

## A G E N D A

### CABINET

**Thursday 3 December 2015 at 10.30 am**  
**Committee Room A, Town Hall, Royal Tunbridge Wells, TN1 1RS**

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**Members:** Councillor Jukes (Chairman), Councillors McDermott (Vice-Chairman), Barrington-King, Dr Basu, March and Weatherly

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

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- 1 Apologies**  
Apologies for absence as reported at the meeting.
- 2 Declarations of Interest**  
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.
- 3 Notification of Visiting Members wishing to speak**  
Visiting Members should indicate which item(s) they wish to speak on and the nature of their comments no later than 4pm on the working day before the meeting.  
(Pursuant to Cabinet Procedure Rule 27.4)
- 4 Minutes of previous meeting dated 29 October 2015** (Pages 1 - 10)  
The Chairman will move that the minutes be signed as a correct record. The only issue relating to the minutes that can be discussed is their accuracy.
- 5 Questions from Members of the Council**  
(Pursuant to Cabinet Procedure Rule 27.3)
- 6 Questions from Members of the Public**  
(Pursuant to Cabinet Procedure Rule 27.5)
- 7 Consideration of the Forward Plan as at 25 November 2015** (Pages 11 - 26)

Leader of the Council

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|-----------|---|-------------------|
| <b>8</b>  | <b>Quarter 2 Performance Summary</b>            | (Pages 27 - 76)   |
| <b>9</b>  | <b>Quarter 1 and 2 Complaints Summary</b>       | (Pages 77 - 86)   |
| <b>10</b> | <b>Draft Corporate Priorities 2016/17</b>       | (Pages 87 - 94)   |
| <b>11</b> | <b>Draft Asset Management Plan 2016/17</b>      | (Pages 95 - 164)  |
| <b>12</b> | <b>Development Programme Resources</b>          | (Pages 165 - 178) |
| <b>13</b> | <b>* Civic Complex - AHT Mandate Next Steps</b> | (Pages 179 - 214) |

Finance & Governance Portfolio Holder

- |           |  |                   |
|-----------|--|-------------------|
| <b>14</b> | <b>Quarter 2 Revenue Management Report</b>                           | (Pages 215 - 238) |
| <b>15</b> | <b>Quarter 2 Capital Management Report</b>                           | (Pages 239 - 256) |
| <b>16</b> | <b>Quarter 2 Treasury and Prudential Indicator Management Report</b> | (Pages 257 - 270) |
| <b>17</b> | <b>Draft Budget and Medium Term Financial Strategy Update</b>        | (Pages 271 - 288) |
| <b>18</b> | <b>Calculation of Council Tax Base</b>                               | (Pages 289 - 298) |

Joint Portfolio Holders

- |           |   |                   |
|-----------|---|-------------------|
| <b>19</b> | <b>Non Performing Property and Land Assets - Consideration of Proposals by Parish and Town Councils</b>   | (Pages 299 - 328) |
| <b>20</b> | <b>Urgent Business</b><br>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. |                   |
| <b>21</b> | <b>Date of Next Meeting</b><br>The date of the next scheduled meeting is Thursday 14 January 2016.  |                   |

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**Mark O'Callaghan**  
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**Town Hall**  
**ROYAL TUNBRIDGE WELLS**  
**Kent TN1 1RS**

## Notes on Procedure

- (1) A list of background papers appears at the end of each report, where appropriate, pursuant to the Local Government Act 1972, section 100D(i). Items marked \* will be the subject of recommendations by Cabinet to full Council; in the case of other items, Cabinet may make the decision, subject to call-in (Overview and Scrutiny Procedure Rule 12).
- (2) Members seeking factual information about agenda items are requested to contact the appropriate Service Manager prior to the meeting.
- (3) Members of the public and other stakeholders are required to register with the Committee Section if they wish to speak on an agenda item at a meeting. Places are limited to a maximum of four speakers per item. The deadline for registering to speak is 4.00 pm the last working day before the meeting. Each speaker will be given a maximum of 3 minutes to address the Committee.
- (4) Please note that this meeting may be recorded or filmed by the Council for administrative purposes. 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 Committee Administrator before the meeting. The Council is not liable for any third party recordings.

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

◇ **If you require this information in another format, please contact us on 01892 526121**

◇ **Accessibility into and within the Town Hall - In response to the requirements of the Disability Discrimination Act 1995, the Council has provided the following features to overcome physical barriers to access.**

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

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

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## TUNBRIDGE WELLS BOROUGH COUNCIL

### CABINET

Thursday, 29 October 2015

**Present: Councillor David Jukes (Chairman)  
Councillors McDermott (Vice-Chairman), Barrington-King, Dr Basu, March and  
Weatherly**

**Officers in Attendance:** Lee Colyer (Director of Finance and Corporate Services (Section 151 Officer)), Jonathan MacDonald (Director of Planning and Development), Paul Taylor (Director of Change and Communities), Nicky Carter (Head of HR), John Scarborough (Head of Legal Partnership), David Candlin (Head of Economic Development), Kelvin Hinton (Planning Policy Manager), Hilary Smith (Economic Development Manager), Filmer Wellard (Mid-Kent Partnership Fraud Manager) and Mark O'Callaghan (Democratic Services Officer)

**Other Members in Attendance:** Councillors Backhouse, Heasman and Mrs Thomas

### APOLOGIES

CAB70/15 There were no apologies.

### DECLARATIONS OF INTEREST

CAB71/15 There were no disclosable pecuniary or other significant interests declared at the meeting.

### NOTIFICATION OF VISITING MEMBERS WISHING TO SPEAK

CAB72/15 There were no Visiting Members who had registered as wishing to speak.

### MINUTES OF PREVIOUS MEETING DATED 17 SEPTEMBER 2015

CAB73/15 Members reviewed the minutes. No amendments were proposed.

**RESOLVED** – That the minutes of the meeting dated 17 September 2015 be approved as a correct record.

### QUESTIONS FROM MEMBERS OF THE COUNCIL

CAB74/15 There were no questions from members of the Council.

### QUESTIONS FROM MEMBERS OF THE PUBLIC

CAB75/15 There were no questions from members of the public.

### CONSIDERATION OF THE NOTICE OF INTENT TO MAKE KEY DECISIONS AS AT 21 OCTOBER 2015

CAB76/15 Mark O'Callaghan, Democratic Services Officer, advised members of the following updates to reports since the publication of the notice:

- Property Disposal Land at Hornbeam Avenue, Southborough had been moved from January to February;
- Property Disposal – Development opportunity in Tunbridge Wells had been moved from January to June;

- Economic Development Strategy had been moved from December to February;
- Car Parking Review – Charges 2016/17 had been moved from December to February;
- Borough Parking Strategy had been moved from March to April;
- Assessment of Waste and Recycling Service had been moved from December to January; and
- Kevin Lynes Site had been moved from February to August.

Members reviewed the notice. There were no further amendments proposed.

**RESOLVED** – That the Notice of Intent to Make Key Decisions as at 21 October 2015 be noted.

## **MOUNT PLEASANT AVENUE**

CAB77/15 Councillor Jukes introduced the report which included the following comments:

- The proposals were to construct an office block on the site of Mount Pleasant Avenue Car Park. The car park was owned by the Council and the long standing lease to AXA was due to expire in September 2016.
- Architects had advised that a development of between 40,000 – 50,000 square feet could be accommodated on the site.
- The central government grant would be reduced to the point where central support would be negligible by 2018 and the Council would need to be financially self sufficient. 20,000 square feet could be let on a commercial basis at a value of £400,000 per year.
- The new development would allow the potential relocation of the Council's offices, the current Town Hall was uneconomical and environmentally unfriendly.
- New Council offices would be more efficient, more user-friendly and would have the potential to be used outside normal office hours for occasions including weddings and conferences, adding an essential income stream for the Council.
- The backlog of maintenance at the current Town Hall and works required to bring the building up to a minimum Environmental Performance Category 'D' would cost approximately £10.5 million. Even if the building was brought up to minimum standards it would still be inappropriate for modern working practices.
- The proposals enjoyed broad support at the Cabinet Advisory Boards.

Councillor Barrington-King advised members that the Finance and Governance Cabinet Advisory Board had considered the report at its meeting on 6 October 2015 and had supported the recommendations subject to the budget condition as shown in the report. There had also been a strong desire that any new building should have a strong sense of civic stature which should be in keeping with the architectural heritage of Royal Tunbridge Wells.

Councillor McDermott echoed the previous comments and added that the Planning and Transportation Cabinet Advisory Board had further recommended at its meeting on 5 October 2015 that no commitment on a new building should be made without first having a clear plan for the future of the existing Town Hall.

David Candlin, Head of Economic Development, explained that regardless of any future building works the first phase of this project would be needed to accurately establish the Council's work space requirements. Approval of the proposals would also mean that the Council could define with a pre-let the amount of space available from any future building, allowing meaningful discussions with them. A copy of the draft brief was attached at appendix B and the route forward for the appointment of consultants was contained in exempt appendix C which had been fully examined by both Cabinet Advisory Boards.

Councillor Jukes commented that he had received strong expressions of interest from several potential tenants and was comforted to know that plans were not speculative.

Councillor March commented that she had been encouraged by broadly supportive feedback from organisations including Tunbridge Wells Civic Society and Royal Tunbridge Wells Town Forum.

The Chairman, Councillor Jukes, drew the discussion to a conclusion and having confirmed the inclusion of the recommendations from the Cabinet Advisory Boards, members were asked whether the resolutions were agreed.

## **RESOLVED –**

1. That the Director of Planning and Development, in consultation with the Leader of the Council, the Portfolio Holder for Finance for Governance and the Section 151 Officer, be authorised to approve the required funds, up to the budget sum set out in exempt Appendix C to the report, and the professional expertise to progress and deliver the office accommodation brief from the development programme budget;
2. That the Director of Planning and Development ensures that the Development Advisory Panel is engaged as appropriate during the delivery of the work;
3. That an outline of additional development programme budget resources required be provided for the December Cabinet meeting;
4. That the architect's brief include a statement that the new building should create a strong sense of civic stature; and
5. That there be no final commitment to the project without first having a clear, agreed plan for the existing Town Hall site.

## **REASON FOR DECISIONS:**

To enable the scheme to develop quickly and to enable the Council to explore and progress discussion with potential pre-let tenants with a view to tying them into a formal commitment.

## **COUNTER FRAUD TEAM**

CAB78/15 Councillor Barrington-King thanked Stephen McGinnes, Head of Revenue

and Benefits Shared Service, and his team for the work that had gone into making the partnership a success.

Councillor Barrington-King introduced the report and noted that the proposals allowed the Council to retain some sovereignty over the Counter Fraud Service and added that the recommendations had been strongly supported by the Finance and Governance Cabinet Advisory Board at its meeting on 6 October 2015.

Lee Colyer, Director of Finance and Corporate Services, added further explanation which included the following comments:

- The Council was responsible for collecting substantial sums of public money and this report was concerned with protecting the public purse.
- The service would also act as a deterrent for those thinking of committing fraud.

Filmer Wellard, Mid-Kent Partnership Fraud Manager, described how the service would operate which included the following comments:

- A designated team would be set up between Tunbridge Wells Borough Council, Maidstone Borough Council, Swale Borough Council and Kent County Council.
- The team would initially be scheduled for three years and reviewed after two years to ensure the desired results were achieved before further funding was sought.
- Kent County Council had expressed in interest is extending such a service for the whole county as funding was available for the Kent Intelligence Network.
- The service would cover Council Tax Benefit Awards, Single Person Discounts, Disregards, Exemptions and Disabled Relief plus Small Business Rate Relief, Charitable Relief and Discretionary Relief in respect of Business Rates.
- It was expected that the savings realised by the service would far outweigh the funding costs.

The Chairman, Councillor Jukes, expressed his satisfaction with the proposed service and invited questions and comments. There being none, members were asked whether the resolutions were agreed.

## **RESOLVED –**

1. That, subject to the agreement of Kent County Council and Maidstone and Swale Borough Councils, the continuation of a Counter Fraud Team be approved;
2. That the Head of Revenues and Benefits Shared Service be authorised to make the necessary operational arrangements as set out in this report;
3. That the Director of Finance and Corporate Services, in consultation with the Cabinet Member for Finance and Governance, be delegated authority to negotiate and - subject to reaching satisfactory terms - enter into a collaboration agreement with Kent County Council, Maidstone and Swale Borough Councils



for the continued delivery of a Counter Fraud Service for council tax and business rates; and

4. That the service be reviewed in 18 months' time, with a further report to be provided detailing the impact of the service on fraud and error.

## **REASON FOR DECISIONS:**

To reduce the level of customer fraud and error in relation to council tax and business rates.

## **BUDGET UPDATE REPORT 2016/17**

CAB79/15 Councillor Barrington-King introduced the report which included the following comments:

- Encouraging progress had been made and the Council recognised that it was important to keep all members of the Council and the public informed of the work going on behind the scenes.
- The Finance and Governance Cabinet Advisory Board supported the recommendations without amendment at its meeting on 6 October 2015.

Lee Colyer, Director of Finance and Corporate Services, added further detail which included the following comments:

- This report was the second stage in the process of setting the 2016/17 budget.
- The Government was in the process of a comprehensive spending review which would set out the plans for the lifetime of this Parliament. The review was expected to be published on 25 November 2015.
- The exact settlement for this Council was not known but it was hoped that details would be received by early December.
- It was also hoped that a multi-year settlement would be received allowing this Council to plan and prepare for any budget adjustments that may be necessary.
- A cut of 16 per cent in central government grant was expected.
- The report set out some economic commentary on factors affecting the Borough such as increased demand for housing, additional business investment and the stabilisation of inflation.
- The Council would not be dependant on interest rate rises as a fixed amount was set aside. However, bank base interest rates were expected to rise in quarter two.
- Tunbridge Wells had the lowest levels of unemployment in Kent at only 0.6 per cent.
- Tunbridge Wells residents had the highest median earnings in Kent.
- Whilst low unemployment and high earnings were good for residents it did present the Council and employers with particular difficulties in retaining key staff.
- Considering a cut in the central government grant of £261,000 and increases in national insurance contributions, combined with an assumed 2 per cent increase in Council Tax and sustained parking income, a budget shortfall of £278,000 was projected.

- The Government had capped Council Tax increases at 2 per cent which meant that this Council could not raise Council Tax by 1p per day without triggering an expensive referendum.
- A further report would be presented at the Special Cabinet meeting on 12 November 2015 setting out proposed changes to the fees and charges the Council sets locally.
- It was important that the public were involved in the budget setting and this year a residents' survey would provide a further opportunity to get feedback.

Councillor Jukes added that the Council had a turnover of approximately £70million per year and over the past three years it ran a balanced budget which was to the envy of most other Councils in Kent. Credit was given to Mr Colyer and the finance department. A projected budget deficit of £278,000 was manageable.

The Chairman, Councillor Jukes, invited further questions and comments. There being none, members were asked whether the resolutions were agreed.

**RESOLVED** – That officers continue to work on delivering a balanced budget in line with the Budget Strategy and report back to the Finance & Governance Advisory Board and Cabinet in December with proposals to balance the budget that will be sustainable over the medium term.

#### **REASON FOR DECISION:**

The basis for the recommendation is set out in the report.

#### **STATEMENT OF COMMUNITY INVOLVEMENT 2015 UPDATE**

CAB80/15 Councillor McDermott introduced the report and noted that the Planning and Transportation Cabinet Advisory Board supported the recommendation at its meeting on 5 October 2015.

Kelvin Hinton, Planning Policy Manager, added some explanation which included the following comments:

- The purpose of the report was to seek authorisation to commence a consultation on the revised Statement of Community Involvement which was a statutory document to set out how the Council will engage with the public on all planning related matters.
- The current statement was dated 2006 and therefore needed updating, particularly considering developments in electronic communication and social media.
- A review of the statement at this time was also pertinent given the intention to progress a Local Plan review already underway and expected to continue into 2016.
- The draft statement had already been presented to the Planning Policy Working Group and the Royal Tunbridge Wells Town Forum in addition to the Planning and Transportation Cabinet Advisory Board; all parties had commended the draft statement for consultation.

Councillor McDermott congratulated Mr Hinton and the Planning Policy Team for the work that had gone into the report and draft statement.

The Chairman, Councillor Jukes, noted that the statement was a statutory requirement and invited further questions and comments. There being none, members were asked whether the resolution was agreed.

**RESOLVED** – That the draft revised Statement of Community Involvement be approved as a basis for public consultation, with a view to adoption.

**REASON FOR DECISION:**

To ensure that the Council has an up to date and robust Statement of Community Involvement in place to meet the legal requirements of planning legislation and to communicate the Council's commitment to public engagement in planning matters.

**TOWN CENTRE PARTNERSHIP**

CAB81/15 Dr Dorothea Holman, a resident of Tunbridge Wells, Chairman of Boyne Park Residents' Association and Chairman of the Tourism and Leisure Working Group of Royal Tunbridge Wells Town Forum, had registered to speak.

Dr Holman addressed the Cabinet which included the following comments:

- Was pleased to support the proposals which would complement the work of the Council.
- Coming as an initiative of the local businesses, the partnership would promote a sense of community and unify the top and bottom areas of the town centre.
- Improved marketing would attract more businesses, visitors and tourists to the town, tourism being particularly important to Tunbridge Wells.
- Other towns which had implemented similar schemes had seen benefits including greater prosperity.
- The funding asked for to start the partnership would be matched and hopefully exceeded by the businesses which would increase the value of the investment in the town.

Mr Gilbert Green, of Thomson Snell & Passmore, had registered to speak.

Mr Green addressed the Cabinet echoing the comments of the previous speaker and strongly commending the recommendations.

Mr Steve Gurney, a resident of Tunbridge Wells and Manager of Index Magazine, had registered to speak.

Mr Gurney addressed the Cabinet which included the following comments:

- Had been looking at examples of other towns where similar partnerships were in place. Canterbury had recently moved to a Business Improvement District, prior to which they had a very successful partnership called Canterbury City Partnership.
- Based on that example a similar three-way partnership between Tunbridge Wells Borough Council, big businesses and smaller local business was proposed.
- The partnership would implement a town centre management team employing two staff working to a budget of £80,000 per year for three years for the improvement of Royal Tunbridge Wells.

# Agenda Item 4

- Big business had already contributed £40,000 in year one and £30,000 in year two; efforts were ongoing to continue this. The Council was asked to match this contribution. There would also be a small business membership scheme payable by monthly subscription.
- The benefits could be huge for all and could lead to the creation of a Business Improvement District.

Mrs Nicky Blanchard, Manager of Royal Victoria Place, had registered to speak.

Mrs Blanchard addressed the Cabinet which included the following comments:

- Royal Tunbridge Wells Together was a partnership to make the town centre a high quality destination for retail, business, leisure and culture.
- The steering group was in the process of establishing a company, limited by guarantee, with a Board to be nominated.
- The purpose was for businesses big and small within the town working together with the Council for the benefit of all.
- There was already some good activity around the town but it lacked cooperation and coordination which would greatly improve the overall attraction of Royal Tunbridge Wells.
- Was working towards an annual budget of around £100,000 and currently there was commitment to 2016 of approximately £40,000 from large businesses including: Fenwick, Thomson Snell & Passmore, Markerstudy, Royal Victoria Place, Hermes, Targetfollow, Cripps, Dandara and Arriva plus contributions from smaller businesses including: Index Magazine and Woods. Work was ongoing to attract more businesses.
- There would be two full time members of staff working directly for the Board, responsibilities to include growing the membership and working towards the objects contained within the Draft Business Plan attached to the report.

Councillor March thanked the speakers and noted the enthusiasm throughout the town for the partnership. The report was introduced which included the following comments:

- The partnership would link with the Borough's economic development strategy and the destination management plan.
- This initiative was the first time business would work with the Council and there was now a momentum which should be continued.
- The Council was being asked for a contribution of £40,000 in the first year, £30,000 in the second year and £20,000 in the third year. Funding from the business community already matched years one and two and efforts were ongoing to continue raising business contributions.
- The Communities Cabinet Advisory Board considered the report at its meeting on 7 October 2015 at which there were three recommendations made as shown in the Cabinet report.
  - Paragraph 10 of the report commented that part of the source of funding would come from savings in the cost of providing some services already undertaken by the Council being transferred to the partnership.

- Paragraph 12 of the report noted the potential for expanding similar schemes to rural areas if appropriate.
- Paragraph 20 of the report acknowledged concerns regarding duplication of services with other organisations.

Hilary Smith, Economic Development Manager, added that the detailed work was still ongoing and noted that Thompson Snell & Passmore were providing legal advice. Businesses in the town were already working together in putting forward a Christmas promotional campaign for the town as a whole. There was a lot of positive comment from the business community so this was a great opportunity to implement a new model for town centre management.

Councillor Jukes supported the partnership and noted that it would form part of the overall package for Tunbridge Wells. There was expected to be a great deal of investment in the town centre over the forthcoming 4-5 years, perhaps as much as £500million, which would inevitably lead to significant changes in the town. It was up to the Council and its business partners to ensure this changes was positive. Councillor Jukes added that the partnership model fitted with the Council's position as an enabling Council and strongly supported the recommendations.

Councillor McDermott noted the recommendations made by the Communities Cabinet Advisory Board and sought to ensure they were included. Councillor March confirmed that the advisory board recommendations were addressed within the body of the Cabinet report and had informed the recommendations made to the Cabinet.

The Chairman, Councillor Jukes, invited further questions and comments. There being none, members were asked whether the resolutions were agreed.

## **RESOLVED –**

1. That a contribution of £40,000 in Year 1, £30,000 in Year 2 and £20,000 in Year 3, to Royal Tunbridge Wells Together (RTWT), be agreed, subject to the Portfolio Holder for Tourism, Leisure & Economic Development and the Section 151 Officer sign off on a Service Level Agreement; the funding to come from the existing Economic Development budget and the Invest to Save Reserve;
2. That the performance of RTWT and its financial contribution be reviewed at the end of Year 2 of its lifetime; and
3. That a review of the focus and resources of the Economic Development team be undertaken once RTWT is operational.

## **REASON FOR DECISIONS:**

It is recommended that the Council contributes funding to Royal Tunbridge Wells Together as outlined in this report, to support it during its early years, but with a view to reducing its level of financial support in the longer term, as alternative sustainable models of funding are developed.

## **URGENT BUSINESS**

CAB82/15    There was no urgent business.

## DATE OF NEXT MEETING

CAB83/15 The next scheduled meeting would be held on Thursday 3 December 2015, at 10.30am in Committee Room A, Town Hall, Tunbridge Wells.

The Chairman, Councillor Jukes, noted the following special meetings to be held in quick succession prior to the next scheduled meeting:

**Special Cabinet (Co-located)**

Thursday 5 November 2015, at 2pm in the Council Chamber, Maidstone Town Hall

**Special Cabinet (Fees and Charges)**

Thursday 12 November 2015, at 10.30am in Committee Room C, Town Hall, Tunbridge Wells

NOTE: The meeting concluded at 11.25 am.

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# FORWARD PLAN

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## 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 sets out and gives a minimum 28 days notice of the key decisions\* that the Cabinet of Tunbridge Wells Borough Council intend to make. Other non-key decisions to be taken by the executive and the decision taker will also be included on the plan wherever possible.

Tunbridge Wells Borough Council will give notice through this document when it intends to hold a meeting, or part of a meeting, of an executive body in private. Where it is necessary to hold a meeting in private, the reason for this will be stated alongside the decision to be made.

Reasons for holding a meeting in private can vary, and may relate to issues such as commercial sensitivity when dealing with contractual issues, data protection issues relating to personal details of an individual, or due to a court order to hold the meeting in private. All of the reasons whereby a local authority can to hold a meeting in private can be found listed in Schedule 12A of the Local Government Act 1972 (as amended).

If you wish to make representations against the intention to hold a private meeting, please send these to Democratic Services Team Leader, Town Hall, Royal Tunbridge Wells, Kent, TN1 1RS or [wendy.newton-may@tunbridgewells.gov.uk](mailto:wendy.newton-may@tunbridgewells.gov.uk) no less than ten working days before the meeting date.

Any other documents relevant to key decisions to be taken may be submitted to the decision maker via the Democratic Services Team Leader.

A handwritten signature in black ink, appearing to read 'David Jukes'.

**Councillor David Jukes**  
**Leader of the Council**

**Publication Date: 25 November 2015**

The most recent version of the Plan supersedes all previously issued versions

\* A "key decision" means an executive decision which is likely to:

- a) result in the Council incurring expenditure which is, or the making of savings which are over £250,000; and/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.

