	TT01	Freehold	Footpath. Benhall Mill Road. Public dirt track. Public right of way WB49.		559248	138144	N
Non-Operational De Minimus Land	Land At, Napier Road, Tunbridge Wells, Kent, TN2 5AT, UK	L041	TT01	Freehold	Land. Napier Road. Land licensed as garden extension.				N
Non-Operational De Minimus Land	Land Adjacent To, Grange Road Allotments, Wickham Gardens, Rusthall, Tunbridge Wells, Kent, TN4 8TD, UK	M004	TT01	Freehold	Land. Wickham Gardens. Adjacent to allotments. Cultivated allotments fenced with gate, transferred to Rusthall Parish Council.		556687	139979	N
Non-Operational De Minimus Land	Sandhurst Avenue, Pembury, Tunbridge Wells, Kent, TN2 4JZ, UK	R001	TT01	Freehold	Road. Sandhurst Avenue.	10008668237	563424	140484	N
Non-Operational De Minimus Land	Part Of, Lomas Lane, Sandhurst, Cranbrook, Kent, TN18 5PU, UK	R002	TT01	Freehold	Road. Lomas Lane.	10008668102	581487	128055	N
Non-Operational De Minimus Land	Winstone Scott Avenue, Langton Green, Tunbridge Wells, Kent, TN3 0JJ, UK	R003	TT01	Freehold	Road. Winstone Scott Avenue.	10008670157	554351	139579	N
Non-Operational De Minimus Land	Access Road Off, Northfields, Speldhurst, Tunbridge Wells, Kent, TN3 0PN, UK	R005	TT01	Freehold	Road. Northfields. Access road.		555243	141581	N
Non-Operational De Minimus Land	Road And Footpath, Blakeway, Tunbridge Wells, Kent, TN2 3DF, UK	R007	TT01	Freehold	Road. Blakeway. Roadway and triangle of land with footpath.	10008668114	559567	141168	N
Non-Operational De Minimus Land	Part Of Road, Causton Road, Cranbrook, Kent, TN17 3ES, UK	R008	TT01	Freehold	Road. Causton Road. Road is a public right of way WC368.	10000064016	577354	136066	N
Non-Operational De Minimus Land	The Glebe, Bidborough, Tunbridge Wells, Kent, TN3 0UR, UK	R011	TT01	Freehold	Road. The Glebe.	10008668965	556503	143431	N
Non-Operational De Minimus Land	Land At, Sychem Place, Five Oak Green, Tonbridge, Kent, TN12 6TR, UK	R012	TT01	Freehold	Road. Sychem Place.		564318	144862	N
Non-Operational De Minimus Land	Bowls Place, Paddock Wood, Tonbridge, Kent, TN12 6HX, UK	R013	TT01	Freehold	Road. Bowls Place.	10008668775	567187	145078	N
Non-Operational De Minimus Land	Road And Footpath, Elmhurst Avenue, Pembury, Tunbridge Wells, Kent, TN2 4DA, UK	R014	TT01	Freehold	Road. Elmhurst Avenue. Footpath is public right of way WT220.	10008668407	562951	142052	N
Non-Operational De Minimus Land	Henwoods Mount, Pembury, Tunbridge Wells, Kent, TN2 4BH, UK	R015	TT01	Freehold	Road. Henwoods Mount.	10008668402	563351	140585	N
Non-Operational De Minimus Land	Larkfield, Five Oak Green, Tonbridge, Kent, TN12 6TG, UK	R016	TT01	Freehold	Road. Larkfield.	10008669191	564443	145306	N
Non-Operational De Minimus Land	Gibbetts, Langton Green, Tunbridge Wells, Kent, TN3 0DG, UK	R017	TT01	Freehold	Road. Gibbetts.	10008668755	554994	139396	N
Non-Operational De Minimus Land	Gipps Cross Lane, Langton Green, Tunbridge Wells, Kent, TN3 0DH, UK	R018	TT01	Freehold	Road. Gipps Cross Lane.	10008668756	554945	139292	N
Non-Operational De Minimus Land	Road And Footpath, Falmouth Place, Five Oak Green, Tonbridge, Kent, TN12 6RD, UK	R021	TT01	Freehold	Road. Falmouth Place.	10008668862	565015	145266	N
Non-Operational De Minimus Land	Right Of Way From, Hastings Road through Chalket Lane, Pembury, Tunbridge Wells, Kent, TN2 4AA, UK	R025	TT05	Right of Way	Road. Hastings Road. Vehicle access. Over A21 / path through fields. Right of way only.		562608	140234	N
Non-Operational De Minimus Land	Courthope, Paddock Wood, Tonbridge, Kent, TN12 6JQ, UK	R026	TT01	Freehold	Road. Courthope. Part of road adjacent to MacDonald Court.	10008668579	567164	144846	N
Non-Operational De Minimus Land	Swifts View, Cranbrook, Kent, TN17 2EX, UK	R027	TT01	Freehold	Road. Swifts View. Roads and footpath with steps including Swift View, Quaker Drive, and Angley Walk.		577795	136810	N
Non-Operational De Minimus Land	Sandhurst Close, Sandhurst, Cranbrook, Kent, TN18 5LJ, UK	R029	TT01	Freehold	Road. Sandhurst Close.	10000066340	579128	127831	N
Non-Operational De Minimus Land	Part Of, Caley Road, Tunbridge Wells, Kent, TN2 3BN, UK	R031	TT01	Freehold	Road. Caley Road.	10000064324	559871	141414	N
Non-Operational De Minimus Land	Wiltshire Way, Tunbridge Wells, Kent, TN2 3DD, UK	R032	TT01	Freehold	Road. Wiltshire Way.	10008668113	559796	141351	N
Non-Operational De Minimus Land	Land Adjacent To, 58, Liptraps Lane, Tunbridge Wells, Kent, TN2 3AA, UK	R033	TT01	Freehold	Road. Liptraps Lane. Rectangular piece of land fronting the access to 46-48 Liptraps Lane.		559853	141197	N
Non-Operational De Minimus Land	Land At, Broadwater Lane, Tunbridge Wells, Kent, TN2 5QG, UK	R034	TT01	Freehold	Road. Broadwater Lane. Part road and footpath fronting Cobbetts Ride and footpath to rear of number 31.		557690	138178	N
Non-Operational De Minimus Land	Orchard Close, Horsmonden, Tonbridge, Kent, TN12 8LU, UK	R035	TT01	Freehold	Road. Orchard Close.	10008668290	569824	140654	N
Non-Operational De Minimus Land	Wise Acre, Lamberhurst, Tunbridge Wells, Kent, TN3 8HL, UK	R036	TT01	Freehold	Road. Wise Acre.	10000064317	567252	135119	N
Non-Operational De Minimus Land	Oakfields, Beneden, Cranbrook, Kent, TN17 4HD, UK	R037	TT01	Freehold	Road. Oakfields. Access road.	10000065117	580521	131773	N

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Non-Operational De Minimus Land	Orchard Crescent, Horsmonden, Tonbridge, Kent, TN12 8LG, UK	R040	TT01	Freehold	Road. Orchard Crescent.	10008669039	570325	140681	N
Non-Operational De Minimus Land	Clavadel Road, Paddock Wood, Tonbridge, Kent, TN12 6EW, UK	R041	TT01	Freehold	Road. Clavadel Road. Sections of road.	10008668577	567052	145040	N
Non-Operational De Minimus Land	Land Fronting, Priplan House 11-12, Crescent Road, Tunbridge Wells, Kent, TN1 2LU, UK	R042	TT01	Freehold	Road. Crescent Road. Area of footpath and road fronting Priplan House.		558610	139414	N
Non-Operational De Minimus Land	Land At, Lansdowne Square, Tunbridge Wells, Kent, TN1 2NF, UK	R044	TT01	Freehold	Road. Lansdowne Sqaure. Strip of land crossing either side of Lansdowne Square.		558837	139552	N
Non-Operational De Minimus Land	Land On Corner Of, Eridge Road & Broadwater Lane, Tunbridge Wells, Kent, TN2 5RT, UK	R045	TT01	Freehold	Road. Eridge Road. Strip of land adjacent to 1-6 Eridge Court.		557609	138461	N
Non-Operational De Minimus Land	Road And Footpath At, Granary, Paddock Wood, Tonbridge, Kent, TN12 6HJ, UK	R046	TT01	Freehold	Road. Granary.	10008668581	567535	144800	N
Non-Operational De Minimus Land	Land On Corner Of, Camden Road & Garden Street, Tunbridge Wells, Kent, TN1 2PT, UK	R048	TT01	Freehold	Road. Camden Road. Part of road and pavement for Camden Road and Garden Street.		558705	139665	N
Non-Operational De Minimus Land	Land Fronting, Tunbridge Wells Fire Station, Grove Hill Road, Tunbridge Wells, Kent, TN1 1SD, UK	R049	TT01	Freehold	Road. Grove Hill Road. Strip of land fronting the fire station.		558734	139076	N
Non-Operational De Minimus Land	Road And Land, Greenfield Close, Rusthall, Tunbridge Wells, Kent, TN4 8TS, UK	R054	TT01	Freehold	Road. Greenfield Close.	10008668847	556172	140158	N
Non-Operational De Minimus Land	Land At, Lampington Row, Langton Green, Tunbridge Wells, Kent, TN3 0JG, UK	R055	TT01	Freehold	Land. Lampington Row. Including road and verge.				N
Non-Operational De Minimus Land	Road And Verge At, 19, Campion Crescent, Cranbrook, Kent, TN17 3QJ, UK	R056	TT01	Freehold	Road. Campion Crescent. Part of road and verge adjacent to number 19.		576041	134914	N
Non-Operational De Minimus Land	Hawkenbury Close, Tunbridge Wells, Kent, TN2 5BL, UK	R057	TT01	Freehold	Road. Hawkenbury Close. Including footpaths and large amenity area.	10000064313	559674	138531	N
Non-Operational De Minimus Land	Down Avenue, Lamberhurst, Tunbridge Wells, Kent, TN3 8HR, UK	R058	TT01	Freehold	Road. Down Avenue.	10000064319	567410	135488	N
Non-Operational De Minimus Land	Gunlands, Horsmonden, Tonbridge, Kent, TN12 8NG, UK	R059	TT01	Freehold	Road. Gunlands. Grass verge area and part of road.	10000063969	570236	140839	N
Non-Operational De Minimus Land	Sweeps Hill Close, Pembury, Tunbridge Wells, Kent, TN2 4LT, UK	R060	TT01	Freehold	Road. Sweeps Hill Close.	10008668166	562951	141063	N
Non-Operational De Minimus Land	North Farm Lane, Tunbridge Wells, Kent, UK	R063			Road. North Farm Lane.	10008668115			N
Non-Operational De Minimus Land	Grass Areas On Corner Of, London Road & Lime Hill Road, Tunbridge Wells, Kent, TN1 1EA, UK	V002	TT01	Freehold	Verge. London Road. Corners of land on London Road.				N
Non-Operational De Minimus Land	Grass Verge Adjacent To, 1 Sussex View, Ramslye Road, Tunbridge Wells, Kent, TN4 8LR, UK	V006	TT01	Freehold	Verge. Ramslye Road.		557200	137867	N
Non-Operational De Minimus Land	Grass Area Opposite, Beechwood Cottage, Halls Hole Road, Tunbridge Wells, Kent, TN2 4RD, UK	V008	TT01	Freehold	Verge. Halls Hole Road. Large grass verge.		560284	139796	N
Non-Operational De Minimus Land	Grass Area Fronting, 106, Forest Road, Tunbridge Wells, Kent, TN2 5BE, UK	V009	TT01	Freehold	Verge. Forest Road.		559535	138521	N
Non-Operational De Minimus Land	Verges At, Gibbet Lane, Horsmonden, Tonbridge, Kent, TN12 8NA, UK	V012	TT01	Freehold	Verge. Gibbet Lane. Verges fronting nos. 1, 3, 5, and 7 Gibbet Lane.		570008	140785	N
Non-Operational De Minimus Land	Land Adjacent To, The Old Coach House, Manor Close, Tunbridge Wells, Kent, TN4 8YB, UK	V013	TT01	Freehold	Verge. Manor Close.		557488	139509	N
Non-Operational De Minimus Land	Grass Verge Opposite, Church Of King Charles The Martyr, London Road, Tunbridge Wells, Kent, TN1 1YX, UK	V014	TT01	Freehold	Verge. London Road. Part of grass bank including cold bath. Land is common land maintainableby the Commons Conservators.		558156	138832	N
Non-Operational De Minimus Land	Land Opposite, 198, Silverdale Road, Tunbridge Wells, Kent, TN4 9HT, UK	V015	TT01	Freehold	Verge. Silverdale Road. Wooded bank between road and railway.		559202	141069	N
Non-Operational De Minimus Land									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Non-Operational Land	Land On Corner Of, Apple Tree Lane, Tunbridge Wells, Kent, TN2 3BT, UK	B006	TT01	Freehold	Land. Apple Tree Lane. Piece of land within fence.		559930	141585	N
Non-Operational Land	Land To Rear Of, Sychem Place, Sychem Lane, Five Oak Green, Tonbridge, Kent, TN12 6TR, UK	B010	TT01	Freehold	Land. Sychem Place. Area of land accessed by dirt track.		564198	144937	N
Non-Operational Land	Land On Corner Of, Birch Close, Matfield, Tonbridge, Kent, TN12 7JL, UK	B015	TT01	Freehold	Land. Birch Close. Area of land on corner with Chestnut Lane.		565962	142175	N
Non-Operational Land	Street Record, Pullington Cottages, Benenden, Cranbrook, Kent, UK	B035	TT01	Freehold	Pullington Cottages. Grass area with road and parking. Part of road has been adopted.	10000064912	581318	132699	N
Non-Operational Land	Footpath To Rear Of, 38, Goods Station Road, Tunbridge Wells, Kent, TN1 2DB, UK	B077	TT01	Freehold	Land. Goods Station Road. TWBC has right of way over remaining part of footpath.		558661	139851	N
Non-Operational Land	Land Adjacent To, 15, Parsonage Road, Rusthall, Tunbridge Wells, Kent, TN4 8TA, UK	B122	TT01	Freehold	Land. Parsonage Road.		555976	140081	N
Non-Operational Land	Pumping Station, Cleeve Avenue, Tunbridge Wells, Kent, TN2 4TY, UK	B127	TT01	Freehold	Land. Cleeve Avenue. Pumping station.	10024137196	560007	138797	N
Non-Operational Land	Footpath Adjacent To, Tunbridge Wells Sports Centre, St Johns Road, Tunbridge Wells, Kent, TN4 9TX, UK	B129	TT01	Freehold	Land. St Johns Road. Footpath adjacent to Tunbridge Wells Sports Centre car park.		558210	141391	N
Non-Operational Land	Land To Rear Of, St. Stephen's Court, Stanley Road, Tunbridge Wells, Kent, TN1 2RN, UK	B132	TT01	Freehold	Land. Stanley Road. Pieces of land near St Barnabas' Church.		558883	140179	N
Non-Operational Land	Land Along, Langton Road, Langton Green, Tunbridge Wells, Kent, TN4 8XD, UK	B134	TT01	Freehold	Land. Langton Road. Two small pieces of land.		556706	139341	N
Non-Operational Land	Former Caravan Site, North Farm Lane, Tunbridge Wells, Kent, TN2 3EE, UK	B136	TT01	Freehold	Land. North Farm Lane. Former Council Caravan Site. Site for potential development.	10008663648	560264	142609	N
Non-Operational Land	Road At, Wickham Gardens, Rusthall, Tunbridge Wells, Kent, TN4 8TD, UK	C025	TT01	Freehold	Road. Wickham Gardens.		556545	140042	N
Non-Operational Land	Footpath Between, 31 & 48, Oakfield Road, Matfield, Tonbridge, Kent, TN12 7LB, UK	F006	TT01	Freehold	Footpath. Oakfield Road.		565984	141551	N
Non-Operational Land	Footpath, Fremlin Close, Rusthall, Tunbridge Wells, Kent, TN4 8SF, UK	F036	TT01	Freehold	Footpath. Fremlin Close.	10090055090	555828	139936	N
Non-Operational Land	Footpath Between, Dorothy Avenue & Kirby Close, Cranbrook, Kent, TN17 3AY, UK	F039	TT01	Freehold	Footpath. Dorothy Avenue.	10090054175	577925	135600	N
Non-Operational Land	Land At, North Farm Road, Tunbridge Wells, Kent, TN2 3DR, UK	F040	TT01	Freehold	Footpath. North Farm Road.		559556	141687	N
Non-Operational Land	Land Adjacent To, 71, Beagles Wood Road, Pembury, Tunbridge Wells, Kent, TN2 4HZ, UK	F041	TT01	Freehold	Footpath. Beagles Wood Road. Two pieces of land.		563074	141330	N
Non-Operational Land	Land At, Barnetts Way, Southborough, Tunbridge Wells, Kent, TN4 9DW, UK	F042	TT01	Freehold	Footpath. Barnetts Way.		559295	141996	N
Non-Operational Land	Footpath To Rear Of, 25, Kirkdale Road, Tunbridge Wells, Kent, TN1 2SB, UK	F044	TT01	Freehold	Footpath. Kirkdale Road.		558771	139923	N
Non-Operational Land	Grass Area Rear Of, 42-60, Hawkenbury Road, Tunbridge Wells, Kent, TN2 5BW, UK	L038	TT01	Freehold	Land. Hawkenbury Road.		559803	138392	N
Non-Operational Land	Farmcombe Road Open Space, Farmcombe Road, Tunbridge Wells, Kent, TN2 5DN, UK	L042	TT01	Freehold	Land. Farmcombe Road. Public recreation ground.		559344	138301	N
Non-Operational Land	Julian Hewitt Recreation Ground, Cavendish Drive, Tunbridge Wells, Kent, TN2 5DU, UK	L043	TT01	Freehold	Land. Cavendish Drive. Grass recreation area with play equipment.	10000068615	558995	138566	N
Non-Operational Land	Play Area, Huntleys Park, Tunbridge Wells, Kent, TN4 9TD, UK	L047	TT01	Freehold	Land. Huntleys Park. Recreation area.	10000068653	557634	140504	N
Non-Operational Land	B2160, Matfield, Tonbridge, Kent, TN127LH, UK	L049	TT01	Freehold	St Luke's Churchyard. TWBC responsible for grounds maintenance and boundary repair.	10000066149			N
Non-Operational Land	Land At, Southfields, Speldhurst, Tunbridge Wells, Kent, TN3 OPD, UK	R019	TT01	Freehold	Road. Southfields.				N
Non-Operational Land	Part Of, Vale Avenue, Tunbridge Wells, Kent, TN1 1BT, UK	R038	TT01	Freehold	Road. Vale Avenue.	10000063929	558299	139196	N

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Non-Operational Land	Road And Footpath, Kirby Close, Cranbrook, Kent, TN17 3DE, UK	R047	TT01	Freehold	Road. Kirby Close.	10000063945	557859	135598	N
Non-Operational Land	Barnetts Close, Southborough, Tunbridge Wells, Kent, TN4 9YH, UK	R051	TT01	Freehold	Road. Barnetts Close.	10008668061	559254	142047	N
Non-Operational Land	Frythe Close, Cranbrook, Kent, TN17 3AX, UK	R053	TT01	Freehold	Road. Frythe Close.	10000063934	577895	135673	N
Non-Operational Land		R062	TT01	Freehold	Road. Monson Way.	10000064389			N
Non-Operational Land	Land At, Snipe Wood, Romford Road, Pembury, Tunbridge Wells, Kent, TN2 4BB, UK	W001	TT01	Freehold	Wood. Romford Road.	10000072227	564091	141628	N
Non-Operational Land	Part Of, High Wood, High Woods Lane, Tunbridge Wells, Kent, TN3 9AA, UK	W003	TT01	Freehold	Wood. High Woods Lane.	10024137214	560591	138699	N
Non-Operational Land	Barnetts Wood, Blackthorn Avenue, Southborough, Tunbridge Wells, Kent, TN4 9YG, UK	W004	TT01	Freehold	Wood. Blackthorn Avenue. Including buffer zone.	10008669808	559463	142249	N
Non-Operational Land	Land Adjacent To, Pembury Road, Tunbridge Wells, Kent, TN2 3QD, UK	W005	TT01	Freehold	Wood. Pembury Road. Band of wooded area on fringe of estate.		560172	140055	N
Non-Operational Land	Marshleyharbour Wood, Tonbridge Road, Pembury, Tunbridge Wells, Kent, TN2 4QL, UK	W007	TT01	Freehold	Wood. Tonbridge Road.	10008670026	561850	141384	N
Non-Operational Land									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Allotments	Allotments, Sandhurst Road, Tunbridge Wells, Kent, TN2 3TD, UK	M001	TT01	Freehold	Sandhurst Road allotments. Functional allotments.	10000068636	559690	141023	N
Operational Allotments	Allotments, Southwood Road, Rusthall, Tunbridge Wells, Kent, TN4 8UU, UK	M003	TT01	Freehold	Southwood Road allotments. Cultivated allotment gardens. Transferred to Rusthall Parish Council.	10000068637	555802	140204	N
Operational Allotments	Ferrars Allotments, Cornford Lane, Tunbridge Wells, Kent, TN2 4QY, UK	M006	TT01	Freehold	Cornford Lane allotments. Functional allotments.	10000068638	560498	139884	N
Operational Allotments	Allotments, Eridge Road, Tunbridge Wells, Kent, TN4 8HS, UK	M007	TT01	Freehold	Eridge Road allotments. Functional allotments.	10000068631	557235	137820	N
Operational Allotments	Hawkenbury Allotments, Halls Hole Road, Tunbridge Wells, Kent, TN2 4TU, UK	M008	TT01	Freehold	Hawkenbury allotments. Functional allotments.	10000065217	560029	139009	N
Operational Allotments	Allotments at Hilbert Recreation Ground, Hilbert Road, Tunbridge Wells, Kent, TN1 2LN, UK	M010	TT01	Freehold	Hilbert Recreation Ground allotments. Functional allotments.	10000068633	559348	140460	N
Operational Allotments	Charity Farm Allotments, King George V Hill, Tunbridge Wells, Kent, TN1 2LG, UK	M011	TT01	Freehold	Charity Farm allotments. Functional allotments.	10000068634	559335	140333	N
Operational Allotments	Allotments, Hilbert Road, Tunbridge Wells, Kent, TN2 3SA, UK	M012	TT01	Freehold	Hilbert Road allotments. Functional allotments.	10000068641	559521	140318	N
Operational Allotments	Allotments, Reynolds Lane, Tunbridge Wells, Kent, TN4 9XN, UK	M013	TT01	Freehold	Reynolds Lane allotments. Functional allotments.	10000068635	557881	140697	N
Operational Allotments	Allotments, Cunningham Road, Royal Tunbridge Wells, Kent, UK	M016	TT01	Freehold	Cunningham Road allotments. Play Area and Allotments at St Johns Church of England Primary School.	10000068630	558714	141393	N
Operational Allotments	Allotments, Merrion Way, Tunbridge Wells, Kent, TN4 9JL, UK	M017	TT01	Freehold	Merrion Way allotments. Functional allotments.	10008668696	558812	141148	N
Operational Allotments	Barnetts Wood Allotments, Andrew Road, Southborough, Tunbridge Wells, Kent, TN4 9DN, UK	M018	TT01	Freehold	Barnetts Wood allotments. Functional allotments.	10000068629	559168	141736	N
Operational Allotments									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Car Parks	Crescent Road Multi Story Car Park, Crescent Road, Royal Tunbridge Wells, Kent, UK	C001	TT01	Freehold	Crescent Road Car Park. Multi Storey Car Park.	10008668493	558647	139480	N
Operational Car Parks	Car Park, Meadow Road, Royal Tunbridge Wells, Kent, UK	C002	TT01	Freehold	Meadow Road Car Park. Pay And Display Car Park, Multi Storey. Subject to lease with British Land.	10000072902	558469	139843	N
Operational Car Parks	Town Hall Yard Car Park, Monson Way, Royal Tunbridge Wells, Kent, UK	C003	TT01	Freehold	Town Hall Yard Car Park. Private Car Park. Multi Storey. Top floor leased to Town & Country Housing Group.	10000065329	558589	139496	N
Operational Car Parks	Great Hall Car Park, Mount Pleasant Road, Royal Tunbridge Wells, Kent, UK	C004	TT01	Freehold	Great Hall Car Park. Public Car Park. Pay And Display.	10000068613	558545	139216	N
Operational Car Parks	Torrington Car Park, Vale Road, Royal Tunbridge Wells, Kent, TN1 1BT, UK	C005	TT01	Freehold	Torrington Car Park. Public Car Park. Multi Storey.	10000065824	558382	139206	N
Operational Car Parks	Car Park, Linden Park Road, Royal Tunbridge Wells, Kent, UK	C006	TT01	Freehold	Linden Park Road Car Park. Part Underground. Pay And Display Car Park Next To Sussex Mews.	10000068090	558112	138634	N
Operational Car Parks	Car Park, John Street, Royal Tunbridge Wells, Kent, UK	C007	TT01	Freehold	John Street Car Park. Surface Pay and Display Car Park.	10000068089	558154	140424	N
Operational Car Parks	Car Park, The Tanyard, Cranbrook, Kent, UK	C008	TT01	Freehold	The Tanyard Car Park. Free Public Surface Car Park. Leased to Cranbrook and Sissinghurst Parish Council.	10008667859	577766	135968	N
Operational Car Parks	Car Park, Beech Street, Royal Tunbridge Wells, Kent, UK	C010	TT01	Freehold	Beech Street Car Park. Tarmac Surface Pay And Display Car Park.	10000068611	558843	140008	N
Operational Car Parks	Car Parks, Stone Street, Tunbridge Wells, Kent, TN1 2RE, UK	C011	TT01	Freehold	23 Stone Street and between 24 and 28 Stone Street Car Parks. Surface Car Parks. Permit Holders only.		558924	139943	N
Operational Car Parks	Car Park, Camden Road, Royal Tunbridge Wells, Kent, UK	C012	TT01	Freehold	Camden Road Car Park. Tarmac Surface Short Stay Pay And Display Car Park.	10000068614	558933	139992	N
Operational Car Parks	Car Park, Warwick Road, Royal Tunbridge Wells, Kent, UK	C013	TT01	Freehold	Warwick Road Car Park. Surface Car Park. Permit Holders only.	10008670495	558386	138926	N
Operational Car Parks	Car Park, Little Mount Sion, Royal Tunbridge Wells, Kent, UK	C014	TT01	Freehold	Little Mount Sion Car Park. Pay And Display Surface Car Park.	10000066513	558375	138885	N
Operational Car Parks	Car Park And Premises, High Street, Brenchley, Tonbridge, Kent, UK	C015	TT01	Freehold	Brenchley Car Park. Free Surface level Car Park.	10008669397	567894	141764	N
Operational Car Parks	Public Conveniences, High Street, Brenchley, Tonbridge, Kent, TN12 7NQ, UK	C015-B1	TT01	Freehold	Brenchley Car Park WC.				
Operational Car Parks	Public Car Park Adjacent 47, High Brooms Road, Southborough, Tunbridge Wells, Kent, UK	C017	TT01	Freehold	High Brooms Road Surface Car Park. Permit Holders only.	10000067848	559064	141583	N
Operational Car Parks	Car Park, Yew Tree Road, Southborough, Tunbridge Wells, Kent, UK	C018	TT01	Freehold	Yew Tree Road Car Park. Surface Level Pay and Display Car Park.	10000064850	558204	141963	N
Operational Car Parks	Regal Car Park, High Street, Cranbrook, Kent, UK	C019	TT01	Freehold	Regal Car Park. Free Surface Level Public Car Park. Leased to Cranbrook and Sissinghurst Parish Council.	10000068625	577464	135867	N
Operational Car Parks	Car Park, Northgrove Road, Hawkhurst, Cranbrook, Kent, UK	C020	TT01	Freehold	North Grove Road Car Park. Free Surface Level Public Car Park.	10000068092	575967	130646	N
Operational Car Parks	Car Park East, Commercial Road, Paddock Wood, Tonbridge, Kent, UK	C021	TT01	Freehold	Commercial Road East Car Park. Public Pay & Display Surface Level Car Park.	10000068628	567035	145035	N
Operational Car Parks	Public Conveniences, Car Park East, Commercial Road, Paddock Wood, Tonbridge, Kent, TN12 6EN, UK	C021-B1	TT01	Freehold	Commercial Road East Car Park WCs				
Operational Car Parks	Car Park West, Commercial Road, Paddock Wood, Tonbridge, Kent, UK	C022	TT01	Freehold	Commercial Road West Car Park. Public Pay & Display Surface Level Car Park. Boundary hedges maintained by Parish Council.	10008669746	566969	145094	N
Operational Car Parks	Car Park, Mount Pleasant Avenue, Royal Tunbridge Wells, Kent, UK	C028	TT01	Freehold	Mount Pleasant Car Park. Leased Surface Level Car Park To PPP. Pay and Display Parking for the public during weekends.	10000068091	558516	139311	N
Operational Car Parks	Coach Bay, Linden Park Road, Royal Tunbridge Wells, Kent, TN2 5QL, UK	C029	TT01	Freehold	West Station Coach Park. Pay and Display Surface Level Public Car Park.	10000063853	558045	138446	N
Operational Car Parks	1887 The Pantiles, The Potteries, Linden Park Road, Tunbridge Wells, Kent, TN2 5FR, UK	C035	TT02	Leasehold	1887 The Pantiles. Leased car pk. 1 level of multi-storey & surface car park. TWBC responsible for surface & lighting.	10000064248			N

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Car Parks	The Potteries, 18, Linden Park Road, Tunbridge Wells, Kent, TN2 5FR, UK	C035-B1	TT02	Leasehold	Level B2 of The Potteries Multi Storey Car Park				
Operational Car Parks	Car Parking, Carriers Road, Cranbrook, Kent, UK	C036	TT01	Freehold	Carriers Road Car Park. Official area of free car parking, declared Surplus, and unofficial area on corner.	10024137842	577632	136153	N
Operational Car Parks									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Cemeteries	Kent & Sussex Crematorium, Benhall Mill Road, Royal Tunbridge Wells, Kent, TN2 5JJ, UK	L001	TT01	Freehold	Kent and Sussex Crematorium. With Chapel, Offices, Waiting Room, WC's and grounds.	100062554872	559059	137643	N
Operational Cemeteries	Tunbridge Wells Borough Cemetery, Benhall Mill Road, Royal Tunbridge Wells, Kent, UK	L002	TT01	Freehold	Kent and Sussex Cemetery. With Chapel, Lodge, WC, Workshop, Depot, Waiting Room and grounds.	10000069543	559272	137695	N
Operational Cemeteries	Woodbury Park Cemetery, Woodbury Park Road, Royal Tunbridge Wells, Kent, UK	L017	TT01	Freehold	Woodbury Park Cemetery. No longer used for burials.	10000068646	558464	140164	N
Operational Cemeteries									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Community	Paddock Wood Day Centre, Commercial Road, Paddock Wood, Tonbridge, Kent, TN12 6DP, UK	E008	TT01	Freehold	Dowding House Day Centre. Single Storey Detached Structure.	10008669659	566878	144912	N
Operational Community	Camden Centre, Market Square, Royal Victoria Place, Royal Tunbridge Wells, Kent, TN1 2SW, UK	E016	TT01	Freehold	The Camden Centre. Adjacent to Calvary Church with shared fire escapes.	10008670063	558743	139800	N
Operational Community	Showfields Hall, Showfields Road, Royal Tunbridge Wells, Kent, TN2 5PR, UK	E017	TT01	Freehold	Showfields Hall. Single Storey Detached Building.	100062555289	557497	138187	N
Operational Community	Tn2, Lakeside, Royal Tunbridge Wells, Kent, TN2 3LZ, UK	E022	TT02	Leasehold	TN2 Community Centre. YMCA Community Building.	10008669614	560138	140969	N
Operational Community	Calvary Church, Market Square, Royal Victoria Place, Royal Tunbridge Wells, Kent, TN1 2SW, UK	E031	TT01	Freehold	Calvary Church adjacent to The Camden Centre. Shared fire escapes.	10008661124	558743	139800	N
Operational Community	Civic Way and Monson Way, Tunbridge Wells, Kent, TN1 1RS, UK	E032	TT01	Freehold	Civic Grounds and Structures Around the Town Hall and the Amelia.				N
Operational Community	War Memorial, Mount Pleasant Road, Tunbridge Wells, Kent, TN1 1RS, UK	E032-B1	TT01	Freehold	First World War memorial with plaques added for the Second World War, unveiled 11 February 1923. Grade 2 listed				
Operational Community	Mary Caley Recreation Ground, Ashley Gardens, Rusthall, Tunbridge Wells, Kent, UK	L018	TT01	Freehold	Mary Caley Recreation Ground. Formal Playground Area With Swings Etc.	10000067772	556099	140064	N
Operational Community	Recreation Ground, Allandale Road, Royal Tunbridge Wells, Kent, UK	L019	TT01	Freehold	Allandale Road Recreation Ground. Grass Area With Play Equipment.	10000068440	559942	140975	N
Operational Community	The Museum, Carriers Road, Cranbrook, Kent, TN17 3JX, UK	L026	TT01	Freehold	Cranbrook Museum. Large Detached Tudor Building.	100062552471	577537	136189	N
Operational Community	Assembly Hall Theatre, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LU, UK	L027	TT01	Freehold	Assembly Hall Theatre. Part of Civic Building Complex.	100062543196	558536	139472	N
Operational Community	The Amelia Scott, Mount Pleasant Road, Royal Tunbridge Wells, Kent, TN1 1AW, UK	L029	TT01	Freehold	The Amelia. KCC Adult Education Centre, Library, Museum, Gallery and Cafe	10090054198	558515	139536	N
Operational Community									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Housing	30, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	E002	TT01	Freehold	30 Crescent Road. End of terrace. Victorian building. 2 Flats	100062542698	558723	139461	N
Operational Housing	31, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	E003	TT01	Freehold	31 Crescent Road. Mid terrace building. 2 Flats	100062542699	558726	139464	N
Operational Housing	97E, Goods Station Road, Tunbridge Wells, Kent, TN1 2DF, UK	G001-B001	TT02	Leasehold	97E Goods Station Road				
Operational Housing	40, Church Road, Paddock Wood, Tonbridge, Kent, TN12 6HB, UK	H001	TT01	Freehold	40 Church Road. Temporary Accommodation. End of Terrace House.	100061191590	567254	145009	N
Operational Housing	32, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	H002	TT01	Freehold	32 Crescent Road. Mid Terrace building. 2 Flats	10008661029	558730	139467	N
Operational Housing	34, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LZ, UK	H003	TT01	Freehold	34 Crescent Road. Mid Terrace Victorian Building.	100061200262	558737	139474	N
Operational Housing	19, Rankine Road, Royal Tunbridge Wells, Kent, TN2 3BJ, UK	H006	TT01	Freehold	19 Rankine Road. Semi Detached House For Temporary Accommodation.	100061210944	559718	141448	N
Operational Housing	172, Sandhurst Road, Royal Tunbridge Wells, Kent, TN2 3TQ, UK	H007	TT01	Freehold	172 Sandhurst Road. Mid Terrace House For Temporary Accommodation.	100061212082	559528	141146	N
Operational Housing	57, The Pantiles, Royal Tunbridge Wells, Kent, TN2 5TE, UK	H010-B1	TT01	Freehold	57 The Pantiles. Let on Secure Tenancy.				
Operational Housing	58, London Road, Southborough, Tunbridge Wells, Kent, TN4 0PR, UK	H013	TT01	Freehold	58 London Road, Southborough. Temporary Accommodation. Victorian house converted into flats.	10000065814	558109	142233	N
Operational Housing	2, Southfield Road, Royal Tunbridge Wells, Kent, TN4 9UL, UK	H014	TT01	Freehold	2 Southfield Road. Temporary Accommodation. House converted into flats.	100061213333	558161	140800	N
Operational Housing	1, Pennyfields, Cranbrook, Kent, TN17 3BZ, UK	H015	TT01	Freehold	1 Pennyfields, Cranbrook. Temporary Accommodation. End of Terrace House.	100061189555	577830	135564	N
Operational Housing	Cinderhill Wood Caravan Park, Five Wents, Matfield, Tonbridge, Kent, UK	H017	TT01	Freehold	Cinderhill Wood Caravan Site. 7 Plots With Amenity Blocks.	10008664185	565306	142453	N
Operational Housing	59, Dudley Road, Royal Tunbridge Wells, Kent, TN1 1LE, UK	H022	TT02	Leasehold	59 Dudley Road. Temporary Accommodation. Property leased from Town and Country Housing.	100061201361	558263	139586	N
Operational Housing	65, Greggs Wood Road, Royal Tunbridge Wells, Kent, TN2 3JQ, UK	H023	TT02	Leasehold	65 Greggs Wood Road. Temporary Accommodation. Property leased from Town and Country Housing.	100061204001	560030	140923	N
Operational Housing	41, Hornbeam Avenue, Southborough, Tunbridge Wells, Kent, TN4 9XT, UK	H027	TT02	Leasehold	41 Hornbeam Avenue. Temporary Accommodation. Property leased from Town and Country Housing.	100061206038	559683	142034	N
Operational Housing	35, Greggs Wood Road, Royal Tunbridge Wells, Kent, TN2 3JJ, UK	H028	TT02	Leasehold	35 Greggs Wood Road. Temporary Accommodation. Property leased from Town and Country Housing.	100061203971	559973	140794	N
Operational Housing	Dowding House, Commercial Road, Paddock Wood, Tonbridge, Kent, UK	H045	TT01	Freehold	Dowding House, Paddock Wood. Residential building with multiple flats.	10008664382	566852	144927	N
Operational Housing	Flat 5, 3, Molyneux Park Road, Tunbridge Wells, Kent, TN4 8DG, UK	H050	TT02	Leasehold	Flat 5 3 Molyneux Park Road. TCH.	10008659885	557896	139557	N
Operational Housing	85, Greggs Wood Road, Tunbridge Wells, Kent, TN2 3JQ, UK	H051	TT02	Leasehold	85 Greggs Wood Road. TCH.	100061204021	560056	140967	N
Operational Housing	29, Willow Tree Road, Tunbridge Wells, Kent, TN2 5PU, UK	H052	TT02	Leasehold	29 Willow Tree Road. TCH.	100061217272	557470	138366	N
Operational Housing	103, Greggs Wood Road, Tunbridge Wells, Kent, TN2 3JQ, UK	H053	TT02	Leasehold	103 Greggs Wood Road. TCH.	100061204039	560077	141005	N
Operational Housing	2, Walnut Way, Southborough, Tunbridge Wells, Kent, TN4 9XU, UK	H054	TT02	Leasehold	2 Walnut Way. TCH.	10008663468	559658	142016	N
Operational Housing	5E, Rowan Tree Road, Tunbridge Wells, Kent, TN2 5PX, UK	H055	TT02	Leasehold	5E Rowan Tree Road. TCH.	100062555235	557447	138231	N
Operational Housing	7 Elizabeth Garlick Court, Goods Station Road, Tunbridge Wells, Kent, TN1 2DL, UK	H056	TT02	Leasehold	7 Elizabeth Garlick Court. TCH.	100062109477	558738	139970	N
Operational Housing	22A, North Street, Tunbridge Wells, Kent, TN2 4SS, UK	H057	TT02	Leasehold	22A North Street. TCH.	100061209233	559163	139279	N
Operational Housing	4, Brickenden Road, Cranbrook, Kent, TN17 3BN, UK	H058	TT02	Leasehold	4 Brickenden Road. TCH.	100061187510	577706	135760	N
Operational Housing	19 Rusthall Grange, Rusthall Road, Tunbridge Wells, Kent, TN4 8PQ, UK	H059	TT02	Leasehold	19 Rusthall Grange. TCH.	100062111491	556666	139762	N