PORTFOLIO	COUNCILLOR RESPONSIBLE
The Leader of the Council	Councillor David Jukes
Finance and Governance	Councillor Paul Barrington-King
Tourism, Leisure & Economic Development	Councillor Jane March
Planning and Transportation	Councillor Alan McDermott
Communities and Wellbeing	Councillor Lynne Weatherly
Sustainability	Councillor Dr Ronen Basu
Joint Portfolio Holders	As indicated
All Portfolio Holders	As indicated



### Leader of the Council – Councillor David Jukes

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Quarter 2 Performance Summary</b> 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 Compass community projects. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	No
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Quarter 1 and 2 Complaints Data</b> Review of the complaints received by the Borough Council under the Council's complaints procedure between 1 April 2015 and 30 September 2015. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	No
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Draft Corporate Priorities 2016/17</b> This decision will approve the launch of public consultation on the draft Corporate Priorities for 16/17, which will help us to deliver our key objectives in the Five Year Plan (our strategic plan). The Corporate Priorities set out the Council's projects for the year, in line with the Budget and Medium Term Financial Strategy (MTFS). <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	Yes	No
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Draft Asset Management Plan</b> For the Cabinet to set its recommendations for the Asset Management Plan for consultation purposes. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	David Candlin, Head of Economic Development	Yes	No

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Development Programme Resources</b> The development programme includes a wide range of projects that require extensive expertise to guarantee its success. The report provides an update on progress and requests further resources to continue the effective management of the programme. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	David Candlin, Head of Economic Development	Yes	No
03/12/15 Cabinet	09/12/15 Final Decision	10/11/15 Finance & Governance Cabinet Advisory Board	<b>* Civic Complex - AHT Mandate Next Steps</b> The report outlines the work undertaken by consultants appointed by the Council to consider the Civic Complex and the financial requirement to deliver a new Theatre. Consideration is given to the next steps required to test the market and develop the opportunity.  <i>Part of this meeting may be held in private by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</i> <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Diane Brady, Property and Development Manager	Yes	Part
11/02/16 Cabinet		20/01/16 Finance & Governance Cabinet Advisory Board	<b>Property Disposal - Land at Hornbeam Avenue, Southborough</b> Approval of Terms for Disposal of Land.  <i>Part of this meeting may be held in private by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</i> <i>(Southborough &amp; High Brooms)</i>	The relevant Cabinet Advisory Board will be consulted.	Diane Brady, Property and Development Manager	Yes	Part

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
11/02/16 Cabinet		20/01/16 Finance & Governance Cabinet Advisory Board	<b>Property Transaction Report July 2015 - December 2015</b> To inform Cabinet of the completed property transactions under delegated authority in respect of commercial properties during the proceeding six month period.  <i>Part of this meeting may be held in private by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. (All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Diane Brady, Property and Development Manager	Yes	Part
11/02/16 Cabinet	24/02/16 Final Decision	20/01/16 Finance & Governance Cabinet Advisory Board	<b>* Corporate Priorities 2016/17</b> This decision will recommend to Full Council the final version of the Corporate Priorities for 16/17 following public consultation. The Corporate Priorities set out the Council's projects for the year, in line with the Budget and Medium Term Financial Strategy (MTFS). <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	Yes	No
11/02/16 Cabinet	24/02/16 Final Decision	20/01/16 Finance & Governance Cabinet Advisory Board	<b>* Asset Management Plan</b> For Cabinet to recommend to Full Council the Asset Management Plan. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	David Candlin, Head of Economic Development	Yes	No
11/02/16 Cabinet		21/01/16 Communities Cabinet Advisory Board	<b>Residents' Survey Results</b> This report will provide an overview of the results from the Tunbridge Wells Borough residents' survey, which was conducted during September and October 2015. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	No

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
03/03/16 Cabinet		09/02/16 Finance & Governance Cabinet Advisory Board	<b>Quarter 3 Performance Summary</b> 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 Compass community projects. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	No
03/03/16 Cabinet		09/02/16 Finance & Governance Cabinet Advisory Board	<b>Policy Framework Revision</b> This report will present the results of a review into the policy framework of the Council, to ensure it aligns with the Five Year Plan, which was adopted in April 2014. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	Yes	No
14/04/16 Cabinet		22/03/16 Finance & Governance Cabinet Advisory Board	<b>Property Investment Portfolio Update</b> To inform cabinet of progress regarding the property investment portfolio during the proceeding six month period. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	David Candlin, Head of Economic Development	No	No
14/04/16 Cabinet		22/03/16 Finance & Governance Cabinet Advisory Board	<b>Equality Objectives 2016-2020</b> To set out our corporate equality policy and objectives, as required by Equality Act. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Sarah Lavallie	Yes	No
23/06/16 Cabinet		07/06/16 Finance & Governance Cabinet Advisory Board	<b>Property Disposal - Development opportunity in Tunbridge Wells</b> To consider the disposal of a council owned property for future development. (W)  <i>Part of this meeting may be held in private by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</i> <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Diane Brady, Property and Development Manager	Yes	Part

## Finance and Governance Portfolio Holder - Councillor Paul Barrington-King

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Quarter 2 Revenue Management Report</b> To receive the financial position as at end of September 2015. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	No
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Quarter 2 Capital Management Report</b> To receive the financial position as at end of September 2015. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	No
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Quarter 2 Treasury and Prudential Indicator Management Report</b> To receive the financial position as at end of September 2015. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	No	No
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Calculation of Council Tax Base</b> This decision will consider the proposals for setting the Council Tax Base and Business Rate Tax Base. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	Yes	No
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<b>Draft Budget and MTFS Update</b> Draft Budget and MTFS Update. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	Yes	No

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
14/01/16 Cabinet		15/12/15 Finance & Governance Cabinet Advisory Board	<b>Annual Audit Letter</b> The Cabinet are asked to consider the Annual Audit Letter which summarises the key findings arising from the work undertaken by the Council's External Auditors, Grant Thornton for the year ended 31 March 2014: - auditing the year 2013/14 accounts and the whole of government accounts submission; - assessing the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources; and - certification of grant claims returned (All Wards)	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	Yes	No
11/02/16 Cabinet	24/02/16 Final Decision	20/01/16 Finance & Governance Cabinet Advisory Board	<b>* Budget and MTFS Update</b> This decision will make recommendations to Full Council for setting the Council's budget for 2015/16, and will note the position of the Medium Term Financial Strategy (MTFS), as reported. (All Wards)	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	Yes	No
11/02/16 Cabinet	24/02/16 Final Decision	20/01/16 Finance & Governance Cabinet Advisory Board	<b>* Treasury Management Policy and Strategy</b> The Treasury Management Policy & Strategy will set the parameters and key information regarding the Council's treasury activity, with specific regard to investments and cash flow. (All Wards)	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	Yes	No
03/03/16 Cabinet		09/02/16 Finance & Governance Cabinet Advisory Board	<b>Quarter 3 Revenue Management Report</b> To receive the financial position as at end of December 2015. (All Wards)	The relevant Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	No

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
03/03/16 Cabinet		09/02/16 Finance & Governance Cabinet Advisory Board	<b>Quarter 3 Capital Management Report</b> To receive the financial position as at end of December 2015. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	No
03/03/16 Cabinet		09/02/16 Finance & Governance Cabinet Advisory Board	<b>Quarter 3 Treasury and Prudential Indicator Management Report</b> To receive the financial position as at end of December 2015. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	No	No
14/04/16 Cabinet		22/03/16 Finance & Governance Cabinet Advisory Board	<b>Strategic Risk Register</b> A decision is sought to approve the annual review of the Council's Strategic Risk Register. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance and Corporate Services (Section 151 Officer)	No	No

### Tourism, Leisure and Economic Development Portfolio Holder – Councillor Jane March

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
11/02/16 Cabinet		21/01/16 Communities Cabinet Advisory Board	<b>Economic Development Strategy</b> Economic Development Strategy. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Hilary Smith, Economic Development Manager	Yes	No
03/03/16 Cabinet		10/02/16 Communities Cabinet Advisory Board	<b>Tunbridge Wells Borough Draft Sports Strategy 2016-2020</b> The report will present a draft Sports Strategy for the Borough, for consultation with stakeholders and the public in spring 2016. The strategy will set aims, objectives and priorities for developing sports opportunities and facilities in the borough, and using sport and active recreation to develop and promote healthy lifestyles. <i>(All Wards)</i>	Following approval by Cabinet the draft Sports Strategy will go out to consultation with stakeholders and the public in spring 2016.  The relevant Cabinet Advisory Board will be consulted.	Nick Green	Yes	No



## Planning and Transportation Portfolio Holder – Councillor Alan McDermott

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
14/01/16 Cabinet		14/12/15 Planning & Transportation Cabinet Advisory Board	<b>Legal Agreement and Partnership for Ashdown Forest Strategic Access Management and Monitoring Programme</b> To seek Members' approval to enter into legal agreements and partnerships to assist with the implementation of the Ashdown Forest Strategic Access Management and Monitoring Programme in response to the Council's Habitat Regulation Assessment of proposed development within Tunbridge Wells Borough. <i>(Broadwater; Capel; Culverden; Pantiles &amp; St Mark's; Park; Pembury; Rusthall; Sherwood; Southborough &amp; High Brooms; Southborough North; Speldhurst &amp; Bidborough; St James'; St John's)</i>		David Scully, Landscape and Biodiversity Officer	Yes	No
11/02/16 Cabinet		19/01/16 Planning & Transportation Cabinet Advisory Board	<b>Post Payment System Expansion</b> Proposal to extend the post payment system installed in the Great Hall car park January 2015 to the RVP car park. <i>(Culverden; Park; St James')</i>	The relevant Cabinet Advisory Board will be consulted.	Rosemarie Bennett, Parking Manager	Yes	No
11/02/16 Cabinet		19/01/16 Planning & Transportation Cabinet Advisory Board	<b>John Street Car Park Consultation</b> Approval to consult on a new management and payment system of the new John Street car park due to open in August 2016. <i>(Culverden; Southborough &amp; High Brooms; St John's)</i>	Public consultation will commence after Cabinet decision to proceed.  The relevant Cabinet Advisory Board will be consulted.	Rosemarie Bennett, Parking Manager	Yes	No
03/03/16 Cabinet		08/02/16 Planning & Transportation Cabinet Advisory Board	<b>Car Parking Review - Charges 2016/17</b> To provide feedback and seek approval of the proposed car park charges put forward to November 2015 Cabinet. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.	Rosemarie Bennett, Parking Manager	Yes	No

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
14/04/16 Cabinet		21/03/16 Planning & Transportation Cabinet Advisory Board	<b>Borough Parking Strategy</b> Details to be confirmed. (All Wards)	The relevant Cabinet Advisory Board will be consulted.	Rosemarie Bennett, Parking Manager	Yes	No
14/04/16 Cabinet		21/03/16 Planning & Transportation Cabinet Advisory Board	<b>Statement of Community Involvement 2016 Update</b> To report outcome of public consultation on draft revised Statement of Community Involvement(SCI)and seek Adoption of Revised SCI. (All Wards)	Public Consultation Dec 2015/Jan 2016 - six week period.  The relevant Cabinet Advisory Board will be consulted.	Kelvin Hinton, Planning Policy Manager	Yes	No
14/04/16 Cabinet	20/04/16 Final Decision	21/03/16 Planning & Transportation Cabinet Advisory Board	* <b>Site Allocations DPD</b> To report on the outcomes of the Inspector's report and recommendations in respect of the Councils Site Allocation DPD and recommend adoption. (All Wards)	The relevant Cabinet Advisory Board will be consulted.	Kelvin Hinton, Planning Policy Manager	Yes	No
Not before 01/06/16 Cabinet		Not before 01/06/16 Planning & Transportation Cabinet Advisory Board	<b>(Draft) Community Infrastructure Levy: (Draft) Preliminary Charging Schedule</b> A decision is sought to approve the Community Infrastructure Preliminary Draft Charging Schedule (PDCS). The first stage in the legislative process is a consultation on the PDCS. The Community Infrastructure Levy, if adopted, would introduce charges throughout the Borough on varying new building proposals, and on varying land uses. At this stage there is no commitment to introduce CIL. (All Wards)	The relevant Cabinet Advisory Board will be consulted  Proposed targeted consultation will take place with development industry, and town and parish councils following the decision to consult.	Jane Lynch, Head of Planning	Yes	No

## Communities and Wellbeing Portfolio Holder – Councillor Lynne Weatherly

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
11/02/16 Cabinet		21/01/16 Communities Cabinet Advisory Board	<b>Public Space Protection Orders</b> Options for the implementation of PSPOs in respect of geographical locations and prohibited behaviours. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.  Others consulted: Borough-wide survey, 'Friends of' the parks groups, local councils (Parish and Town), Members' briefing, Town Forum Parish Chairmen's meeting and six week formal consultation.	Terry Hughes, Community Safety Officer	Yes	No
03/03/16 Cabinet		10/02/16 Communities Cabinet Advisory Board	<b>Changes to the Affordable Housing Allocations Policy</b> This report sets out the amendments the Housing team would like to make to the 2013 Affordable Housing Allocations Policy, which has recently been reviewed. <i>(All Wards)</i>	Subject to public consultation November 2015 – January 2016.  The relevant Cabinet Advisory Board will be consulted.	Jane Lang, Housing Options Manager	Yes	No
03/03/16 Cabinet	20/04/16 Final Decision	10/02/16 Communities Cabinet Advisory Board	* <b>Community Safety Partnership Plan</b> To recommend the annual Community Safety Partnership Plan to Council for approval. <i>(All Wards)</i>	The relevant Cabinet Advisory Board will be consulted.		Yes	No

### Sustainability Portfolio Holder - Councillor Dr Ronen Basu

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
Not before 20/10/15 Portfolio Holder for Sustainability			<p><b>Food Service Plan 2015 -16</b> Each local authority should write and develop a Food Service Plan that outlines the demands of the service and identifies the resource needed to deliver this. The Food Standards Agency (FSA) requires such plans have senior management or member approval. As the food and safety function for Swale is delivered through a shared service the plan has been developed to reflect the total resource available to Swale to deliver the service demands and review the outcomes of the service in the previous year.</p> <p>This is the first year a combined Food Service Plan has been produced and provides an overview and comparison of the food service for Maidstone, Swale and Tunbridge Wells. <i>(All Wards)</i></p>		Tracey Beattie, Environmental Health Manager	No	No
Not before 27/10/15 Portfolio Holder for Sustainability			<p><b>Environmental Health Enforcement Policy</b> As a regulatory service environmental health needs to ensure that the steps that lead to formal enforcement action are in line with national guidance. This includes the Enforcement Concordat, the Regulators' Code issued in 2014 and relevant regulatory guidance specific to the offence. This report seeks to ensure that the enforcement policy is in line with these documents and reflects good practice. <i>(All Wards)</i></p>		Tracey Beattie, Environmental Health Manager	Yes	No

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
03/03/16 Cabinet		10/02/16 Communities Cabinet Advisory Board	<p><b>Assessment of Waste and Recycling Service</b></p> <p>The Council is required to carryout an assessment of its waste and recycling collection service. This assessment has been undertaken with the assistance of Waste Consulting and input from Kent County Council to assess the level of compliance with the Waste Regulations 2011 (as amended)</p> <p>The report will set out the findings of the assessment, the current levels of recycling and the destination of materials for reprocessing. <i>(All Wards)</i></p>	The relevant Cabinet Advisory Board will be consulted.	Gary Stevenson, Head of Environment and Street Scene	Yes	No
Cabinet		Communities Cabinet Advisory Board	<p><b>Readjustment to the Civic Amenity Vehicle Collection Rounds</b></p> <p>That an alternate fortnightly and monthly collection (not weekly) of residual and garden waste be proposed as the best way forward for parish and town councils in order to reduce costs, assist in changing behaviour and to improve environmental sustainability. <i>(Benenden &amp; Cranbrook; Brenchley &amp; Horsmonden; Capel; Frittenden &amp; Sissinghurst; Goudhurst &amp; Lamberhurst; Hawkhurst &amp; Sandhurst; Paddock Wood (East); Paddock Wood (West); Pembury; Speldhurst &amp; Bidborough)</i></p>	<p>The relevant Cabinet Advisory Board will be consulted.</p> <p>A working group of non executive Council members and Parish/Town Council representatives was established to look at the best way of continuing the Civic Amenity Vehicle service past 2016/17. On 17 March 2015, a short survey was circulated online to Parish Chairs and Clerks of those Parish/Town Councils that currently receive the Civic Amenity Vehicle service. Responses were received from all 13 of those parish/town councils who receive the service.</p>	Paul Shipley, Contract Services Manager	Yes	No

### Joint Portfolios, Leader of the Council and Finance and Governance Portfolio Holder

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key Decision	Exempt?
03/12/15 Cabinet		10/11/15 Finance & Governance Cabinet Advisory Board	<p><b>Non Performing Property and Land Assets - Consideration of Proposals by Parish and Town Councils</b></p> <p>This decision will agree the future strategy or disposal method for any of the non performing land sites identified in Appendix 8 of the Asset Management Plan whereby Town and Parish Councils have proposed alternative disposal strategies.</p> <p>The sites will be reviewed and both the Parish/Town Council's and Property Services' Proposals will be presented (each supported by a business plan). Cabinet will be invited to decide the future strategy for Property Services to take forward for each site.</p> <p><i>Part of this meeting may be held in private by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. (All Wards)</i></p>	<p>The relevant Cabinet Advisory Board will be consulted.</p> <p>Parish and Town Councils will be consulted.</p>	Diane Brady, Property and Development Manager	Yes	Part
04/08/16 Cabinet	12/10/16 Final Decision	12/07/16 Finance & Governance Cabinet Advisory Board	<p><b>* Kevin Lynes Site</b></p> <p>Authority is sought to redevelop the site.</p> <p><i>Part of this meeting may be held in private by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. (Hawkhurst &amp; Sandhurst)</i></p>	The relevant Cabinet Advisory Board will be consulted.	David Candlin, Head of Economic Development	Yes	Yes

## Cabinet

**3 December 2015**

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

**Yes**

## Performance Summary: Quarter 2

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor David Jukes, Leader of the Council
<b>Lead Director</b>	Lee Colyer, Director of Finance and Corporate Services
<b>Head of Service</b>	Jane Clarke, Head of Policy and Governance
<b>Lead Officer/Report Author</b>	Jane Clarke, Head of Policy and Governance
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

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

1. That Cabinet notes the progress made against each of its Corporate Priorities 2015/16 at the end of quarter two, as set out in the report and appendix A;
2. That Cabinet notes the Council's performance on Council Business at the end of quarter two, as set out in the report and appendix B; and
3. That Cabinet notes the challenges and proposed actions for each underperforming indicator within the Recovery Plans at appendix C.
4. That Cabinet notes the progress made against the Change Programme, as set out at appendix D.

**This report relates to the following Five Year Plan key objectives:**

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

This report monitors the effectiveness of the council's actions and plans to meet all of the objectives within the Five Year Plan, highlights underperforming areas, and proposes actions to remedy that underperformance to ensure the key objectives are met.

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Management Board	27 October 2015
Finance and Governance Cabinet Advisory Board	10 November 2015
Cabinet	3 December 2015

## Performance Summary: Quarter 2

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides a summary of the Borough Council's performance at the end of quarter two. It outlines the progress made towards the Council's Corporate Priorities 15/16 and summarises more general Council performance for the second quarter of 2015/16. Where underperformance is identified, explanatory notes are given for the Corporate Priorities, and for Council Business actions are proposed to remedy this, which are attached as Recovery Plans at appendix C.

### 2. INTRODUCTION AND BACKGROUND

- 2.1 This report reviews our progress against 39 indicators that are a combination of strategic indicators, management indicators and those indicators set by central government through the Single Data List (SDL).

Measured by		Definition
Corporate Priorities	Strategic Indicators (SI)	Measure how well we have achieved the outcomes of our Corporate Priorities for the year
Council Business	Management Indicators (MI)	Measure how we operate and the processes required to deliver a project/activity
Central Government	Single Data List (SDL)	List of indicators set by central government

- 2.2 The summary is divided into three sections:

1. **Corporate Priorities** – This summarises the performance of the strategic indicators that measure our performance on the Corporate Priorities for 2015/16.
2. **Council Business** – This summarises the mix of indicators that measure our performance on routine council operations and processes.
3. **State of the Borough** – This summarises the mix of indicators that measure issues that are external to the council, but which impact on residents' lives and/or how services are delivered, such as levels of crime, homelessness and unemployment, or the income we receive from discretionary services.

- 2.3 The performance information contained in this report and the accompanying papers have undergone the following quality checks:

- Individual calculations and verification at officer level.
- Senior manager approval of performance information.
- Quality checks by the Performance Team.

- 2.4 The report has also followed the traditional report cycle which makes sure that progress is reviewed by both Management Board and Portfolio Holders to ensure that levels of performance continue to be managed effectively.



## 3. PERFORMANCE ON CORPORATE PRIORITIES 2015/16

- 3.1 The Corporate Priorities are refreshed on an annual basis and are agreed by Cabinet and Full Council as part of their budget and strategy setting meetings in February each year.
- 3.2 For 2015/16, the Council is working towards delivery of 14 Corporate Priorities that will help it to reach the Five Year Plan key objectives of enabling Tunbridge Wells borough to have a *prosperous, green and confident* future.
- 3.3 Within these 14 Corporate Priorities, the Council has identified 22 projects to achieve the Priorities, which are set out in appendix A to this report.
- 3.4 Performance on the 22 projects under our Corporate Priorities by the end of quarter two is as follows:

	All Milestones Met to date	Some Milestones Not Met	Projects Completed
Qtr. 1	16	6	
Qtr. 2	10	10	2

- 3.5 For the 10 projects that had missed some milestones by the end of quarter two, explanatory notes are given for each in the report at appendix A.

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## 4. PERFORMANCE ON COUNCIL BUSINESS

- 4.1 The Council collects information on 26 indicators that reflect how well it is performing on day-to-day service delivery and operations. In general the indicators remain static from year to year, which means performance on these indicators can be measured across a series of years. Targets for each indicator are reviewed and set by Management Board or Cabinet as and when necessary. Eleven indicators are for information purposes only and as such do not have targets included. The indicators are set out in detail at appendix B.
- 4.2 When an indicator underperforms and misses its target for the reporting quarter, it is marked as 'red' status and a Recovery Plan is produced to set out the actions that will be taken by the service to ensure the indicator does not continue to underperform.
- 4.3 Performance on the 26 indicators that have targets for Council Business at the end of quarter two is as follows:

	Performing	Underperforming
Qtr. 1	18	8
Qtr. 2	17	9

- 4.4 The Recovery Plans for all nine underperforming indicators are included at appendix C for approval.

## **COUNCIL BUSINESS BY DIRECTORATE**

- 4.5 There are three directorates within the council and each is responsible for performance on a number of indicators. The following sections show performance by directorate, and provide more details on the indicators that are underperforming.

### ***Director of Change and Communities***

- 4.6 There are nine indicators for this directorate, three of which are performing and three which are underperforming. Three indicators are for information purposes only.
- 4.7 The underperforming indicators and the actions to improve them include:
- (i) *% Online Ticket Sales – Income at AHT*  
Over the summer period the Assembly Hall Theatre experienced a malfunction with the online sales software, which prevented customers from purchasing tickets online. A solution is being investigated by the software providers. This indicator is expected to be on target by the end of quarter three.
  - (ii) *No. of visitors to Tunbridge Wells Museum and Art Gallery*  
The electronic visitor counter at the Tunbridge Wells Museum and Art Gallery was not working for a period of time, and were counted manually, which may have affected numbers. Museum staff will meet to discuss and evaluate the summer visitor figures, explore reasons for the decrease and come up with some possible solutions such as different forms of marketing for exhibitions and events and audience consultation and surveys.
  - (iii) *No. of young people visiting Tunbridge Wells Museum and Art Gallery*  
The quarter covers a six week school holiday period where attend levels generally reduce. The National Curriculum for schools has also recently changed, which has meant that the times in the year that schools traditionally accessed services at the museum to support learning has also changed.

- 4.8 A comparison with quarter one performance shows that two of the three underperforming indicators also failed to meet targets in quarter one.

### ***Director of Finance and Corporate Services***

- 4.9 There are five indicators for this directorate, all five of which are performing.
- 4.10 A comparison with quarter one performance shows that all five performance indicators continued to meet or exceed their targets in quarter two.

### ***Director of Planning and Development***

- 4.11 There are thirteen indicators for this directorate, seven of which are performing and six of which are underperforming.
- 4.12 The underperforming indicators and the actions to improve them include:
- (i) *Kilograms of residual household waste per household*  
A major contributing factor to the rise in quarter 2 is has been a fairly dry summer, with trees starting to shed leaves in Mid-late August. As a result there should be a reduction in leafing in quarter 3 and reduction in residual household waste.

(ii) *Fee income for building control applications*

This has been affected by competition from private companies and staff shortages, resulting in a need to focus on day-to-day work. These issues are being addressed by a number of actions including actively seeking recruitment to a Building Control Surveyor post, undertaking less complex work and arranging plan checking, which will free up the Team Leader and Principal Surveyor for work on future marketing opportunities.

(iii) *Processing of Planning Applications (3 indicators)*

This has been affected by a small number of major applications being received, an impact on resources resulting from higher levels of Freedom of Information and Environment Information Regulations requests, and a 25 percent 'spiked' increase in all applications as a result of Mid Kent Planning Services' reducing its own backlog. This is being addressed through work flow management, officers securing extension time where appropriate, an ongoing focus on clearing backlogs and reducing the overall number of applications that are live, and the embedding of a new staff structure.

(iv) *Total application fee income for planning applications*

Whilst the development market continues to be buoyant and the Development Management team are involved in a wide number of discussions, the Council has no control over the timing of submission of applications. Should one of the significant major proposals be submitted, then the target is likely to be met or exceeded.

4.13 A comparison with quarter one performance shows that although the performance indicators relating to the processing of planning applications have continued to underperform in quarter 2, overall the trajectory is one of continuing improvement. This is a result of the measures taken over the last quarter and referred to in 4.12 (i) above.

### **Change Programme**

4.14 The Council had also embarked on a wide ranging Change Programme, which includes a range of projects that are delivered by services with support from the Digital Services and Transformation Team. The Programme includes the Council's initiatives around Digital First, and an update on the Change Programme is provided at appendix D.

## **5. STATE OF THE BOROUGH**

5.1 Information is also collected on a range of indicators that reflect the levels of crime, homelessness and economic performance within the borough, which give a sense of the 'state' of standards of living for residents.

5.2 There are ten indicators, of which only two relate to homelessness and therefore have targets that are set by the borough council. Performance on those two indicators at the end of quarter two is as follows:

	<b>Performing</b>	<b>Underperforming</b>
Qtr.1	2	0
Qtr. 2	2	0

5.3 Whilst the eight other indicators do not have targets, performance is tracked on a quarterly or yearly basis.

- 5.4 The economic picture has slightly improved, with levels of unemployment reducing by 0.1 percent from the last quarter to 0.6 percent. Tunbridge Wells borough continues to have one of the lowest levels of unemployment in the region and is lower than the South East average of 1.1 percent.

## 6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Consultation has been undertaken with Portfolio Holders, Directors and Heads of Service regarding the indicators that should be included within the quarterly performance report. This is done to ensure that performance is reflective of the priorities of the council, and the objectives within the Five Year Plan.

### RECOMMENDATION FROM CABINET ADVISORY BOARD

- 6.2 The Finance and Governance Cabinet Advisory Board were consulted on this decision on 10 November and supported the recommendations as set out without amendment.

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

- 7.1 The quarterly Performance Summary will be published online as part of the agenda papers for the Cabinet meeting. Whilst there are no decisions to take as part of this report, the information will be used to inform future decisions.

## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<p><b>Legal</b> including Human Rights Act</p>	<p>There is no statutory duty to report regularly to Cabinet on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.</p> <p>One of the purposes of the Council's Corporate Priorities is to provide clear strategic direction in order to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.</p> <p>There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.</p>	<p>Keith Trowell 29/10/2015</p>

# Agenda Item 8

<b>Finance and other resources</b>	A number of these performance indicators have financial implications and where appropriate these are covered in the Capital, Revenue and Treasury Monitoring Reports that accompany this report.	Jane Fineman 30/10/2015
<b>Staffing establishment</b>	This report demonstrates the vast proportion of work being undertaken by the council's staff to provide services for the borough. Performance is monitored on a monthly basis by Management Team, and is assessed against current staffing trends and issues to ensure staff resources are aligned with the council's priorities.	Nicky Carter 30/10/2015
<b>Risk management</b>	All risks associated with this report are within the Council's current risk appetite and managed in accordance with its risk management strategy.	Jane Clarke 30/10/2015
<b>Environment and sustainability</b>	This report and the action plans will have considered this aspect to ensure that the service areas and projects deliver the desired outcomes for Environment and Sustainability.	Gary Stephenson 30/10/2015
<b>Community safety</b>	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes 30/10/2015
<b>Health and wellbeing</b>	<p>Health inequalities are differences in health status and health outcomes within and between communities and are the result of a complex interaction of various factors, including but not limited to; housing conditions, neighbourhood planning, employment, air quality, access to good quality green space and provision of leisure facilities.</p> <p>Marmot (2010) recognised that the role that local authorities play in improving these wider determinants of health. This led to the transfer of public health budgets to local authorities on 1<sup>st</sup> April 2013. This enables health priorities to be determined locally and improves integration of preventative public health measures with statutory services.</p> <p>In our role as place shaper, the Borough Council is responsible for a number of decisions and policies that will have a direct impact on health inequalities. Examples include our plans for future growth and investment, the local plan, housing development and associated community infrastructure, reducing emissions and national carbon targets.</p>	Sarah Richards 29/10/2015
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	Sarah Lavallie 29/10/2015

## 9. REPORT APPENDICES

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



- Appendix A: Corporate Priorities 2015/16 Performance Report Qtr 2
  - Appendix B: Council Business Performance Report Qtr 2
  - Appendix C: Underperforming Indicator Recovery Plans
  - Appendix D: Change Programme Update
- 

## 10. BACKGROUND PAPERS

10.1 Our Five Year Plan



[http://www.tunbridgewells.gov.uk/\\_data/assets/pdf\\_file/0020/53291/Our-Five-Year-Plan-2014.pdf](http://www.tunbridgewells.gov.uk/_data/assets/pdf_file/0020/53291/Our-Five-Year-Plan-2014.pdf)

# Corporate Priorities 2015/16 (Q2 Update)



Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
<b>Proj 01 Future Growth and Investment</b>	Encourage future growth and investment by marketing opportunities that the borough provides		Ongoing development of the 'visittunbridgewells' website	30-Jun-2015	Yes	<input type="text" value="42%"/>		marketing toolkit - almost complete. Photos need adding before going on visittunbridgewells website. Development of visittunbridgewells has made significant progress.	Jane March	Jonathan MacDonald
			Jobs Fair held	30-Sep-2015	Yes					
			Options presented for the future form and function of the West Kent Partnership	30-Sep-2015	Yes					
			Promotion carried out for planned Investment conference.	30-Sep-2015	No					
			Marketing toolkit complete	31-Dec-2015	No					
			Promotion of Christmas activities carried out with retailers in Royal Tunbridge Well	31-Dec-2015	No					
			Investment conference held	31-Mar-2016	No					
<b>Proj 02a Creative Hub</b>	Creative Hub to include development of business space to encourage business start-ups		Marketing of Creative Hub	30-Jun-2015	Yes	<input type="text" value="16%"/>		Management Company selected and work on building started. Marketing of Creative Hub started.	Jane March	Jonathan MacDonald
			Concession for Creative Hub	31-Dec-2015	No					
			Creative Hub Advisory Group set up	31-Dec-2015	No					
			Monitoring meeting with Advisory Group held	31-Dec-2015	No					



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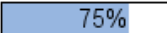
Appendix A



Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
			Monitoring meeting with Advisory Group held	31-Dec-2015	No					
			Creative Hub opened	31-Mar-2016	No					
<b>Proj 02b North Farm Lane</b>	North Farm Lane Site to include development of business space to encourage business start up		All options considered in relation to the North Farm Lane site	30-Jun-2015	No	<input type="text" value="0%"/>		Review of five options. Further work required to refine prior to consideration.	David Jukes	Jonathan MacDonald
<b>Page 36</b>  <b>Proj 03a Local Plan</b>	Formal submission of the Site Allocations DPD and progress development of the Local Plan		Preparations completed for formal submission of the Site Allocation DPD plan and submission to the Secretary of State	30-Jun-2015	Yes			Further scoping of Local Plan evidence base needs undertaken and commissioning of joint employment study with SDC undertaken.	Alan McDermott	Jonathan MacDonald
			Work programme scoped of Local Plan Review identifying evidence base needs	30-Jun-2015	Yes					
			Evidence base preparations continued and update surveys commissioned as required for Local Plan review	30-Sep-2015	Yes	<input type="text" value="50%"/>				
			Preparations completed for Plan examination and support provided to the Inspector	30-Sep-2015	Yes					
			Evidence base preparations continued and update surveys commissioned as required for Local Plan	31-Dec-2015	No					

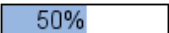

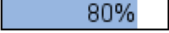




Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
			review							
			Plan Examination held and support provided to Inspector	31-Dec-2015	No					
			Evidence base preparations continued and update surveys commissioned as required for Local Plan review	31-Mar-2016	No					
			Plan modified in light of Inspector's report and adopted.	31-Mar-2016	No					
<b>Page 37</b> <b>Proj 03b Neighbourhood Plan</b>	Supporting local parish and town councils through assisting in consultation and drafting of the Neighbourhood Plan		Work carried out with Parish Councils to assist in consultation and drafting of the Neighbourhood Plan	30-Jun-2015	Yes			Continued liaison with Hawkhurst Parish Council. Continuing advice to other Parish/Town Councils as they approach Borough Council. Briefing on Neighbourhood Plans given to Planning Policy Working Group.	Alan McDermott	Jonathan MacDonald
			Work carried out with Parish Councils to assist in consultation and drafting of the Neighbourhood Plan	30-Sep-2015	Yes	<div style="width: 50%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 50%				
			Work carried out with Parish Councils to assist in consultation and drafting of the Neighbourhood Plan	31-Dec-2015	No					
			Work carried out with Parish Councils to assist in consultation and drafting of the Neighbourhood Plan	31-Mar-2016	No					
<b>Proj 03c Community Infrastructure Levy (CIL)</b>	Consideration of the Community Infrastructure Levy (CIL) and		Work programme scoped for consideration of CIL and meeting with viability consultants	30-Jun-2015	Yes	<div style="width: 50%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 50%		In light of new preferred option report presented to Management Board and agreement	Alan McDermott	Jonathan MacDonald




Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
	production of a draft CIL Charging Schedule		held to commence evidence base work					reached to work in parallel with Local Plan review.		
			Draft Preliminary Draft Charging Schedule prepared for consultation	31-Dec-2015	No					
			Preliminary Draft Charging Schedule completed for consultation.	31-Mar-2016	No					
			Brief Management Board on recommendations for progressing CIL in parallel with Local Plan review.		Yes					
<b>Proj 04 Housing development and associated community infrastructure</b>	Work with local developers to secure suitable development schemes for further housing development and associated community infrastructure in our allocated sites within the borough		Discussions supported with developers on allocated and non allocated sites	30-Jun-2015	Yes			Continued pro active involvement in pre-application discussions, with development management, on sites has occurred with focus on proposed allocated sites.	Alan McDermott	Jonathan MacDonald
			Preparations completed for formal submission of the Site Allocation DPD plan and submission to the Secretary of State	30-Jun-2015	Yes					
			Discussions supported with developers on allocated and non allocated sites	30-Sep-2015	Yes					
			Preparations completed for Plan examination and liaison taken place with developers as necessary to address lodged objections	30-Sep-2015	Yes					
			Discussions supported	31-Dec-2015	No					



Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
			with developers on allocated and non allocated sites							
			Plan Examination held and support provided to Inspector	31-Dec-2015	No					
			Discussions supported with developers on allocated and non allocated sites	31-Mar-2016	No					
			Plan modified in light of Inspector's report and adopted.	31-Mar-2016	No					
<b>Page 30</b> <b>Proj 05a</b> <b>Review of woodland assets</b>	Review woodland assets and make the best use of land and property assets for the benefit of residents		Assets identified for review or renewal, and negotiations commenced	30-Jun-2015	Yes			Work stream reprofiled for delivery later in the year	David Jukes	Jonathan MacDonald
			Review initiated of Woodland Assets	30-Jun-2015	Yes					
			LADs consideration at Cabinet meeting	31-Dec-2015	Yes					
			Residential RPI increases calculated	31-Dec-2015	No					
			Schedule rent reviews or lease reviews completed	31-Mar-2016	No					
			Woodland Asset review presented to Cabinet	31-Mar-2016	No					
<b>Proj 05b John Street development</b>	Developing John Street to make the best use of land and property assets for the benefit of residents.		Tender for contractors completed for John Street development	30-Jun-2015	Yes			Tender completed and Buxtons appointed as contractor. Scheme is on the approved schedule and contractors now on	David Jukes	Jonathan MacDonald
			Contractor appointed and started on site for John Street development	30-Sep-2015	Yes					

Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
			Construction on site for John Street development	31-Dec-2015	Yes			site.		
			Construction on site for John Street development	31-Mar-2016	No					
<b>Proj 06 Cultural and learning hub</b>	Submit a Stage 1 Heritage Lottery funding application for the development of a 'cultural and learning hub' in Royal Tunbridge Wells		Submission of Stage 1 funding bid to Heritage Lottery funding	30-Jun-2015	Yes			Decision from Heritage Lottery Fund expected late November	Jane March	William Benson
			Submission of Arts Council funding bid	31-Aug-2015	Yes					
			Presentation to Cabinet/Full Council	30-Sep-2015	No	<div style="width: 33%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 33%				
			A stage 1 funding decision received from Heritage Lottery fund	30-Nov-2015	No					
			Architects appointed	31-Mar-2016	No					
			Arts Council funding decision due	31-Mar-2016	No					
<b>Proj 07 Assembly Hall Theatre</b>	Complete essential works to the Assembly Hall Theatre and consider viability options for the theatre's future		Completion of work and monitoring to include power, air conditioning and lift work.	31-Mar-2015	Yes				Jane March	William Benson
			Preferred suppliers identified and appointed	30-Jun-2015	Yes	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%				
			Procurement procedure has commenced for contracts for works	30-Jun-2015	Yes					
			Quotations/tenders invited.	30-Jun-2015	Yes					
			Schedule of work completed in August	30-Sep-2015	Yes					

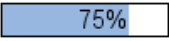

Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
			and September including seating, bar, redecoration and stage works.							
			Events held to update users and friends on the work completed to AHT	31-Mar-2016	Yes					
<b>Proj 08a Infrastructure improvements to key road networks</b>	Support Kent County Council and the Highways Agency to bring about infrastructure improvements to key road networks and cycle routes in Tunbridge Wells borough including the A21, North Farm, A26 (Yew Tree Road and Speldhurst Road junctions) and the A264 (Pembury Road).		Scheme outlined for A26 (Yew Tree Road/Speldhurst Road junction) and finalised	30-Jun-2015	Yes			Design and feasibility work to identify improvements for the A26 and A264, is being progressed by consultants. Yew Tree Road / Speldhurst Road / A264 junction improvement scheme is at the final design stage (signalised option), and is due to be implemented in January 2016. The North Farm highway improvements are due to be substantively complete by 30 October 2015.	Alan McDermott	Jonathan MacDonald
			Completion of North Farm infrastructure improvements	30-Sep-2015	No					
			Design work started on A264/A26 corridors	30-Sep-2015	Yes					
			A26 (Yew Tree Road/Speldhurst Road junctions) works have commenced	31-Dec-2015	No					
<b>Proj 08b Submission of strategies and solutions to support infrastructure improvements</b>	Through submission of an innovative Transport Solution and Draft Cycling strategy to the		Paper on Innovative Transport Solutions presented to the Joint Transportation Board	30-Jun-2015	Yes			Borough Transport Strategy adopted and Draft Borough Transport Strategy approved for consultation, at August 2015	Alan McDermott	Jonathan MacDonald
			Responses considered to draft Parking Strategy	30-Jun-2015	Yes					

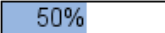

Code & Title	Description	Budgetary Current Expected Costs	Milestone Description	Milestone Due Date	Milestones completed at end of quarter	% of milestones completed	Status Icon	Latest Note	Portfolio Holder	Lead Directorate
<b>to key road networks</b>	Joint Transportation Board for consultation, and consideration of responses to the draft Parking Strategy, support Kent County Council and the Highways Agency, to bring about infrastructure improvements to key road networks and cycling routes in Tunbridge Wells.		Draft Cycling Strategy presented to Joint Transportation Board and Cabinet	30-Sep-2015	Yes			Cabinet.		
			Final Transport Strategy presented to Joint Transportation Board (JTB) and Cabinet	30-Sep-2015	Yes					
			Proposals adopted in Parking Strategy	30-Mar-2016	No					
<b>Proj 09a Enable the development of community facilities (Southborough Hub)</b>	Work with parish and town councils and community groups to enable the development of community facilities		Call options and memorandum of understanding signed for Southborough hub	30-Jun-2015	Yes	<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 25%		Call options agreed by all parties. Two schemes being drawn up for consultation from September. Project Board has been formed	Lynne Weatherly	Jonathan MacDonald
			Commencement of public consultation	30-Sep-2015	No					
			Completion of public consultation and decision on final design	31-Dec-2015	No					
			Planning application submitted for Southborough Hub	31-Mar-2016	No					


<b>Proj 09b Enable the development of community facilities (Paddock Wood)</b>	Work with Paddock Wood Town Council to develop infrastructure		Meeting with Paddock Wood Town Council to discuss potential options	30-Jun-2015	Yes	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Discussions with Paddock Wood Town Council regarding broader opportunities in and around Paddock Wood. Additional milestones are being considered.	Lynne Weatherly	Jonathan MacDonald
			<b>Proj 09c Enable the development of community facilities (lease agreement for No 1 Community Centre)</b>	Work with No 1 Community Centre to negotiate discounted lease.	Agreement of discounted lease to No.1 Project for former gym building	30-Jun-2015	Yes	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Lease agreements agreed and signed. No 1 Trust in occupation of the building
Discounted lease signed	30-Sep-2015	Yes								
Occupation of building for community use	31-Dec-2015	Yes								
<b>Proj 09d Enable the development of community facilities (Cranbrook)</b>	Work with Cranbrook Parish Council		Heads of Terms for access arrangements agreed for Cranbrook	30-Jun-2015	Yes	<div style="width: 25%;"><div style="width: 25%; background-color: #4f81bd; color: white; text-align: center;">25%</div></div>		Heads of Terms to enable access for the community facility have been agreed for the CO-OP access. A further access has been identified via Tanyard but no engagement to date by developer. The Cranbrook development and associated planning applications have been delayed whilst the developer resolves this issue.	Lynne Weatherly	Jonathan MacDonald
			On-going discussions to progress planning application	30-Sep-2015	No					
			Planning application determined for Cranbrook	31-Dec-2015	No					
			Funding decision to be taken by Cabinet for Cranbrook	31-Mar-2016	No					

<b>Proj 10 Delivery of local Services</b>  Page 44	Work with parish and town councils and community groups to enable them to take control of local services	Annual invitation issued to community groups to take on Council services	30-Jun-2015	Yes	<input type="text" value="16%"/>		Discussions underway re parking in Hawkhurst and Paddock Wood.	Lynne Weatherly	William Benson
		Outcome of discussions considered for Council car parks in Hawkhurst and Paddock Wood	30-Sep-2015	No					
		Recommendations considered from the Civic Amenity Vehicle working group	30-Sep-2015	No					
		Decision on approach to be taken in 2016/17	31-Dec-2015	No					
		Decision on car parking arrangements in Hawkhurst and Paddock Wood	31-Dec-2015	No					
		Preparations for implementation of new arrangements in April 2016	31-Mar-2016	No					
<b>Proj 11 Public Realm</b>	Following the completion and evaluation of phase one, explore options for delivering phase two of the public realm enhancements in Royal Tunbridge Wells.	12 month minimum maintenance period started before adoption by Kent County Council	30-Jun-2015	No	<input type="text" value="42%"/>			Ronen Basu	Jonathan MacDonald
		Completion of works to Phase 1	30-Jun-2015	Yes					
		Evaluation undertaken of works in Phase 1 -	30-Jun-2015	No					
		Topographical and statutory undertaker surveys completed of proposed Stage 2 area	30-Jun-2015	Yes					



			Identification of potential funding sources	30-Sep-2015	Yes					
			Layout and design of Phase 2 scheme finalised and cost estimate obtained	30-Sep-2015	No					
			Identification of potential funding sources continued	31-Dec-2015	No					
Page 45 Proj 12 Grosvenor & Hilbert recreation ground	Complete landscaping works and improvements to the Pavilion and Oast to enhance the appearance and facilities at Grosvenor & Hilbert recreation ground		Completion of work package 1 in Rochdale Road (Utilities)	30-Jun-2015	Yes			<p><b>Work package 1 Rochdale Road (Utilities)</b> - Advanced works to the hub completed with the following exception: installation of BT phone line to pavilion.</p> <p><b>Work package 5a (Teenage Zone)</b> - Delays of 1 week reported due to problems getting materials through Calais. Materials have now been delivered. Issues re condition of the existing play equipment and timber structures means potential completion delays of 2-3 weeks for the play area. However work is progressing and officers are seeking permission from the HLF, to use contingency funds.</p> <p><b>Work packages</b></p>	Jane March	Jonathan MacDonald
			Completion of work package 5a (Teenage zone)	30-Jun-2015	Yes					
			Completion of work packages 3 and 4 (Upper Lake and Grottoes)	30-Jun-2015	Yes					
			Completion of work package 7 (Building refurbishment)	30-Sep-2015	Yes					
			Completion of work package 6a (Community Orchard)	31-Dec-2015	Yes					
			Progress reported to Heritage Lottery Fund and Cabinet	31-Dec-2015	No					
			Completion of work package 6b (External support for Volunteer works)	31-Mar-2016	Yes					
			Completion of work package 8 (Landscape renovation works)	31-Mar-2016	No					

									<b>3&amp;4 (Upper Lake &amp; Grottos)</b> - In the final stages; pump gear needs connecting and testing, island repairs and final reinstatement works to be finished. Completion due in June but extended owing to the need for co-ordination of works across 2 contractors.		
Page 46 Proj 13 Work with the Calverley Grounds Friends Group	Review the existing management plan and work with the Friends Group to develop a long term vision for Calverley Grounds		Heritage Lottery Fund approached to consider Calverley grounds eligibility for HLF funding	30-Jun-2015	Yes				<b>HLF approached to consider Calverley grounds eligibility for funding</b> - Pre application to be submitted asap, following verbal feedback from HLF officers. <b>Worked with Friends Group to complete a Green Flag management review to include long term vision for the ground</b> - Green flag application has been submitted, awaiting results and feedback to share with the friends	Jane March	Jonathan MacDonald
			Worked with Friends Group to complete a Green Flag management review to include long term vision for the ground	30-Jun-2015	Yes						
			Project Initiation Document (PID) completed and funding plan developed	30-Sep-2015	No						
			Project worked up in light of the Green Flag review and feedback from Heritage Lottery fund.	30-Sep-2015	No						

<b>Proj 14 Reducing emissions and national carbon targets</b>  <b>Page 47</b>	Carry out work to reduce emissions and contribute to national carbon reduction targets by focusing on our own operations and estate	Progress reviewed on Carbon Management Plan 2010-15 and projects implemented to date	30-Jun-2015	Yes			No further progress due to staff shortages. The Greenhouse Gas Emissions report for 2014/15 needs to be undertaken, with data to be collected and analysed. (Staff resource required to do so). This will give an indication of the overall carbon reduction target reached and will enable future areas of focus to be detailed in the draft Carbon Management Plan for 2015 – 2020.	Ronen Basu	Jonathan MacDonald
		New Carbon Management targets set over the lifetime of the revised Carbon Management Plan, in conjunction with an annual reduction target	30-Sep-2015	No	25%				
		Opportunities identified for (a) new renewable energy projects and (b) energy efficiency measures for building and services	30-Sep-2015	No					
		Funding secured and implementation of projects has commenced	31-Mar-2016	No					

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# Quarter 2 2015/16 performance Indicators reflecting Council business



## Director of Change & Communities

Description	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16		Status	Note			
			Value	Target	Value	Target					
% Online Ticket Sales- Income at AHT	% of ticket sales completed online	Monthly/ Quarterly	55%	57%	55%	57%		The Theatre has been closed for 6 weeks during this quarter, this has impacted on our performance indicators	57%	Jane March	Adam Chalmers
Affordable housing Delivery (previously Housing Building Return) (P2) (NI 155)	Number of homes	Quarterly	63	50	64	20			100	Lynne Weatherly	Kevin Hetherington
No. of visitors to Tunbridge Wells Museum & Art Gallery (LMI 17)	No. of visitors	Quarterly	14,173	13,000	17,337	24,000		Through July and August there have been ongoing problems with the museums visitor counters. This had led to problems with collecting data through some busy event periods. Event days at the museum have been busy, however we have felt that the museum and art gallery have been quieter through the dsummer period on non event days.	60,000	Jane March	Kevin Hetherington
No. of young people visiting Tunbridge Wells Museum and Cranbrook Museum or having outreach visits in school groups or settings	No. of visitors	Quarterly	588	650	575	650		Q2 covers the 6 week school summer holiday. We also notice a decrease in school visits towards the end July. We have however noticed an uptake in school session in this September.	3,500	Jane March	Kevin Hetherington

Appendix B

Description	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16		Status	Note			
			Value	Target	Value	Target					
Parking: Off Street Car Park Income	£ (income)	Quarterly	£1,462,140	£1,364,812	£1,188,993	£1,148,816			£4,982,790.00	Alan McDermott	Kevin Hetherington
Parking Enforcement: Number of Penalty Charge Notices (PCN) issued (for info only)	No. of notices issued	Quarterly	7,936	N/A	8,275	N/A			N/A	Alan McDermott	Kevin Hetherington
Parking Enforcement: PCN Income (for info only)	£ (income)	Quarterly	£225,229	N/A	£300,122	N/A			N/A	Alan McDermott	Kevin Hetherington
Parking Enforcement: Revenue per PCN issued (for info only)	£ (income)	Quarterly	£28.37	N/A	£36.26	N/A			N/A	Alan McDermott	Kevin Hetherington
Working Days Lost Due to Sickness Absence (BV12)	No. of days	Quarterly	1.42	2	1.83	2			8	David Jukes	Nicky Carter

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**Director of Finance & Corporate Services**





Description	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16		Status	Note			
			Value	Target	Value	Target					
% of Council Tax collected (BV9)	%	Monthly/Quarterly	29.86%	30.18%	57.85%	58.17%			98.55%	Paul Barrington-King	Steve McGinnes
% of invoices paid on time (BV8)	%	Quarterly	99.65%	99.80%	99.96%	99.80%			99.80%	Paul Barrington-King	Jane Fineman
% of Non-domestic Rates Collected (BV10)	%	Monthly/Quarterly	32.19%	32.03%	58.70%	59.15%			98.58%	Paul Barrington-King	Steve McGinnes
% of self service transactions and payments as a proportion of total transactions	%	Quarterly	94.19%	92%	94.19%	94%			90%	Paul Barrington-King	Jane Fineman
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181) (SDL 146b)	No. of calendar days	Quarterly	8.4	10.0	8.5	10.0			10.0	Paul Barrington-King	Steve McGinnes

Appendix B

**Director of Planning & Development**

Description	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16		Status	Note			
			Value	Target	Value	Target					
(KA2) Kg of residual household waste per household (NI 191)	Kg	Quarterly	132.0	129.3	133.0	129.3		Q2 higher than expected, CA waste up again, HM arisings have increased in September, leaf fall time of year.	517.0	Ronen Basu	Gary Stevenson
Fee income for building control applications P00051	£ (income)	Monthly/Quarterly	£66,755.00	£87,000.00	£58,535.00	£87,000.00		Unfortunately due to staff shortages and moving offices, invoices were not passed through to Finances prior to the end of September. An additional £10500-£11000 was invoiced at the beginning of October, whereas it should have been invoiced in September. Therefore Q2 although officially was £58535 it really was £69500-£70000. Income last year was £300K, this included a one off payment of £60K for Benenden hospital and 10K for Bowles Lodge. So far this year we have not had a large project. I anticipate our yearly income for 2015-16 as being in the region of £245000-£275000 (not inc vat). Potentially we have a large solar panel application which could increase our fee income by £20000.	£348,000.00	Alan McDermott	Jane Lynch
No. of customers advised remotely by TIC	No. of customers	Monthly/Quarterly	3,357	3,300	3,448	3,300			11,000	Jane March	David Candlin
No. of people engaged in healthy living services	No. of people	Quarterly	87	52.5	75	52.5			210	Lynne Weatherly	Gary Stevenson
No. of TIC counter enquiries	No. of enquiries	Quarterly	8,161	7,000	7,733	6,500			20,900	Jane March	David Candlin
Percentage of household waste	%	Quarterly	50.90%	46.00%	46.32%	46.00%			46.00%	Ronen Basu	Gary Stevenson