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Housing	11, Harries Road, Tunbridge Wells, Kent, TN2 3TW, UK	H060	TT02	Leasehold	11 Harries Road. TCH.	100061204455	559894	141135	N
Operational Housing	6 Rusthall Grange, Rusthall Road, Tunbridge Wells, Kent, TN4 8PQ, UK	H061	TT02	Leasehold	6 Rusthall Grange. TCH.	100062111478	556622	139770	N
Operational Housing	80, Waterdown Road, Tunbridge Wells, Kent, TN4 8LF, UK	H062	TT02	Leasehold	80 Waterdown Road. TCH.	100061216803	556907	138261	N
Operational Housing	22, North Street, Tunbridge Wells, Kent, TN2 4SS, UK	H063	TT02	Leasehold	22 North Street. Housing First Scheme.	100061209234	559163	139279	N
Operational Housing	15 Rusthall Grange, Rusthall Road, Tunbridge Wells, Kent, TN4 8PQ, UK	H064	TT02	Leasehold	15 Rusthall Grange. TCH.	100062111487	556653	139766	N
Operational Housing	Flat 2, Silverdale House, 153 Silverdale Road, Tunbridge Wells, Kent, TN4 9HX, UK	H065	TT02	Leasehold	Flat 2 Silverdale House. Childrens Salon.	10000068302	559043	141075	N
Operational Housing	Flat 84, Simmonds Court, Gladstone Road, Rusthall, Tunbridge Wells, Kent, TN4 8SA, UK	H066	TT02	Leasehold	84 Simmonds Court. TCH.	100062109430	555972	139675	N
Operational Housing	1 Rusthall Grange, Rusthall Road, Tunbridge Wells, Kent, TN4 8PQ, UK	H067	TT02	Leasehold	1 Rusthall Grange. TCH.	100062111473	556622	139770	N
Operational Housing	4 Rusthall Grange, Rusthall Road, Tunbridge Wells, Kent, TN4 8PQ, UK	H069	TT02	Leasehold	4 Rusthall Grange. TCH.	100062111476	556624	139770	N
Operational Housing	12 Rusthall Grange, Rusthall Road, Tunbridge Wells, Kent, TN4 8PQ, UK	H070	TT02	Leasehold	12 Rusthall Grange. TCH.	100062111484	556624	139770	N
Operational Housing	44A, High Brooms Road, Southborough, Tunbridge Wells, Kent, TN4 9DB, UK	H071	TT02	Leasehold	44A High Brooms Road. Leased from Childrens Salon.	100061205250	559079	141608	N
Operational Housing	5, Merrion Close, Tunbridge Wells, Kent, TN4 9JJ, UK	H072	TT02	Leasehold	5 Merrion Close. SMB Trust.	100061208164	558937	141163	N
Operational Housing	13, Aspen Way, Southborough, Tunbridge Wells, Kent, TN4 9YB, UK	H073	TT02	Leasehold	13 Aspen Way. SMB Trust.	100061195647	559440	142130	N
Operational Housing	26, Edward Street, Rusthall, Tunbridge Wells, Kent, TN4 8RP, UK	H075	TT06	Tenancy	26 Edward Street.	100061201673	556022	139632	N
Operational Housing	21, Tudor Court, Tunbridge Wells, Kent, TN2 5QH, UK	H076	TT02	Leasehold	21 Tudor Court.	100061216001	557463	138029	N
Operational Housing	17, High Street, Cranbrook, Kent, TN17 3EE, UK	H077	TT06	Tenancy	17 High Street, Cranbrook. Rented.	10000072395	577593	136087	N
Operational Housing	80, Showfields Road, Royal Tunbridge Wells, Kent, TN2 5PP, UK	H078	TT09	Licence	80 Showfields Road. Licenced from TCH. Maisonette.	100061212808	557528	138273	N
Operational Housing	68, Showfields Road, Tunbridge Wells, Kent, TN2 5PP, United Kingdon	H079	TT09	Licence	68 Showfields Road. Licenced from TCH. Ground Floor Maisonette.	100061212795			N
Operational Housing	46, Showfields Road, Tunbridge Wells, Kent, TN2 5PP, United Kingdom	H080	TT09	Licence	46 Showfields Road. Licenced from TCH. Ground Floor Maisonette.	100061212773			N
Operational Housing	66, Showfields Road, Tunbridge Wells, Kent, TN2 5PP, United Kingdom	H081	TT09	Licence	66 Showfields Road. Licensed from TCH. Ground Floor Maisonette.				N
Operational Housing									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Offices	9 - 10 Calverley Terrace, Crescent Road, Royal Tunbridge Wells, Kent, TN1 2LU, UK	A001	TT01	Freehold	9-10 Calverley Terrace. Detached structure with basement and 3 upper floors.	100062542960	558594	139466	N
Operational Offices	Town Hall, Mount Pleasant Road, Royal Tunbridge Wells, Kent, TN1 1RS, UK	A003	TT01	Freehold	The Town Hall. Part Of Tunbridge Wells Town Hall Civic Building Complex.	10008660629	558498	139470	N
Operational Offices	8, Grosvenor Road, Royal Tunbridge Wells, Kent, TN1 2AB, UK	A004	TT01	Freehold	The Gateway - One stop shop providing Council and other public and voluntary sector services. Declared surplus.	100062543130	558494	139727	Y
Operational Offices	Council Depot, North Farm Lane, Royal Tunbridge Wells, Kent, TN2 3EE, UK	E021	TT01	Freehold	North Farm Depot. Council depot, offices and access road.	10000065729	560333	142668	N
Operational Offices									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Parks	Reynolds Lane Wildlife Site, Reynolds Lane, Tunbridge Wells, Kent, TN4 9XL, UK	B123	TT01	Freehold	Reynolds Lane Wildlife Site. Leisure/Woodland open space. Managed by Kent High Weald Partnership.	10008668748	557734	141101	N
Operational Parks	The Grove, Claremont Road, Royal Tunbridge Wells, Kent, TN1 1TQ, UK	L003	TT01	Freehold	The Grove. Public Recreation Ground.	10008670463	558573	138946	N
Operational Parks	Calverley Grounds, Mount Pleasant Avenue, Royal Tunbridge Wells, Kent, TN1 2SH, UK	L004	TT01	Freehold	Calverley Grounds. Public Park With Tennis/Bowling Facilities.	10008669930	558684	139253	N
Operational Parks	Dunorlan Park, Pembury Road, Royal Tunbridge Wells, Kent, UK	L005	TT01	Freehold	Dunorlan Park. Public Park With Lake, Cafe Etc.	10000064442	560054	139648	N
Operational Parks	Public Conveniences, Dunorlan Park, Pembury Road, Royal Tunbridge Wells, Kent, TN2 3QN	L005-B4			Dunorlan Park Toilets				
Operational Parks		L005-B5			Dunorlan Park Temple				
Operational Parks		L005-B6			Dunorlan Park Fountain				
Operational Parks		L005-B7			Dunorlan Park Victoria Cross Dedication				
Operational Parks	Grosvenor And Hilbert Recreation Ground, Auckland Road, Royal Tunbridge Wells, Kent, UK	L006	TT01	Freehold	Grosvenor Recreation Ground. Public Recreation Ground.	10000067189	559147	140706	N
Operational Parks	The Hub, Grosvenor And Hilbert Park, Rochdale Road, Royal Tunbridge Wells, Kent, TN1 2JB	L006-B1			Grosvenor Pavilion				
Operational Parks	Public Conveniences, Grosvenor And Hilbert Park, Rochdale Road, Royal Tunbridge Wells, Kent, TN1 2JB	L006-B2			Grosvenor Toilets				
Operational Parks	Telephone Call Box, Nevill Gate, Opposite Nevill Cricket Ground Pavilion, Tunbridge Wells, Kent, UK	L007-B8	TT01	Freehold	K1 Telephone kiosk. 1927-1930 KI MR236 design by GPO Engineering Unit.				
Operational Parks	Colebrook Recreation Grounds, Apple Tree Lane, Royal Tunbridge Wells, Kent, UK	L010	TT01	Freehold	Colebrook Recreation ground.	10000068649	559727	141608	N
Operational Parks	Colebrook Pavilion, Apple Tree Lane, Royal Tunbridge Wells, Kent	L010-B1			Colebrook Pavilion				
Operational Parks	Hawkenbury Recreation Ground, Hawkenbury Road, Royal Tunbridge Wells, Kent, TN2 5BW, UK	L011	TT01	Freehold	Hawkenbury Recreation Ground. Public Park, Football/Bowling Facilities.	10000067122	559781	138571	N
Operational Parks		L011-B1			Hawkenbury Pavilion				
Operational Parks		L011-B2			Hawkenbury Groundkeepers Office				
Operational Parks		L011-B3			Hawkenbury Groundkeepers Store				
Operational Parks	Public Conveniences, Hawkenbury Recreation Ground, Hawkenbury Road, Royal Tunbridge Wells, Kent	L011-B4			Hawkenbury Toilets				
Operational Parks		L011-B5			Hawkenbury Garage				
Operational Parks		L011-B6	TT01	Freehold	Hawkenbury Storage Building Next to Sherbourne Close				
Operational Parks	Hilbert Recreation Ground, Hilbert Road, Royal Tunbridge Wells, Kent, UK	L012	TT01	Freehold	Hilbert Recreation Ground. Public Recreation Ground, Football Pitches.	10000067728	559310	140785	N
Operational Parks		L012-B1			Hilbert Oast Changing Rooms				
Operational Parks	St Johns Recreation Ground, Beltring Road, Royal Tunbridge Wells, Kent, UK	L014	TT01	Freehold	St Johns Recreation Ground. Public Recreation Ground, with bowls club and Sports Facilities. Kiosk subject to lease.	10000067727	557926	140722	N
Operational Parks	St Johns Bowling Pavilion, Beltring Road, Royal Tunbridge Wells, Kent	L014-B1			St Johns Bowling Pavilion				
Operational Parks	Public Conveniences, St Johns Recreation Ground, Beltring Road, Royal Tunbridge Wells, Kent, TN4 9RG	L014-B2			St Johns Toilets				
Operational Parks		L014-B3			St Johns Groundkeepers Mess				
Operational Parks	Food Kiosk, St Johns Bowling Pavilion, Beltring Road, Royal Tunbridge Wells, Kent, TN4 9UA	L014-B4			St Johns Kiosk				
Operational Parks	St Marks Recreation Ground, Frant Road, Royal Tunbridge Wells, Kent, UK	L015	TT01	Freehold	St Marks Recreation Ground. Recreation Ground With Rugby Pitches.	10000064461	558370	137448	N
Operational Parks	The Hunters Play Area (showfields), Hunters Way, Royal Tunbridge Wells, Kent, UK	L035	TT01	Freehold	Showfields / The Hunters Play Area. Public play area.	10000068657	557600	138061	N

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Parks	Coneyburrow Wood and Sherwood Lake, Royal Tunbridge Wells, Kent UK			Freehold	Local Wildlife Site and Town Green				
Operational Parks	St Johns Primary School, Cunningham Road, Royal Tunbridge Wells, Kent, TN4 9EW, UK	L050	TT02	Leasehold	Play Area of St Johns Primary School.	100062586186	558727	141189	N
Operational Parks									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Public Convenience	WC, Crescent Road Multi Story Car Park, Crescent Road, Tunbridge Wells, Kent, TN1 2LU, UK	C001-B2	TT01	Freehold	Crescent Road Car Park Toilet Block				
Operational Public Convenience	Public Conveniences, Maidstone Road, Matfield, Tonbridge, Kent, TN12 7LW, UK	T007	TT01	Freehold	Public Convenience. Maidstone Road, Matfield. Single Storey Detached Structure.	10008669395	565771	141644	N
Operational Public Convenience	Public Conveniences, Sissinghurst Road, Sissinghurst, Cranbrook, Kent, TN17 2JA, UK	T010	TT02	Leasehold	Public Convenience. Sissinghurst Road, Sissinghurst. Single Storey Detached Building (Leased to TWBC by Parish Council).	10000067168	579225	137519	N
Operational Public Convenience	Public Conveniences, The Common, Royal Tunbridge Wells, Kent, TN4 8AH, UK	T012	TT01	Freehold	Public Convenience. The Common, Tunbridge Wells. Single Storey Detached Structure.	10000067170	557760	139211	N
Operational Public Convenience									

Asset Category	Address	Code	Tenure Code	Tenure Description	Description	UPRN	Easting	Northing	Declared Surplus
Operational Sports Facility	Nevill Cricket And Athletic Ground, Nevill Gate, Royal Tunbridge Wells, Kent, TN2 5ES, UK	L007	TT01	Freehold	The Nevill Recreation Ground. Public Recreation Ground With Cricket Pitch, Hockey Pitch, Tennis Courts and Grandstand.	10008669845	558786	138261	N
Operational Sports Facility	Bayham Sports Ground, Bayham Road, Royal Tunbridge Wells, Kent, UK	L008	TT01	Freehold	Bayham Sports Ground. Playing Field Marked As Football Pitch.	10000065263	559120	137458	N
Operational Sports Facility	Cadogan Playing Fields, St Johns Road, Royal Tunbridge Wells, Kent, UK	L009	TT01	Freehold	Cadogan Playing Fields. Playing Field Marked As Football Pitch with toilets.	10000068648	558384	141242	N
Operational Sports Facility	Recreation Ground, Southwood Road, Rusthall, Tunbridge Wells, Kent, UK	L013	TT01	Freehold	Southwood Road Recreation Ground. Formal Recreation Ground, Grassed.	10000069600	555815	140367	N
Operational Sports Facility	Tunbridge Wells Sports Centre, St Johns Road, Royal Tunbridge Wells, Kent, TN4 9TX, UK	L028	TT01	Freehold	Tunbridge Wells Sports Centre. Sports Centre/Swimming Pool.	10008662216	558128	141357	N
Operational Sports Facility	Putlands Sports And Leisure Centre, Mascalls Court Road, Paddock Wood, Tonbridge, Kent, TN12 6NZ, UK	L030	TT02	Leasehold	Putlands Sports and Leisure Centre. Purpose built sports centre.	100062545644	567067	144157	N
Operational Sports Facility	Weald Sports Centre, Angley Road, Cranbrook, Kent, TN17 2PJ, UK	L031	TT01	Freehold	The Weald Sports Centre. Purpose built sports centre.	10008666393	577284	136585	N
Operational Sports Facility	Play Area, St Marks C Of E Primary School, Ramslye Road, Royal Tunbridge Wells, Kent, UK	L048	TT02	Leasehold	Play area of St Marks Primary School. Lease of part of the recreation area.	10000068655	556996	138122	N
Operational Sports Facility									

Treasury Management Policy & Strategy 2023/24

For Cabinet on 9 February 2023

Summary

Lead Member: Councillor Christopher Hall (Cabinet Member for Finance & Performance)

Lead Director: Lee Colyer, Director of Finance, Policy & Development

Head of Service: Jane Fineman, Head of Finance, Procurement & Parking

Report Author: Clare Hazard, Accountancy Manager

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	11 January 2023
Cabinet Member	
Finance & Governance Cabinet Advisory Board	24 January 2023
Management Board	9 February 2023
Full Council	1 March 2023

Recommendations

Officer / Committee recommendations as supported by the Portfolio Holder:

1. That the Treasury Management Policy and Strategy 2023/24, as set out in Appendix A to the report, be adopted.

1. Introduction and Background

- 1.1 This report presents the Treasury Management Policy and Strategy 2023/24 and recommends that Cabinet proposes that it is adopted by Full Council.
- 1.2 The Treasury Management Policy and Strategy forms part of the Council's financial management arrangements, ensuring a framework for decisions is in place to help maintain the Council's financial position, and support the Council in delivering its priorities.
- 1.3 The Prudential Indicators and Treasury Indicators included within this strategy help monitor the Council's position throughout the year.

2. Treasury Management Policy & Strategy 2023/24

- 2.1 The Chartered Institute for Public Finance and Accountancy (CIPFA) published updated Treasury Management and Prudential Codes in December 2021. Local authorities are expected to fully implement the Codes within their reporting from 2023/24.
- 2.2 One of the key changes in the 2021 Codes is the explicitly stated requirement 'that an authority must not borrow to invest primarily for financial return'.
- 2.3 The Treasury Management Code 2021 confirms a requirement to prepare a Treasury Management Policy and Strategy setting out the Council's policies for managing investments and borrowing, providing the following:
 - the capital plans (including prudential indicators)
 - a minimum revenue provision (MRP) policy showing how capital expenditure is charged to revenue over time
 - the Treasury Management Strategy showing how the investments and borrowings are to be organised including treasury indicators
 - an Annual Investment Strategy showing the parameters on how investments are to be managed
- 2.4 CIPFA defines treasury management as 'the management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks'.

- 2.5 The suggested Treasury Management Policy and Strategy 2023/24 is presented in **Appendix A** to this report.

3. Options Considered

- 3.1 The Council must prepare a Treasury Management Policy and Strategy for approval by Cabinet and Full Council.

4. Preferred Option and Reason

- 4.1 To agree and approve the content of the Treasury Management Policy and Strategy 2023/24.

5. Consultation on Options

- 5.1 The Council takes advice from Link Treasury Services on treasury management activities including investments, borrowing and capital financing.

Recommendation from Cabinet Advisory Board

- 5.2 The Finance & Governance Cabinet Advisory Board were consulted on 24 January 2023 and agreed the following:

Insert text from Cabinet Advisory Board minute, or request text from Democratic Services Officer.

6. Implementation

- 6.1 Once the adoption of the Treasury Management Policy and Strategy has been approved by Full Council it will be put into place commencing 1 April 2023.

7. Appendices and Background Documents

Appendices:

- Appendix A: Treasury Management Policy & Strategy 2023/24

Background Papers:

- None

8. Cross Cutting Issues

A. Legal (including the 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 administration and stewardship of the authority, including securing effective arrangements for treasury management.

Claudette Valmond, Head of Legal Partnership

B. Finance 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

C. Staffing

No implications to staffing.

Jane Fineman, Head of Finance, Procurement & Parking

D. Risk Management

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. ensure that the unaudited outturn net revenue remains within the Council's Medium Term Financial Strategy.

Jane Fineman, Head of Finance, Procurement & Parking

E. Environment and Sustainability

There are no specific implications that arise from the process of Treasury Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

F. Community Safety

There are no specific implications that arise from the process of Treasury Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

G. Equalities

There are no specific implications that arise from the process of Treasury Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

H. Data Protection

There are no specific implications that arise from the process of Treasury Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

I. Health and Safety

There are no specific implications that arise from the process of Treasury Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

J. Health and Wellbeing

There are no specific implications that arise from the process of Treasury Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

Tunbridge Wells Borough Council

Treasury Management Policy and Strategy 2023/24



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1. Introduction

1.1 Background

The Treasury Management Policy and Strategy is one of the Council's key financial strategy documents and sets out the Council's approach to the management of its treasury management activities.

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of treasury management is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments, commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital programme. The capital programme provides a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund.

The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:

'the management of the authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks'

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities. This Council has one investment property and one

investment with the Churches, Charities and Local Authorities (CCLA) Property Fund.

1.2 Reporting Requirements

Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Council's elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite. The Capital Strategy is presented as an accompanying paper to this report.

Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

1 - Prudential and treasury indicators and treasury strategy (this report) is forward looking and covers:

- the capital plans (including prudential indicators)
- a minimum revenue provision policy (MRP) showing how capital expenditure is charged to revenue over time
- the Treasury Management Strategy showing how investments and borrowings are to be organised, including treasury indicators
- an Annual Investment Strategy showing the parameters on how investments are to be managed

2 – A mid-year management report – this is primarily a progress report and will update Members on the capital position, amending any prudential indicators as necessary and whether any policies require revision. This Council additionally provides quarterly report updates.

3 – An annual treasury report – this is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy. This Council produces this as the fourth quarter monitoring report.

1.3 Treasury Management Strategy for 2023/24

The strategy for 2023/24 covers two main areas:

Capital Issues

- the capital expenditure plans and associated prudential indicators
- the minimum revenue provision (MRP) policy

Treasury Management Issues

- the current treasury position
- treasury indicators which limit the treasury risk and activities of the Council
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- debt rescheduling
- the investment strategy
- creditworthiness policy
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, DLUHC Investment Guidance, DLUHC MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

The Code states that they expect 'all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making'.

Staff regularly attend training courses, seminars and conferences provided by the Council's treasury consultants and CIPFA. Relevant staff are also encouraged to study professional qualifications delivered by CIPFA and other appropriate organisations. Staff training needs are assessed regularly as part of the appraisal process and when the responsibilities of individual members of staff change.

1.5 Treasury Management Consultants

The Council uses Link Treasury Services Limited as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

2 The Capital Prudential Indicators 2023/24 to 2025/26

The Council's capital expenditure plans are a key driver of treasury management activities. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist Member's overview and confirm capital expenditure plans.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000
Capital Expenditure	9,935	10,556	10,715	2,915	1,280

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall results in a funding borrowing need.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000
Capital Receipts	1,338	1,200	0	0	0
External Contributions	6,264	4,578	3,760	1,250	1,250
Earmarked Reserves	333	4,327	6,155	1,665	30
Net Financing Need	2,000	451	800	0	0
Total	9,935	10,556	10,715	2,915	1,280

2.2 The Council's Borrowing Need

This prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total 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 its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets to income and expenditure accounts as they are used.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000
Capital Financing Requirement					
Opening CFR	5,604	6,162	6,416	6,922	6,595
Movement in CFR	558	254	506	(327)	(327)
Closing CFR	6,162	6,416	6,922	6,595	6,268
Movement in CFR represented by					
Net financing for year	2,000	451	800	0	0
Less MRP	(1,442)	(197)	(294)	(327)	(327)

Movement in CFR	558	254	506	(327)	(327)
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2.3 Liability Benchmark

A new prudential indicator for 2023/24 is the Liability Benchmark. The Council is required to estimate and measure the Liability Benchmark for the forthcoming financial year and the following two financial years, as a minimum.