Appendix B

Description	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16		Status	Note			
			Value	Target	Value	Target					
sent for reuse, recycling and composting (NI 192)											
Planned maintenance - progress expenditure against budget in financial year	% of annual budget	Quarterly	11.92%	10%	64.69%	30%			90%	David Jukes	David Candlin
Processing of planning applications: Major applications (NI 157a)	% of applications met deadline	Monthly/Quarterly	17%	60%	29%	60%		Figures given are one of two sets produced for Central Government. The set given in this report (for Major, Minor and Other applications) provide a like for like comparison as provided in previous years. The second set of measurements now required by Central Government take into account agreed extensions of time and thus result in higher levels of performance. At present it is this second set of indicators which are used to determine poor performing authorities. Therefore we are still performing on target. <b>Second set of figures for Quarter 2 100%</b>	60%	Alan McDermott	Jane Lynch
Processing of planning applications: Minor applications (NI 157b)	% of applications met deadline	Monthly/Quarterly	50%	70%	68%	70%		See note above. <b>Second set of figures for Quarter 2 88%</b>	70%	Alan McDermott	Jane Lynch
Processing of planning applications: Other applications (NI 157c)	% of applications met deadline	Monthly/Quarterly	59%	85%	76%	85%		See note above. <b>Second set of figures for Quarter 2 93%</b>	85%	Alan McDermott	Jane Lynch



Description	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16		Status	Note			
			Value	Target	Value	Target					
Standard of performance of street cleansing	% of inspections completed to standard	Monthly/Quarterly	98.07%	95%	96.23%	95%			95%	Ronen Basu	Gary Stevenson
Total application Fee Income for Planning Applications	£ (income)	Monthly/Quarterly	£179,191.00	£205,500.00	£156,291.50	£205,500.00		Please see underperforming recovery plan	£822,000.00	Alan McDermott	Jane Lynch
Total number of businesses advised remotely	No. of businesses	Quarterly	52	50	88	50			200	Jane March	David Candlin

## Indicators reflecting state of the Borough

### Community Safety

Short Name	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16		Status	Note			
			Value	Target	Value	Target					
(KA2) Repeat incidents of domestic violence (QUARTERLY) (for info only)	No. of repeat incidents	Quarterly	30.7	N/A	13.38	N/A		There were 381 reports of DA and 51 repeats	N/A	Lynne Weatherly	Adam Chalmers
All crime per 1000 population (QUARTERLY) (for info only)	No. of incidents per 1,000 people	Quarterly	43.28	N/A	43.409	N/A			N/A	Lynne Weatherly	Adam Chalmers
Number of burglary other than dwelling offences in the borough (QUARTERLY) (for info only)	No. of offences	Quarterly	344	N/A	358	N/A		The number of reported burglary other than a dwelling between 1 July and 30 Sep is 81	N/A	Lynne Weatherly	Adam Chalmers

Short Name	Unit of value	Frequency collected	Quarter 1		Quarter 2				Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16						
			Value	Target	Value	Target	Status	Note			
Number of criminal damage offences in the borough (QUARTERLY) (for info only)	No. of offences	Quarterly	774	N/A	725	N/A		The number of reports for criminal damage between 1 July and 30 Sep is 182. There has been a drop of 8% on the same period the year before	N/A	Lynne Weatherly	Adam Chalmers
Number of domestic burglary offences in the borough (QUARTERLY) (for info only)	No. of offences	Quarterly	245	N/A	240	N/A		The number of reported burglary dwelling between 1 July and 30 Sep is 50	N/A	Lynne Weatherly	Adam Chalmers
Number of police-recorded incidents of ASB borough wide (QUARTERLY) (for info only)	No. of offences	Quarterly	599	N/A	620	N/A			N/A	Lynne Weatherly	Adam Chalmers
Number of violence against the person crimes (QUARTERLY) (for info only)	No. of offences	Quarterly	1,332	N/A	1,518	N/A			N/A	Lynne Weatherly	Adam Chalmers

## Homelessness

Description	Unit of value	Frequency collected	Quarter 1		Quarter 2			Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16					
			Value	Target	Value	Target	Status			
No. of Homeless acceptances	No. of homeless applications	Monthly/Quarterly	11	17	8	18		70	Lynne Weatherly	Kevin Hetherington
Number of households in temporary accommodation (previously Local Authority activity under the homelessness provisions of the 1996 Housing Act) (P1E) (NI 156)	No. of households in temporary accommodation	Monthly/Quarterly	41	50	41	50		50	Lynne Weatherly	Kevin Hetherington

## Local Economy

Description	Unit of value	Frequency collected	Quarter 1		Quarter 2			Annual 2015/16	Portfolio Owners	Head of Service
			Q1 2015/16		Q2 2015/16					
			Value	Target	Value	Target	Status			
Unemployment in Tunbridge Wells borough (%) (for info only)	% of working age population claiming JSA	Monthly/Quarterly	0.7%	N/A	0.6%	N/A		N/A	David Jukes	David Candlin

## UNDERPERFORMING INDICATOR RECOVERY PLANS

**Indicator Title:** % Online Ticket Sales- Income at AHT

**Measurement:** Monthly/Quarterly/Annual

**Historical Performance**

	2012/13	2013/14	2014/2015	2015/16
Year Target	38%	45%	48%	57% (year to date)
Actual	40%	46%	50%	55% (year to date)

**Action Plan**

<b>Current challenges</b>	<p>Current problems with our new website, creating duplicate records for customers who book online. This has resulted in customers calling to rectify the problem and then booking over the telephone</p> <p>We are investigating a solution to the malfunction with the software providers and expect to be on target by the end of Quarter 3.</p>
<b>Proposed re-evaluation</b>	<p>We expect to be back on target by the end of Quarter 3.</p>
<b>Is there any additional support required?</b>	<p>No</p>

# Appendix C

**Indicator Title:** Number of visitors to Tunbridge Wells Museum & Art Gallery

**Measurement:** Monthly/Quarterly/Annual

**Historical Performance**

	2012/13	2013/2014	2014/15	2015/16
Year Target	34,135	31,571	47,000	37,000 (year to date)
Actual	47,675	9,646	67,850	31,510 (year to date)

**Action Plan**

<b>Current challenges</b>	The museum had problems with all of the people counters over the summer period Q2 period. This has meant that there were periods of time where visitor data was not collected electronically. We have also noticed quieter times in the museum and art gallery over the summer, when we have not had special events on for families.
<b>Proposed re-evaluation</b>	<p>The people counters have been replaced and spare people counters have been additionally purchased as a back up. The Visitor Services Manager will also discuss with the Museum Manager the use of tally sheets and manual counters as an additional back up.</p> <p>The Visitor Services Manager, Audience Development Officer and Museum Manager, will meet to discuss and evaluate the summer visitor figures, and explore reasons for the decrease as well as come up with some possible solutions. Ideas so far are different forms of marketing for exhibitions and events and audience consultation and surveys. We have also discussed the possibility of a general promotional push of the museum post stage one HLF bid.</p>
<b>Is there any additional support required?</b>	No

# Appendix C

**Indicator Title:** No. of young people visiting Tunbridge Wells Museum and Cranbrook Museum or having outreach visits in school groups or settings

**Measurement:** Monthly/Quarterly/Annual

**Historical Performance**

	2012/13	2013/2014	2014/15	2015/16
Year Target	1,584	2,963	3,500	1,300 (year to date)
Actual	2,963	3,941	3,639	1,163 (year to date)

**Action Plan**

<b>Current challenges</b>	Q2 covers the 6 week school summer holiday. We also notice a decrease in school visits towards the end July. We have however noticed an uptake in school session in this September. Additionally, with the changes in the National Curriculum, the time of year when certain subjects which most lend themselves to a school visit has changed from previous years. This has made it harder to forecast trends throughout the year.
<b>Proposed re-evaluation</b>	Q3 has shaped up to be extremely busy, more than making up for the deficits of Q1 & Q2, and it is predicted we will reach our annual target without difficulty. This change in information will be used to create a more realistic picture of what we can expect next year and inform our target setting in the future. I fear this was an inevitable occurrence with such a drastic change in the priorities of our users for this Indicator as was seen this year.
<b>Is there any additional support required?</b>	No

# Appendix C

**Indicator Title:** Kg of residual household waste per household (QUARTERLY) (NI 191)

**Measurement:** Quarterly/Annual

**Historical Performance**

	2012/13	2013/14	2014/2015	2015/16
Year Target	517.2	517.2	517.2	517.2
Actual	513	529	515	265 to end of Q2

**Action Plan**

<b>Current challenges</b>	<p>The residual household waste tonnages include green bin waste together with that from the weekend civic amenity vehicle, litter picking and street sweeping arisings.</p> <p>An important factor to note for the rise in Q2 for this PI is that due to it being a fairly dry summer the trees started to shed their leaves in Mid-late August which is highlighted in the highway arising figures when compared to the previous year:</p> <table border="0"> <tr> <td>August 2014</td> <td>August 2015</td> <td>Sept 2014</td> <td>Sept 2015</td> </tr> <tr> <td>47 tons</td> <td>105 tons</td> <td>79 tons</td> <td>129 tons</td> </tr> </table>	August 2014	August 2015	Sept 2014	Sept 2015	47 tons	105 tons	79 tons	129 tons
August 2014	August 2015	Sept 2014	Sept 2015						
47 tons	105 tons	79 tons	129 tons						
<b>Proposed re-evaluation</b>	<p>Due to leafing starting earlier this year Q3 should see a reduction in Kg of residual household waste per household</p> <p>The December issue of Local will contain further articles to encourage greater recycling and diversion of material from the green bin.</p>								
<b>Is there any additional support required?</b>	No								

# Appendix C

<b>Indicator Title</b>	Fee income for building control applications			
<b>Definition:</b>	Income received from building control applications			
<b>Measurement:</b>	Quarterly/Annual			
<b>Historical Performance</b>				
	2011/12	2012/13	2013/14	2014/15
Target	£351,150	£334,060	£334,060	£350,000
Actual – Year End	£329,820	£296,823	£271,885	£296,076

## Action Plan

<b>Current challenges</b>	<ul style="list-style-type: none"> <li>- Continued competition from approved inspectors (private companies);</li> <li>- For over a year the team have been a senior officer down due initially to ill health followed by retirement of the former Team Leader but more recently recruitment problems</li> <li>- National shortage of experienced and qualified Surveyors;</li> <li>- Large developments at Royal Wells Park (Former Kent and Sussex Hospital and Benenden Hospital) have been resource intensive</li> <li>- Result of points 2 – 4 above is that Team Leader and Principal Surveyors have had to focus on undertaking day-to-day work and have not been able to dedicate time to developing marketing initiatives/expanding market share;</li> <li>- Concern that reputation of BC with builders/developers has, to some extent, been affected by delays in validation of planning applications by MKPS.</li> </ul>
<b>Proposed re-evaluation</b>	<ul style="list-style-type: none"> <li>- Recruitment to Principal Surveyor post unsuccessful;</li> <li>- Therefore currently actively seeking recruitment to Building Control Surveyor post;</li> <li>- Through undertaking less complex work this should free up Team Leader and Principal Surveyor time for work on future marketing opportunities;</li> <li>- Set up contract with adjacent BC department to undertake some plan checking on behalf of BC. This should free up Team Leader and Principal Surveyor time for work on future marketing opportunities;</li> <li>- Differentiate BC from Planning on TWBC website to reduce any impact on reputation as a result of delays at MKPS;</li> <li>- Implement marketing initiatives already developed in 2014/15 with BDU;</li> <li>- Pursuing potential additional revenue schemes (charging for solicitor searches and “re-opening” of former BC cases);</li> <li>- When resource allows re-start BC involvement at planning pre-application stage</li> <li>- Consider and implement medium-longer term best means to increase resilience (and facilitate increased Team Leader and Principal Surveyor time to work on further marketing initiatives).</li> </ul>
<b>Is there any additional support required?</b>	<ul style="list-style-type: none"> <li>- Recruitment to (revised) vacant post –</li> </ul>

# Appendix C

**Indicator Title** Processing of planning applications: Major applications

**Definition:** Percentage of planning applications by type determined in a timely manner (Major applications – within 13 weeks)

**Measurement:** Quarterly

**Historical Performance**

2014/15 Q2 – Q4 and 2015-16 Q1	<b>2014/15 Q2</b>		<b>2014/15 Q3</b>		<b>2014/15 Q4</b>		<b>2015/16 Q1</b>	
	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time
	Majors	50%	100%	25%	53.7%	48%	77%	16.7%

**Action Plan**

<b>Current challenges</b>	<ul style="list-style-type: none"> <li>- There are now two measurements used in returns to Government: A) applications determined within 8 or 13 (major applications) and B) applications determined within agreed extensions of time;</li> <li>- Figures for Q2: A) 28.5% and B) 100% against target of 60%</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>- Small number of major applications received due to constrained nature of Borough;</li> <li>- Means that each has significant impact on figures: each Major application determined in Q2 equates to 14%;</li> <li>- Need to balance speed of determination with securing high quality development – particularly important on major developments;</li> <li>- Early in Q1 there was a dedicated effort at MKPS to clear own backlog there which resulted in “spike” of approximately 25% increase in Major, Minor and Other applications “on DM books” in one month as MKPS validation backlog was cleared;</li> <li>- Sustained higher levels of requests for information under Freedom of Information and Environmental Information Regulations impacting on resources.</li> </ul>
<b>Proposed re-evaluation</b>	<ul style="list-style-type: none"> <li>- DM have previously introduced work flow management procedures which enable effective response to on going fluctuations in the performance of the MKPS teams which have impacted severely on the ability of the DM team to meet performance targets since the shared service went live;</li> </ul>



## Appendix C

	<ul style="list-style-type: none"> <li>- Enabled “spike” of approximately 25% increase in Major, Minor and Other applications “on DM books” in one month at beginning of Q2 as MKPS backlog was cleared to be addressed and cleared by DM team by end of the quarter;</li> <li>- Officers increasingly effective at securing “extensions of time” where appropriate – demonstrated through improvement in figures compared to Q1;</li> <li>- Ongoing focus on continuing to clear backlog and to reduce overall number of applications “on the books” through Q2;</li> <li>- Temporary period of reduced negotiation on “householder” applications (i.e. determined as submitted) to allow greater emphasis on Major and Minor applications;</li> <li>- New staff structure now embedded (including Major Projects Officer);</li> <li>- Planned change in management practice so authorisation required from DM management for any application to be <u>not</u> determined within target 8 or 13 week timescale (even with agreed “extension of time”) originally scheduled for mid-October 2015 to be delayed until start of Q3;</li> <li>- Reason for delay: to cope with need for “consultation periods” on applications to be extended from 21 days to 28 days through mid October – February (to ensure that legislative requirements are met) during times when interruptions to availability of application documents to public will occur as a result of ICT software upgrades.</li> </ul>
<p><b>Is there any additional support required?</b></p>	<ul style="list-style-type: none"> <li>- Staff numbers under continuous review.</li> </ul>

**Indicator Title** Processing of planning applications: Minor applications

**Definition:** Percentage of planning applications by type determined in a timely manner (Minor applications – within 8 weeks)

**Measurement:** Quarterly

**Historical Performance**

2014/15 Q2 – Q4 and 2015-16 Q1									
		<b>2014/15 Q2</b>		<b>2014/15 Q3</b>		<b>2014/15 Q4</b>		<b>2015/16 Q1</b>	
		% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time
	Minors	19%	41%	24%	53.7%	48%	77%	49.5%	81.98%

**Performance 2015/16 Q2:** % In Time: 68% against target of 70%  
 % In Time with agreed ext. of time: 88%

**Action Plan – see comments under “major applications”**

**Indicator Title** Processing of planning applications: Others applications

**Definition:** Percentage of planning applications by type determined in a timely manner (Other applications – within 8 weeks)

**Measurement:** Quarterly

**Historical Performance**

2014/15 Q2 – Q4 and 2015-16 Q1	<b>2014/15 Q2</b>		<b>2014/15 Q3</b>		<b>2014/15 Q4</b>		<b>2014/15 Q4</b>	
	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time	% In Time	% In Time with agreed ext. of time
	Others	28%	42%	42%	65.4%	65%	88%	58.3%

**Performance 2015/16 Q2:** % In Time: 76% against target of 85%  
 % In Time with agreed ext. of time: 93%

**Action Plan-** see comments under “major applications”

# Appendix C

<b>Indicator Title</b>	Total application Fee Income for planning applications
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**Definition:** Income received from planning applications

**Measurement:** Quarterly

**Historical Performance**

	2011/12	2012/13	2013/14	2014/15
Target	538,000	536,000	560,000	614,000
Actual – Year End	479,635	688,515.65	851,243.62	922,830

**Action Plan**

<b>Current challenges</b>	<ul style="list-style-type: none"> <li>- Although the development market remains buoyant and DM team is involved in a large number of pre-application discussions for major development, the council has no control over timing of submission of planning applications.</li> </ul>
<b>Proposed re-evaluation</b>	<ul style="list-style-type: none"> <li>- The submission of any one of the significant major proposals currently under discussion would result in the budget target being met or exceeded. As noted above, this is dictated by the market;</li> <li>- As indicated in the Report at the end of Q1, as the target has not been met at end of Q2, the budget expectation will need to be reconsidered;</li> <li>- Changes in legislation have had a negative impact on fees received for minor and household developments</li> <li>- Consultation by the government on a revised fee charging structure is expected. The aim is to ensure that the fee paid fully covers the costs involved in determination which is not the case currently. It is expected that the draft proposals will enable a local rather than national fee structure</li> <li>- As a result of recent decisions nationally from the Planning Inspectorate a rise in the number of applications for residential development on sites previously considered unacceptable is expected. This would bring in additional fee but would also increase the workload of the department</li> </ul>
<b>Is there any additional support required?</b>	<ul style="list-style-type: none"> <li>- None at present but needs to be kept under close review due to likely influx of additional work as detailed above</li> </ul>

## **Change Programme Update**

If you have any questions regarding the content of this paper, or would like further details about the projects the Business Delivery Unit are working on, please contact Ian Hirst, Head of Digital Services and Transformation.

The Change Programme is the Business Delivery Unit's programme of work and consists of a series of projects and activities that contribute towards many of the Council's Community Projects in the Five Year Plan, and the four quadrants of the Council's Strategic Compass – Community, Customer, Value & People.

The Business Delivery Unit are part of the Digital Services and Transformation Service, sitting under the Director of Change and Communities and provides the Council with key skills and expertise in the areas of:

- Programme and project management
- Business process re-engineering (BPR)
- Customer profiling
- Transformation and innovation
- High quality research and analysis
- Performance and improvement
- Capacity building

Quarterly reports of project progress are provided as an appendix to the quarterly performance reports collated and distributed by the Performance Team.

Regular update meetings are held between the Digital Services and Transformation Manager (Ian Hirst) and the Portfolio Holder for Finance and Governance Cllr Paul Barrington-King and Cllr Woodward.

### **Projects closed to date**

Since the start of the programme, the following projects have been completed:


1. Limehouse Software (Consultation portal)
2. National Indicator 14 - Avoidable contact
3. Grounds maintenance contract
4. Community Safety Unit
5. Joint Revenues and Benefits service
6. Exchequer Review
7. Urban Parishing – creating Rusthall Parish Council
8. 2011 Census
9. Civic Complex Consultation
10. Strategic Compass Development and Implementation
11. Committee minutes and agenda software
12. Planning Partnership review
13. Planning applications - business process assessment
14. Intranet
15. Social Media Pilot
16. Customer Profiling
17. Electronic Performance Management system implementation
18. Unified Debt Recovery
19. Business Case for Corporate Support & Scanning team
20. Sherwood Pilot – Neighbourhood Level Community Budgets
21. Gateway Development Project



22. Citizens Advice Bureau Review
23. Procurement Guidance
24. Digipens for Food Safety Inspections
25. New Electronic Appraisal System
26. Local Benefits Review
27. Competency Based Appraisal System
28. Contribution Pay
29. New Council Website
30. Implementation of Idox DMS
31. Information Management Review
32. Parking Services Review
33. MKIP Environmental Health Shared Service implementation support
34. Council Chamber Audio Visual Equipment
35. Events App Implementation
36. Joint Revenues & Benefits Review

**Projects currently 'Live' or completed in Q2 2015/16**



There follows a list of projects currently being undertaken or have been completed in the first quarter of the financial year 2015/16.

**Q2 2015/16 Project status updates**

Project Title	Project Description	Latest Status Update	Status Icon
<p><b>Cultural and Learning Hub</b></p> <p>Page 67</p>	<p>The development of a Cultural and Learning Hub in Tunbridge Wells</p>	<ol style="list-style-type: none"> <li>1. A Heritage Lottery Fund round one (HLF R1) application was submitted on 9 April. Due to overall demand for funds the application was unsuccessful, the HLF requested a resubmission for early December and gave very positive feedback about the strength of the bid.</li> <li>2. Full Council considered the capital and revenue implications of developing a new Cultural and Learning Hub on 22 July and decided to proceed.</li> <li>3. So the project can continue as smoothly as possible, if the HLF R1 application is successful, the following is underway:               <ol style="list-style-type: none"> <li>a) Preparation for the procurement of an architectural team for HLF R2</li> <li>b) Detailed project planning for HLF R2</li> <li>c) Research to identify an appropriate approach to fund raising</li> <li>d) Preparation of a stage one grant application to the Arts Council England</li> </ol> </li> </ol> <p>Research is also underway as to how opportunities for public involvement will be built into the development (HLF R2) stage of the project.</p>	

Project Title	Project Description	Latest Status Update	Status Icon
<b>Corporate Assets Programme</b>	To provide project support to the delivery of the Corporate Assets Programme.	<p>The BDU has provided the Property and Estates team with input and advice on the development of project plans and risk registers for a number of sites.</p> <p>Project summaries, monthly task lists and risk registers have been set up for individual sites (e.g. John Street Car Park, Mount Pleasant Avenue Car Park, North Farm Lane (Kevin Lynes Site) and Southborough Hub) and the BDU is working with the Property and Estates team to track progress and keep these documents up to date.</p> <p>Work is also being progressed on looking at alternative Framework Agreements for the procurement of development consultants.</p> <p>Project updates are created by the BDU for SIDS and DOG meetings.</p>	
<p>Page 68</p> <p><b>Bereavement Services Business Plan</b></p>	To provide project management support to Bereavement Services in the progression of their Business Plan to improve the crematorium's offer, increase revenue and maximise utilisation of assets.	<p>The Bereavement Services Project Board was set up in January 2015 to pursue the following initiatives:</p> <ul style="list-style-type: none"> <li>• Explore options to extend chapel facilities at the Crematorium</li> <li>• Develop market intelligence and marketing strategy</li> <li>• Investigate potential for high end burials</li> <li>• Deliver business improvement activities</li> <li>• Crematorium software upgrade</li> <li>• Deliver scatter garden capital scheme at Crematorium</li> <li>• Deliver infrastructure and dedication capital improvements to Memorial Garden</li> </ul> <p>In the coming months, the team will be focusing on:</p> <ul style="list-style-type: none"> <li>• seeking planning permission in parallel to formal procurement initiation for the Memorial and Cloister Gardens,</li> <li>• developing accurate costings for a mezzanine floor in the Crematorium Chapel,</li> <li>• investigating options for procuring high end burial products,</li> <li>• further options for a Cremation Bond type product and further developing a Marketing Strategy.</li> </ul>	



Project Title	Project Description	Latest Status Update	Status Icon
<b>MKIP Planning Support</b>	Provide project management support to the MKIP Planning Support Disaggregation Board	<p>Cabinet has made an in principle decision to disaggregate from the Planning Support shared service.</p> <p>A Project Initiation Document has been completed and a business case and high-level project plan have been drafted and circulated amongst key stakeholders for review.</p> <p>The business case and covering report will go to Planning and Transportation CAB on the 22<sup>nd</sup> October ahead of the co-located tri-authority meeting on the 5<sup>th</sup> November.</p>	
<b>MKS Shared Debt Recovery Service</b>	Provide project management support for the implementation of the new shared debt recovery service across MKIP.	<p>Following the decision to proceed with the shared debt recovery service, a project manager has been recruited and in post since 8<sup>th</sup> September to take the project forwards.</p> <p>A draft Project Initiation Document has been produced and potential IT suppliers contacted. Discussions have taken place with Merton Council to gain lessons learned from their experience.</p> <p>An outline delivery plan will be established and full project controls (risk register, timeline and business case) developed during the next quarter, with an update on progress in the next quarterly performance report.</p>	











The Digital First programme of work has been set up to achieve the objective set out in the 'Transforming Services' section of the Five Year Plan:

*"...we set a target of 50 per cent of business moving to digital channels by 2017..."*

The programme consists of officer groups looking at three areas considered essential to achieve the aim of increasing digital working.

- **Workforce** – building the capability and capacity of the organisation and its staff to design and configure services to be delivered digitally.
- **Customer Insight & Marketing** – ensuring services are designed with user needs in mind, that there is effective communication of the changes, encouraging take up of digital services and through Digital Inclusion, making sure no resident is excluded by the changes.
- **Technology** - providing the tools and systems that will allow digital service delivery via a Single Customer Account on the website.

Workforce Group Activities		Target	Completed
Page 70	Building the capacity and capability of the organisation and its staff to design and deliver digital services.		
	Develop existing case studies about digital services into an internal digital news story.	May-14	
	Develop internal branding & logo to engage staff with programme.	May-14	
	Deliver <u>Phase 1</u> behaviour change workshop to management team, project team & portfolio holders	May-14	
	Develop digital blueprint infographic to communicate vision to staff	Jun-14	
	Prepare digital blue print presentation for Chief Executive staff briefings	Jun-14	
	Chief Executive delivers digital vision briefing to all Council staff	Jul-14	
	Digital lunch and learn-to support CEO briefing	Jul-14	
	Prepare phase 2 workshops, e.g. website user testing, behaviour change, LEAN process analysis, AGILE project management.	Oct-14	

<b>Workforce Group Activities</b> Building the capacity and capability of the organisation and its staff to design and deliver digital services.	Target	Completed
Deliver <u>Phase 2</u> behaviour change workshops to SM & MMG	Sep-14	
Service managers start brainstorming their digital delivery plans in team meetings and agree with staff their digital appraisal objectives	Mar-15	
Prepare digital presentation & exercises for Celebrate (staff conference) event	Sep-14	
Digital event held as part of Celebrate	Oct-14	
Work with HoS/Service managers to identify 'Digital First' workstreams for service areas in 2015-16 as part of the service planning process	Mar-15	
Ensure staff appraisal objectives for new financial year (2015-16) reflect service plan workstreams	Apr-15	
Recruit a group of digital experts (Digital Angels) from across the organization to support the Digital First Programme	June-15	
Schedule first meeting of 'Digital Angels' and scope out programme of work	June-15	
Provide 'Digital Angel' assistance to staff with their Digital Objectives	Apr-16	Ongoing
Digital Angels roll out 'GoToMeeting' video conferencing to reduce time spent travelling and mileage expenses	Sep-15	In progress
Restructure Business Delivery Unit to create Digital Team with technical expertise to deliver new and improved online services	Sep-15	In progress
Liaise with Heads of Service to develop baseline performance information for digital service delivery	Oct-15	
Review existing website and digital service delivery to identify opportunities for development and quick wins	Nov-15	

<b>Customer Insight &amp; Marketing Group Activities</b>	<b>Target</b>	<b>Completed</b>
Ensuring services are designed with user needs in mind, that there is effective communication of the changes, encouraging take up of digital services and, through Digital Inclusion, making sure no resident is excluded by the changes.		
Explore Single Customer Account web page design options	Jun-14	
Research & develop a digital inclusion strategy	Sep-14	
Implement the Digital Inclusion action Plan	Ongoing	In progress


<b>Technology Development</b>	<b>Target</b>	<b>Completed</b>
Providing the tools and systems that will allow digital service delivery via a Single Customer Account on the website		
Single Customer Account		
Develop portfolio of 'as is' information, e.g. calls we make, paper we use etc to develop idea of digital savings potential	Apr-15	
Develop Single Customer Account business case to present to Cabinet.	Oct-14	
Agree MKIP ICT resource to support programme to deliver Single Customer Account	Apr-15	
Recruit Transformation Challenge Award Project Manager on behalf of Mid-Kent Services	Sep-15	In progress
Develop procurement brief for Single Customer Account digital solution supplier.	Nov-15	In progress
Complete procurement exercise & supplier selection	Feb-16	
Produce Single Customer Account project delivery plan	Feb-16	
Agree phase 1 core services for inclusion in Single Customer Account	Mar-16	
Information Management		
Programme supports implementation of new information policies agreed by the Council's Information Security Forum	Dec-14	

## Supporting the Sherwood Pilot

The Sherwood Family Partnership went live in February 2014 and is now embedding the new ways of working after handing over to the operational area.

The BDU is providing operational support to the partnership over the course of the next year by:


- Assisting with the task list / timetable and the management of risks.
- Providing business analyst support to track costs and benefits of the project – the Cost Benefit Analysis (CBA)

Project Title	Project Description	Latest Status Update	Status Icon
<b>Sherwood Pilot</b> (Neighbourhood Level Community Budgets) <b>Operational Support</b>	To fundamentally rethink the approach to delivering public services in Sherwood based on insight from residents, frontline staff and service users	The operational costs of the Sherwood Partnership were presented to Sherwood Partnership Delivery Board on 16th September.  Board Members discussed progress made on collecting data on resource use changes and were asked for assistance in gathering information on costs of referred and commissioned services.  Data on resource use changes (e.g. number of GP visits for mental health, amount of rent arrears, out of work benefits claimed) is collected via 6 monthly family assessments and entered on the ECINS system.  Costs and benefits from the first tranche of six month assessments will be presented to the Delivery Board meeting in November.	



## Kent Customer Services Group Project

At the request of the Kent Chief Executive's Customer Services Group, the Business Delivery Unit is leading a partnership-funded project team, with the mandate to increase the amount of customer transactions completed online in order to realise efficiency savings through reduced telephone and face-to-face contact.

Project Title	Project Description	Latest Status Update	Status Icon
<p>Page 24</p> <p><b>Kent Customer Services Group Project</b></p>	<p>To optimise and improve online service delivery for a number of key 'Top Tasks'.</p> <p>To identify cashable savings arising from 'channel shift' of transactions from telephone or face-to-face to the website.</p> <p>Funded by contributions from:</p> <ul style="list-style-type: none"> <li>Canterbury City Council</li> <li>Dover District Council</li> <li>Gravesham Borough Council</li> <li>Kent County Council</li> <li>Maidstone Borough Council</li> <li>Medway Council</li> <li>Sevenoaks District Council</li> <li>Swale Borough Council</li> <li>Tunbridge Wells Borough Council</li> <li>Ashford Borough Council</li> <li>Shepway District Council</li> <li>Kent Fire and Rescue Service</li> <li>East Kent Services</li> </ul>	<p>We are now working with all but one of the local authorities in Kent and having met with all Partners developed a comprehensive work programme. There has also been interest in the project from outside Kent, we have had an initial meeting with Eastbourne and are due to meet with Surrey shortly.</p> <p>We have presented examples of our work at KCSG meetings and the DCLG led Really Useful Day and have also increased our e-newsletters and twitter communications so that learning can be better shared between all partners.</p> <p>Current projects include:</p> <ul style="list-style-type: none"> <li>• MKIP and Canterbury City Council - Exploring the customer experience of online planning services and developing recommendations that will help to reduce the number of invalid applications, reduce customer contact, encourage self service and online payments and overall enhance the customer experience.</li> <li>• Gravesham - Developing an online housing pre-assessment to reduce unnecessary applications to the Housing Register. Following a successful pilot it will be rolled out across Kent through the Kent Housing Group.</li> <li>• Medway Council, Swale Borough Council and Ashford Borough Council - the re-written housing benefit further information request letters are now being used, leading to an increase in photographs of documents rather than paper copies. We have also produced a video for customers explaining the details of the housing benefit allocation letters.</li> <li>• Shepway District Council - workshops with staff and applicants to explore ways of improving the event application process, increasing customer satisfaction and create a more efficient process for staff.</li> <li>• Website Analytics: Helped our partners to understand more about their digital services so that they know they are measuring the most important things accurately.</li> </ul>	

## Brainwaves – the Staff Suggestion Scheme

The Business Delivery Unit run the council’s staff suggestion scheme, Brainwaves. The Delivery Unit filter the ideas looking for opportunities to increase revenue, make savings and improve customer service, as well as other ideas contributing towards the achievement of the organisation’s strategic goals and objectives. The Business Delivery Unit also provide support by helping develop the business case for promising ideas.

Project Title	Project Description	Latest Status Update	Status Icon
Brainwaves	To administer the Staff Suggestion Scheme and support the development of ideas with the potential to contribute towards the organisation’s strategic objectives and goals.	<p>To date, 77 ideas submitted to the scheme</p> <ul style="list-style-type: none"> <li>• 7 ideas implemented - Brainwaves</li> <li>• 18 ideas already happening (‘Great Minds Think Alike’)</li> <li>• 18 ideas under investigation</li> <li>• 26 ideas considered but not suitable for implementation</li> <li>• 8 ideas did not qualify for the Brainwaves scheme</li> </ul> <p>On the approval of Management Team, £160 worth of £10 Encouragement Reward gift vouchers have been awarded to 14 members of staff (i.e. two members of staff have received vouchers twice) since the start of the scheme</p>	▶

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<b>Cabinet</b>	<b>3 December 2015</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Quarter 1 and 2 Complaints Summary

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor David Jukes, Leader of the Council
<b>Lead Director</b>	Lee Colyer, Director of Finance and Corporate Services
<b>Head of Service</b>	Jane Clarke, Head of Policy and Governance
<b>Lead Officer/Report Author</b>	Ingrid Weatherup, Corporate Complaints and Freedom of Information Officer
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

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

1. That Cabinet notes the contents of this report.

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

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

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

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Management Board	27 October 2015
Cabinet Advisory Board	10 November 2015
Cabinet	3 December 2015

## Quarter 1 and 2 Complaints Summary

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides a review of complaints received by Tunbridge Wells Borough Council under the Council's Complaints Procedure from 1 April 2015 to 30 September 2015. Information contained within this report has been produced centrally from complains logged through the corporate complaints procedure and data held on the Council's complaints spreadsheet.

### 2. INTRODUCTION AND BACKGROUND

- 2.1 Tunbridge Wells Borough Council operates a three stage Complaints Procedure and logs complaints on a centralised Customer Complaints spreadsheet. This report provides analysis of the complaints dealt with under the Council's Complaints Procedure from the start of April to end of September 2015.
- 2.2 The Council recorded a total of 193 complaints during quarters 1 and 2 of 2015-2016. This figure is a decrease in the number of complaints recorded for the previous two quarters (Qtrs. 3 & 4 of 2014-2015 - 268 complaints).

Quarter	Complaints
3 and 4 (14/15)	268
1 and 2 (15/16)	193

#### Performance indicators

- 2.3 For 2015-2016 the Performance and Governance team reviewed the performance indicators for complaints handling and we are now measuring performance against the following indicators:

Performance Indicator	Quarters 1 & 2 (14/15)	Quarters 1 & 2 (15/16)	Target
% of complaints responded to within timescale	91.9%	75.3%	94%
% of Stage 1 complaints responded to within timescale	<i>*New Indicator</i>	78.3%	<i>*New Indicator</i>
% of Stage 2 complaints responded to within timescale	<i>*New Indicator</i>	65%	<i>*New Indicator</i>

*Figure 1 – Performance in 2015-2016*

## How complaints are received

- 2.4 The Customer Complaints spreadsheet tracks how people register their complaint. People can record a complaint using feedback forms which are available at all Council offices including the Gateway and Weald Information Centre. Complaints can also be submitted electronically, either by email or using the online complaints form.

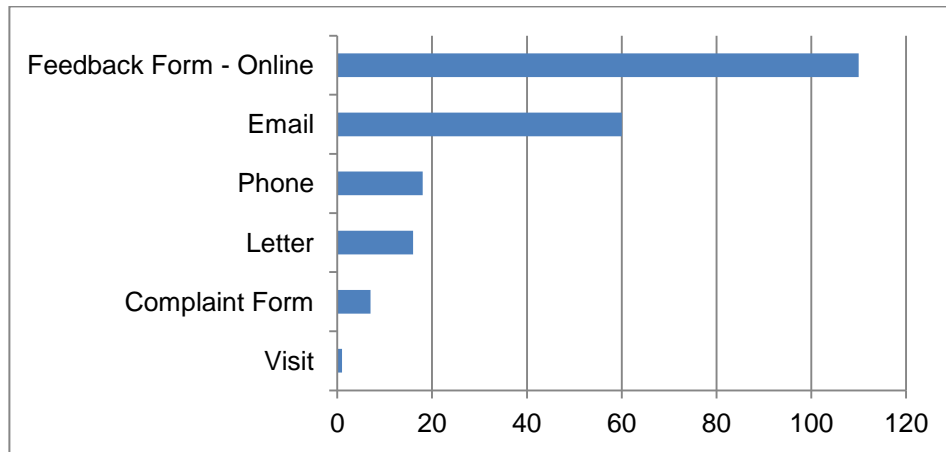


Figure 2 – Method through which complaints were received (actual number)

- 2.5 During quarters one and two, the majority of complaints received had been made through electronic means (the online feedback form was the most popular method of contact 37.8% followed by email at 35%), which meets with the organisation's priorities to direct contact with the Council through the Council's digital channels.

## Summary of complaints by decision

- 2.6 When complaints are responded to the Council records a decision on the Customer Complaints spreadsheet based on the overall outcome. Thirty-five (35) percent of the complaints received during quarters one and two were recorded by the Policy and Performance Team as not agreed and not upheld. Twenty-nine (29) percent of complaints were recorded as partly agreed where the Council agreed with aspects of the complaint and upheld the complaint in part. The Council agreed with 30 percent of complaints in full. It is important to note that if the complainant does not agree with the Council's decision and the response they receive to their complaint, they have an opportunity for a review at the next stage of the Complaints Procedure and ultimately to the Local Government Ombudsman. The remaining 6 percent accounts for complaints where no response has been received.

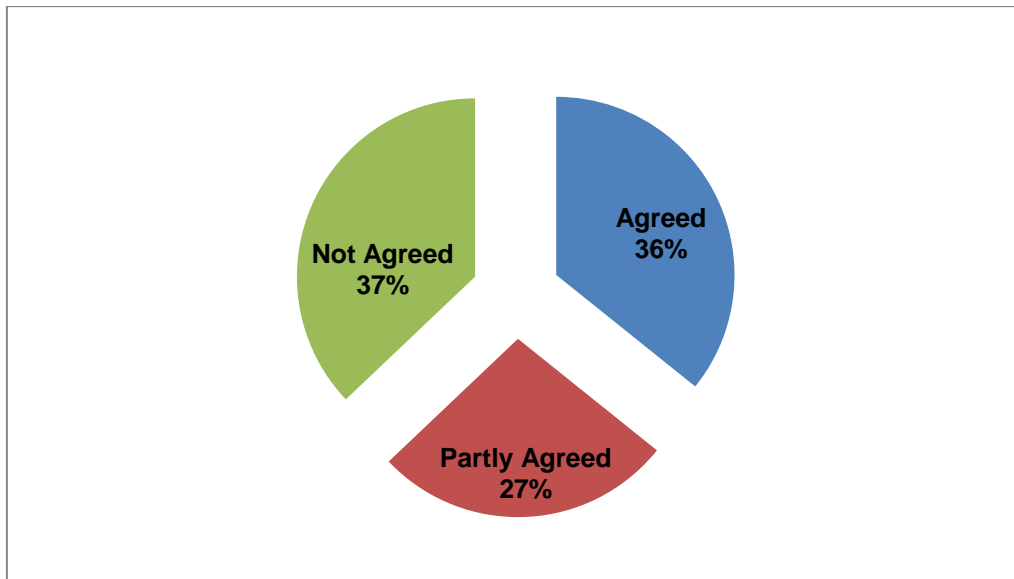


Figure 4 – Summary of complaints by decision

## Service trends

2.7 The table below shows the actual number of complaints received by service area.

A comparison with previous quarters shows that the number of complaints dealt with by the Parking Team has reduced from 72 complaints during quarters 1 and 2 (2014 - 2015) to 30 for quarters 1 and 2 (2015 – 2016).

2.8 The number of complaints dealt with by the Assembly Hall Theatre remained level compared with the same period for 2014 - 2015.

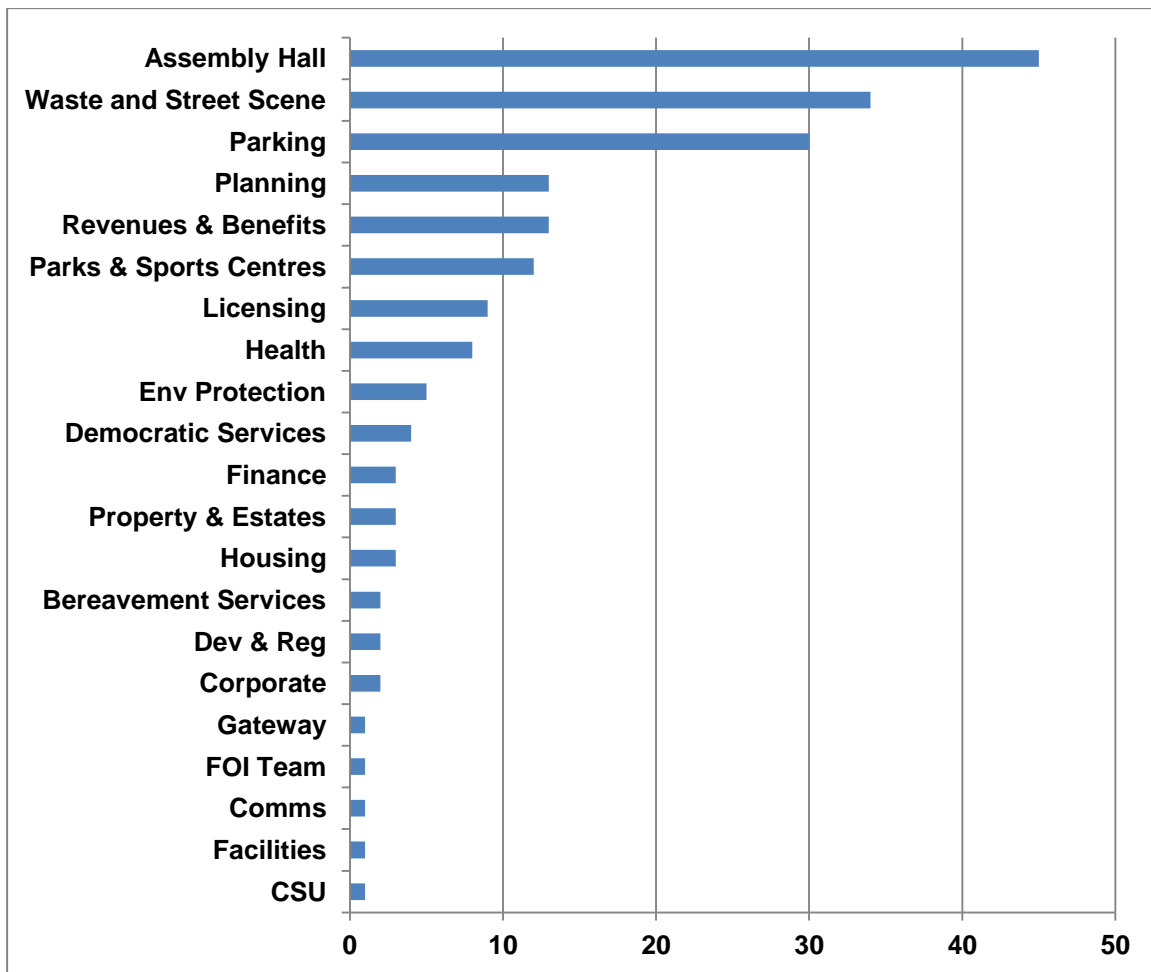


Figure 5 – Number of complaints received by service area (actual number)

## Compensation

- 2.9 Compensation payments are recommended when it is considered there are no other appropriate remedies to resolve a situation. The Council has offered the following compensation payments/refunds amounting to £499.88 during the previous six months:

Service area	Amount	Issue
Finance	£100	Complaint regarding processing of a finance payment.
Revenues and Benefits	£115.88	Complaint regarding processing of Council Tax bill.
Assembly Hall	£284.00	Vouchers/refunds given as a result of production, noise or heat issues.

## Ombudsman complaints: summary of Ombudsman decision notices

- 2.9 During quarters one and two, the council received the final decision from the Ombudsman on two complaints.

*Summary of complaint one*

- 2.10 The complainant was dissatisfied with the issuing and enforcement of a parking penalty.

*Ombudsman's decision*

- 2.11 The Ombudsman concluded that they would not investigate this complaint as it was outside their jurisdiction. The complainant was advised that they had the right to appeal to a statutory tribunal if they believed the penalty was wrongly issued and to a court if something had gone wrong in the enforcement process.
- 2.12 The Ombudsman will record the complaint in the published figures for the year ending 31 March 2016 recorded as: *Closed after initial enquiries - out of jurisdiction.*

*Summary of complaint two*

- 2.13 The complainant considered that the Council had failed to introduce policies which would increase the proportion of wheelchair accessible hire vehicles licensed to operate in the Borough.

*Ombudsman's decision*

- 2.14 The Ombudsman concluded that it will not investigate the complaint about the Council's policy on wheelchair accessible vehicles, and would exercise the general discretion open to it not to commence an investigation because it was the view of the Ombudsman that the policy was not unreasonable.
- 2.15 The Ombudsman will include this complaint in the published figures for the year ending 31 March 2016 recorded as: *Closed after initial enquiries - no further action.*

## **Freedom of Information requests**

- 2.16 The Council has seen a slight decrease in the number of Freedom of Information requests received through the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations (2004) compared to quarters 1 and 2 last year.
- 2.17 During quarters one and two, the Council received 353 new Freedom of Information requests and three requests for review. The service areas to receive most requests included Planning, Revenues & Benefits, FOI Team on behalf of the corporate function, Finance and Housing.
- 2.18 Of the 353 requests responded to, three requesters subsequently requested the Information Commissioner to review Council's decision. Two requests related to planning matters.
- 2.20 The first requested all of the information held on the subject without redactions. The Council denied this and the decision was upheld. The requester was advised to contact the Information Commissioner's Office.
- 2.21 The second related to a request for photographs held as part of a planning enforcement investigation. The Information Commissioner deemed that the photographs could be disclosed as they did not constitute personal data, and following the review, further photographs were disclosed to the requester.

- 2.22 The third request for review related to information held about an environmental licensing case – clarification and further information was provided as part of the response to the request review.

## Learning from complaints

- 2.23 Where possible, the Council aims to learn from complaints and to take action to improve the services provided. Whilst not all complaints provide an opportunity to change practices or procedures, where this is the case service areas are encouraged to develop new approaches following a relevant complaint.

- 2.24 The following improvements in practices and procedures have been made to service areas as a result of complaints received:

Service area	Service improvement
<b>Parking</b>	Contact details for parking to be improved on machines. Information available on website also to be improved.  Identified training need within contact centre for location awareness following complaint. Staff made aware at contact centre. Location plates to be installed in all lifts.
<b>Revenues &amp; Benefits</b>	Review of automatic system which processes summonses.  Review of guidance notes provided with council tax letters.
<b>Crematorium</b>	Review of administration processes.
<b>Assembly Hall Theatre</b>	Improvements to website.
<b>Health</b>	To ensure we follow residents consultation processes where one has been specified or where it is reasonable to consult due to impact.

## 3. CONCLUSIONS

- 3.1 The Council currently has a strong approach to complaints handling and learning from customer feedback in order to improve service provision. The complaints monitoring procedure has been strengthened, which has helped to inform service areas of customer feedback and led to further improvements in service provision. The Complaints and Freedom of Information Officer attends quarterly review meetings for those service areas which receive the most feedback and complaints, to assist those services with the level of recording and to ensure that service areas learn from the feedback received.
- 3.2 Work is currently being undertaken to further strengthen the council's procedures focusing on reviewing and updating the current Complaints Procedure (including communicating the revised policy to staff) and introducing customer satisfaction surveys more widely across the authority. The Performance and Governance Team will also look at ways to try to improve the response timescale to complainants and will work with service areas to seek improvements in this area.

## 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 That Cabinet note the contents of this report. This report is for information to enable Cabinet to understand the Council's current performance in relation to complaints handling, to receive an overview on the types of complaints received and the outcome of those which were escalated to the Local Government Ombudsman.

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 This report does not require further consultation as the report is for information only.

### RECOMMENDATION FROM CABINET ADVISORY BOARD

- 5.2 The Finance and Governance Cabinet Advisory Board were consulted on this decision on 10 November and supported the recommendations as set out without amendment.

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

- 6.1 This report is for information only and enables Cabinet to understand the Council's current performance in relation to complaints handling and to receive an overview of the types of complaints received and the outcome of those which are escalated to the Local Government Ombudsman. This report will be published on the Council's website within the Committee reports.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	<p>This report provides a review of complaints received and an update on the Council's complaint handling. If any complaint raises issues that may have legal implications or consequences, the Head of Legal Partnership should be consulted.</p> <p>There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.</p>	Keith Trowell 29/10/2015
<b>Finance</b> and other resources	Whilst the amounts of compensation are relatively small it is important to review the cause of the complaint and to identify prevention processes, as the cost of administering a complaint and the correction of any mistakes is often significant.	Jane Fineman 30/10/2015
<b>Staffing establishment</b>	There are no implications for staffing within this report.	Nicky Carter 30/10/2015



# Agenda Item 9

<b>Risk management and health &amp; safety</b>	Complaints about services can indicate instances where identified operational risks have materialised. This should be monitored through individual departmental risk registers. Learning from complaints can help to mitigate the same risks occurring in the future.	Jane Clarke 30/10/2015
<b>Environment and sustainability</b>	There are no environment and sustainability issues raised within this report.	Gary Stephenson 30/10/2015
<b>Community safety</b>	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes 30/10/2015
<b>Health and wellbeing</b>	There are no health and wellbeing implications identified in the report.	Sarah Richards 29/10/2015
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	Sarah Lavallie 29/10/2015

## 8. REPORT APPENDICES

8.1 None.

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## 9. BACKGROUND PAPERS

9.1 None.

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<b>Cabinet</b>	<b>3 December 2015</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Draft Corporate Priorities 2016/17

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor David Jukes, Leader of the Council
<b>Lead Director</b>	Lee Colyer, Director of Finance and Corporate Services
<b>Head of Service</b>	Jane Clarke, Head of Policy and Governance
<b>Lead Officer/Report Author</b>	Jane Clarke, Head of Policy and Governance
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

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

1. That Cabinet approve the draft list of corporate priorities 2016/17 for a six-week period of public consultation, as set out at appendix A.

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

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

The Corporate Priorities are the year on year projects that will help to meet the ambitions of the Five Year Plan key objectives. This report explains our plans for year three of the Five Year Plan and how we intend to deliver the projects that meet them.

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Finance and Governance Cabinet Advisory Board	10 November 2015
Cabinet	3 December 2015

## Draft Corporate Priorities 2016/17

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Council is required to refresh its Corporate Priorities on an annual basis as part of the budget setting process. This report presents a draft list of Corporate Priorities for 2016/17 that is based on the adopted Five Year Plan, and helps to meet the key objectives of that plan.