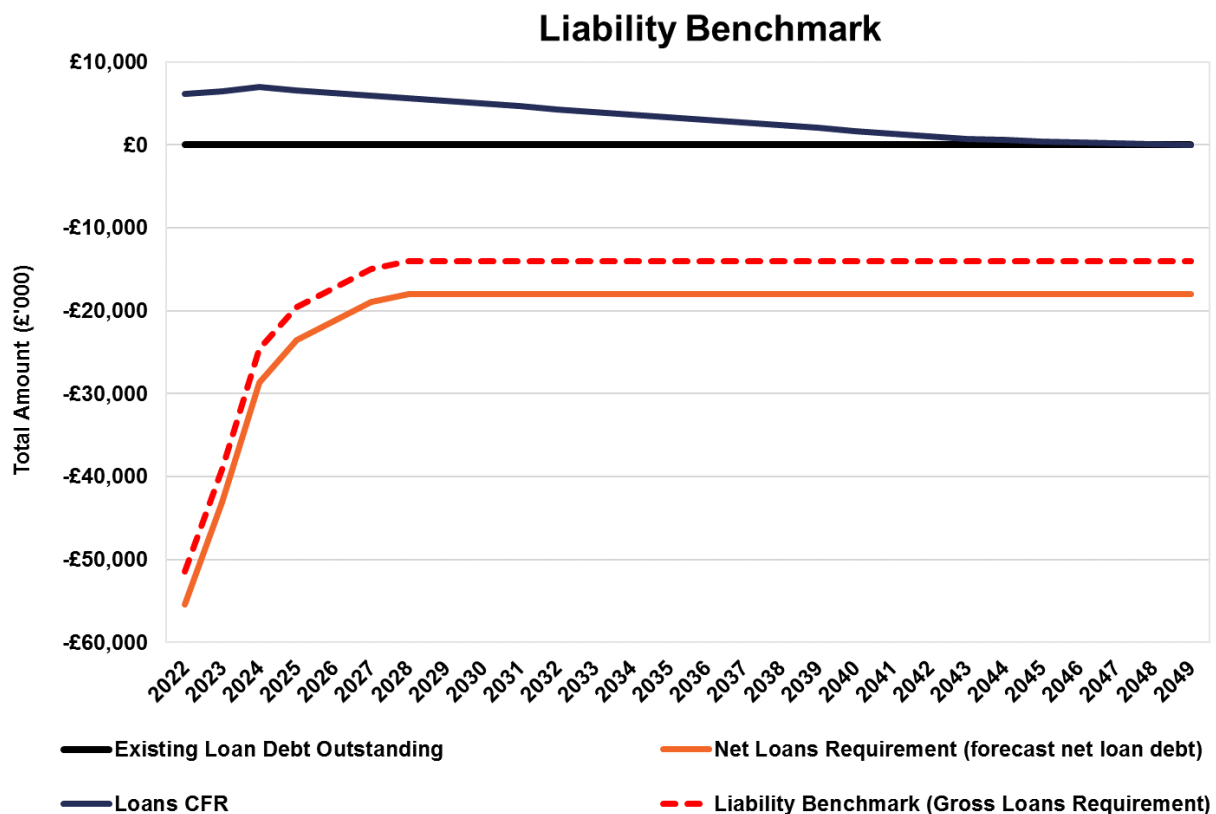
There are four components to the Liability Benchmark which should be represented in a chart. These are:

Existing loan debt outstanding this is the Council's existing loans that are outstanding into future years. This Council currently has no external loans, so this will not need to be shown.

Loans Capital Financing Requirement this is calculated in accordance with the Prudential Code and projected into the future based on approved borrowing and planned Minimum Revenue Provision. Currently the Council's CFR is planned to be zero by 2048/49 and therefore the chart is plotted up to this financial year.

Net loans requirement this will show the Council's gross loan debt less treasury management investments, projected into the future and based on its borrowing, planned MRP and other major cash flow forecasts. As the Council plans to not undertake external borrowing the net loan requirement is shown as a negative and plots the expected cash balances across the years.

Liability benchmark (or gross loans requirement) this equals net loans requirement plus a short-term liquidity allowance to allow for a level of excess cash to provide liquidity if needed.



2.4 Core Funds and Expected Investment Balances

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. Detailed below are estimates of the year end balances for each resource and anticipated day-to-day cash flow balances.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000
General fund	4,336	4,336	4,211	1,740	1,009
Reserve balances	22,677	11,218	0	0	0
Capital receipts	2,200	1,000	0	0	0
Other	3,280	3,280	3,280	3,280	3,280
Total Usable Reserves	32,493	19,837	7,491	5,020	4,289

Working Capital	22,940	23,380	21,152	18,578	16,964
Investments Estimate	55,433	43,214	28,643	23,598	21,253

2.5 Minimum Revenue Provision

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Council has financed capital expenditure through borrowing it is required to make a provision each year through a revenue charge, known as Minimum Revenue Provision (MRP).

The Council is required to calculate a prudent provision of MRP which ensures that the outstanding debt facility is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.

DLUHC regulations have been issued which require the Full Council to approve an MRP statement in advance of each year. The Council can choose its method for calculating MRP long as there is a prudent provision.

Minimum Revenue Provision Policy Statement

From 1 April 2008 for all unsupported borrowing (not supported by the Revenue Support Grant) there are two options for calculating MRP. They are:

- Asset Life Method – MRP will be based on the estimated life of the assets, in accordance with the regulations
- Depreciation Method – MRP will follow standard depreciation accounting procedures

For capital expenditure financed from borrowing or credit arrangements, the MRP for this Council will be Asset Life Method, with the asset life determined from the outset and MRP charged in the year following the one in which the expenditure occurred. Where expenditure is incurred over more than one year, then the MRP shall commence in the year following the year in which the asset becomes operational. If no life can be reasonably attributed to an asset, such as freehold land, the life should be taken to be a maximum of 50 years.

It is thought that this is the most appropriate method as this provides for the Council to make revenue provision over the estimated life of the asset for which the borrowing is undertaken. In effect, the charge to the Comprehensive Income and Expenditure account will be the amount borrowed in respect of the asset, divided by the number of years of estimated life of the asset, and will result in an equal annual amount being charged as MRP.

The regulations require Full Council approval in advance of the year to which the MRP applies. The Council can change the method of calculating MRP on an annual basis but once a method has been approved for a particular year, any assets purchased through borrowing that year must continue to have MRP charged in the same way. The Council cannot change the method of calculating MRP on individual assets.

MRP Overpayments

Under the MRP guidance, any charges made in excess of the statutory MRP can be made, known as voluntary revenue provision (VRP). VRP can be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

The amount of MRP overpaid by this Council has been as follows:

	MRP Overpaid (VRP) £	MRP Overpaid (VRP) Cumulative £
2018/19 Actual	89,071	89,071
2021/22 Actual	1,146,336	1,235,407

The MRP overpayment in 2018/19 relates to Dowding House. This asset was expected to become operational during 2017/18 and therefore an MRP budget was set for 2018/19 (the year following the year in which the asset was to become operational). The opening was delayed until 2018/19 so therefore there was no requirement to set aside MRP during 2018/19. The Council chose to make a VRP payment in 2018/19 instead as the budget was available to do so.

The MRP overpayment in 2021/22 was £524,780 for the Council's investment property purchased in 2017, £531,784 for waste bins, which were purchased as part of the new waste contract, and £89,772 for civic development works. The Council had budgeted to transfer an amount equivalent to the New Homes Bonus for 2021/22 into reserves. Instead of making this transfer the Council chose to overpay its MRP in order to reduce its debt.

3 Borrowing

The capital expenditure plans details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury and

prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

3.1 Current Position

The Council currently has no external borrowing and is maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure.

There is approval for £1.3 million of projects in the capital programme to be funded through borrowing but to date this has been managed through internal borrowing using surplus working capital.

Against this background, and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Director of Finance, Policy & Development will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

3.2 Treasury Indicators and Prudential Indicators

The Operational Boundary

The operational boundary is the limit beyond which external debt is not normally expected to exceed. In most cases this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under borrowing by other cash resources.

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Debt	20,000	20,000	20,000	20,000
Other long-term liabilities	5,000	10,000	10,000	10,000
Total	25,000	30,000	30,000	30,000

The Authorised Limit for External Debt

The authorised limit for external debt represents a control on the maximum level of borrowing. It represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by Full Council. It reflects the level of external

debt which, whilst not desired, could be afforded in the short term, but is not sustainable in the longer term.

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Debt	20,000	20,000	20,000	20,000
Other long-term liabilities	5,000	10,000	10,000	10,000
Total	25,000	30,000	30,000	30,000

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, borrowing and long-term obligation costs against net revenue stream. The Council's budget does not include borrowing costs for 2022/23 onwards and a budget will only be added in future years if the Council enters into external borrowing. This indicator therefore remains at zero.

Maturity Structure of Borrowing

This indicator sets limits to reduce the Council's exposure to large, fixed sums falling due for refinancing, with upper and lower limits required. As the Council has no external borrowing it is not required to set these limits.

3.3 Prospects for Interest Rates

The bank interest rate was cut to 0.10% in March 2020 when it became clear that the coronavirus pandemic would pose a huge threat to the economy. It remained unchanged until December 2021 when it was increased by 0.15% to 0.25%. At each subsequent meeting the Bank of England has increased the rate again, by 0.25% in February, March, May and June, by 0.50% in August and September, by 0.75% in November and by 0.50% in December. This results in a current base rate of 3.50%.

Link Treasury Services, the Council's treasury advisor, assists the Council to formulate a view on interest rates which are shown in the table below:

	Base Rate	5 year PWL	10 year PWL	25 year PWL	50 year PWL
Dec 22	3.50%	4.30%	4.50%	4.70%	4.30%
Mar 23	4.25%	4.30%	4.50%	4.70%	4.40%
Jun 23	4.50%	4.20%	4.40%	4.60%	4.30%
Sep 23	4.50%	4.10%	4.30%	4.50%	4.20%

Dec 23	4.50%	4.00%	4.20%	4.40%	4.10%
Mar 24	4.00%	3.90%	4.00%	4.30%	4.00%
Jun 24	3.75%	3.80%	3.90%	4.10%	3.80%
Sep 24	3.50%	3.60%	3.70%	4.00%	3.70%
Dec 24	3.25%	3.50%	3.60%	3.90%	3.60%
Mar 25	3.00%	3.40%	3.50%	3.70%	3.40%
Jun 25	2.75%	3.30%	3.40%	3.60%	3.30%
Sep 25	2.50%	3.20%	3.30%	3.50%	3.20%
Dec 25	2.50%	3.10%	3.20%	3.50%	3.20%

3.4 Borrowing Strategy

The Council is maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy.

Against this background and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Director of Finance, Policy and Development will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

The Council will consider borrowing from the following:

- Temporary Borrowing from the money markets or other local authorities
- Public Works Loans Board (PWLB)
- Long term fixed rate market loans at rates significantly below PWLB rates
- Other financial institutions including banks, insurance and pension funds.
- Municipal Bonds Agency

The Council will continue to take a flexible approach with regards to the funding of capital acquisitions. These schemes may involve the use of borrowing where it is considered to be advantageous and such decisions will be taken by the Director of Finance, Policy and Development in accordance with market conditions at that time.

3.5 Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. In accordance with the Prudential and Treasury Management Codes the Council will not borrow to invest primarily for financial return.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

4 Annual Investment Strategy

4.1 Current Position

As at 31 December 2022 the Council had £72.3 million within its investments and bank account monies. The forecast equated principal (average funds throughout the year) for 2022/23 is estimated to be £66.8 million. The forecast average interest rate to be earned in 2022/23 is estimated at 1.79% and will earn the Council approximately £1,195,000 in interest.

The cash profile during 2022/23 has followed a different pattern from previous years due to the continuing impact of monies relating to various Government schemes administered by the Council. These have resulted in the Council holding surplus cash balances as a temporary measure.

Throughout the coronavirus pandemic the Council has been administering business grants schemes provided by the Government to support small business, and businesses in the retail, hospitality and leisure sectors, and during 2022/23 the Council has also administered the Energy Rebate Scheme. The Government provided the funding for these schemes up front and therefore, until the sums were able to be passed on to businesses and resident, or returned to Government, the Council held additional funds.

The Council was compensated for a loss in business rates income during 2021/22 as the Government provided eligible retail, hospitality and leisure properties with 100% business rates relief. The compensation was through the payment of Section 31 grants. The Council, as the billing authority, suffered the full loss of the business rates income in terms of cashflow, rather than just its 40% share, and was compensated for this by receiving 100% of the Section 31 grants due. It needs to repay government the 60% relating to the other preceptors, which is a sum of £14.5

million, but this will not be paid until March 2023. This has therefore increased the average funds available throughout the year.

All the Council's investments are held within the United Kingdom.

4.2 Investment Policy

The Department of Levelling Up, Housing and Communities (DLUHC) and CIPFA have extended the meaning of investments to include both financial and non-financial investments. This report deals solely with treasury (financial) investments. Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Capital Strategy.

The Council's investment policy has regard to the following:

- DLUHC's Guidance on Local Government Investments
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021
- CIPFA Treasury Management Guidance Notes 2021

The Council's investment priorities will be:

- the security of capital first
- the liquidity of its investments second
- and then return

The Council aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to the security of its investments.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means:

1. Minimum acceptable **credit criteria** are applied in order to generate a list of high creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** Ratings will not be the sole determinant of the quality of an institution. It is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing and overlay that information on top of the credit ratings.

3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This Council has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix 5.1 under the categories of 'specified' and 'non-specified' investments.

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. **Lending limits** (amounts and maturity), for each counterparty will be set through applying the limits in paragraph 4.3.
6. **Transaction limits** are set for each type of investment in paragraph 4.3.
7. The Council will set a limit for its investments which are invested for **longer than 365 days**, paragraph 4.5.
8. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, paragraph 4.4.
9. This Council has engaged **external consultants** to provide expert advice on how to optimise an appropriate balances of security, liquidity and yield, given the risk appetite of this Council in the context of the expected level of cash balances and need for liquidity throughout the year.
10. All investments will be denominated in **sterling**.
11. As a result of the change in accounting standards for 2022/23 under IFRS 9, this Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

This Council will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

4.3 Creditworthiness Policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle the Council will ensure that:

- It maintains a policy covering the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security.
- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Director of Finance, Policy and Development will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Cabinet for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Link Treasury Services, our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur, and this information is considered before investing.

This Council will use Fitch as its main agency but also monitor ratings from the other agencies, Moody's and Standard and Poor's.

The criteria for providing a pool of high-quality investment counterparties are as follows:

- Banks – the Council will only use banks which are UK banks and/or are non-UK and domiciled in a country which has a minimum sovereign long-term rating of AA- and have, as a minimum, the following Fitch credit rating:

Long Term	Short Term	Maximum Investment	Maximum Duration
AA+ AA AA-	F1+	£20 million	5 years
A+ A A-	F1	£10 million	3 years

- The Council's own banker – Lloyds Banking Group

The Council has its bank account with Lloyds who as well as providing banking services accept Treasury Management Deposits. Having accepted that Lloyds is sufficiently secure to undertake our banking arrangements it is proposed to include them within the same top rating as banks. This will ensure that deposits and overnight current balances do not breach the current Treasury Management Policy.

Maximum Investment	Maximum Duration
£20 million	5 years

It is proposed that the limit applies to investment deposits and is in addition to the amount held in the Lloyds current account. This is because the Council has negotiated an advantageous rate of interest paid by Lloyds for its current account balances which is often more favourable than placing a longer-term investment.

- Part nationalised UK bank – Royal Bank of Scotland Group ring-fenced operations. This bank can be included provided it continues to be part nationalised or it meets the above criteria.
- Bank subsidiary and treasury operation - the Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building Societies – the Council will use all societies which meet the ratings for banks outlined above.
- Money Market Funds (rated AAA) – a maximum investment per body of £5 million up to a maximum duration of 5 years.
- Local Authorities, Parish Councils, Community Councils, Housing Associations, companies controlled by the Council - a maximum investment per body of £5 million up to a maximum duration of 5 years.
- UK Government DMADF account – a maximum investment of £30 million up to a maximum duration of 5 years.
- UK Government Gilts and treasury bills – a maximum investment of £10 million up to a maximum duration of 5 years.
- Bonds issued by multilateral development banks (AAA rated) – a maximum investment of £5 million up to a maximum duration of 1 year.

- Collective Investment Schemes (Pooled Funds) – on advice from Link Treasury Services up to a maximum of £10 million.
- Investment in organisations for the purposes of improving the Council's Assets – following a satisfactory external credit report. A maximum investment of £5 million per body up to a maximum duration of 5 years.

Use of additional information other than credit ratings. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

4.4 Limits

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

Non-specified treasury management investment limit The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being 50% of the total treasury management investment portfolio.

Country limit The Council has determined that it will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.2. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Other limits. In addition no more than £5 million will be placed with any non-UK country at any time. Limits in place above will apply to a group of companies and sector limits will be monitored regularly for appropriateness.

4.5 Investment Strategy

Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates. Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that is the case at present, but there is the prospect of the bank rate

peaking in the first half of 2023, and possibly reducing as early as the latter part of 2023, so an agile investment strategy would be appropriate to optimise returns.

Accordingly, while most cash balances are required in order to manage cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to reach 4.50% in Quarter 2 2023. As there are so many variables at this time caution must be exercised in respect of all interest rate forecasts.

Investment Treasury Indicator and Limit

Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year end.

	2023/24 £000	2024/25 £000	2025/26 £000
Principal sums invested for longer than 365 days (investments)	15,000	10,000	5,000
Principal sums invested for longer than 365 days (property funds)	10,000	10,000	10,000
Total	25,000	20,000	15,000

4.6 Interest Budget 2023/24

The interest income included in the 2022/23 budget was £445,000. The forecast has increased to £1,195,000 as at Quarter 2, which is due to the significant increases in the rates available and an increase in the amount of funds available to invest.

The estimated average funds available for investment in 2023/24 are £46.24 million. This includes money that it is expected to be kept in the Council's bank account throughout the year as well as that invested. This forecast takes into account the draft budget, in which a gap of £0.943 million is proposed to be balanced through the reallocation of existing reserves.

The Council currently has £9 million worth of units in The Local Authorities' Property Fund which pays a dividend to the Council on a quarterly basis. It is expected that the Council will keep the £9 million of units with the Fund during 2023/24. An estimated rate, net of fees, of 4.00% has been applied which results in interest of £360,000.

It is estimated that, on average, a rate of 2.85% will be achieved on the remaining funds of £37.24 million resulting in interest of £1,060,000. The rate reflects the fact

that much of this money will need to be kept short term to meet the Council's cash flow requirements, particularly the capital programme. This, along with the £360,000 from the Property Fund, brings the total interest budget to £1,420,000, an overall average rate of interest of 3.07%.

An average rate of 3.07% for the year seems low when viewed in the context of the base rate reaching a peak of 4.50%, as is expected in 2023/24. However, as UK interest rates and markets continue to be volatile it is deemed prudent to set the interest budget at this level. Should better investment opportunities than forecast be available this will give scope to increase the forecast budget throughout the year.

5 Appendices

5.1 Credit and Counterparty Risk (Treasury Management Practice 1)

DLUHC issued Investment Guidance in 2018, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for local authorities to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective, the Guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopts the Code and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance, Policy and Development has produced its treasury management practices (TMPs). This part, TMP 1, covers investment counterparty policy and is approved as part of this strategy.

Annual Investment Strategy

The key requirements of both the Code and the investment guidance are for the Council to set an Annual Investment Strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of the following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e., high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.

- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy guidelines – The main strategy guidelines are contained in the body of the Treasury Management Strategy Statement.

Specified investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. They also include investments which were originally classed as being non-specified investments, but which would have been classified as specified investments apart from originally being for a period longer than 12 months once the remaining period to maturity falls to under 12 months.

These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

- The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- Supranational Bonds of less than one year's duration.
- A Local Authority, Housing Association, Parish Council or Community Council.
- Pooled investment vehicles (such as Money Market Funds) that have been awarded a high credit rating by a credit rating agency.
- A body that is considered of a high credit quality (such as a bank or building society, although non-rated subsidiaries and non-rated building societies will need to be non-specified investments). This category covers bodies with a minimum Short-Term rating of A- (or the equivalent).

In accordance with the Code, the Council has set out additional criteria to limit the time and the amount of monies which will be invested in these bodies, as set out in the annual investment strategy.

Non-specified investments – are any other type of investment (not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non-specified investments would include any sterling investments.

5.2 Approved Countries for Investment

This list is based on those countries which have sovereign ratings of AA- or higher, and also have banks operating in sterling markets which have credit ratings of green or above in the Link Treasury Services creditworthiness service.

AAA

- Australia

- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- USA

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Qatar
- United Kingdom

5.3 The Treasury Management Role of the Section 151 Officer

The Section 151 officer has the following role in treasury management:

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money

- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- Ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed including the following:
 - Risk management, including investment and risk management criteria for any material non-treasury portfolios
 - Performance measurement and management, including methodology and criteria for assessing the performance and success of non-treasury investments
 - Decision making, governance and organisation, including a statement of the governance requirements for decision making in relation to non-treasury investments and arrangement to ensure that appropriate professional due diligence is carried out to support decision making
 - Reporting and management information, including where and how often monitoring reports are taken
 - Training and qualifications, including how the relevant knowledge and skills in relation to non-treasury investments will be arranged

Capital Strategy 2023/24

For Cabinet on 9 February 2023

Summary

Lead Member: Councillor Christopher Hall (Cabinet Member for Finance & Performance)

Lead Director: Lee Colyer, Director of Finance, Policy & Development

Head of Service: Jane Fineman, Head of Finance, Procurement & Parking

Report Author: Clare Hazard, Accountancy Manager

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	11 January 2023
Cabinet Member	
Finance & Governance Cabinet Advisory Board	24 January 2023
Management Board	9 February 2023
Full Council	1 March 2023

Recommendations

Officer / Committee recommendations as supported by the Cabinet Member:

1. That the Capital Strategy 2023/24, as set out in Appendix A to the report, be adopted.

1. Introduction and Background

- 1.1 This report presents the Capital Strategy 2023/24 and recommends that Cabinet proposes that it is adopted by Full Council.
- 1.2 The Capital Strategy forms part of the Council's policy and strategy documents, providing guidance on the Council's capital programme and the use of its capital resources. Its aim is to ensure that all elected Members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.
- 1.3 The guidance in this strategy complements and supplements the Medium-Term Financial Strategy and the Treasury Management Policy and Strategy.