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### 2. INTRODUCTION AND BACKGROUND

- 2.1 The Leader's Five Year Plan (2014-2019) was adopted by Full Council in April 2014. The document clearly sets out a plan of activities for the next five years with activities focusing on encouraging economic growth and investment into the borough and ensuring the Council continues to provide value for money in its service provision. The next financial year 2016/17 represents year three of the Five Year Plan.
- 2.2 The Five Year Plan was subject to widespread and lengthy consultation, and as such sets out the framework in which the annual corporate priorities for 2016/17 should sit. A period of public consultation would also enable the Council to invite key stakeholders to further contribute to the Council's priorities for next year.
- 2.3 Using the information available within the Five Year Plan, and taking account of those projects and priorities that had already been started in previous years of the Plan, Cabinet considered an initial draft list of Corporate Priorities in September this year. This list is attached at appendix B.
- 2.4 As a result of adopting the Five Year Plan, work is underway to review the Council's policy framework and its corporate commitments (such as our priorities around customer care, staff and value for money). This piece of work is critical to ensure our policies align and the messages we communicate to our service users are consistent. The results of this review will be presented to Council for approval in February.
- 2.5 The Five Year Plan is underpinned by a number of strategies that have already been adopted by Cabinet or Full Council. This includes the Medium Term Financial Strategy, the Property Asset Management Plan, and the People Strategy. These strategies and our annual programme of Corporate Priorities will assist the Council to monitor its progress towards the Five Year Plan.

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### 3. AVAILABLE OPTIONS

- 3.1 Since publication of the Five Year Plan there has been a General Election and change of government, with a series of Bills included in the Queen's Speech in May that are likely to have a effect on local government, and potentially on the priorities of the Council.
- 3.2 The Cities and Local Government Devolution Bill seeks to devolve certain powers to city regions and other areas (including counties) that will increase local economic growth and productivity, with a particular focus around transport, economic development and regeneration powers. The Housing and Planning Bill essentially extends the right to buy council housing in England, seeks to improve housing

management in the social and private rented sectors, and introduces planning reforms to address these.

- 3.3 Details of the Spending Review (due to be published on 25 November) may also have an impact on the Council's priorities as it is likely that the Department for Communities and Local Government (DCLG) will need to find savings of somewhere between 25-40 percent, which will filter down to local government.
  - 3.4 On a regional basis, there continues to be discussions held around the future and role of the SELEP, and the council will actively monitor the development of this issue as the role of the Local Enterprise Partnership is of critical importance to this council.
  - 3.5 Partnership working in all its forms will continue to be vital to meeting the council's objectives within the Five Year Plan. Strategic partnerships such as the Mid Kent Improvement Partnership have enabled the council to make significant savings whilst, in the vast majority of cases, maintaining or improving levels of service. Other partnerships such as the Licensing partnership, and the West Kent Economic Partnership with Sevenoaks and Tonbridge and Malling Borough Councils, and partnerships with Kent County Council in particular around ICT have also played a vital role in helping the council to manage budgets and maintain services.
  - 3.6 The council is making good progress against the objectives in the Five Year Plan, and performance is measured on a quarterly basis and reported to Cabinet through the Performance Summary reports.
- 

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

- 4.1 For 2016/17, the Leader has already proposed a draft set of priorities which were consulted on by the Finance and Governance Cabinet Advisory Board on 25 August, Cabinet on 17 September, and Overview and Scrutiny Committee on 12 October. The projects and recommendations for 2016/17 were supported with no further changes.
  - 4.2 As such this report recommends the draft Corporate Priorities for 2016/17 with no changes, and requests the permission of Cabinet to launch a period of public consultation on the priorities to last for six weeks starting on Monday 14 December.
- 

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

- 5.1 This report asks for Cabinet's permission to launch a six-week period of public consultation on the draft Corporate Priorities for 2016/17. The results of the consultation will be analysed and included in the final Cabinet report that will set the priorities for 2016/17 on 11 February 2016.

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

- 5.2 The Finance and Governance Cabinet Advisory Board were consulted on this decision on 10 November and supported the recommendations as set out without amendment.
- 

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

- 6.1 Following this decision, the consultation will be launched on the Council's consultation portal, and advertised on the council's website. Key stakeholders, including Parish

Councils, residents' groups, other partner authorities and Kent County Council will also be invited to comment on the Corporate Priorities.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	<p>One of the purposes of the Council's Corporate Priorities is to provide clear strategic direction in order to facilitate the improvement of the economy, efficiency and effectiveness of Council Services, thus satisfying the duty to secure continuous improvement. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.</p> <p>There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.</p>	Keith Trowell 30/10/2015
<b>Finance</b> and other resources	The 5 Year Plan is accommodated within the Medium Term Financial Strategy (MTFS) and annually during the budget setting process. The Corporate Priorities are therefore supported financially.	Jane Fineman 02/11/2015
<b>Staffing establishment</b>	This report highlights the strategic work to be undertaken in 2016/17, and as such provides information on some of our future staffing requirements. The People Strategy, and other HR processes and procedures will take into account the requirements within the strategic plan to assess the level of need for skills and any other HR and staffing issues that need to be addressed.	Nicky Carter 30/10/2015
<b>Risk management</b>	All risks associated with this report are within the Council's current risk appetite and managed in accordance with its risk management strategy.	Jane Clarke 30/10/2015
<b>Environment and sustainability</b>	This report and the action plans will have considered this aspect to ensure that the service areas and projects deliver the desired outcomes for Environment and Sustainability.	Gary Stephenson <i>TBC</i>
<b>Community safety</b>	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes 30/10/2015
<b>Health and wellbeing</b>	Health inequalities are differences in health status and health outcomes within and between communities and are the result of a complex interaction of various factors, including but not limited to; housing conditions, neighbourhood planning, employment, air quality, access to good quality green space and provision of leisure facilities.	Sarah Richards 30/10/2015

	<p>Marmot (2010) recognised that the role that local authorities play in improving these wider determinants of health. This lead to the transfer of public health budgets to local authorities on 1<sup>st</sup> April 2013. This enables health priorities to be determined locally and improves integration of preventative public health measures with statutory services.</p> <p>In our role as place shaper, the Borough Council is responsible for a number of decisions and policies that will have a direct impact on health inequalities. Examples include our plans for future growth and investment, the local plan, housing development and associated community infrastructure, reducing emissions and national carbon targets.</p>	
<p><b>Equalities</b></p>	<p>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 decisions recommended through this paper could directly impact on end users. Each of the projects proposed would be subject to an equality impact assessment as and when required.</p>	<p>Sarah Lavallie 30/10/2015</p>

## 8. REPORT APPENDICES

- 8.1 The following documents are to be published with this report and form part of the report:
- Appendix A: Draft Corporate Priorities 2016/17.

## 9. BACKGROUND PAPERS

- 9.1 Our Five Year Plan  
<http://www.tunbridgewells.gov.uk/council/strategies,-plans-and-policies/Our-Five-Year-Plan>

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**DRAFT CORPORATE PRIORITIES 2016/17 – YEAR 3 DELIVERY OF FIVE YEAR PLAN**

**A PROSPEROUS BOROUGH**

**Our Five Year Plan:**

To achieve growth and shape our local economy by enhancing the built environment within our thriving town centres and rural settlements

**Making Tunbridge Wells a key destination for businesses**

- |          |  |
|----------|--|
| <b>1</b> | Encourage future growth and investment by marketing opportunities that the Borough provides.   |
| <b>2</b> | Continue to develop business space to encourage business start-ups.  |
| <b>3</b> | Continue to progress development of the Local Plan and support local parish and town councils to develop their own neighbourhood plans to reflect new levels of growth within the Borough. |
| <b>4</b> | Work with local developers to secure suitable development schemes for further housing development and associated community infrastructure in our allocated sites within the Borough.       |
| <b>5</b> | Make the best use of land and property assets for the benefit of residents.  |

**Making Tunbridge Wells a key destination for visitors**

- |          |  |
|----------|--|
| <b>6</b> | Submit a Stage 2 Heritage Lottery funding application for the development of a 'cultural and learning hub' in Royal Tunbridge Wells. |
| <b>7</b> | Consider viability options for the Assembly Hall theatre's future including the possibility of a new theatre.                        |

**Tackling congestion**

- |          |   |
|----------|---|
| <b>8</b> | Support Kent County Council and the Highways Agency to deliver planned infrastructure improvements to key road networks and cycle routes in the Borough (including the A21 and A26) and submit funding bids for further improvements and initiatives as set out in the Joint Transportation Strategy. |
|----------|---|

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**Ensuring provision of greater educational opportunities locally**

- |          |   |
|----------|---|
| <b>9</b> | Explore the potential to deliver a higher education facility or campus within or around the town. |
|----------|---|

**A CONFIDENT BOROUGH**

**Our Five Year Plan:**

To remain a safe place to live, work and visit where communities enjoy good health, are adequately housed and resilient to the challenges they may encounter

**Enabling the delivery of community facilities**

- |           |  |
|-----------|--|
| <b>10</b> | Work with parish and town councils and community groups to enable the development of community facilities. |
|-----------|--|

**Enabling empowered communities**

- |           |  |
|-----------|--|
| <b>11</b> | Produce a sports (facilities) strategy that will set out a route-map for upgrading and extending existing facilities around the Borough. |
|-----------|--|

**A GREEN BOROUGH**

**Our Five Year Plan:**

To remain a clean and beautiful place to live, work and visit, as a result of the continued effort put in to protect the quality of the local environment

**Enhancing our parks and open spaces**

- |           |   |
|-----------|---|
| <b>12</b> | Work with the Friends Group to develop a stage one HLF bid for Calverley Grounds.   |
| <b>13</b> | Following the completion and evaluation of phase one, explore options for delivering phase two of the public realm enhancements in Royal Tunbridge Wells. |

**Reducing carbon emissions**

- |           |  |
|-----------|--|
| <b>14</b> | Carry out work to reduce emissions and contribute to national carbon reduction targets by focusing on our own operations and estate. |
|-----------|--|

Appendix A

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## Cabinet

## 3 December 2015

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

**Yes**

## Draft Asset Management Plan 2016/17

<b>Final Decision-Maker</b>	Cabinet
<b>Cabinet Member(s) or Portfolio(s)</b>	Councillor David Jukes, Leader of the Council Councillor Paul Barrington-King, PH for Finance and Governance
<b>Lead Director</b>	Jonathan MacDonald, Director of Planning and Development
<b>Head of Service</b>	David Candlin, Head of Economic Development
<b>Lead Officer/Report Author</b>	Diane Brady, Property and Development Manager
<b>Key Decision?</b>	No
<b>Classification</b>	Non-Exempt
<b>Wards affected</b>	All

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

1. That Cabinet approves the draft Asset Management Plan, and identifies areas where the plan may be strengthened or omissions made;
2. that the Asset Management Plan is accepted by Cabinet for formal public consultation; and;
3. Subject to (1 & 2), that the draft Asset Management Plan be presented to Cabinet for consideration with a recommendation to put forward to Full Council for approval and adoption.

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

The Council's Five Year Plan sets out the Council's overall priorities and objectives for the years 2014 -19. All assets are managed in accordance with the Five Year Plan 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 Property 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 Corporate priorities as set out in the Five Year Plan.

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Management Board	27/10/15
Cabinet Advisory Board	10/11/15
Discussion with Portfolio Holder	
Cabinet	3/12/15

## Draft Asset Management Plan 2016/17

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report presents the Draft Asset Management Plan (AMP) for 2016/17 for Cabinet acceptance for formal public consultation.
- 1.2 The AMP supports the Council's Corporate Priorities and the Five Year Plan, along with other strategic documents such as the Medium Term Financial Strategy and the Cultural Strategy.

---

### 2. INTRODUCTION AND BACKGROUND

- 2.1 The current Asset Management Plan (AMP) was agreed by Full Council on 25 February 2015. It sets out the framework on how the Council's land and property assets will be used and managed to deliver its priorities.
- 2.2 The Draft Asset Management Plan provides a management strategy for the Council's property assets for the period 2016/17. It details the principles, procedures and mechanisms to be adopted to effectively and efficiently manage the Property Asset Portfolio. It evaluates specific actions for the previous financial year relating to the Council's property estate and identifies the main portfolio ambitions for 2016/17. The draft has been produced in October, half way through the financial year and therefore figures and details will change as the year progresses.
- 2.3 Over the past financial year Property Services have negotiated lease renewals, new lettings and rent reviews to an increased value of approximately £326k.
- 2.4 In addition, all property rentals that are subject to an annual rental increase at the RPI were increased by 2.3% over this financial year, resulting in a further rental increase of £5k per annum.
- 2.5 Over the past 12 months, Property Services have negotiated a capital income of approximately £31k from the rationalisation of the asset portfolio and the disposal of assets.
- 2.6 Vacant space on the portfolio has been reduced by letting or licensing space to reduce occupation liabilities and to achieve rental income and Property Services are continuing with the disposal of surplus land held by the Council, from the review that was commenced last year, continuing to identify and dispose of specific sites for development for affordable housing or for private residential development.
- 2.7 The Planned Maintenance Programme for the financial year 2014/15 completed works to the value of £544k to ensure compliance with statutory requirements and to carry priority repairs and upgrades to maintain assets and prevent dilapidation.
- 2.8 In the 2015/16 financial year, a budget of £525,000 was allocated for planned maintenance and as of the end of October 2015, £368k worth of works has been carried out, and it is anticipated that the identified works will be completed by the end of the financial year.

- 2.9 Capital projects to the value of £1.5m have been completed during the past 12 months and projects to reduce ongoing revenue expenditure related to the property portfolio.
  - 2.10 The Asset Management Plan outlines the forward projection and management strategy for the Property Asset Portfolio in 2016/2017 and identifies the objectives for that financial year. This will include any requirements relating to the publication of data as required by the Local Government Transparency Code 2014.
- 

### **3. AVAILABLE OPTIONS**

- 3.1 The Draft Asset Management Plan is put out to Cabinet for comment and to identify areas where the plan may be strengthened or omissions made. Once the draft is approved it is then put out for public consultation.
  - 3.2 As a key strategic document no alternative action is appropriate. The Asset Management Plan is a requirement of the Constitution and of Local Government statute.
- 

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

- 4.1 That Cabinet approves the draft Asset Management Plan, and identifies areas where the plan may be strengthened or omissions made
  - 4.2 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.
  - 4.3 To enable the Asset Management Plan to be brought to Full Council in February 2016 to approve and adopt the policy within which the Council's property assets will be managed.
- 

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

- 5.1 The report was considered at the Finance and Governance Cabinet Advisory Board at their meeting of 10/11/2015, where it was resolved that the recommendations set out in the report be supported.
- 

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

- 6.1 Once the recommendation has been agreed, the Draft Asset Management Plan will be put to public consultation. .
  - 6.2 Subject to comments received, the Asset Management Plan will be presented to Cabinet for recommendation to Full Council
-

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	<p>Legal</p> <p>Section 151 of the Local Government Act 1972 requires councils to put in 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.</p> <p>Human Rights Act</p> <p>There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.</p>	Keith Trowell 30/10/2015
<b>Finance</b> and other resources	Ensuring that assets are properly managed and accounted for will impact on maintenance expenditure, revenue income and capital receipts.	Jane Fineman 30/10/2015
<b>Staffing establishment</b>	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.	Head of HR or deputy
<b>Risk management and health &amp; safety</b>	Strong asset management should ensure that risks are quickly identified and that there are procedures in place to remedy them.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment and sustainability</b>	There are no specific implications that arise from the Asset Management Plan over the fact that the Plan will support the Council's priorities.	Sustainability Manager
<b>Community safety</b>	No specific issues.	Community Safety Manager
<b>Health and wellbeing</b>	There are no specific implications that arise from the Asset Management Plan over the fact that the Plan will support the Council's priorities.	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	West Kent Equalities Officer

## 8. REPORT APPENDICES

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

- Appendix A: Asset Management Plan



# Tunbridge Wells Borough Council

## Draft Property Asset Management Plan 2016 – 2017

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## **CONTENTS**

- 1. Introduction – Function of the Asset Management Plan**
- 2. The Council’s Property Asset Portfolio**
- 3. Summary of Property Portfolio Asset Management for 2015/2016**
- 4. Forward Projection and Management Strategy for Property Asset Portfolio 2016/2017**

### **Appendices**

- 1 Property Management Strategy
- 2 Mechanisms for Achieving the Aims and Objectives of the AMP
- 3 External and Internal Influences
- 4 Asset Disposal Programme
- 5 Ten Year Property Maintenance Plan
- 6 Asset Register

## **1 Introduction – Function of the Asset Management Plan**

The Property 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 next 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 Corporate Priorities and the Five year Plan; Medium Term Financial Strategy; and the Cultural Strategy
- Raise awareness of property as a valuable and workable asset;
- 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;
- Manage the portfolio in accordance with the instructions received following cross party review through the Development Advisory Panel, and
- Manage the asset portfolio flexibly to ensure optimum financial performance and service delivery to demonstrate continuous service improvement, to deliver the Five Year Plan and to support the Capital Programme.

The Property 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 Property 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 Services Team, through the Property and Development Manager, the Head of Economic Development and the Director of Planning and Development, work closely with the Leader of the Council and the Portfolio Holder for Finance and Governance to deliver maximum returns from the Council's exciting and varied property asset portfolio, whilst complying with the requirements for commercial sensitivity, economic viability, best consideration and probity. It is delivering a proactive Property Management Service which meets the changing demands of the 21<sup>st</sup> Century.

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, and performance being in accordance with the Five Year Plan. This is evidenced by a rationalisation review that has been undertaken of the larger non-operational land assets over the past 3 years, which has successfully disposed of viable 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 is valued at **£93.5M** (31 March 2015), with an annual rental income of **£1.529M** (which includes all income from rents, other rents and wayleaves) and has an annual maintenance budget of **£1.1M** (2015/16). 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, agricultural, woodland and community land, and numerous 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.

Maintenance across the portfolio is divided between Planned and Responsive currently at an approximate 70/30 split respectively. In addition 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 are met followed 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 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 5.

The Council's Property Asset Portfolio is summarised in the Asset Register at Appendix 6. To 26 October 2016 the current Property Asset Portfolio comprises 141 freehold property assets (excluding land) of which 49 are commercial investment assets. In addition there are 335 Non Operational Land assets and 14 allotment sites. 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.

## 3 Summary of Property Portfolio Asset Management 2015/16

Over the past financial year Property Services have negotiated lease renewals, new lettings and rent reviews to an **increased value** of approximately **£326k**.

In addition, all property rentals that are subject to an annual rental increase at the RPI were increased by 2.3% over this financial year, resulting in a further rental increase of **£5k** per annum.

Over the past 12 months, Property Services have negotiated a **capital income** of approximately **£31k** from the rationalisation of the asset portfolio and the disposal of assets.

Vacant space on the portfolio has been reduced by letting or licensing space to reduce occupation liabilities and to achieve rental income and Property Services are continuing with the disposal of surplus land held by the Council, from the review that was commenced last year, continuing to identify and dispose of specific sites for development for affordable housing or for private residential development.

The Planned Maintenance Programme for the financial year 2014/15 completed works to the value of **£544k** to ensure compliance with statutory requirements and to carry priority repairs and upgrades to maintain assets and prevent dilapidation.

In the 2015/16 financial year, a budget of **£525,000** was allocated for planned maintenance and as of the end of October 2015, **£368k** worth of works has been carried out, and it is anticipated that the identified works will be completed by the end of the financial year.

Capital projects to the value of **£1.5m** have been completed during the past 12 months and projects to reduce ongoing revenue expenditure related to the property portfolio.

The Council can demonstrate significant contributions to its priorities through property asset management over the last financial year (2015/16). The Council has:

### **Estate Management**

- Increased rental income from Property Assets by £81K per annum.
- Raised the profile of the property assets and work them to achieve maximum return either financial or to deliver the Corporate Priorities. The Council has worked with partners to accommodate business or community needs including the Creative Hub for 29-31 Monson Terrace.
- Structured proactive management of the Royal Victoria Place leases and Meadow Road Car Park.
- Continued to maximise the rental income from the property portfolio by proactively managing rent reviews and exploiting viable opportunities for rental and capital income.

### **Strategic Asset Management**

- Negotiated capital receipts from the disposal of surplus land assets in the sum of £31k and made staff time and maintenance cost savings.
- Worked with Kent County Council to progress the Tunbridge Wells Cultural Hub.
- Provided ongoing support for regeneration of Royal Tunbridge Wells, Cranbrook, Southborough and Paddock Wood Town Centres and worked with land owners and Town and Parish Councils to progress potential opportunities.
- Worked with Southborough Town Council and Kent County Council to progress a masterplan to redevelop the Southborough Hub site.
- Worked with TCHG to secure a development opportunity at Wood Street including Age Concern and rectifying erroneous title details for various land assets held by the Council.

- Continued to monitor changes in compliance legislation relevant to the property portfolio and maintain and manage accordingly.
- Worked with Cranbrook Parish Council and Southborough Town Council to achieve new community facilities.
- Met the Government's transparency objectives on property targets.

### **Property and Projects**

- Completed a programme of improvement works to the Assembly Hall Theatre.
- Completed the retiling of the pool side areas and carried out major refurbishment to the pool plant at Tunbridge Wells Sports Centre.
- Completed repairs and redecoration to Great Hall Car Park.
- Carried out the refurbishment of the Reception area of the Town Hall.
- Progressed with the delivery Lottery funded Grosvenor and Hilbert Recreation Ground restoration project.
- Commenced a programme of R22 refrigerant gas phase-out on the Council's air conditioning plant
- Identified a multi-year programme for enhancement of the car parks.

### **Development**

- Progressed the Development Programme budget of £1m for specialist professional advice to undertake initial works facilitating redevelopment and delivery of Council priority projects.
- Obtained planning approval, obtained tenders and started construction work for the development of John Street Car park to provide additional residential and retail facilities.
- Carried out Concept Design options for starter business units at the Kevin Lynes Site.
- Progressed the master planning of the Southborough Hub and entered into a Memorandum of Understanding with Southborough Town Council and Kent County Council, including call options on 137 London Road to allow for the development to move forward.
- Progressed the delivery of the new Cultural and Learning Hub by supporting the c£4M application to the Heritage Lottery Fund and a c£1M Arts Council England grant. Contributed significantly to the Memorandum of Understanding that has been agreed by the partners to enable the project to come forward.

## **4 Forward Projection and Management Strategy for the Property Asset Portfolio 2016/2017**

The Council will build on these achievements during 2016/17

### **Estate Management**

- Review all rents and licence fees due to be reviewed in 2016/17 to maximise the increase in income due for that financial year.
- Manage all existing leases and grant new leases to maximise 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 will present these to Management Team and Cabinet as part of the Property Transaction Reports.
- Seek viable opportunities to work their assets with local community groups to improve community facilities and encourage Localism.

### **Strategic Asset Management**

- 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 the corporate priorities and the Five Year Plan
- Complete the final phase of non-performing land and property assets for disposal to realise capital return and finalise disposal of outstanding identified sites. (Site summary at Appendix 4)
- Establish strategy for the relocation of the Shooting Club to maximise the financial value of the existing land asset.
- 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 look at the future use of Mount Pleasant Avenue for office development.
- Continue the investigation into the provision of a new theatre in Tunbridge Wells.
- Progress a study of the Council's woodland to better maximise the return from this asset
- Continue to identify refurbishment and development opportunities within its 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.

### **Property and Projects**

- Produce a maintenance plan for the financial year 2016/17, in consultation with the respective Heads of Service through the Management Team, within the agreed Planned Maintenance budget allocation.
- Continue to work with the contractors to deliver a more efficient and cost effective service across both Planned and Responsive Maintenance requirements having regard to the future potential obsolescence of certain property assets on the estate.
- Continue to review the procurement of Consultants and Contractors for provision of works and services, including property consultancy services.
- Continue to monitor changes in legislation and put in place the most appropriate action to ensure compliance across the property portfolio in particular the 2015 R22 refrigerant gas phase-out and the 2018 EPC changes.
- Continue to successfully progress the reduction of carbon emissions from local authority operations and will be managing its property assets to achieve the targets set out in the Carbon Management Plan over the next five years including rolling out the delivery of LED lighting in TWBC multi-storey car parks.
- Ensure that the property strategy and maintenance programmes support the Council's commitment to sustainability within the budgetary constraints.

### **Development**

- Progress the Cultural and Learning Hub by ensuring the Memorandum of Understanding can be signed between the partners and by supporting the procurement of the architects for phase two of the Heritage Lottery Fund which will bring forward the designs for the hub.
- Complete the construction of three retail units, five residential properties and car park improvements at John Street Car Park.
- Progress the Kevin Lynes development for business starter units.
- Progress the potential development of various property assets in the portfolio.
- Work with Kent County Council and Southborough Town Council to progress the Southborough Hub by going out to consultation on the development options and signing up to the Collaboration Agreement and Development Agreement to permit the project to proceed.

- Work with the Parish and Town Councils to locate sites for community facilities in
  - Cranbrook
  - Paddock Wood
- Work with public and private sector organisations on a number of sites including continuing to build on successful relationships with KCC, Targetfollow and AXA PPP to further the achievement of the corporate priorities within the borough.
- Recognise the need to support regeneration of Royal Tunbridge Wells, Cranbrook and Paddock Wood Town Centres.

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## Appendix 1 - Property Management Strategy

Property Asset Management has increased in significance throughout the public sector as the need has become greater to maximise the financial and beneficial return from property assets.