2. Capital Strategy 2023/24

- 2.1 The Chartered Institute for Public Finance and Accountancy (CIPFA) published updated Treasury Management and Prudential Codes in December 2021. Local authorities are expected to fully implement the Codes within their reporting from 2023/24.
- 2.2 One of the key changes in the 2021 Codes is the explicitly stated requirement 'that an authority must not borrow to invest primarily for financial return'.
- 2.3 The Prudential Code 2021 confirms a requirement for all local authorities to prepare a Capital Strategy report which provides the following:
 - a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - an overview of how the associated risk is managed
 - the implications for future financial sustainability
- 2.4 The Capital Strategy informs the Capital Programme and gives an indication of the likely factors that will have an impact in the budget setting process. The Capital Programme and its financing play an important role in shaping future budget considerations.
- 2.5 The suggested Capital Strategy 2023/24 is presented in **Appendix A** to this report.

3. Options Considered

- 3.1 The Council must prepare a Capital Strategy for approval by Cabinet and Full Council.

4. Preferred Option and Reason

- 4.1 To agree and approve the content of the Capital Strategy 2023/24.

5. Consultation on Options

- 5.1 The Council takes advice from Link Treasury Services on treasury management activities including investments, borrowing and capital financing.

Recommendation from Cabinet Advisory Board

- 5.2 The Finance & Governance Cabinet Advisory Board were consulted on 24 January 2023 and agreed the following:

Insert text from Cabinet Advisory Board minute, or request text from Democratic Services Officer.

6. Implementation

- 6.1 Once the adoption of the Capital Strategy has been approved by Full Council it will be put into place commencing 1 April 2023.

7. Appendices and Background Documents

Appendices:

- Appendix A: Capital Strategy 2023/24

Background Papers:

- None

8. Cross Cutting Issues

A. Legal (including the 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 administration and stewardship of the authority, including securing effective arrangements for treasury management.

Claudette Valmond, Head of Legal Partnership

B. Finance and Other Resources

This report forms part of the Council's Budget and Policy Framework.

Jane Fineman, Head of Finance, Procurement & Parking

C. Staffing

No implications to staffing.

Jane Fineman, Head of Finance, Procurement & Parking

D. Risk Management

All capital expenditure carries an element of risk which will be considered as part of the decision-making process for individual schemes.

Jane Fineman, Head of Finance, Procurement & Parking

E. Environment and Sustainability

There are no specific implications that arise from the process of Capital Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

F. Community Safety

There are no specific implications that arise from the process of Capital Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

G. Equalities

There are no specific implications that arise from the process of Capital Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

H. Data Protection

There are no specific implications that arise from the process of Capital Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

I. Health and Safety

There are no specific implications that arise from the process of Capital Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

J. Health and Wellbeing

There are no specific implications that arise from the process of Capital Management over the fact that the budget supports the Council's priorities.

Jane Fineman, Head of Finance, Procurement & Parking

Tunbridge Wells Borough Council

Capital Strategy 2023/24



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1. Introduction and Background

The Chartered Institute for Public Finance and Accountancy (CIPFA) 2021 Prudential and Treasury Management Codes requires all local authorities to prepare a Capital Strategy report, which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this Capital Strategy is to ensure that all elected Members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

The capital strategy has direct links to other key strategic and policy documents, such as:

- The Borough Partnership Plan
- The Local Plan
- Asset Management Plan
- Treasury Management Policy and Strategy
- Budget and Medium-Term Financial Strategy (MTFS)
- Transport Strategy
- Capital Programme
- Procurement Strategy

The Capital Strategy complements the key documents above by defining the approach, structure and governance for the effective financing and management of our capital investment needs and ambitions. It outlines how the Council's existing capital resources will be effectively managed to meet the planned needs and opportunities for meeting the ambitions for future longer-term capital investments.

This strategy will be updated annually to reflect changes in circumstances that may affect the strategy.

2. The Council's Vision and Priorities

2.1 Priorities: Focus on Five

Capital plan schemes should emerge from, or be designed to achieve, the Council's strategic priorities and objectives set out in The Borough Partnership Plan. The Borough Partnership has set itself five priorities called the Focus on Five:

- Safeguarding finances
- Vibrant and safer town and villages
- Carbon reduction
- Genuinely affordable housing and social rental housing
- Digital access, transparency and local democracy

The Borough Partnership is made up of eight Cabinet members who have individual areas of responsibility.

2.2 Operating Principles

In delivering the Focus on Five priorities the Council will abide by several key operating principles. These are:

- **Being outward-looking** – we will be community and partnership focused, leveraging social capital where possible
- **Valuing staff** – we recognise the vital importance of staff in delivering our services and will ensure that we remain an employer of choice to attract, retain and develop our employees
- **A learning council** – we will gather feedback from residents and service users, seek best practice from elsewhere and learn from our mistakes
- **Digital first** – ensuring that the widest range of residents and users can access our services digitally (whilst recognising that this will not be possible for everyone).

We will be seeking to reduce the budget deficit in a responsible manner by adopting the following principles:

- **User Pays** – a recognition that users of services should pay for the cost of those services rather than all council taxpayers.
- **Enabling** – exploring areas where others might be better placed to lead on facilities or service delivery.
- **Carbon reduction** – taking opportunities to incentivise behaviour that contributes to our climate emergency goals.

- **Preventing future costs** – taking opportunities to reduce future costs through preventative spend.
- **Delivering (good) growth** – using the opportunities associated with the Local Plan to deliver new homes and business opportunities and more generally being ‘open for business’ – encouraging investments and generating income to reduce the need to cut services.
- **Being opportunistic** – seeking opportunities for external funding, collaboration or the delivery of our priorities by others.

3. Local Context

3.1 Demographic and Economic Change

The borough of Tunbridge Wells is set in the High Weald of Kent, around 70% of which is designated as an area of outstanding natural beauty. Around 55% of the population live in the town of Royal Tunbridge Wells with 45% living in the larger towns of Cranbrook, Paddock Wood and Southborough and the surrounding towns and villages. The borough is bordered by the districts and boroughs of Sevenoaks, Maidstone and Tonbridge and Malling, to the north, whilst to the south it borders Wealden and Rother in East Sussex.

The population of Tunbridge Wells borough has grown by less (0.2%) than the national average (6.3%), and the latest Borough resident population is 115,300 (source: Census 2021 Results unrounded population estimates). This data also shows that the Borough has a higher percentage of its population living in 1 person households (29.4%) than most of its neighbouring authorities (25.6% in Tonbridge and Malling Borough Council, 26.4% in Maidstone Borough Council, 26.5% in Sevenoaks District Council and 27.5% in Wealden District Council), with fewer 15 to 24-year-olds and more 45 to 54-year-olds than the national average.

The Borough has become more multi-cultural since the last Census. The proportion of all ethnicities except for White (English, Welsh, Scottish, Northern Irish, British) have increased since the last Census, with the largest increases seen among Asian, Asian British and White (Other) ethnicities.

Historically, the Borough has had one of the lowest levels of unemployment in the country and the lowest levels of deprivation in the county (source: DLUHC Average Indices of Multiple Deprivation Score 2019). The 2021 Resident median weekly earnings show the borough to have the third highest in the County at £698.70 per week (Source: Nomis ONS). National surveys consistently name the borough of Tunbridge Wells as amongst the happiest and best places to live.

3.2 Sustainable Travel

Recent years have shown that travel patterns are changing and will need to change further to ensure everyone plays their part in reducing carbon emissions.

3.3 Housing

Our economic success and population growth have put pressure on housing demand, and the cost of housing is increasing. Median prices in the borough of Tunbridge Wells have been consistently higher than those of the South- East region, which have in turn tracked higher than those of England as a whole. The borough has experienced further demand for housing since the coronavirus pandemic, due to the desire of people wishing to relocate from London to areas with more outdoor space.

It is estimated that the population of the borough is likely to increase over the next 15 years with over 65s seeing a steady increase in that period. Tunbridge Wells borough continues to have higher average house prices than the rest of Kent and the South East region (as based on Land Registry House Prices 2019). Since 2006, the average price of a house in Tunbridge Wells has increased by £195,753 (an increase of 73%). Comparatively, other areas across Kent and the South East of England have seen increases of 62% (£127,004) and 64% (£145,447) respectively.

In 2019, entry level house prices were approximately 12 times the (workplace based) earnings of households in the borough, representing around a 38% increase since 2009, from around eight times the earnings. Indeed, the relative affordability of homes in Kent as a whole has worsened in both absolute terms and relative to the rest of England.

The rising household numbers and prices, coupled with an ageing population, means that as well as needing to address the affordability of housing, there will be an increasing need to ensure a range of housing types and sizes suitable to meet the needs of older people, including specialist forms of housing, within both the market and affordable sectors

3.4 The Rural Areas

Tunbridge Wells borough is home to a number of attractive towns and villages with a rich natural history, a pleasant built environment and thriving rural businesses. Approximately 70 per cent of the land is designated as an area of outstanding natural beauty. Part of the success of Royal Tunbridge Wells is its pleasant setting and easy access to high quality countryside. Our historic towns and villages act as important service centres and are a vital part of the tourism economy.

Larger towns such as Cranbrook, Paddock Wood, and Southborough are essential focal points for the local economy and access to services. Over many years we have worked with parish and town councils in our area to enhance these features and deliver improved services.

3.5 Tunbridge Wells Town

Royal Tunbridge Wells is rooted in culture, leisure and the arts. It's what first made it a spa-town destination over 400 years ago. Today, the town continues to be a prominent destination, with cultural, leisure and arts opportunities complemented by our beautiful parks and open spaces, our spa town heritage and a wide range of sports and activity clubs on offer. This is a significant benefit to the local economy and for residents across the area.

More people enjoy cultural and arts activities in our area than the average across England. We can capitalise on this, but to do so we need to invest in our facilities.

Our residents value activities for promoting health and wellbeing, but we need to invest in our sports and recreation provision to encourage greater participation. The tourism that comes with being a destination town is an important part of our economy. We will continue to support the industry, encouraging the growth in visitor accommodation, and promoting an all year round offer of attractions that visitors can enjoy.

3.6 Devolution

A national policy agenda for local Government is to devolve local services to public bodies. Devolution means that services which are currently provided and funded by central Government may be devolved to other public bodies. It also means that services we currently provide as a borough council may be devolved to parish and town councils, or community groups.

This is to ensure that services can be provided at the most local level, where knowledge and choice can be used to provide the best services for residents. The models for local Government are changing to recognise this, which is creating both opportunities and challenges.

3.7 Resources and Finances

Public services have been facing funding pressures for some time. We are providing for an increasing population, who are growing older, and have higher expectations. The grant historically received from central Government was redrawn in 2018/19 but the Council was in good financial health, with the budget balanced annually, no long-term debt and unallocated financial reserves of £4 million.

The pandemic had a devastating financial impact on local authority finances with a significant reduction in income from sales, fees and charges. The Council also experienced additional service costs in responding to the Covid-19 emergency. Government put in place several financial support grants and the Council successfully applied for all that were available. This resulted in the cost of services for 2020/21 and 2021/22 being fully funded from council tax, grants and investment income with a small transfer made to the General Fund.

The 2023/24 budget includes the remaining impact to the Council's income from the pandemic and additional cost pressures largely because of rising inflation, labour shortages and supply chain distribution. The situation continues to be fluid and further significant variances can occur across the Council's budget. The 2023/24 budget has been balanced through the temporary use of reserves.

3.8 Climate Emergency

The Council recognises the overwhelming weight of scientific evidence pointing to man-made climate change and the harmful impacts this is having on natural habitats and ecosystems, biodiversity, and our lives in general. It recognises that it has a responsibility to take a firm lead on reducing the Council's and the wider borough's carbon emissions. However, the Council's ability to finance this has become severely limited due to the financial effects of the pandemic and it will require Government support to implement its responsibilities. The Council has agreed to:

- Declare its recognition of global climate and biodiversity emergencies.
- Set up a climate cross party task force to start a dedicated report with actions that it needs to take to address this emergency including how the wider community including businesses, organisations and individuals can be encouraged to make their own contributions to meeting a goal to make the Borough carbon neutral by 2030.
- Ensure that forthcoming plans and strategies set out ways in which the Council can make its contribution to reduce carbon emissions, the degradation of the environment and combating climate change by agreeing an ambition to make the Council's operations carbon neutral by 2030.
- Lobby central government to provide additional resources and to grant the necessary freedoms to deliver the above.
- Take steps with partners to proactively include young people in the process, ensuring that they have a voice in shaping the future by setting up a Citizen's Assembly as a way of also involving residents and businesses in the process as Climate change will have implications for generations to come.

4. Financial Context

4.1 Medium Term Financial Strategy

The MTFS together with the Council's strategic priorities and objectives are used to guide the inclusion of capital programme schemes and form the basis for any capital investment decisions. The MTFS will continue to be a major influence on the 2023/24 and subsequent Capital Programme schemes. The MTFS is updated once a year and the latest version is published on the Council's website.

Capital receipts derived from the sale of capital assets are used as a source of finance for new capital expenditure. The Council's assets are reviewed on a regular basis to identify the potential for disposal.

The demographic and economic features of the Borough give rise to a realistic assessment of very limited opportunities to attract funds from national and regional sources. Nevertheless, the Council will continue to investigate and exploit external funding opportunities.

Capital expenditure is currently funded from specific earmarked reserves, the capital and revenue initiatives reserve, grants from government and other bodies, developer contributions and capital receipts derived from the sale of assets.

All government support for the Council's capital expenditure is by way of capital grants. Government support through capital grants is usually ring-fenced for specific purposes. It is the Council's intention to try and secure capital grants, wherever possible, for schemes which advance the Council's strategic priorities and objectives.

4.2 Current Asset Portfolio

The Council holds a significant asset portfolio that supports both its operational activities and non-operational activities. The table below shows the breakdown of these long-term assets:

	£'000 31 Mar 21	£'000 31 Mar 22
Land & Buildings	£102,346	£103,561
Vehicles, Plant & Equipment	£1,773	£1,625
Infrastructure	£240	£235
Community Assets	£8,566	£8,566

Asset Under Construction	£11,361	£17,671
Heritage Assets	£3,654	£3,763
Investment Property	£710	£710
Intangible Assets	£1,035	£963
Total	£129,685	£137,094

4.3 Reserves

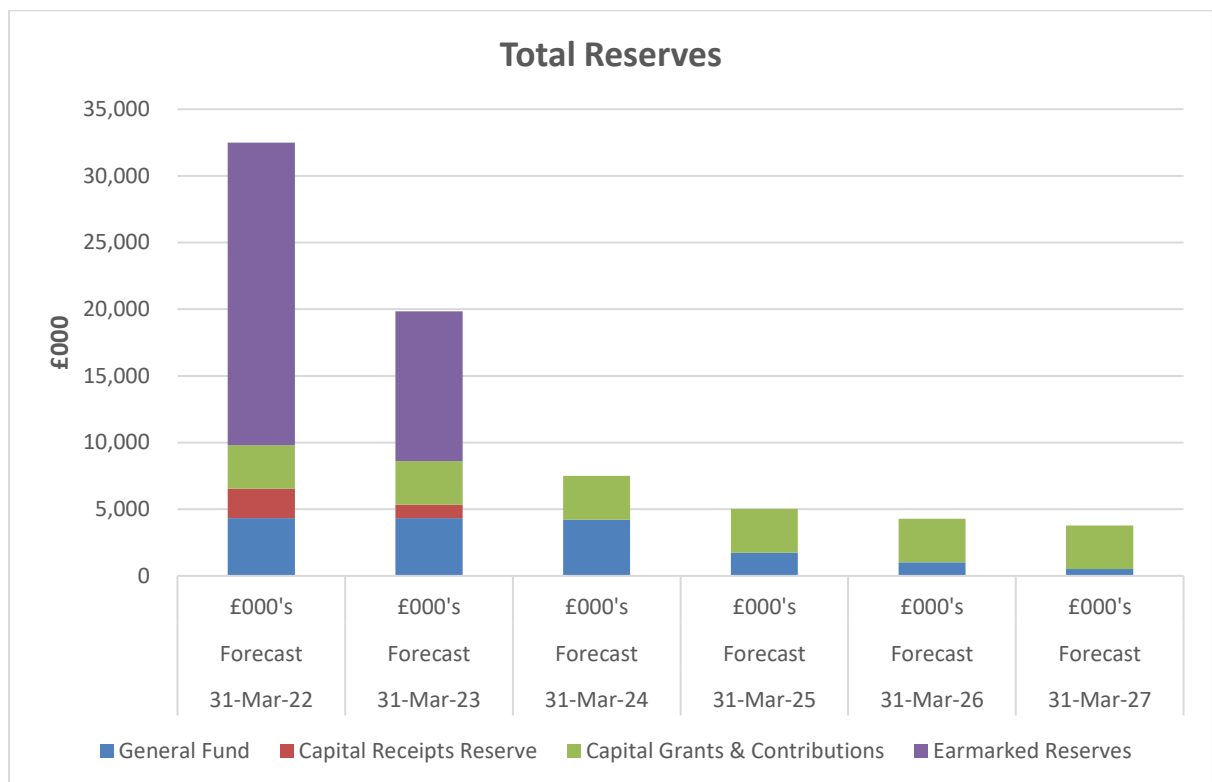
The Council had £32.493 million of usable reserves as at 1 April 2022, including £22.677 million of earmarked reserves. These reserves are available to fund the specific purpose of the reserve, in accordance with the virement procedure rules, which includes the funding of capital projects.

The Grant Volatility Reserve is an earmarked reserve used to manage fluctuations in Government grants from one year to the next. Its balance as at 1 April 2022 includes £6,911,000 that at year end will be used to fund the Council's share of the deficit currently held on the Collection Fund. It is committed and not available to spend despite being held in a usable reserve.

The 2022/23 budget was set with a deficit of £944,000 to be funded by reserves. This transfer from reserves was forecast to be £706,000 as at Quarter 2 due to an improvement in the forecast against budget.

Currently it is estimated that £943,000 will be needed to balance the 2023/24 budget. It is assumed that the revenue budget from 2024/25 is balanced without further utilisation of reserves.

The graph below shows the balance of these reserves.



5. Partnership Working

Our strategic partners help us to deliver our Focus on Five for the Borough.

To do this, we work together with a range of different organisations, on a local and regional basis, to achieve our projects and the priorities we have set out in the Borough Partnership Plan.

5.1 Public Sector

Kent County Council

Tunbridge Wells Borough Council has a strong strategic relationship with Kent County Council (KCC). KCC has helped us to deliver in a range of different ways across the years, including working directly in partnership with the Council on the Amelia Scott, the Community Hubs, and the Public Realm improvements. They are also significant consultees on the Local Plan, and County wide strategic documents such as the Kent and Medway Growth and Infrastructure Framework. The County Council will continue to be an important partner in the years ahead, as we seek to deliver on the Focus on Five priorities.

Parish & Town Councils

Alongside our close relationship with the County Council, we work closely with our local councils through the Parish Chairmen's Forum, and directly through some of our projects, such as the Community Hubs for Southborough, Paddock Wood and Cranbrook. They also acting as significant consultees on the Local Plan. We will continue to work with our Parish and Town Councils to explore opportunities for partnership working and the devolving of services where appropriate.

Mid Kent Services

Mid Kent Services (MKS) is a delivery vehicle for delivering shared services across Tunbridge Wells Borough Council, Maidstone Borough Council, and Swale Borough Council. The three councils work in partnership with one another to deliver outcomes across a wide range of services and have a close operational relationship. Further opportunities to share services will be considered where they meet our priority of 'Safeguarding Finances'.

West Kent Partnership

The West Kent Partnership is a strategic economic partnership between Tunbridge Wells Borough Council, Sevenoaks District Council, and Tonbridge and Malling Borough Council. The three councils have similar demographic and socio-economic factors which influence their strategic approach to economic development. The West Kent Partnership provides a forum to discuss common approaches and influencing strategies regarding economic develop and infrastructure funding, which will benefit the whole of the West Kent region. This fits in with the 'Safe and Thriving Towns' priority.

Community Safety Partnership

The Community Safety Partnership is formed from a range of different public authorities, including the Police, the NHS and local councils in order to actively reduce crime and disorder by working together. Tunbridge Wells Borough Council is an active partner in the CSP and hosts a shared community safety partnership hub in the Town Hall. Working together with partners through the CSP is a statutory duty, but also meets the priority of 'Safe and Thriving Towns'.

West Kent Health and Care Partnership (HCP)

HCPs support healthcare providers to work more closely with local Councils, not just with social care and public health colleagues, but also education, planning, housing, environmental health and leisure services. The West Kent HCP brings together health and care providers, including hospitals, community care, mental health care, GPs and social care, to plan and deliver services to the people of West Kent and to support them to live healthy lives. The Council works with the HCP to help deliver

public health and sports initiatives, including delivering services under the 'One You Kent' service. This fits in with the priority of 'Safe and Thriving Towns'.

Licensing Partnership

The Licensing Partnership is a delivery vehicle for shared service delivery in licensing. There are three other authorities, alongside Tunbridge Wells Borough Council, who are members of the partnership, and they work in a collaborative way to ensure excellent service delivery.

5.2 Private Sector

Tunbridge Wells Cultural Consortium and Creative Tunbridge Wells

The Tunbridge Wells Cultural Consortium exists so that cultural and leisure offerings from businesses, community groups, the council and the third sector are co-ordinated and used to best effect in terms of attracting visitors and revenue to the town of Royal Tunbridge Wells. This is in line with the Borough Council's Cultural Strategy aspiration of 'being the cultural capital of West Kent'. Culture has been identified by the Borough Council as being key to securing long-term prosperity for the area. Work is now underway to establish Creative Tunbridge Wells as a strategic partnership to help realise the maximum social and economic benefits of culture and creativity in the borough under the Cultural Compact model supported by Arts Council England. The partnership will be cross sectoral including cultural organisations, community groups and local businesses.

Royal Tunbridge Wells Together Business Improvement District

This is a community interest company which has been set up by Tunbridge Wells Borough Council and key businesses in the town of Royal Tunbridge Wells including AXA PPP, Royal Victoria Place, Thomson, Snell and Passmore, Cripps and Markerstudy. The CIC is funded by local businesses and seeks to collaboratively make Royal Tunbridge Wells a key destination for retail, business, leisure and culture with the Business Improvement District.

Kent and Medway Economic Partnership (and SELEP)

The Kent and Medway Economic Partnership, and its parent organisation, the South East Local Economic Partnership are partnerships set up between local businesses and local authorities, with input from the education sector. The role of the partnership is to drive forward and monitor economic growth across the South East region, with Kent and Medway being a sub-region of this. Tunbridge Wells Borough Council is an

active member of the Kent and Medway Economic Partnership, and sits on the KMEP Board. Active involvement in KMEP ensures the best outcomes for Tunbridge Wells.

5.3 Community and Third Sector

Town and Country Housing

Town and Country Housing is the main provider of social housing within the Borough and provides social housing accommodation across Kent and East Sussex. The group's headquarters are in Royal Tunbridge Wells, and the Borough Council enjoys a close strategic relationship, working together to improve social and health inequalities, where they are linked to housing.

Royal Tunbridge Wells Town Forum

The Royal Tunbridge Wells Town Forum is a community forum made up of representatives from residents groups, interest groups and other community groups within the town of Royal Tunbridge Wells. The Forum is supported administratively by the Borough Council. Forum members are consulted on specific topics, issues and ongoing projects that affect the town area, and also look into matters of interest to the community, which may not be on the Council's radar. The Forum is well attended, with between 40 to 50 members of the public attending each meeting, and their feedback is used where possible to inform policy and strategy development.

6. Principles Supporting the Capital Strategy

The key principles that underpin the Council's Capital Strategy are:

6.1 Strategic Priorities

Establishment of a direct relationship with the Council's strategic priorities and objectives, with the Capital Programme based upon investment needs and prioritised on an authority-wide basis. This demonstrates an explicit link with key strategic planning documents and recognition of the need for a corporate approach to cross-cutting issues such as the environment, social inclusion, affordable housing and community safety.

6.2 Public Consultation

The use of public consultation is, indirectly, an important part of developing the Capital Programme through its use in setting priorities and developing strategies, which may lead to capital projects coming forward.

6.3 Partnerships

Partnerships initiatives are considered in Section 5 which help shape policy objectives and which aim to deliver projects in conjunction with others.

6.4 Procurement Strategy

The Procurement Strategy seeks to ensure that good procurement practice is applied consistently throughout the Council. It sets out how the Council will address procurement and establishes its importance to the Council and the contribution it can make to improved service delivery.

6.5 Availability of External Funding

In support of the Council's strategic priorities and objectives to monitor and pursue available forms of external partnership and other funding opportunities.

6.6 Housing

As a non-stockholding Housing Authority, the Council has a key role to play in the delivery of the strategic housing function covering policy and enabling, private sector housing, and in identifying and addressing housing needs.

6.7 Use of the Council's Assets

Maintenance of an Asset Management Plan and performance measures for the use of Council owned assets to ensure optimum returns and early release of redundant assets in support of strategic investment priorities and to attract inward investment.

6.8 Consideration of the Impact on the Council's Revenue Budget

To ensure that capital investment decisions are consistent with the Council's Medium Term Financial Strategy, particularly the management of its revenue budget.

6.9 Value for Money

Each year the Council's external auditor gives an opinion on whether the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. All of the Capital Programme processes from identification and selection of schemes, through implementation to subsequent review of completed schemes can contribute to achieving value for money.

6.10 Investment in IT

Investment in IT in order to improve efficiency and economy and to meet customer aspirations for self service, particularly via the website; and to enable more flexible and different ways of working to be adopted to support and assist delivery of the Savings and Transformation Strategy.

7. The Capital Programme

7.1 Implementation and Managing the Capital Strategy

The Council has developed a process for considering and evaluating potential capital schemes as an integral part of its Capital Strategy. This process for selecting schemes is described below.

Schemes are applied for annually during the budget setting process and categorised into an A List, being Health and Safety works, funded by external income or an investment that will generate a future revenue income stream or cost saving, a B List, which is approved in principle but for which a formal application will be required throughout the year, and a C list, which is projects that do not fall into the A and B list. The A list is approved into the Capital Programme and the B list approved in principle.

The Capital Programme sets out how capital resources are used to achieve the Council's priorities where they are quantifiable. The Council has agreed a number of corporate projects in principle, however budgetary provision is only made when the concepts reach a sufficient stage to enable a business case and costings to be produced.

The Council faces decisions over the use of its reserves in contributing to this agenda and the balance that it wishes to strike between maximising income from asset disposals and using its assets to deliver the Council's priorities.

The Capital Programme is now maintained on a four year rolling basis, with Full Council approving the funding in principle of new additions. The Section 151 Officer has authority to determine the source of funding for each project when the decision is taken to procure each scheme.

The main strategic objectives of the Capital Programme, which provides the underlying principles for financial planning, can be summarised as follows:

- To maintain a rolling capital programme which remains within the approved sustainability limits and takes into account any decisions or actions which may have a material impact on future years
- To maintain the Capital Receipts Reserve at no less than £1 million
- To ensure that capital resources are aligned with the Council's strategic plan and corporate priorities
- To maximise available resources by actively seeking external funding, use of planning contributions, use of on-street parking funds and disposal of surplus assets for cash or other contributions
- To meet remaining commitments from the Capital and Revenue Initiatives Reserve so long as this resource can be maintained
- Prudential borrowing to be undertaken only where there are sufficient monies to meet in full the implications of capital expenditure, both borrowing and running costs
- To engage local residents in the allocation of capital resources.

The level of reserves will decline as they are used to fund the Capital Programme. New schemes will need specifically to consider alternative funding options, taking into account the cost of using capital reserves and the impact on the revenue budget.

7.2 Borrowing

The Council is also prepared to borrow money where it is considered to be economically prudent for long term capital projects and assets.

Borrowing for capital purposes is governed by the Prudential Code 2021. Local authorities have the freedom to borrow where they determine it to be affordable, sustainable and prudent. This enables local authorities to fund new borrowing from

savings in revenue expenditure or the generation of additional revenue income, for example investment in car parking where this increases income.

An objective of the 2021 Prudential Code was to respond to the major expansion of local authority investment activity over the past few years into the purchase of non-financial investments, particularly property. The Code requires 'that an authority must not borrow to invest primarily for financial return'.

In order to borrow from the Public Works Loan Board (PWLB), local authorities are required to submit a summary of their planned capital spending and PWLB borrowing for the following three years.

7.3 Current Capital Programme

The result of the process described in Section 7 is the Council's Capital Programme. This covers a four-year period and is monitored on a quarterly basis. At the end of each quarter a monitoring report is considered by the Council's Management Board and presented to Members at meetings of the Finance and Governance Cabinet Advisory Board and Cabinet.

The capital programme for 2022/23 to 2025/26 totals £25,466,440. This is based on the Quarter 2 Capital Management report, presented to Cabinet in December 2022, plus new applications for 2023/24 as set out in the Draft Budget 2022/23, also presented to Cabinet in December. The new schemes totalled a gross budget of £2,228,000 (A List).

	£000
Capital Programme 2022/23	£10,556
Capital Programme 2023/24	£10,715
Capital Programme 2024/25	£2,915
Capital Programme 2025/26	£1,280
Total Gross Expenditure	£25,466
Government Grants	£8,071
Section 106 Contributions	£1,948
Other External Contributions	£819
External and Internal Borrowing	£1,250
Sale of Fixed Assets	£1,200
Earmarked Reserves	£1,590
Capital Initiatives Reserve	£10,588

Total Funding	£25,466
----------------------	----------------

In addition to the schemes included in the table above £1,361,500 was agreed in principle as the 2021/22 B List, £1,792,000 as the 2022/23 B List and £27,000 as the 2023/24 B List. These schemes will require a formal application to be approved into the capital programme.

The Capital Strategy needs to ensure that any capital investment decisions are both affordable and achieve the priorities set out in the Five-Year Plan. The Council is at the point where capital reserves are scarce and as such any investment in assets is likely to have implications on the revenue budget.

The Capital Strategy must therefore recognise the implications of capital investment decisions and ensure that they are in line with Council priorities, and financing requirements are robustly evaluated and understood. The availability of staff resources to deliver the capital programme will need to be considered during the budget process.

7.4 Flexible Capital Receipts Strategy

Local authorities are limited in their ability to utilise capital receipts, (the disposal proceeds from the sale of fixed assets or repayment of loans for capital purposes). Statutory guidance issued under s15(1) of the Local Government Act 2003 generally precludes capital receipts being used to fund revenue expenditure and requires them to be applied to either fund capital expenditure or to repay debt.

The Spending Review 2015 included a relaxation to the above regulations allowing the use of capital receipts for a limited period to fund revenue expenditure 'that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or improve the quality of service delivery in future years'. The period over which these amended regulations applied was between 2016/17 and 2021/22.

Historically the Council has delivered a supply of capital receipts from the sale of assets which were either generating little income or were underutilised, and therefore these were disposed of. These have helped fund the capital programme and have not been utilised for revenue expenditure. This supply has stalled but any future capital receipts that are now realised will continue to only fund capital expenditure.

7.5 Post Implementation Reviews

It is important that any issues relating to the implementation of a Capital Programme project are addressed as soon as possible; either during the project or shortly after completion. The wider issues of the effectiveness and value for money of a project are addressed through a formal system of post-implementation review. Lessons

learnt inform future capital programme decision making and monitoring reports are part of a system of continuous improvement.

8 Commercial Activities

With reductions in funding that the Council has faced it is having to look at commercial activities to supplement its income and support service delivery. However, to minimise risk of potential loss of income in the longer term it needs to ensure that any investment opportunities are based upon sound decision making that considers the future likelihood of investment income reducing.

Therefore when making commercial investment decisions the Council will follow the principles set out below:

- Commercial capital investments will only be made to enhance the Council's asset portfolio and will be linked to the delivery of the corporate priorities.
- Consideration will be given to the economic development potential of any investment decision.
- Expert advice will be sought to ensure any investment decision is based upon sound market intelligence, forecasts for future investment returns and yields that offer sound investment return without risking capital invested.
- Investment opportunities will always ensure that the Council's investment is protected as far as possible either through increases in capital value or from guaranteed revenue income.
- The Council will not borrow to invest primarily for commercial return.

9 Risk Management

One of the Council's key investment priorities is that all investment risk should be understood with appropriate strategies to manage those risks. Major capital projects require careful management to mitigate potential risks which can arise. All risks will be considered including political, economic, legal, technological, environmental and reputational as well as financial. The effective monitoring, management and mitigation of these risks is a key part in managing the capital strategy. No project will be approved where the level of risk, as determined by Cabinet and the Section 151 Officer, is unacceptable.

This strategy is closely aligned with the Treasury Management Policy and Strategy which contains key performance indicators.

10 Knowledge and Skills

The Council utilises the knowledge and skills of its internal officers when considering capital investment decisions and where necessary it also relies on the expert knowledge of specialist external advisors.

10.1 Internal Staff

The Council employs professionally qualified finance, legal and property officers who can offer advice and guidance when considering any capital investment decisions.

Finance staff are professionally qualified and have the necessary experience of how the Council works. They undertake Continuing Professional Development and maintain knowledge and skills through regular technical updates from appropriate bodies.

Legal staff are provided through the Mid Kent Services Legal Partnership. The team are professionally qualified solicitors or legal executives and are regulated by their respective professional bodies. Staff undertake Continuing Professional Development and their rules of conduct require that they have an appropriate level of skill and expertise to deal with the matter with which they are dealing.

The Property team is made up of a number of Chartered Surveyors who advise the Council on all property matters. They are members of the Royal Institution of Chartered Surveyors (RICS) and comply with the RICS's rules in relation to Continuing Professional Development.

10.2 External Advisors

The Council uses external advisors where necessary to complement the knowledge its own officers hold. The Council recognises that the responsibility for decisions always remains with the authority and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information.

Some of these advisors are contracted on long term contracts or are appointed on an ad-hoc basis when necessary. Link Treasury Services provide treasury management advice, including investments, borrowing and capital financing.

Disposal of land and public conveniences in Brenchley and Matfield

For Finance and Governance Cabinet Advisory Board on 24th January 2023

Summary

Lead Member: Councillor Christopher Hall, Cabinet Member for Finance and Performance

Lead Director: Lee Colyer, Director of Finance, Policy & Development (S151 Officer)

Head of Service: David Candlin, Head of Economic Development and Property

Report Author: Max Horgan, Estates Surveyor

Classification: Public document (non-exempt)

Wards Affected: Brenchley and Horsmonden

Approval Timetable	Date
Management Board	11 th January 2023
Portfolio Holder	TBC
Finance & Governance	24 th January 2023
Cabinet	9 th February 2023

Recommendations

Officer / Committee recommendations as supported by the Portfolio Holder:

1. To approve the freehold transfers of the land and public conveniences at High Street, Brenchley as identified on the attached plan shown in Appendix A and the land and public conveniences at Maidstone Road, Matfield as identified on the attached plan shown in Appendix B. The key terms of the transfers are detailed in Option 1 below. The other terms of the transfers are to be agreed under delegated authority to the Head of Economic Development and Property in consultation with the Director of Finance, Policy and Development and the Cabinet Member for Finance and Performance.
2. To delegate to the Head of Economic Development and Property in consultation with the Director of Finance, Policy and Development, the Head of Legal Services and the Cabinet Member for Finance and Performance the authority to

complete all necessary negotiations, legal processes and legal documentation to complete these transfers.

1. Introduction and Background

- 1.1 The purpose of this report is to obtain authority to dispose of the land and public conveniences at High Street Brenchley (shown in Appendix A) and land and public conveniences at Maidstone Road, Matfield (shown in Appendix B) to Brenchley and Matfield Parish Council.
- 1.2 Management Board declared both sites surplus to the Council's requirements on 21st December 2022.
- 1.3 Tunbridge Wells Borough Council was contacted by Brenchley and Matfield Parish Council on the expiry of their management and maintenance agreement in March 2022 in order to enquire whether the Council would consider transferring the public conveniences in Brenchley and Matfield to the Parish Council.
- 1.4 Since 2010 Tunbridge Wells Borough Council has transferred six public convenience sites to Parish Councils across the Tunbridge Wells borough.
- 1.5 Property and Estates officers recommend that the freehold titles of the land and buildings should be transferred to Brenchley and Matfield Parish Council for £1 each. This will be subject to 100% clawback in perpetuity on both transfers, if planning permission is obtained for any other use other than community use, or, if the land and property is sold and the proceeds of that sale are used for anything other than for community uses. These sale conditions have been included in each of the previous transfers of Public Conveniences to Parish Councils, therefore it is the Council's standard approach.
- 1.6 Brenchley and Matfield Parish Council have prepared a business plan shown in Appendix C which explains that the Parish can manage and maintain these assets moving forward into the future.
- 1.7 By transferring these sites, the Council will benefit from the saving of approximately £9,500 per annum which consists of utilities, contract cleaning and maintenance costs.
- 1.8 The Council has obtained valuations for both these public convenience buildings where it has been assumed there is potential for redevelopment into either residential or commercial uses. Brenchley land and public conveniences was valued at £80,000 and Matfield land and public conveniences was valued at £70,000.
- 1.9 The floor area of each building was 315 square foot (29.26 square metres) therefore this would potentially limit the conversion of each property into either residential or commercial uses.
- 1.10 There is in place a general disposal consent which provides the Council autonomy to carry out their statutory duties and functions, and to fulfil such other

objectives as they consider to be necessary or desirable. However, when disposing of land at an undervalue, the Council must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people. A Circular issued in 2003 gives authorities consent to a disposal of land at an undervalue provided that:-

- a) a local authority considers that the disposal is likely to contribute to the achievement of: i) the promotion or improvement of economic well-being; ii) the promotion or improvement of social well-being; iii) the promotion or improvement of environmental well-being;
and
- b) the best price reasonably obtainable for the property does not exceed £2,000,000 (two million pounds).

2. Options Considered

- 2.1 **Option 1:** Tunbridge Wells Borough Council transfers the freehold ownership of both sites to Brenchley and Matfield Parish Council. These transfers will be for £1 each and will be subject to clawback provisions in perpetuity. The clawback payment will be payable if either building is converted into any other planning use other than community use, or, if the land and property is sold and the proceeds of that sale are used for anything other than for community uses.
- 2.2 **Option 2:** Do nothing - this would result in the Council having to manage and maintain these buildings and therefore would not benefit from the potential savings.

3. Preferred Option and Reason

- 3.1 **Option 1:** That the Council transfers the freeholds of both public convenience sites to Brenchley and Matfield Parish Council. This would allow this Parish Council to manage buildings in their locality and also to ensure that both facilities remain open and operational in the future.

4. Consultation on Options

- 4.1 This report is going through the due process in accordance with the Constitution.

5. Implementation

- 5.1 If Cabinet approves the transfers of these two sites the call in period will end after 5 clear days from the date the Cabinet decision is published.

6. Appendices and Background Documents

Appendices:

- Appendix A: Plan of land and public conveniences at High Street, Brenchley
- Appendix B: Plan of land and public conveniences at Maidstone Road, Matfield
- Appendix C: Business Case provided by Brenchley and Matfield Parish Council
- Appendix D: Climate Emergency Impact Assessment Form

7. Cross Cutting Issues

A. Legal (including the Human Rights Act)

The Council has a general power of competence under section 1 of the Localism Act 2011 to do anything an individual can do provided it is not prohibited by other legislation.

The Local Government Act 1972, section 111(1) also empowers a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

The Council has power under section 123(1) of the Local Government Act 1972 to dispose of land and property in any manner that it wishes. The proposed disposals must be for the best consideration reasonably obtainable in accordance with section 123 of the Local Government Act 1972 or meet the requirements of Circular 06/03: Local Government Act 1972 General Disposal Consent (England) 2003 - disposal of land for less than the best consideration that can be reasonably obtained failing which, the Secretary of State's consent would be required.

Acting on the recommendations is within the Council's powers as set out in the above statutory provisions.

There are no consequences arising from this report that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.

Claudette Valmond, Head of Legal Partnership, 16/01/23

B. Finance and Other Resources

The disposal of these two public convenience sites will produce a saving of approximately £9,500 per annum in revenue costs. The inclusion of a clawback clause

in the transfer documentation gives 100% of any sales proceeds back to the Council if either property is sold or redeveloped for anything other than community use, whether it be by the Parish Council or subsequently by any other owner.

Jane Fineman, Head of Finance, Procurement and Parking, 16/01/23

C. Staffing

There are no staffing implications from this report and can be delivered within existing resources.

Nicky Carter, Head of HR, Customer Service & Culture, 11/01/23

D. Risk Management

The risks involved in land and property disposal and the actions proposed to minimise and mitigate those risks are set out in the body of the report.

Max Horgan, Estates Surveyor, 05/01/2023

E. Environment (inc. Biodiversity) and Sustainability

The transfer of these two public convenience sites will reduce the Council's energy and water consumption and also reduce carbon emissions created by Council staff travelling to and from each building to carry out site inspections.

Max Horgan, Estates Surveyor, consulted with sustainability on 16/01/23

F. Community Safety

There are no consequences of concern arising from this report.

Terry Hughes Community Safety Manager, 06/01/23

G. Equalities

No specific issues.

Max Horgan, Estates Surveyor, 05/01/2023

H. Data Protection

No specific issues.