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

- Ensuring reporting arrangements are in place to enable members to fulfil their strategic and service responsibility;
- Maintaining an up to date asset register with all records complete
- Ensure 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 to Management Team;
- Ensure assets, which are surplus to requirements and not to be retained for strategic or other reasons, are identified;
- Ensuring assets which would assist in the delivery of the Council's objectives are identified and acquired where appropriate.
- Ensuring opportunities to share property with other bodies are examined;
- 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 on a rolling programme;
- Formulating ten-year maintenance budget projections based on maintaining the assets for current use and to required standards to inform Medium Term Financial Strategy;
- Monitoring running costs compared with accommodation needs;
- Undertaking option appraisals to ensure optimum use of all assets;
- Ensuring Property Services remains customer focused whilst being commercially astute;
- Ensuring measurable targets are set and property performance monitored including value for money;

# Appendix A

- Maximising income from property having regard to economic, social and environmental policies and property market conditions. Ensuring procurement and project management procedures based on best practice are established;
- Ensuring investment and disposal decisions are based on thorough option appraisal and whole life costing;
- Ensuring all property assets are managed at day-to-day level to provide accommodation, community and wellbeing facilities and at investment level to maximise the return from the individual asset and from the portfolio as a whole;
- Ensuring the Council considers the impact of sustainability on the value of its property portfolio and will continue to do so along with Political, Economic, Social and Technological (PEST) issues in producing its property management strategy;
- Ensuring that decisions for the strategic management of Council owned assets be made on a case-by-case basis in the light of a 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 light of any future costs that may be applicable to the premises?
- Ensuring that Property Services report to the Management Team on the Property Asset Portfolio's performance in terms of:
  - Rental income, asset value and maintenance liability;
  - Vacant Property and Vacancy Timescale;
  - Service needs and space occupation;
  - Service needs and maintenance liability;
  - Performance of tenants and compliance with lease obligations.
- Maintained in an appropriate state of repair (given any financial constraints);
- Fit for purpose (including accessibility, suitability, statutory compliance, space utilisation);
- Efficient and Environmentally sustainable (including running costs and CO2 emissions);

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

### **Property & Estate Services**

The Property Services Team, comprising Estates and Property Surveyors and Officers who provide the professional expertise to proactively manage, maintain and maximise the Council's property asset portfolio.

### **Management Team**

The Management Team consists of the Heads of Service, Management Board and will include appropriate representatives of the Property and Estates Team for property items demonstrating the Council's commitment to the management of its asset base.

### **Development Advisory Panel**

The Development Advisory Panel is an informal working group established by and chaired by the Leader of the Council to:

- Oversee the Council's programme to regenerate the borough and advise on the continued development of key sites in the borough in accordance with the Council's Asset Management Plan.
- To receive updates on key sites and recommend the appropriate next steps for the sites.
- To receive updates on the progress of the land asset disposal programme.

### **Development Programme Officers Group**

Chaired by the Deputy Chief Executive the core officers group meets to manage and oversee the delivery of projects within the Development Programme and Land Assets Disposal Programme.

### **Estates/Finance Review Meetings**

Senior Finance and Property Services Officers meet monthly to review projected income against actual income received and to review remedial strategy for arrears.

### **Royal Victoria Place Officer Group**

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

### **Empty and Difficult Property Group**

As part of the clean neighbourhood initiative an in-house multi disciplinary group was established, the Empty and Difficult Property Group. The 'Difficult' element being properties that had been dealt with in the past and slight improvements made but permanent outcome not achieved, leading to repeat complaints to one or a number of Council services.

### **Data Management**

The data management approach is informed by the principles of the Council's Data Quality Policy. Data is held as part of the IDOX Uniform Estates Management System, which is linked to the GIS system. The Council is currently reviewing the use and content of its Estate data system to ensure that it is used to its full potential. Dates in respect of ongoing maintenance on Council land and buildings is held on an Access Database System and monitored by Property Services. 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 Estate Surveyor is responsible for any arrears and will monitor accordingly. By working closely with the Financial Services and Legal Services teams, Property and Estate Services can ensure that all rental, service charge and maintenance provisions in leases and licences are complied with and therefore a tight control can be maintained on income streams and expenditure.

It is intended to consolidate the systems that hold property and asset related data into one combined system to overcome some of the discrepancies that exist.

## **Consultation Process**

The Asset Management plan is considered annually by:

- Relevant Portfolio Holders
- Management Board
- Management Team
- Finance and Governance CAB
- The General Public
- Other stakeholders.

## Appendix 3 - External and Internal Influences

### National Context

#### Annual Governance Report

The Council is subject to this annual review by the Audit Commission to ensure that the Council has proper arrangements in place to ensure Value for Money in the use of its resources.

### Regional/County

Kent Re-Commitment: On 24 May 2011, the Kent Leaders signed the Kent Re-Commitment further committing to give Kent the best local government in the country. As part of the Kent Commitment, Kent local authorities will continue to explore joint working opportunities. Some of these relate to assets or to shared services which may impact on assets (for example, the Gateway).

### MKIP

The Mid Kent Improvement Partnership (MKIP) 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.

In the broader context the development of a shared or joint service is seen to offer the additional advantages in:

- Improving value for money;
- Improving services and standards;
- Improving public satisfaction ratings;
- Improving Use of Resources and Direction of Travel statements;
- Assisting with recruitment and retention; and
- Impacting on the Comprehensive Area Assessment.

The opportunity to maximise the financial and operational returns through these partnership arrangements will form an integral part of the Property Asset Management procedure.

## **Partnership Working**

The Borough Council will follow central government's move to rationalise the Civil Estate landholding to remove duplication and streamline the working asset base. The Council will explore, develop and exploit opportunities for collaborative working with 'public' sector bodies to combine asset knowledge, and where appropriate, asset use to reduce cost and waste and to maximise economies of scale, sustainable occupation and working practices.

## **Legislation**

### **Localism**

The Localism Act came into force with the intention of providing more opportunities to exercise power, both for the local authority as well as local community groups. The legislation is wide ranging and deals with multiple community issues. Two of the main provisions are the Community Right to Bid and the Community Right to Challenge (<http://www.tunbridgewells.gov.uk/residents/community/community-rights/community-right-to-bid>). The Community Right to Bid 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 months to raise funds to make a market based offer.

The community right to challenge enables community groups to challenge the way Council Services are run and can bid to run the service on behalf of the Council

### **Local Context**

The Asset Management Plan should be read in conjunction with the Strategic Plan and the Medium Term Financial Strategy (MTFS). These documents can be located at:

<http://www2.tunbridgewells.gov.uk/Default.aspx?page=1384>

[http://www2.tunbridgewells.gov.uk/pdf/TWBC\\_Strategic\\_Plan\\_2009-14\\_CouncilFeb09.pdf](http://www2.tunbridgewells.gov.uk/pdf/TWBC_Strategic_Plan_2009-14_CouncilFeb09.pdf)

The Strategic Plan and Medium Term Financial Strategy take account of issues identified through the community planning process and through regular consultation and surveys with residents. The Property Asset Management Plan is a core strategy helping to deliver improvements in all areas and Services, in property terms, to meet the needs of local communities.

It is the strategic aim of this Asset Management Plan that the Council's assets be recognised as a strategic resource and this is reflected in the strengthening of the Organisational Arrangements set out above.

### **Sustainability**

The Council continues to play its key role in providing a lead on sustainability issues including the management of its own asset base. Legislation and a number of sustainability initiatives, in particular energy / carbon reduction, have been put in place over the past few years.

The greenhouse gas emissions report 2011/12 records an overall reduction in greenhouse gas emissions from the baseline (2009/10) of 4.5%. This reduction is

reflected across all scopes. It shows good progress against our carbon reduction target, although lags behind the savings forecast within the carbon management plan.

Within the Strategic Plan, Project 22 is 'to promote the use of renewable energy sources in the borough including the use of PV panels on the depot and other Council properties'. As the first part of this commitment, the Council has embarked on an exercise to procure consultancy services to evaluate the opportunities for renewable energy sources on 5 key Council buildings. Once these opportunities have been thoroughly explored, the most beneficial projects will be taken forward to completion.

## **Economic Position**

The economic downturn is reflected in the UK property market and will impact on the policies and processes that the Council have in place to manage their asset portfolio to optimum efficiency and effectiveness.

For surplus property assets with development potential the current market must be considered in deciding the future strategy for the asset. The changes in the market mean that the Council will need to maintain a flexible approach to management of the asset portfolio deciding the strategy for individual assets by considering the impact to the whole.

Impact is anticipated on the following:

- Increase in property vacancy rate;
- Change of maintenance emphasis;
- Obsolescence
- Increases in defaulting tenants;
- Increase in defaulting contractors; and
- Decrease in choice of contractors and consultants supplying property related services.

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 and / 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

Additional performance indicators are monitored by the Head of Economic Development and Management Team.

## **Transparency**

The Local Government Transparency Code 2014 was published in October 2014. It 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 unique property reference number, unique asset identity, name, address and map reference. In addition how the land/building is recorded is also set out.

The Council currently publishes the Asset Register within the Asset Management Plan on an annual basis. In addition the Council has identified all its assets geographically within My Neighbourhood on the Website which is a live system. The Council will review the data held and produced in line with the Transparency Code.



## Appendix 4 – Asset Disposal Programme

The Council reviewed and disposed of various assets listed in previous AMPs during 2013/14 and 2014/15 under Appendix 8 and 2015/16 under Appendix 4. The Council has completed the review of the non-performing land and property assets identified in previous Asset Management Plans and in 2016/17 will finalise outstanding actions from those reviews. The Council will review the land assets identified in the table below in accordance with the Appendix 4 procedure and will continue to review all assets with a view to maximising the benefit of the property asset portfolio to deliver the Council's priorities and assist in delivering the Five year Plan.

### 2016/17 Sites to be Reviewed

No.	Address
1	Land at Hastings Road, Pembury

Feasibility studies will be undertaken of the assets and subject to the outcome of those studies, the recommendation for disposal, with or without planning permission, will be made to the Section 151 Officer in consultation with the Leader and the Portfolio Holder for Finance and Governance, for decision.

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 seeking planning permission would not be viable.

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. All Ward Members and the Parish and Town Councils will be informed of the intention to dispose of these assets.

All assets will be subject to disposal unless a viable alternative proposal has been submitted to Cabinet by a Parish or Town Council or Ward Member for Cabinet's final decision.

### Asset Disposals in 2015/16

Members, Parish and Town Councils were invited to propose alternatives to disposal, with supporting business cases, to be considered by Cabinet. Those sites where alternative proposals were made have been considered by Cabinet and Cabinet decision is recorded below. Those sites where no alternative proposal was made, have been subject to feasibility and where appropriate have been or will be sold.

### 2015/16 Reviewed Sites

No.	Address	Status
1	Land adjacent to Tower Lodge, Sandown Park Road	Awaiting Cabinet

## Appendix A

	(Ospringe Place), Tunbridge Wells	Decision
2	11 Edward Street, Rusthall	Eroneous Title
3	27 Wood Street, Tunbridge Wells	Eroneous Title
4	31 Elmhurst Avenue, Pembury	Eroneous Title
5	7 Beresford Close, Kilndown with adjacent roadway and parking	Eroneous Title
6	Garage, Brookside, Cranbrook	Eroneous Title
7	Land east side of Walkurst Road, Benenden	Eroneous Title
8	Land lying to south east of Dorothy Avenue, Cranbrook	Eroneous Title
9	Land at Milkhouse Cottages, Sissinghurst	Dispose
10	Land on North Side of Reynolds Lane, Southborough	Awaiting Cabinet decision
11	Land adjacent 17 Pearse Place, Lamberhurst	Dispose
12	Land on east side of Blackhurst Lane, Tunbridge Wells	Dispose
13	Land adjacent 1 and 3 Prospect Park, Southborough	Dispose

### 2013/14 and 2014/15 reviewed Sites

<b>Address</b>	<b>Status</b>
Land adjacent to Woodbury Park Cemetery, TW	To be sold at auction
Land to rear of Grange Road, Rusthall	Cabinet decision to retain
Ex PC site Quarry Road, TW (St Barnabus Church)	Sold
Land rear of Oakfield Road, Matfield	Dispose at auction
Land at Hunting Gate, Tunbridge Wells	Transferred to Parish
Land adjacent to Hospice in the Weald, Pembury	Licence to Hospice.
Former Telephone Exchange, Lamberhurst	Awaiting Cabinet Decision
Parking Areas in Carriers Road	Cabinet decision to lease to Parish
Land at Aspen Way, off Blackthorn Avenue, TW	Sold
Land adjacent 39 Albert Street, TW	Retain
Land adjacent to Godfrey's Yard, North Farm Road, TW	Dispose
Land adjacent 21 Albert Street, TW	Erroneous Title
Footpaths and verges at The Ridings, Paddock Wood	Retain – review later
Land between 16-17 St Georges Park, TW	Dispose by licence
Land adjacent to 1 Harries Road, TW	Sold
Land, parking area 21 Dale Street, TW	Sold
Balcombe Hill, Goudhurst parking adjacent to Public Conveniences	Transfer to Parish
Grass area at the Coppice, Pembury	Awaiting Cabinet Decision
Grass verge/bank in Halls Hole Road, Tunbridge Wells	Cabinet Decision to transfer to Residents Association
Land adjacent to Grange Road allotments, Wickham Gardens, Rusthall	Cabinet decision - transferred to Parish
Land to rear of 37 Huntleys Park, TW	Dispose

## Appendix A

Land with pumping station, Ashurst Hill, Ashurst	Erroneous Title
Grass Area on Ashurst Hill, Ashurst	Cabinet Decision - Transferred to Parish
Grass area adjacent to 14-18 Beagleswood Road, Pembury	Erroneous Title
Grass area Town Meadow, Frythe Way, Cranbrook	Erroneous Title
Parking and grass area Pullington Cottages, Benenden	Retain
Grass areas fronting garages 73-75 Ridgeway, Pembury	Parish decision awaited.
Land close to 2 Cockshoot Cottages, TW	Eroneous title
Grass area at 1 Ramslye Road, TW	Retain – sight line
Land opposite Birling Road, TW	Retain – sight line

## Appendix 5 – Ten Year Property Maintenance Plan

The ten year maintenance plan as detailed in the following pages is the result of the rolling programme of quinquennial surveys which produce a projection of the anticipated maintenance cost liability for the individual property asset. It very much represents an 'ideal' programme of maintenance to keep the respective buildings in good condition, for their expected lifetime and maintaining their current use. Some of the works anticipated and included in the schedule can potentially be funded by the capital expenditure programme as the works will bring an enhancement to the asset value.

The schedule includes the full projection for all buildings even where works have been frozen where the future strategy is under consideration. Annually the projected works are reviewed on a case by case basis and reassessed as to viability, taking into consideration anticipated future use, urgency of works and budgetary considerations. The year on year total figures will therefore, in practice, be considerably lower than indicated in the schedule projection

The figures for the Town Hall were taken from the Faithful & Gould report of 2014 which highlighted the backlog of maintenance and proposed a programme of works to bring the building to a reasonable standard for continued occupation by the council. The implementation of the full programme for the Town Hall as proposed by F&G will be subject to further review.

# Tunbridge Wells Borough Council

## Ten year maintenance plan - All properties

Property Ref	Details	User Code	Cap Rev	Year 1 2016/17 £	Year 2 2017/18 £	Year 3 2018/19 £	Year 4 2019/20 £	Year 5 2020/21 £	Years 6 - 10 2021/26 £
A001	Office, 9/10, Calverley Terrace, Tunbridge Wells	ED	R	59,850	33,630	33,471	34,432	2,476	17,048
A003	Office, Town Hall, Mount Pleasant, Tunbridge Wells	ED	R	826,771	136,250	103,208	418,088	391,238	169,749
A004	Office, 8, Grosvenor Road, Tunbridge Wells	ED	R	19,572	15,246	20,517	24,862	20,239	61,899
C001	Multi Storey Car Park, Crescent Road Car Park, Crescent Road, Tunbr	ED	R	60,473	102,902	12,089	142,470	98,032	523,153
C001	Multi Storey Car Park, Crescent Road Car Park, Crescent Road, Tunbr	ED	C	148,000	0	0	0	0	0
C001_02	WC, Public Convenience, Crescent Road Car Park, Tunbridge Wells	ENV	R	750	9,167	0	3,278	0	4,670
C003	Multi Storey Car Park, Town Hall Yard, Monson Way, Tunbridge Wells	ED	R	265	9,847	34,974	0	0	2,744
C004	Multi Storey Car Park, Great Hall Arcade, Mount Pleasant Road, Tunbr	ED	R	2,841	3,544	148,007	16,195	811	109,280
C005	Multi Storey Car Park, Car Park, Torrington Vale Avenue, Tunbridge W	ED	R	19,610	44,764	1,125	42,278	38,177	43,009
C006	Multi Storey Car Park, Car Park, Linden Park Road, Tunbridge Wells	ED	R	7,261	0	3,897	0	6,502	23,185
C007	Surface Car Park, John Street Car Park, John Street, Tunbridge Wells	ED	R	0	1,092	0	1,158	0	2,532
C010	Surface Car Park, Beech Street Car Park, Beech Street, Tunbridge We	ED	R	0	1,092	0	0	0	0
C011_01	Surface Car Park, Stone Street North Car Park, Stone Street, Tunbridg	ED	R	265	0	0	0	298	0
C011_02	Surface Car Park, Stone Street South Car Park, Stone Street, Tunbridg	ED	R	530	0	0	0	597	0
C012	Surface Car Park, Camden Road Car Park, Camden Road, Tunbridge W	ED	R	1,060	0	0	0	1,193	0
C013	Surface Car Park, Warwick Road Car Park, Warwick Road, Tunbridge	ED	R	6,360	0	0	0	0	7,373
C014	Surface Car Park, Little Mount Sion Car Park, Little Mount Sion, Tunbri	ED	R	1,060	0	0	0	0	1,229
C015	Surface Car Park, Brenchley Car Park, High Street, Brenchley	ED	R	0	3,275	0	0	0	0
C015_03	WC, Public Convenience, High Street Car Park, Brenchley	ENV	R	250	0	403	1,639	281	2,675
C016	Surface Car Park, Goudhurst Car Park, Balcombes Hill, Goudhurst	ED	R	0	0	2,249	0	0	0
C016_02	WC, Public Convenience, Balcombe Hill, Goudhurst	ENV	R	80	82	615	87	90	1,003
C018	Surface Car Park, Yew Tree Road Car Park, Yew Tree Road, Southbor	ED	R	2,120	0	0	0	0	2,458
C020	Surface Car Park, Northgrove Car Park, Northgrove Road, Hawkhurst	ED	R	0	0	0	1,158	0	0

Property Ref	Details	User Code	Cap Rev	Year 1 2016/17 £	Year 2 2017/18 £	Year 3 2018/19 £	Year 4 2019/20 £	Year 5 2020/21 £	Years 6 - 10 2021/26 £
C021	Surface Car Park, Paddock Wood East Car Park, Commercial Road, P	ED	R	0	0	3,374	0	0	0
C021_02	WC, Public Convenience, Commercial Road Car Park, Paddock Wood	ENV	R	2,120	273	1,462	1,273	597	192,163
C022	Surface Car Park, Paddock Wood West Car Park, Commercial Road, F	ED	R	0	0	3,374	0	0	0
E002	Shop, 30, Crescent Road, Tunbridge Wells	ED	R	0	0	0	4,749	716	0
E003	Shop, 31, Crescent Road, Tunbridge Wells	ED	R	2,544	0	675	0	2,863	0
E004	Shop, 33, Crescent Road, Tunbridge Wells	ED	R	1,049	0	2,968	0	286	4,860
E005	Shop, 35, Crescent Road, Tunbridge Wells	ED	R	2,650	8,734	191	6,950	0	3,072
E006	Shop, 36, Crescent Road, Tunbridge Wells	ED	R	3,392	164	191	0	0	0
E007_01	Community Hall, Wesley Centre, Paddock Wood	HWB	R	6,233	1,987	877	12,342	692	14,943
E010	Office, 27, Monson Terrace, Tunbridge Wells	ED	R	17,437	1,419	2,586	1,506	1,551	21,179
E011	Office, 29, Monson Terrace, Tunbridge Wells	ED	R	17,808	1,419	3,261	1,506	1,551	15,913
E012	Office, 31, Monson Terrace, Tunbridge Wells	ED	R	13,197	1,419	3,261	1,506	1,551	13,148
E014_01	Surgery, The Surgery, Rowan Tree Road, Tunbridge Wells	ED	R	0	2,980	900	10,620	954	2,407
E014_03	Flat, 3A, Rowan Tree Road, Tunbridge Wells	ED	R	0	5,459	0	2,896	1,074	0
E014_04	Flat, 4A, Rowan Tree Road, Tunbridge Wells	ED	R	0	6,194	0	8,687	1,476	439
E016_01	Community Facility, Camden Centre, Market Square, Tunbridge Wells	HWB	R	13,563	5,470	12,269	7,193	5,978	54,566
E017	Community Hall, Showfield Hall, Showfield Road, Tunbridge Wells	ED	R	636	4,177	281	1,158	298	7,555
E018	Day Care Centre, The Garden Hall Club, Wood Street, Tunbridge Wells	ED	R	12,161	7,212	2,781	1,822	1,876	15,382
E020	Portico, Chalybeate Spring, Pantiles, Tunbridge Wells	ED	R	2,014	258	2,137	273	2,267	28,515
E021	Council Depot, North Farm Lane, Tunbridge Wells, Tunbridge Wells	ED	R	7,314	819	3,823	18,243	7,635	7,401
E022	Community Facility, TN2 Community Centre, Greggs Wood Road, Tunbridge Wells	HWB	R	34,961	15,558	11,246	13,008	21,236	67,746
E023	Clock, Millenium Clock, Fiveways, Tunbridge Wells	ED	R	530	546	562	579	597	614
H001_01	House, 40, Church Road, Paddock Wood	HWB	R	1,908	1,146	3,698	521	2,147	9,599
H002	House, 32, Crescent Road, Tunbridge Wells	HWB	R	8,268	2,293	1,968	0	0	0
H003	House, 34, Crescent Road, Tunbridge Wells	HWB	R	371	5,841	3,767	0	0	0
H004	House, 25, Monson Terrace, Tunbridge Wells	ED	R	6,943	4,367	3,936	0	0	6,513
H005	Nightshelter, North Farm House, Dowding Way, Tunbridge Wells	ED	R	2,094	949	1,244	5,277	1,320	9,967

Property Ref	Details	User Code	Cap Rev	Year 1 2016/17 £	Year 2 2017/18 £	Year 3 2018/19 £	Year 4 2019/20 £	Year 5 2020/21 £	Years 6 - 10 2021/26 £
H006	House, 19, Rankine Road, Tunbridge Wells	HWB	R	594	1,922	2,205	2,618	1,265	10,157
H007	House, 172, Sandhurst Road, Tunbridge Wells	HWB	R	106	5,568	2,317	232	119	5,635
H008	House, Packs In The Wood, Hilbert Road, Tunbridge Wells	ED	R	170	0	2,205	0	0	312
H009	Shop & Flats, 59, St Johns Road, Tunbridge Wells	ED	R	0	15,088	0	4,427	0	22,623
H010_01	Flat, 57, Pantiles, Tunbridge Wells	ED	R	9,487	0	0	0	10,678	1,720
H011_01	Flat, 59, Pantiles, Tunbridge Wells	ED	R	9,487	0	0	0	10,678	0
H012_01	Flat, 61A, Pantiles, Tunbridge Wells	ED	R	9,487	0	0	0	0	10,998
H012_02	Flat, 61B, Pantiles, Tunbridge Wells	ED	R	9,487	0	0	0	0	10,998
H013_01	Flats (Common Areas), 58, London Road, Southborough	HWB	R	636	6,332	450	2,896	2,165	10,800
H013_02	Flat A, 58, London Road, Southborough, Tunbridge Wells	HWB	R	2,661	218	1,856	6,023	1,670	1,917
H013_03	Flat B, 58, London Road, Southborough, Tunbridge Wells	HWB	R	212	4,160	4,667	2,152	239	5,027
H013_04	Flat C, 58, London Road, Southborough, Tunbridge Wells	HWB	R	1,654	218	1,293	1,564	4,235	6,511
H013_05	Flat D, 58, London Road, Southborough, Tunbridge Wells	HWB	R	1,336	2,620	506	2,374	430	6,439
H014_01	Flats (Common Areas), 2/2A, Southfield Road, Tunbridge Wells	HWB	R	3,800	0	0	0	119	4,405
H014_02	Flat 2, 2/2A, Southfield Road, Tunbridge Wells	HWB	R	530	273	281	290	537	1,078
H014_03	Flat 2A, 2/2A, Southfield Road, Tunbridge Wells	HWB	R	106	0	0	116	0	0
H015	House, 1, Pennyfields, Cranbrook	HWB	R	1,590	2,620	2,387	5,834	0	12,673
H016_00	Flats, 8 Dudley Road, Tunbridge Wells, Tunbridge Wells	ED	R	17,000	1,700	159	164	20,259	23,535
H017	Sanitary Facilities, Cinderhill Caravan Site, Cinderhill Wood, Matfield, T	HWB	R	0	4,120	0	4,371	4,502	4,776
L001_01	Crematorium & Chapel, Kent & Sussex Crematorium, Benhall Mill Road	ENV	R	3,268	4,302	3,467	1,450	12,311	25,862
L001_02	Office, Crematorium Office, Benhall Mill Road, Tunbridge Wells	ENV	R	3,232	2,435	1,967	1,392	2,983	8,245
L001_04	House, Crematorium Lodge, Benhall Mill Road, Tunbridge Wells	ED	R	0	0	1,349	579	0	1,519
L001_05-06	Gardens, Crematorium Grounds, Benhall Mill Road, Tunbridge Wells	ENV	R	5,000	0	10,609	0	0	11,593
L002_01	Chapel, Cemetery Chapel, Benhall Mill Road, Tunbridge Wells	ENV	R	1,616	8,139	365	14,044	387	1,873
L002_02	House, Cemetery Lodge, Benhall Mill Road, Tunbridge Wells	ED	R	4,876	600	394	405	5,667	0
L002_03	WC & Waiting Room, Public Convenience and Waiting Room, Benhall	ENV	R	0	82	3,261	4,923	2,814	5,678
L002_04-05	Footpath, Cemetery Footpaths, Benhall Mill Road, Tunbridge Wells	ENV	R	1,000	1,030	1,061	1,093	1,126	4,850