Max Horgan Estates Surveyor 05/01/2023

I. Health and Safety

At all TWBC owned sites they must protect workers and others from getting hurt, or ill through their work or actions. If this does not happen, then:

- A regulator such as the Health and Safety Executive (HSE) may take action against TWBC under criminal law.
- The person affected may make a claim for compensation against TWBC under civil law.

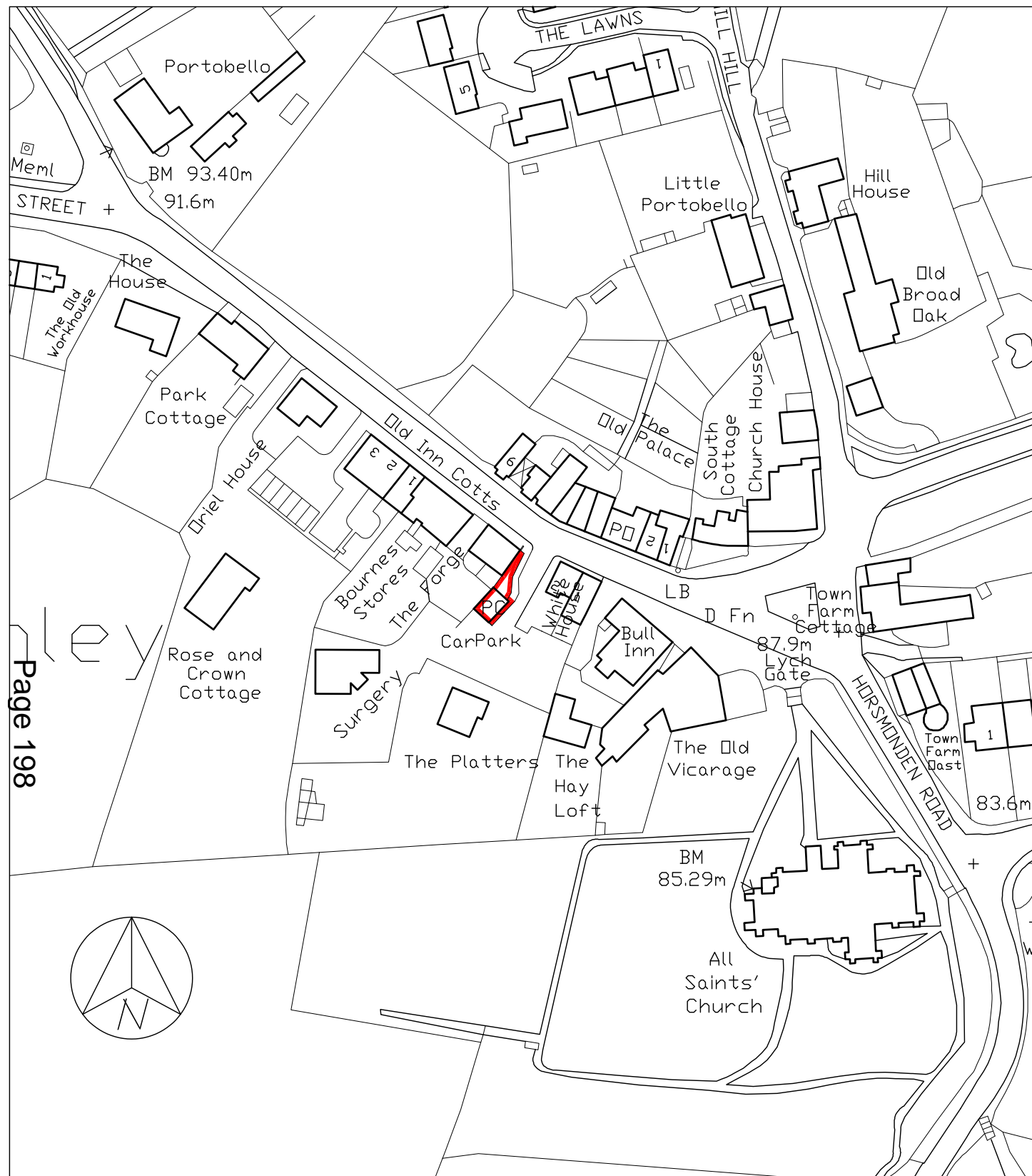
With TWBC no longer having ownership of this site then they will no longer be liable for any incidents on site.

Mike Catling, Corporate Health and Safety Advisor, 06/01/2023

J. Health and Wellbeing

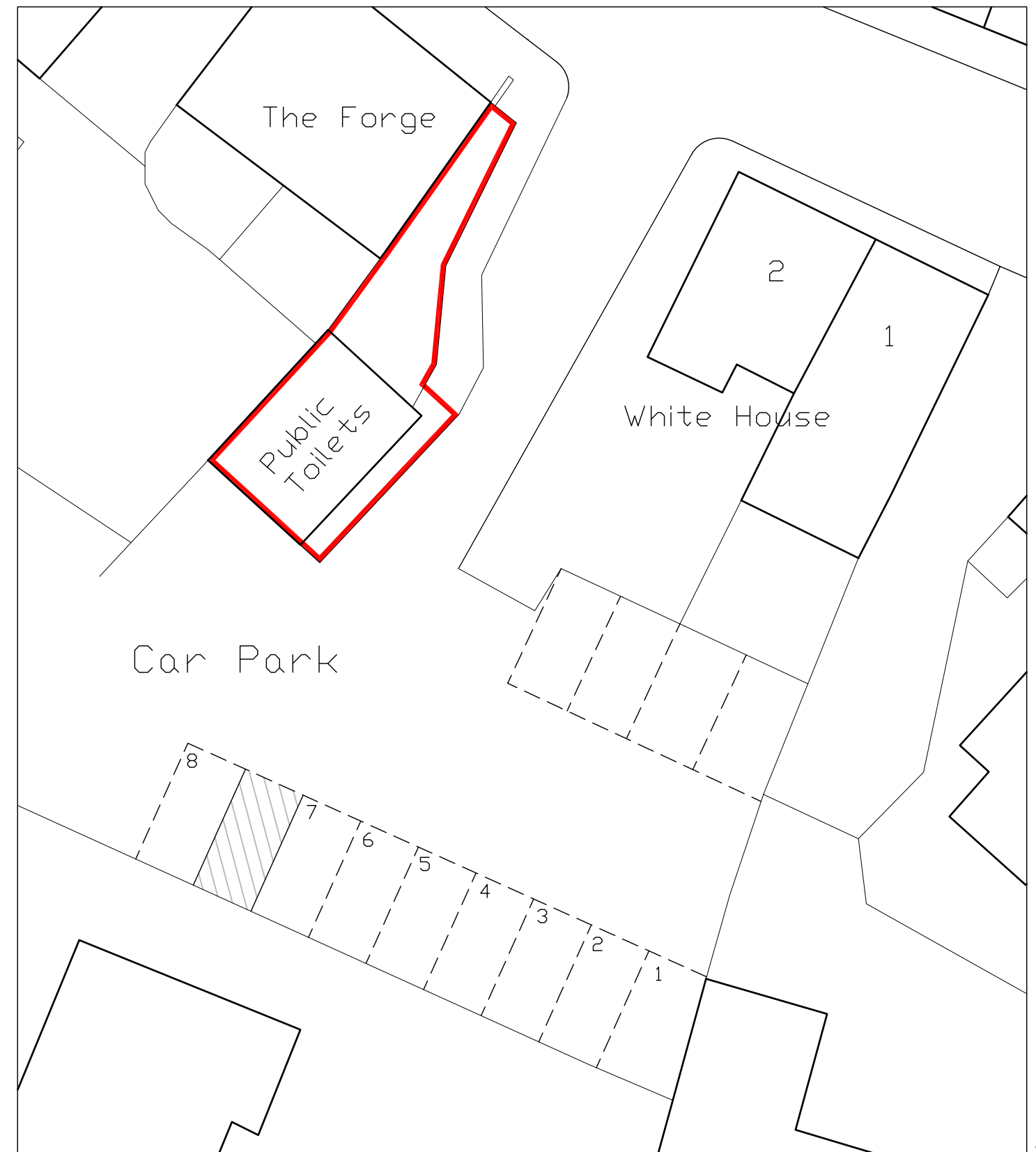
There are no health and wellbeing implications.

Rebecca Bowers, Health Improvement Team Leader, 12/01/23



Location Plan

Scale 1:1250



Site Plan

Scale 1:200

5m 10m 25m

Town Hall Royal Tunbridge Wells Kent TN1 1RS Tel: 01892 526121 Fax: 01892 532968 e-mail: property@tunbridgewells.gov.uk	Revision	Ordnance Survey data © Crown copyright and database right 2022. OS 100030994.		AutoCad File Name		Drawing Title	Project Title Brenchley Car Park High Street Brenchley
				C15K1 Brenchley Car Park			
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These are the notes referred to on the following official copy

The electronic official copy of the title plan follows this message.

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H. M. LAND REGISTRY

Appendix B

NATIONAL GRID PLAN

TQ 654I

SECTION

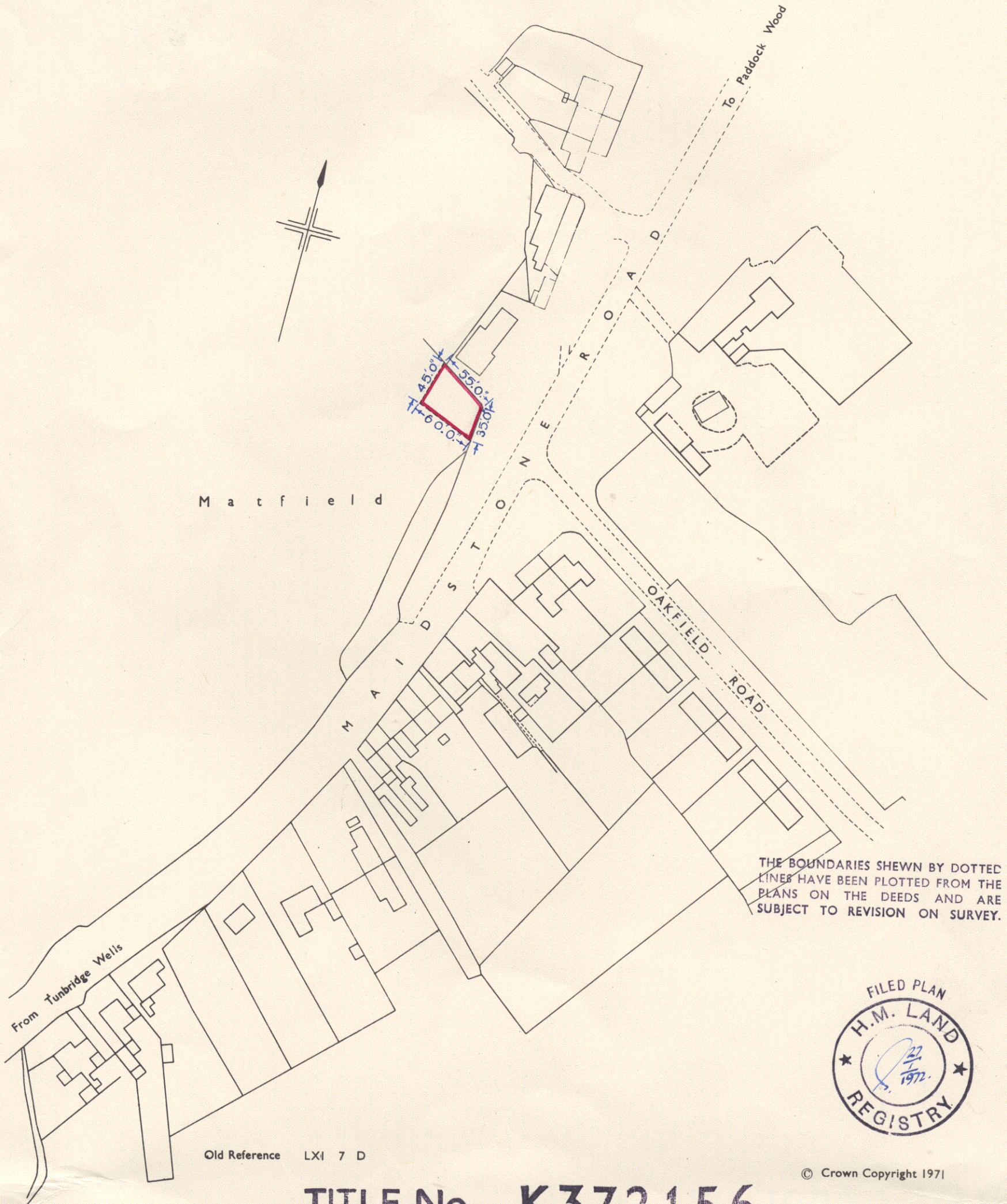
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Page 200

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Brenchley and Matfield Parish Council

“Business Case” in support of the proposed transfer of title for the Public Conveniences situate in Brenchley and Matfield from TWBC to B&MPC

RESOLVED at a meeting of Brenchley and Matfield Parish Council on 3rd October 2022

Background

1. The two blocks containing Public Conveniences, situated in High Street, Brenchley and Maidstone Road, Matfield, are currently owned by TWBC.
2. Some years ago, TWBC gave notice that they intended to close both facilities to save money.
3. This caused considerable concern to B&MPC and to local residents.
4. The matter was raised at the Annual Parish Meeting and a show of hands of those present and an informal local referendum thereafter gave an overwhelming majority in favour of retaining these facilities.
5. As a result, a management contract was agreed between TWBC and B&MPC whereby TWBC would keep the facilities open but recharge directly associated costs to B&MPC. The costs have formed a significant part of the Parish Council’s annual precept calculation since then.
6. These costs escalated annually and, some six months before the expiry of the last three-year agreement at 31/3/2021, TWBC proposed a further increase of some 25% in the annual charge as a non-refundable contingency coupled with a new, uncapped liability to be charged in addition for any additional costs that might be incurred arising from malicious damage, graffiti removal, property maintenance etc.

The present and future

1. Such an increase was seen as unjustified and unacceptable to B&MPC and resulting protracted discussions eventually led to an agreement that, subject to final authorisation at TWBC and completion of the legal requirements, the freehold title to the buildings of the public conveniences and the land upon which they stand would be transferred to B&MPC for a nominal consideration.
2. In the interim, it was agreed that B&MPC would become responsible for contracting and paying directly for the daily maintenance and cleaning of the facilities, using the same company as previously used by TWBC. This was effective from 1/4/2022. TWBC were to recharge B&MPC for the directly incurred costs related to utility provision (i.e. power and water), building and liability insurances and necessary building maintenance, pending completion of the legal transfer process.
3. As far as B&MPC are aware, ours are the last Public Conveniences within the rural part of TWBC area still owned and operated by TWBC, the others having either been closed down or already transferred to the relevant local Parish Councils to own and manage.
4. B&MPC have already contracted and are paying for the daily maintenance and cleaning services. These costs, combined with the anticipated typical costs to be taken on once the transfer is complete for insurance, utilities and maintenance, will total considerably less than

Appendix C

the new annual charge from April 2022 that had been proposed by TWBC.

5. They are thus entirely affordable for B&MPC for the foreseeable future and should allow the related element within the annual precept calculation to be reduced, thereby benefitting the local rate-payers financially as well as securing the ongoing service provision that local residents were so keen to maintain, both for their own use and for the many visitors passing through.
6. B&MPC are committed to maintaining these facilities for the foreseeable future.

Chantal Brooks
Clerk and Proper Officer

Brenchley and Matfield Parish Council
Matfield Pavilion
The Green
Matfield
Tonbridge
TN12 7JU

Climate Emergency Impact Assessment Form

Before completing this form, it is essential you read the Climate Emergency Impact Assessment guidance document.

This assessment is to help officers think about how their projects, procurements, commissioning, and services can align with the Council's carbon reduction targets and aid in informed decision making. The level of detail required will be vary significantly. In many cases a simple qualitative assessment may be adequate, the depth of assessment will depend on the type of project/work matter being considered.

Title:

Disposal of land and public conveniences at Brenchley and Matfield
--

Type of Project:

Strategy/Policy	
Service/Function	Property and Estates
Other – please specify. (e.g. infrastructure/equipment purchase)	Asset Disposal

Service area/Directorate	Economic Development and Property
Lead officer	Max Horgan
Names and roles of other people involved in carrying out the impact assessment	N/A
Date impact assessment started	16/12/2022

Brief description of the project/activity including the proposed outcomes:

Tunbridge Wells Borough Council were approached in March 2022 by Brenchley and Matfield Parish Council who enquired about whether the Council would consider transferring two public convenience sites to the Parish Council so that they can manage these assets moving forwards. Property and Estates Officers recommend that these two sites are transferred to the Parish Council for £1 each subject to a 100% clawback in perpetuity.

Options appraisal:

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

The Parish Council could have taken a lease on each public convenience building however the Council would not have benefitted as significantly from granting this lease of both sites therefore progressing to a transfer of each site was selected.

Financial Impacts:

What impact will this proposal have on council carbon emissions? Increased emissions will increase costs in the long term. Will it be cost neutral, have increased cost, or reduce costs? The shadow price of carbon may need to be considered – see the guidance document.

Please explain why this will be the result, detailing estimated savings or costs where this is possible.

Consider impact over the lifetime of the project, this for example should include information on on-going maintenance, costs savings from lower energy use, long term implications in terms of carbon off-setting costs, due to not meeting the net zero ambition by 2030. A project might be very expensive in the short term if capital investment is required, but this could pay back over time in energy savings, and reductions of emissions, over a longer period.

Depending on the type of project this may be relatively simple or will require more detailed analysis and a clear outline of types of costs and how assessed.

These transfers would reduce the Council's carbon emissions as transferring these public convenience buildings would reduce the Council's spend on providing electricity and water to these properties. These transfers would also reduce the Council's maintenance spend as TWBC would no longer have to maintain these buildings in the future.

Please provide details of external funding sought and obtained, (e.g. grant funding):

No external funding sought.

Qualitative Impact Appraisal:

<p>How will this proposal impact on carbon/the environment?</p> <p>N.B. There may be short term negative impact and longer-term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p>Positive impact (Place a X in the box below where relevant)</p>	<p>No impact (Place an X in the box below where relevant)</p>	<p>Negative impact (Place a X in the box below where relevant)</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant depending on type of project please include:</p> <ul style="list-style-type: none"> • Changes over and above business as usual. • Evidence or measurement of effect. • Figures for CO₂e • Links to relevant documents 	<p>Explain how you plan to improve any positive outcomes as far as possible and mitigate any negative effects.</p>
Energy:					
<p>The Council's energy consumption via its buildings and the services provided (electricity, gas, oil). Tick +ve if consumption will reduce.</p>	X			<p>Less consumption due to both public convenience buildings will be disposed of. From the date of disposal the Council will benefit from reduced energy consumption.</p>	N/A

Travel and Transport					
The Council's energy consumption via travel (eg petrol/diesel). Tick +ve if consumption will reduce. If an EV is used the energy consumption can be included in the energy row above.	X			This will be reduced as management visits by the Facilities and Property and Estates team will no longer be required. From the date of disposal the Council will benefit from reduced carbon emissions via travel.	N/A
Water					
The Council's water usage. Tick +ve if consumption will reduce.	X			Less water consumption due to both public convenience buildings will be disposed of. From the date of disposal the Council will benefit from reduced water consumption.	N/A
Waste including food waste					
Waste generated and type of waste. Tick +ve if consumption will reduce.		X		No impact	N/A
Renewable Energy					
Creation of renewable energy. Tick +ve if it increases renewable energy production. Quantify these changes as part of the project benefits.		X		No impact	N/A
Buildings & Infrastructure					
If the project involves the development/building of, or the acquisition of a building has the energy usage been considered. Tick +ve if the impact on the council's carbon		X		No impact	N/A

emission reduce. Due to the nature of these projects a separate detailed assessment may be required to clearly quantify these changes.					
Embodied ¹ energy - does your project/proposal include construction of buildings, refurbishment and fit-outs or other significant infrastructure? If no, then tick neutral. If yes, have genuine efforts been made to minimise the embodied energy ¹ in the materials being used for that construction, and the source of such materials? Detail must be provided. Very often renovation can have a lower carbon footprint.		X		No proposed works scheduled prior to disposal.	N/A
Impacts on the Borough in general					
Assess the impacts of the project in terms of Borough wide carbon emissions and environmental impacts. Use the categories as listed in this table as a guide. Will this project increase pollution, (include any impacts on air, land, water, light, and noise)?	X			These disposals will reduce pollution as Brenchley and Matfield Parish Council are located closer to these two sites therefore emissions created by travelling to each site will be reduced as journey times will be shorter.	N/A
Biodiversity					

Protecting, enhancing, and increasing biodiversity (use of chemicals and their impacts e.g., on pollinators)		X		No impact	N/A
Landscaping of green spaces in construction, civil engineering, highways, grass-cutting verges, and hedgerows		X			
Climate adaptation and resilience					
Adapting to be able to cope with the effects of climate change, i.e., flooding/extreme heat		X		No impact	N/A
Offset scheme					
Carbon offsetting – how will an increase in carbon emissions be offset. Tick +ve only if an effective offset scheme is used		X		No impact	N/A

† for embodied energy information please see the guidance document

Good Practice Standards:

Are there any recognised good practice environmental standards in relation to this proposal? If so, please detail how this proposal meets those standards.

N/A

Summary:

Summarise the findings of your impact assessment, the recommendation in relation to addressing impacts, including any legal advice, mitigation/adaptation, and next steps. This summary paragraph should be used as part of the cross-cutting issues in the main report to the decision maker and include this whole document as part of your appendices or background papers.

The transfer of these two public convenience sites will reduce the Council’s energy and water consumption and also reduce carbon emissions created by Council staff travelling to and from each building to carry out site inspections.

Sign off:

This climate change impact assessment was completed by:

Name	Max Horgan
Job title	Estates Surveyor
Service area/Directorate	Economic Development and Property
Signature	Maxwell
Completion date	13/01/23

Authorised by relevant Head of Service/Director:

Name	David Candlin
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Title	Head of Economic Development & Property
Signature	DH Candlin
Date	13 January 2023

Procurement Process and Policy Updates

For Finance & Governance Cabinet Advisory Board (CAB) on Tuesday 24th January 2023

Summary

Lead Member: Christopher Hall, Cabinet Member for Finance and Performance

Lead Director: Lee Colyer, Director of Finance, Policy and Development

Head of Service: Jane Fineman, Head of Finance, Procurement and Parking

Report Author: Dan Hutchins, Procurement Manager

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	23 rd November 2022
Finance & Governance Cabinet Advisory Board	24 th January 2023
Cabinet	9 th February 2023

Recommendations

Officer / Committee recommendations as supported by the Cabinet Member:

1. That the Finance & Governance CAB recommend the approval of the proposed Sustainable Procurement Policy and Modern Slavery Statement by the Cabinet.
2. That the Finance & Governance CAB note the proposed changes to the Contract Standing Orders (CSOs) approved by Constitution Review Working Party on Wednesday 7th December 2022, pending final approvals from Audit & Governance Committee and Full Council.

1. Introduction and Background

- 1.1 In July 2019 Tunbridge Wells Borough Council (TWBC), declared a Climate Emergency (FC29/19 – see [Full Council minutes](#)) and set an ambition to make its own operations, services and buildings carbon neutral by 2030.
- 1.2 We have worked closely with the Climate Emergency Officer Group to create a Sustainable Procurement Policy, which is attached as Appendix A. This will provide a framework to any officer tasked with procuring goods, works or services for TWBC, and will ensure that we are building appropriate levels of environmental focus into our tender evaluations and contract award decisions.
- 1.3 We have utilised a number of sources in the creation of this document, most notably the LGA toolkit, and liaised with our colleagues and peers from other authorities within Kent to ensure that the policy is robust and meets the needs of TWBC.
- 1.4 In addition to the Sustainable Procurement Policy, we have also created a Modern Slavery Statement. This document outlines TWBC's commitment to eradicating modern slavery from its supply chain, and our expectations for both suppliers and officers. This document is attached as Appendix B.
- 1.5 Whilst reviewing the legislative position to ensure that our Constitution is compliant and up to date, we have taken the opportunity to review the operational effectiveness of our current thresholds in order to ensure that our processes are as efficient as possible for officers. In undertaking this review we have considered the current processes and needs of both TWBC, and our partner authority Maidstone Borough Council (MBC), in order to provide a well balanced approach to our Procurement operations.

2. Current Position

- 2.1 TWBC has a Social Value Policy, which was approved in March 2020.
- 2.2 The Social Value Policy looks at Social, Economic, and Environmental factors which should be considered by officers in the letting of any contract for TWBC, with a mandated 10% minimum weighting to Social Value for any contract above £100k.
- 2.3 The proposed Sustainable Procurement Policy is designed to work in tandem with the Social Value Policy, but to add greater emphasis on the environmental/sustainability factors which will be pivotal to TWBC achieving its aim of carbon neutrality by 2030.

- 2.4 TWBC does not currently have a Modern Slavery Statement, and while it is not a requirement for Local Authorities it would be considered best practice to have a statement approved and published. All TWBC standard contracts contain wording regarding Modern Slavery.

3. Other Proposed Changes

- 3.1 As well as the proposed Sustainable Procurement Policy and Modern Slavery Statement, a number of changes to contract thresholds and updates to wording within the Contract Standing Orders (CSOs) of TWBC's Constitution have been proposed.
- 3.2 These changes have been approved by the Constitution Review Working Party (CRWP), and are awaiting final approval from Audit & Governance Committee and Full Council before adoption.
- 3.3 The report on these changes can be found in the agenda pack for CRWP on Wednesday 7th December 2022, and the reports which will follow to Audit and Governance Committee and Full Council.

4. Options Considered

- 4.1 The options considered are as follows:
- 4.2 **Option 1: Approve the Sustainable Procurement Policy and Modern Slavery Statement for adoption and publication** - Approve the two documents (pending any wording changes or requests) for implementation and publication.
- 4.3 **Option 2: Appoint a Consultant** - Appoint a consultant to produce a Sustainable Procurement Policy and Modern Slavery Statement on behalf of the Council
- 4.4 **Option 3: Do nothing**

5. Preferred Option and Reason

- 5.1 Our preference is to adopt Option 1 as outlined in section 4.2 of this report.
- 5.2 Adoption of this option would enable TWBC to implement a new framework for the use of environmental and modern slavery factors in its evaluation of tenders, and the decision to award contracts.
- 5.3 It will also provide officers with a framework to ensure that they are properly considering the environmental impacts of any procurement they undertake.

- 5.4 Option 2 would ensure that TWBC has a robust set of policies and statements in place, but would come at a cost – which would further strain the budget, and would be an unnecessary outlay.
- 5.5 Option 3 is not practically viable, as TWBC has a commitment to carbon neutrality by 2030 and therefore must take steps to ensure that its procurement of contracts is undertaken with sustainability as a key focus.

6. Consultation on Options

- 6.1 Management Board reviewed the proposed documents at their meeting on Wednesday 23rd November 2022, and gave approval for them to move through the political approvals cycle.

7. Implementation

- 7.1 Implementation of the proposed changes will take effect from the expiry of the call-in period following the Cabinet decision on 9th February 2023 (subject to approval of the recommendation).

8. Appendices and Background Documents

Appendices:

- Appendix A: Sustainable Procurement Policy
- Appendix B: Modern Slavery Statement

Background Papers:

- Management Board – Wednesday 23rd November 2022
- Constitution Review Working Party (for proposed changes to CSOs) – Wednesday 7th December 2022

9. Cross Cutting Issues

A. Legal (including the Human Rights Act)

The Legal team have been heavily involved in this process and the proposed changes bring the Council's Constitution into line with the legislative changes that have been made to procurement processes. 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.

Lucinda MacKenzie-Ingle, Team Leader Contracts and Commissioning MKLS 15 December 2022

B. Finance and Other Resources

The changes may have budgetary implications owing to potential increases in costs if sustainability measures are introduced into contract requirements. There are a number of ways that this could be monitored and managed during the commissioning and tendering phase of a contract (for example, requesting pricing for both sustainable and traditional delivery models in order to compare costs).

Dan Hutchins, Procurement Manager 9 December 2022

C. Staffing

There are no specific implications

Nicky Carter, Head of HR, Customer Service and Culture, 11 January 2023

D. Risk Management

The changes will provide a framework for officers to ensure that they are properly considering sustainability and modern slavery as part of their contracting/commissioning cycle. This will help to mitigate the risk of the Council not achieving its stated objective of carbon neutrality by 2030.

Dan Hutchins, Procurement Manager 9 December 2022

E. Environment (inc. Biodiversity) and Sustainability

A Climate Emergency Impact Assessment must be undertaken at the start of any new project etc. and as part of project planning and not as an 'add on' towards the end of completing the committee report.

Sustainability have been heavily involved in the production of the proposed Sustainable Procurement Policy, and have taken an active role in ensuring that the policy meets the needs of the Council.

The Climate Emergency Impact Assessment form and guidance document can be found in the cross-cutting issues section, you are advised to read the guidance in full prior to completing the assessment. The impact assessment also includes biodiversity requirements.

Dan Hutchins, Procurement Manager 9 December 2022, consulted with sustainability on 12 December 2022.

F. Community Safety

The proposed Modern Slavery Statement will provide officers with a framework to ensure that potential slavery concerns within the supply chain are mitigated – ensuring that the safety and rights of vulnerable groups and individuals are properly considered within the decision making process for the award of contracts.

Terry Hughes, Community Safety Manager, 12 December 2022

G. Equalities

Procurement processes need to take account of the diverse needs of service users. Discussions have been held with Procurement and it is recommended that an Equalities Impact Assessment is completed for any procurement process exceeding £100k in value, or any process below this threshold in which potential equalities considerations are identified. We will also review our procurement processes to ensure that equalities considerations can be captured as appropriate to the value of the contract.

Jane Clarke, Head of Policy & Governance, 13 December 2022

H. Data Protection

Whilst company data does not fall under the data protection act, the personal data of individuals, such as sole traders, would be protected. The Council abides by UK data protection law, and whilst all tender documents can potentially be made public under FOIA requests, the Council would consider each on a case by case basis, to balance the rights of privacy of the individual with the public's right to know.

Jane Clarke, Head of Policy & Governance, 13 December 2022

I. Health and Safety

There are no specific implications

Mike Catling, Health & Safety Advisor, 12 December 2022

J. Health and Wellbeing

There are no specific implications

Rebecca Bowers, Health Improvement Team Leader, 14 December 2022

Sustainable Procurement Policy

Introduction

Tunbridge Wells Borough Council is committed to providing the residents of the borough with excellent value in all areas of operation. In 2019 the Council declared a climate emergency and set out a commitment to become carbon neutral by 2030. For many councils the majority of greenhouse gas emissions and cost reduction opportunities lie outside internal operations. By measuring Scope 3 emissions, and working through procurement frameworks the council can encourage and engage suppliers to develop a proactive approach to sustainability, and reduce emissions and costs.

Considering this aim, the Council has reviewed its current processes and developed a policy to support officers and suppliers in moving towards this objective.

Due to the diverse nature of the goods and services provided to the borough by the Council, this policy cannot offer a single solution for all contracts, but will be considered by Procurement and Legal at commissioning stage prior to any tender being released.

What is Sustainable Procurement?

‘Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the local economy, whilst minimising damage to the environment’ ([LGA 2021](#)).

To support staying within a global temperature threshold of 1.5 degree centigrade, requires limiting cumulative carbon dioxide (CO2) emissions over the coming decades. By not reducing our carbon emissions in the recommended timeframe we add to the environmental impacts of rising global temperatures. Because global temperature change is determined by cumulative emissions, the pace at which we reduce emissions is important. The longer we wait, the sooner the remaining carbon space in the atmosphere is used up.

What are the advantages of adopting this policy?

The main advantage of adopting this policy will be to support the Council’s aim of becoming Carbon neutral by 2030. This policy will also provide the following benefits.

- This policy will guide the Council in considering whole life sustainability impacts in all contracts, ensuring that we take a proportional approach and to support suppliers in assisting us to reduce our joint carbon footprint.
- This policy will support the Council in encouraging suppliers to assist us in reducing our consumption on utilities.
- This policy aims benefit our communities in encouraging small and medium size enterprises (SME’s) to work with the Council and to engage with sustainability issues. The policy will also aim to provide information on guidance on how they can calculate and reduce their carbon footprint.
- Ensure greenhouse gas emissions and energy risks within the supply chain of council procured services are fully understood, including long term ‘carbon costs’ and to enable appropriate mitigation measures to be implemented.
- Equally, it will enable suppliers to review their own business supply chain and energy security measures.

- Identify which suppliers are leaders and which are laggards in terms of their sustainability performance.
- Engage suppliers and assist them to implement sustainability initiatives
- Improve the energy efficiency of their products
- Positively engage with employees to reduce emissions from business travel and employee commuting.

How will the Sustainable procurement policy work in practice?

Due to the varying industries the Council procure works and services from, this policy proposes a flexible timeline to ensure compliance, fair competition and measurable results. This flexibility will also allow us to remain committed to supporting local SME's as we progress this journey.

During the commissioning phase of any contract, the Council will explore the industry that we are looking to source from and adjust sustainability expectations as required. Officers will be asked to consider the contract term and any technical developments within the industry they are looking to procure services or works from. For example, the construction industry has made significant strides to meet sustainable requirements. In this instance the Council would move to stage 3 of our vision. For industries that are starting this journey we would continue with the vision plan as it is set out.

In all cases a balanced consideration of the social, ethical, environmental and economic impacts will be undertaken. In line with the '[Public Services \(Social Value\) Act 2012](#)' the council and officers must consider—

- a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

This is to ensure procurement can be used to deliver relevant local priorities, creating new businesses, new green jobs, and new green skills in the UK, improving supplier diversity, innovation and resilience, and tackle climate change and reducing waste.

Our Vision

Embedding sustainability into procurement can support the objectives of an organisation as set out in relevant policies and strategies and can be adapted to reflect the nature of the contract. The vision for this policy is to provide a framework for officers and suppliers that will guide the Council's procurement and to provide contracts that contribute towards the Council achieving its aim of becoming carbon neutral by 2030.

The main themes underlying this policy are engagement, consideration and adaption to each procurement and the outcome.

1. Engagement – This will support and provide guidance for suppliers to enable them to demonstrate how they comply fully with the procurement opportunities advertised. The Council will run events as set out in the 5-year procurement plan, this will engage local suppliers and will provide support and references to guidance in order to encourage them to start their journey towards operating in a sustainable manner.
2. Consideration and adaption – This will be essential for this policy to be successful; the Council must change and adjust the approach for each procurement, adapting the expectation dependant on the industries current market position.

3. Outcomes – To achieve its target's the Council will expect all suppliers to be aligned with its ambition to work towards being carbon neutral by 2030. This will require all suppliers to implement their own carbon reduction measures and reduce their own carbon emissions as much as possible. Only after all possible emissions have been mitigated should a verified offset scheme be considered.

Disclosure requirements vary from sector to sector and between small, medium and [large](#) businesses. The policy will be tailored to fit procurement of each scale so as not to exclude or unfairly discredit comparisons between different size businesses and companies. Working with our suppliers is key to delivering the aims of this policy.

As such we will monitor and measure their performance, encourage them to conduct their operations in line with the council's commitments, make their own [commitments](#), and embrace continuous improvement.

Our five-year proposal aims to build and develop a strategy that will encourage supplier engagement and will establish contracts that will assist the Council in achieving its Carbon Neutral objectives. Our vision is split into the short, medium, and long term.

- Short term – Years 1
 - During this phase we will start engagement process, this will set the Council's aims and expectations for suppliers. At this phase we will support suppliers in finding resources and guidance for their own Sustainability plans.
 - Suppliers will be expected to answer a questionnaire, this will be adapted to suit the procurement exercise and the contract type. Suppliers who are in the early stages of looking into becoming more sustainable will be able to evidence attendance at events as part of their submission.
 - Suppliers will be encouraged to assess their own scope 1 and 2 greenhouse gas emissions (GHG)
 - Suppliers who have already made efforts to monitor their emissions will be scored higher
- Medium Term – Years 2 and 3
 - In the medium term we will continue to build upon previous work and continue with local supplier engagement.
 - We will expand on the questions asked of suppliers, during this phase they will be required to provide more data and further details of their sustainability efforts this will include evidencing their carbon reduction forward plan.
 - We will also begin to set targets for specific categories that form a major part of the Council's scope 3 emissions.
 - From year 3 of this policy, it will be mandatory for suppliers to provide scope 1 and 2 data to the Council.
- Long term – Years 3 and 4
 - In the long term, the Council will have a mandatory requirement for all suppliers to provide carbon footprint data for scope 1, 2 and 3 emissions.
 - Suppliers should have developed their carbon knowledge and should be able to feed the Council in depth data to support the Council's carbon neutral targets.
 - Suppliers will be asked to provide copies of their Carbon reduction policies and their actions plans, including details of their carbon footprint trajectory and reductions achieved. Ongoing progress as to the supplier's carbon reduction will be provided to the Council's throughout the contract term.

Delivery

The Council will integrate the policy into its procedures as follows:

- For all contracts the commissioning/contracting officer will need evidence that they have investigated the marketplace current positioning on Sustainability, they should then adjust the process to act within reason to the current positioning of that industry.

The Councils [climate emergency impact assessment form](#) must also be completed for each procurement exercise.

For any construction projects Officers must consider embedded carbon and include a sustainability weighting within the tender documents, this must be given a sufficient weighting of the overall score for the evaluation process.

For some procurement exercises the whole life cycle assessment of products will need to be considered. This is a technique for assessing the environmental aspects associated with a product over its life cycle.

Once a procurement exercise is concluded, the responsibility for the contract Officers will be to ensure data is collected and monitored and that the supplier adheres to their tender response.

This policy will be reviewed annually and adjusted in line with the Council's sustainability targets.

- For clarification whilst the Council refers to 'carbon neutral', in this instance it has the same meaning as net zero. Net zero means any emissions remaining, after all possible efforts to mitigate them have been undertaken, would be balanced by verified schemes to offset an equivalent amount of greenhouse gases from the atmosphere

Modern Slavery in the Supply Chain Statement

Introduction

Tunbridge Wells Borough Council contracts with a range of suppliers of all sizes to provide essential goods and services, in order to deliver its services to the residents and businesses of the borough. The Council understands it has a wider social responsibility and is committed to having a positive impact on the working environments of all those involved in fulfilment of these contracts.

What is Modern Slavery?

The Local Government Association uses the following definition of Modern Slavery, provided by Unseen UK.

'The term 'Modern Slavery' captures a whole range of types of exploitation, many of which occur together. These are defined by Unseen UK to include but are not limited to:

- **Sexual exploitation: this includes sexual abuse, forced prostitution and the abuse of children for the production of child abuse images/videos.**
- **Domestic servitude: this involves victims being forced to work in usually private households, performing domestic chores and childcare duties.**
- **Forced labour: this can happen in various industries, including construction, manufacturing, laying driveways, hospitality, food packaging, agriculture, maritime and beauty (nail bars).**
- **Criminal exploitation: This can be understood as the exploitation of a person to commit a crime, such as pick-pocketing, shop-lifting, cannabis cultivation, drug trafficking and other similar activities that are subject to penalties and imply financial gain for the trafficker.**
- **Human trafficking: this requires that a person arranges or facilitates the travel of another person with a view to that person being exploited. The offence can be committed even where the victim consents to the travel. This reflects the fact that a victim may be deceived by the promise of a better life or job or may be a child who is influenced to travel by an adult.**
- **Other forms of exploitation: organ removal; forced begging; forced benefit fraud; forced marriage and illegal adoption.'**

The Modern Slavery Act (2015) provides the legislation behind the Government's commitment to eliminating Modern Slavery across the United Kingdom. The Council recognises the importance of this legislation, and aims to outline the expectations we have of our officers and supply chain through this statement.

Our expectations of all Suppliers

The Council has the following expectation of any supplier its contracts with;

1. The Council expects all its suppliers to recognise and take steps to ensure modern slavery is eradicated from its business activities.
2. The Council also expects that all suppliers that we contract with to be in compliance with the Modern Slavery Act of 2015, including that they publish any relevant documents. Businesses should familiarise themselves with this legislation and the relevant guidance.

3. Suppliers will follow the appropriate reporting routes if they suspect, witness or receive any reports of Modern Slavery within their business and through the course of their operations.
4. Suppliers should educate their staff to recognise and report any instances, these reporting routes should be clear and transparent.

Commissioning

The Council will integrate this statement into its procedures as follows:

- For all contracts the commissioning/contracting officer will need to request evidence from the supplier that they are in compliance with the Modern Slavery Act (2015).
- During any tendering process, officers will be encouraged to explore the Modern Slavery risks within the contract. This may include;
 - Requesting confirmation that all employees have written contracts of employment.
 - Requesting confirmation that all employees are paid at least the national minimum wage and, where appropriate, encouraging suppliers to pay the living wage.
 - For suppliers with a turnover less than the legally mandated threshold, the Council will encourage production of a Modern Slavery Statement or Policy as appropriate.

Once a procurement exercise is concluded, the responsibility for the contract Officers will be to ensure data is collected and monitored and that the supplier adheres to their tender response and is in compliance with all legislation.

This statement will be reviewed periodically and amended as necessary.

Urgent Business

For Finance and Governance Cabinet Advisory Board on Tuesday 24 January 2023

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.

Date of the Next Meeting

For Finance and Governance Cabinet Advisory Board on Tuesday 24 January 2023

Procedural Item

To note that the next scheduled meeting is Tuesday 7 March 2023

Exempt Item – Property Transaction Report July to December 2022 (Item 8)

For Finance and Governance Cabinet Advisory Board on Tuesday 24 January 2023

Procedural Item

Exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended): Information relating to the financial or business affairs of any particular person including the authority holding that information.

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

Document is Restricted