Property Ref	Details	User Code	Cap Rev	Year 1 2016/17 £	Year 2 2017/18 £	Year 3 2018/19 £	Year 4 2019/20 £	Year 5 2020/21 £	Years 6 - 10 2021/26 £
L002_06	Workshops, Cemetery Depot Workshops, Benhall Mill Road, Tunbridge ENV	ENV	R	250	258	530	273	281	1,819
L002_07	Garages, Cemetery Depot Garages, Benhall Mill Road, Tunbridge Well ENV	ENV	R	250	515	530	546	281	1,810
L002_08	Stores, Cemetery Depot Stores, Benhall Mill Road, Tunbridge Wells ENV	ENV	R	250	258	530	273	281	1,819
L002_09	Depot, Cemetery Depot, Benhall Mill Road, Tunbridge Wells ENV	ENV	R	653	930	693	987	735	3,167
L003	Park, The Grove, Tunbridge Wells ENV	ENV	R	0	0	0	10,927	0	0
L004_01	Café, Café, Calverley Grounds, Tunbridge Wells ED	ED	R	254	677	472	3,845	143	8,756
L004_02&07	Former Pavilion, Bowling Pavilion, Calverley Grounds, Tunbridge Wells ENV	ENV	R	250	515	3,978	546	563	6,422
L004_03	Groundkeepers Store, Groundkeepers Store, Calverley Grounds, Tunb ENV	ENV	R	1,070	845	1,135	1,169	1,204	4,592
L004_04	Store under Bowling Green, Store under Bowling Green, Calverley Gro ENV	ENV	R	0	0	0	273	0	317
L004_06	WC, Public Convenience, Calverley Park, Tunbridge Wells ENV	ENV	R	1,531	649	6,138	688	1,836	7,544
L004_08	Park, Calverley Grounds, Tunbridge Wells ENV	ENV	R	0	28,933	0	0	0	0
L005_0&7-8	Park, Dunorlan Park, Pembury Road, Tunbridge Wells ENV	ENV	R	0	0	5,623	0	0	6,518
L005_01	Café, Café, Dunorlan Park, Tunbridge Wells ED	ED	R	0	1,583	0	8,070	0	492
L005_02	Kiosk, Boat Kiosk, Dunorlan Park, Tunbridge Wells ENV	ENV	R	180	3,461	191	197	203	4,449
L005_03	Store, Boat Store, Dunorlan Park, Tunbridge Wells ENV	ENV	R	1,378	0	0	0	0	1,597
L005_04	WC, Public Convenience, Dunorlan Park, Tunbridge Wells ENV	ENV	R	940	5,258	619	2,536	1,014	3,795
L005_05	Temple, Temple, Dunorlan Park, Tunbridge Wells ENV	ENV	R	1,606	126	129	133	137	4,042
L005_06	Fountain, Fountain, Dunorlan Park, Tunbridge Wells ENV	ENV	R	64	612	68	944	3,449	74
L006_01	Pavilion, Bowling Pavilion, Grosvenor Recreation Ground, Tunbridge W ENV	ENV	R	9,800	4,362	1,119	1,153	1,545	6,574
L006_02	WC, Public Convenience, Grosvenor Rec Ground, Tunbridge Wells ENV	ENV	R	106	873	0	1,042	3,937	983
L006_03-04	Park, Grosvenor Recreation Ground, Tunbridge Wells ENV	ENV	R	0	0	0	28,957	0	0
L007_01	Pavilion, Sports Pavilion, Nevill Ground, Tunbridge Wells ENV	ENV	R	64,330	16,313	22,205	86,685	9,826	300,109
L007_05-06	Sports Ground, The Nevill, Tunbridge Wells ENV	ENV	R	0	0	0	12,278	0	0
L008	Pavilion, Changing Rooms, Bayham Road Recreation Ground, Tunbrid ENV	ENV	R	2,034	515	2,514	1,147	1,670	6,369
L009_01	Pavilion, Sports Pavilion, Cadogan Recreation Ground, Tunbridge Well ENV	ENV	R	3,026	5,478	3,210	3,318	1,954	14,741
L009_02	WC, Public Convenience, Cadogan Recreation Ground, Tunbridge We ENV	ENV	R	0	1,980	0	710	563	2,738
L010	Pavilion, Sports Pavilion, Colebrook Recreation Ground, Tunbridge We ENV	ENV	R	14,942	3,057	1,721	811	2,147	4,608



Property Ref	Details	User Code	Cap Rev	Year 1 2016/17 £	Year 2 2017/18 £	Year 3 2018/19 £	Year 4 2019/20 £	Year 5 2020/21 £	Years 6 - 10 2021/26 £
L011_01	Pavilion, Sports Pavilion, Hawkenbury Recreation Ground, Tunbridge V	ENV	R	970	845	1,029	1,333	1,092	4,663
L011_02	Office, Groundkeepers Office, Hawkenbury Recreation Ground, Tunbrid	ENV	R	0	773	0	1,093	1,294	1,774
L011_03	Store, Groundkeepers Store, Hawkenbury Recreation Ground, Tunbrid	ENV	R	0	0	0	710	0	823
L011_04	Store, Garage, Hawkenbury Recreation Ground, Tunbridge Wells	ENV	R	0	597	0	688	0	1,102
L011_05	WC, Public Convenience, Hawkenbury Road Rec Ground, Tunbridge V	ENV	R	1,590	1,885	693	2,259	2,311	3,238
L012_01	Pavilion, Changing Rooms, Hilbert Old Oast, Tunbridge Wells	ENV	R	6,645	6,844	6,993	1,586	4,019	0
L013_01	Pavilion, Sports Pavilion, Southwood Road, Rusthall	ENV	R	4,571	4,335	8,735	3,200	7,158	12,790
L014_03	, Ground Keepers Mess, St Johns Recreation Ground, Tunbridge Wells	ENV	R	219	226	232	360	1,822	1,143
L014_1-2-4	Pavilion, Bowling Pavilion, St Johns Recreation Ground, Tunbridge We	ENV	R	27,900	2,034	2,573	7,075	2,223	9,612
L016_01	Gardeners Cottage, Dunorlan Nurseries, Pembury Road, Tunbridge W	ED	R	3,180	421	0	174	597	4,161
L016_02	Old Laundry, Dunorlan Properties, Pembury Road, Tunbridge Wells	ED	R	0	0	0	390	0	452
L026	Museum, 1-4 Old Rectory Cottages, Carriers Road, Cranbrook	ED	R	3,297	288	990	5,482	10,528	5,314
L027	Theatre, Assembly Hall Theatre, Tunbridge Wells	HWB	R	41,322	204,722	226,777	148,220	152,666	72,750
L028	Sports Centre, Tunbridge Wells Sports Centre, St Johns Road, Tunbrid	ENV	R	62,500	270,890	149,056	187,403	61,903	589,953
L029	Museum, Museum & Art Gallery, Mount Pleasant Road, Tunbridge Wel	HWB	R	0	10,918	0	15,058	0	15,360
L030	Sports Centre, Putlands Sports & Leisure Centre, Mascalls Court Road	ENV	R	6,551	11,082	16,868	17,374	17,896	37,418
L031	Sports Centre, Weald Sports Centre, Angley Road, Cranbrook	ENV	R	21,200	21,836	22,491	23,166	23,861	49,891
T001	WC, Public Convenience, Crane Lane, Cranbrook	ENV	R	3,869	2,101	4,667	174	775	12,071
T004_01	WC, Public Convenience, Linden Park Road (Union House), Tunbridge	ENV	R	0	0	2,193	5,791	0	0
T005	WC, Public Convenience, London Road (adjacent Bell Inn), Southbor	ENV	R	1,500	134	0	142	1,126	2,050
T007	WC, Public Convenience, The Green, Matfield	ENV	R	150	0	297	0	1,857	339
T010	WC, Public Convenience, The Street, Sissinghurst	ENV	R	53	3,002	56	0	0	0
T012	WC, Public Convenience, Wellington Rocks, Tunbridge Wells	ENV	R	2,862	983	1,181	5,579	119	1,492
Z028	Tourist Information Centre, Unit 2, The Corn Exchange, Pantiles, Tunbr	ED	R	0	0	2,122	0	0	2,319
ZXX001	General, Quinquennial Condition Surveys of Council Properties	GEN	R	21,200	21,836	22,491	23,166	23,861	49,891
ZXX003	General, Planned Maintenance Administration	GEN	R	16,960	17,469	17,993	18,533	19,089	39,912
ZXX004	General, Management of Responsive Repairs	GEN	R	5,300	5,459	5,623	5,791	5,965	12,473

Property Ref	Details	User Code	Cap Rev	Year 1 2016/17 £	Year 2 2017/18 £	Year 3 2018/19 £	Year 4 2019/20 £	Year 5 2020/21 £	Years 6 - 10 2021/26 £
ZXX005	General, Asbestos management	ED	R	10,600	10,918	11,246	11,583	11,930	24,945
ZXX006	General, Legionella management	ED	R	4,240	4,367	4,498	4,633	4,772	9,978
ZXX007	General, Planned Maintenance Contingencies	GEN	R	21,200	21,836	22,491	23,166	23,861	49,891
ZXX008	General, Maintenance of private roads, footpaths, lighting and sewers	ED	R	26,500	27,295	28,114	28,957	29,826	62,363
ZXX009	General, Parks, open spaces, estates walls and memorials	ED	R	26,500	27,295	28,114	28,957	29,826	62,363
				<b>1,825,439</b>	<b>1,258,593</b>	<b>1,111,116</b>	<b>1,582,253</b>	<b>1,170,930</b>	<b>3,181,079</b>

Shown at out-turn prices 3% pa

<b>TOTAL yr 1 - yr 3</b> (3 years)	<b>4,195,148</b>	<b>GRAND TOTAL</b> (10 years)	<b>10,129,410</b>
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**Appendix 6 – Asset Register**

# Tunbridge Wells Borough Council

## Asset Register - Investment

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Investment Commercial</b>					
1	11 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/537	E001	Freehold	Industrial Unit.
2	19 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/545	E001	Freehold	Industrial Unit.
3	9 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/535	E001 01	Freehold	Industrial Unit.
4	10 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/536	E001 02	Freehold	Industrial Unit.10 Colebrook Industrial Estate Longfield Road Tunbridge Wells
5	12 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/538	E001 03	Freehold	Industrial Unit.
6	13 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/539	E001 04	Freehold	Industrial Unit.
7	14 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/540	E001 05	Freehold	Industrial Unit.
8	15 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/541	E001 06	Freehold	Industrial Unit.
9	16 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/542	E001 07	Freehold	Industrial Unit.
10	17 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/543	E001 07	Freehold	Industrial Unit. Vacant 27.03.2015.
11	18 Colebrook Industrial Estate Royal Tunbridge Wells Kent TN2 3DG	EM/544	E001 08	Freehold	Industrial Unit.
12	Calverley Antiques Ltd 30 Crescent Road Royal Tunbridge Wells Kent TN1 2LZ	EM/277	E002	Freehold	Retail. End Terrace Victorian Building
13	31 Crescent Road Royal Tunbridge Wells Kent TN1 2LZ	EM/278	E003	Freehold	Retail. Mid Terrace Victorian Shop. Property Vacant.
14	33 Crescent Road Royal Tunbridge Wells Kent TN1 2LZ	EM/280	E004	Freehold	Retail. End Terrace. Vacant. In need of renovation.
15	35 Crescent Road Royal Tunbridge Wells Kent TN1 2LZ	EM/282	E005	Freehold	Retail. Mid Terrace Shop With Flat Over
16	36 Crescent Road Royal Tunbridge Wells Kent TN1 2LZ	EM/283	E006	Freehold	Retail. End Of Terrace Shop With Flat Over. Vacant.

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Investment Commercial</b>					
17	The Wesley Centre Commercial Road Paddock Wood Tonbridge Kent TN12 6DS	EM/731	E007	Freehold	Community. Single Storey Community Hall
18	Terrace Buildings 137 London Road Southborough Royal Tunbridge Wells Kent TN4 0ND	EM/39	E009	Freehold	Offices. Row Of Single Storey Terraced Buildings
19	27 Monson Road Royal Tunbridge Wells Kent TN1 1LS	EM/233	E010	Freehold	Offices. Mid Terrace House
20	29-31 Monson Road Royal Tunbridge Wells Kent TN1 1LS	EM/234	E011/E012	Freehold	Offices. End Terrace Office Building. Vacant.
21	Rowan Tree Surgery Rowan Tree Road Royal Tunbridge Wells Kent TN2 5PX	EM/339	E014 01	Freehold	Doctors Surgery. Single Storey End Terrace Building
22	3A Rowan Tree Road Royal Tunbridge Wells Kent TN2 5PX	EM/336	E014 03	Freehold	Residential. Mid Terrace 1st and 2nd Floor Maisonette
23	4A Rowan Tree Road Royal Tunbridge Wells Kent TN2 5PX	EM/338	E014 04	Freehold	Residential. End Terrace 1st and 2nd Floor Maisonette
24	Shopping Centre Car Park Market Square Ely Court And Common Areas Royal Victoria Place Royal Tunbridge Wells Kent TN1 2SS	EM/224	E015	Freehold	Shopping Centre. Major retail shopping mall
25	Community Centre Showfields Road Royal Tunbridge Wells Kent TN2 5PR	EM/351	E017	Freehold	Community. Single Storey Detached Building.
26	The Garden Hall Club Wood Street Royal Tunbridge Wells Kent TN1 2QS	EM/229	E018	Freehold	Community. Single Storey Structure
27	The Forum The Common Royal Tunbridge Wells Kent TN4 8YU	EM/306	E024	Freehold	Recreation. 1930's Detached Building 999 year lease to Tenants.
28	North Farm House Dowding Way Royal Tunbridge Wells Kent TN2 3UY	EM/552	H005	Freehold	Residential. Detached House formerly known as Nightstop. Leased to the Bridge Trust.
29	59A B & C St Johns Road Royal Tunbridge Wells Kent TN4 9TT	12/00301/ASS ET	H009	Freehold	Retail and residential. Shop and Flats
30	59A St Johns Road Royal Tunbridge Wells Kent TN4 9TT	EM/140	H009 01	Freehold	Retail. End Terrace L/U Shop, Return Frontage
31	59B St Johns Road Royal Tunbridge Wells Kent TN4 9TT	EM/141	H009 02	Freehold	Residential. First Floor Flat
32	59C St Johns Road Royal Tunbridge Wells Kent TN4 9TT	EM/142	H009 03	Freehold	Residential. Second Floor Flat
33	57A The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/311	H010 02	Freehold	Residential. Ground Floor Flat.

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Investment Commercial</b>					
34	10 Sussex Mews The Pantiles Royal Tunbridge Wells Kent TN2 5QJ	EM/312	H010 03	Freehold	Residential. Lower Ground Floor Flat. TWBC Own freehold.(Leasehold sale to Mr and Mrs Smith)
35	Land And Buildings Including 57- 61 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	12/00302/ASS ET	H010 H011	Freehold	Residential. Properties in the Pantiles including Corn Exchange.
36	59 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/313	H011 01	Freehold	Residential. Occupies First And Second Floor Maisonette - present lease awaits updating to reflect occupancy
37	59A The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/314	H011 02	Freehold	Residential. Ground Floor FlatProperty sold on a long leasehold to Ms A C Knowles 22/08/02 for 77,000
38	61 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/315	H012	Freehold	Retail. Ground Floor Rooms For Art Club
39	61A The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/316	H012 01	Freehold	Residential. First Floor Flat. Property sold on long lease. TWBC retain the freehold.
40	8 Dudley Road Royal Tunbridge Wells Kent TN1 1LF	EM/219	H016	Freehold	Residential. End Terrace House divided into 4 flats.
41	Crematorium Lodge Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JH	EM/369	L001	Freehold	Residential. Semi detached House.
42	Crematorium Lodge Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JH	EM/370	L002 02	Freehold	Residential. Detached Gothic Style Building
43	Calverley Park Cafe Mount Pleasant Avenue Royal Tunbridge Wells Kent TN1 2SH	EM/288	L004 01	Freehold	Cafe. Single Storey Detached Building
44	Dunorlan Park Cafe Pembury Road Royal Tunbridge Wells Kent TN2 3QN	EM/245	L005 01	Freehold	Cafe. 1/2 Storey Structure, Part On Stilts
45	Boat Kiosk Dunorlan Park Pembury Road Royal Tunbridge Wells Kent TN2 3QN	04/00016/EM	L005 02	Freehold	Recreation. A purpose built single storey kiosk and pontoon having a steel frame and timber cladding under a flat pitched profile steel covered roof.
46	Boat Store Dunorlan Park Pembury Road Royal Tunbridge Wells Kent TN2 3QN	04/00015/EM	L005 03	Freehold	Recreation. A purpose built single storey boat store of stone construction under a flat pitched profile steel covered roof. Let on a 12 year lease to Norman Matchett and Ronald Matchett.
47	Refreshment Kiosk Grosvenor Recreation Ground Auckland Road Royal Tunbridge Wells Kent TN1 2JB	07/00002/EM	L006 05	Freehold	Cafe. Refreshment Kiosk - Panini on the Park
48	Culverden Stadium Culverden Down Royal Tunbridge Wells Kent TN4 9SG	EM/93	L022	Freehold	Recreation.. Football Ground With Stands And Bldngs
49	Rifle Club Warwick Park Royal Tunbridge Wells Kent TN2 5TA	04/00906/EM	L040	Freehold	Recreation. Shooting range land. Lease to Tunbridge Wells + St. Peters Shooting Club EM/906/LSE

# Tunbridge Wells Borough Council

## Asset Register - Non Operational

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Non-Operational Land</b>					
1	Playground Fuggles Close Paddock Wood Tonbridge Kent TN12 6EH	EM/506	B005	Freehold	Recreation. Area Of Amenity Land With Playground. Land is covered by a blanket TPO dated 29.10.2012. Part of land sold to Raymond John Chapple. Sale completed 22 July 2014. Sold for £150,000.00
2	Part Playground And Road Fuggles Close Paddock Wood Tonbridge Kent	15/00413/ASS ET	B005 01	Freehold	Part of the playground and Cogate Road. The road is adopted highway and maintainable by KHS at public expense.
3	Land At Corner Of Liptraps Lane And Apple Tree Lane Royal Tunbridge Wells Kent TN2	EM/70	B006	Freehold	Land. Odd Bit Of Land Within Fence
4	Land To Rear Of Capel Scrap Yard Sychem Lane Five Oak Green Tonbridge Kent TN12 6TT	EM/485	B010	Freehold	Land. Area Of Land Accessed By Dirt Track
5	Land On Corner Of Chestnut Lane And Birch Close Matfield Tonbridge Kent TN12 7JL	EM/483	B015	Freehold	Land. Area of land on corner of Chestnut Lane and Birch Close.
6	Land To Rear Of 29-33 Wood Street Royal Tunbridge Wells Kent TN1 2QS	EM/763	B017	Freehold	Footpath. Part of footpaths to the side of St James' Court and rear of 29-33 Wood Street
7	Land Adjacent To 1 Brendon Close Royal Tunbridge Wells Kent TN2 3NP	14/00376/ASS ET	B019 05	Freehold	Land. Area of land adjacent to car port of 1 Brendon Close.
8	Road Salomons Road Rusthall Tunbridge Wells Kent TN4 8PG	EM/210	B071	Freehold	Land. Piece Of Waste Land Adjacent To No 11. Road is adopted highway.Waste land transferred to Rusthall Parish Council 13.08.2015.
9	Grass Area To The Rear Of 11-33 Brewer Street Lamberhurst Royal Tunbridge Wells Kent TN3 8DW	EM/495	B074	Freehold	Land. Rough Waste Land With Vehicle Access
10	Land To Rear Of 19 Brewer Street Lamberhurst Royal Tunbridge Wells Kent TN3 8DW	14/00404/ASS ET	B074 01	Freehold	Land behind 19 Brewer Street.
11	Footpath Fronting 11-29 Brewer Street Lamberhurst Royal Tunbridge Wells Kent	15/00410/ASS ET	B074 02	Freehold	Part of the footpath fronting the houses.
12	Footpath Fremlin Close Rusthall Royal Tunbridge Wells Kent TN4	EM/204	B075	Freehold	Land. Sloped Amenity Land With Trees And Ponds with footpath to Bowen Road.Amenity land with trees and ponds transferred to Rusthall Parish Council 13.08.2015. TWBC retain the footpath.
13	Land On East Side Blackhurst Lane Royal Tunbridge Wells Kent TN2	13/00347/ASS ET	B112	Freehold	Land. Two large grass verges.
14	Land At Tower Cottage Sandown Park Royal Tunbridge Wells Kent TN2 4RH	14/00377/ASS ET	B115	Freehold	Land. Amenity land adjacent to Tower Cottage.
15	Land Lying To South East Of Dorothy Avenue Cranbrook Kent TN17	14/00379/ASS ET	B121	Freehold	Residential. Land to rear of properties.

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Non-Operational Land</b>					
16	Land Adjacent To 15 Parsonage Road Rusthall Royal Tunbridge Wells Kent TN4 8TA	14/00387/ASS ET	B122	Freehold	Land. Grass and path.
17	Land Opposite Caenwood Farm Reynolds Lane Royal Tunbridge Wells Kent TN4	14/00380/ASS ET	B123	Freehold	Land. Leisure/Woodland open space
18	Land On North West Side Of Whetsted Road Five Oak Green Kent TN12 6RS	15/00395/ASS ET	B126	Freehold	Land. Three strips of land.
19	Pumping Station Cleeve Avenue Royal Tunbridge Wells Kent TN2 4TY	14/00401/ASS ET	B127	Freehold	Land. Pumping Station.
20	Land Adjacent To Tunbridge Wells Boys Grammar School St Johns Road Royal Tunbridge Wells Kent TN4 9XB	14/00403/ASS ET	B129	Freehold	Land adjacent to TW Boys Grammar School.
21	Verge Fronting 165-169 Hastings Road Pembury Royal Tunbridge Wells Kent TN2 4JY	15/00405/ASS ET	B130	Freehold	Verge fronting 165-169 Hastings Road
22	Land To Rear Of St Stephens Court Stanley Road Royal Tunbridge Wells Kent	15/00415/ASS ET	B132	Freehold	Small parcel of land to the rear of St Stephens Court and St Barnaby's Church.
23	Land Along Langton Road Langton Green Royal Tunbridge Wells Kent	15/00417/ASS ET	B134	Freehold	Two small pieces of land. One at Rusthall Common the second on the corner of Langton Road and Tea Garden Lane.
24	Car Park The Tanyard Cranbrook Kent TN17 8SU	EM/400	C008	Freehold	Car Park. Free Public Car Park. Responsibility transferred to Cranbrook Parish Council under lease.
25	Part Of Regal Car Park High Street Cranbrook Kent TN17 3DN	11/00003/TEN	C019	Leasehold	Car Park. Part of Regal Car Park
26	Grass Area At Wickham Gardens Rusthall Royal Tunbridge Wells Kent	EM/672	C025	Freehold	Grass Area, car parking, allotments and roadway. Road is adopted highway, Allotments transferred to Rusthall Parish Council. Parking area sold at auction. TWBC now only own the road which is maintainable at public expense.
27	Footpath Between 31 and 48 Oakfield Road Matfield Tonbridge Kent TN12 7LB	EM/498	F006	Freehold	Footpath. Track Used As Vehicle Access To Houses plus an area of land that is landlocked by the adjoining owners and farmer. Road is adopted highway maintainable by Kent Highway Services.
28	Grass And Paved Areas At Showfields Showfields Road Royal Tunbridge Wells Kent TN2 5PR	EM/340	F013	Freehold	Land. Large Amenity Area, Grass/Concrete Slabs
29	Footpath Between 21 And 23 Bowen Road Royal Tunbridge Wells Kent TN4 8SU	14/00358/ASS ET	F036	Freehold	Footpath. Footpath between 21 and 23 Bowen Road and Fremlin Close
30	Footpath Buckingham Road Royal Tunbridge Wells Kent TN1 1TQ	14/00393/ASS ET	F038	Freehold	Footpath. Part of the footpath adjacent to The Grove.
31	Footpath Adjacent To Orchard Lodge Dorothy Avenue Cranbrook Kent TN17	14/00396/ASS ET	F039	Freehold	Footpath. Footath adjacent to and to the rear of Orchard Lodge leading to Kirby Close.
32	Land At North Farm Road Royal Tunbridge Wells Kent TN2	14/00398/ASS ET	F040	Freehold	Road. Part of road and paths.



Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational Land</b>				
33 Land Lying To The East Henwood Green Road Pembury Royal Tunbridge Wells Kent TN2	14/00399/ASS ET	F041	Freehold	Land. Two pieces of land between Henwood Green Road and Beagles Wood Road.
34 Land At Barnetts Way Southborough Royal Tunbridge Wells Kent	15/00406/ASS ET	F042	Freehold	Part of grass verge and road.
35 Footpath To Rear Of 25 Kirkdale Road Royal Tunbridge Wells Kent TN1 2SB	14/00420/ASS ET	F044	Freehold	Footpath to rear of 25 Kirkdale Road.
36 Cinder Hill Wood Five Wents Matfield Tonbridge Kent TN12 7EF	EM/481	H017	Freehold	Woodland. Large Area Of Woodland
37 Parking Area Fronting 1-6 Cinder Hill Wood Five Wents Matfield Tonbridge Kent TN12 7ED	EM/484	H017 03	Freehold	Land. Rough Parking Area With Trees/Grass
38 Cinder Hill Lane Five Wents Matfield Tonbridge Kent TN17	08/00345/ASS ET	H017 05	Freehold	Road. Lane leading to Caravan Site and Woodland.
39 27 Wood Street Royal Tunbridge Wells Kent TN1 2QS	14/00364/ASS ET	H033	Freehold	Land.
40 Land Adjacent To Clifton Cottages Clifton Road Royal Tunbridge Wells Kent TN2 3AS	14/00357/ASS ET	L010 03	Freehold	Land. Land adjacent to Clifton Cottages and North Farm Lane. Part of Colebrook Recreation Ground but under separate Title.
41 Access Road Leading To The Museum Carriers Road Cranbrook Kent TN17 3JX	12/00337/ASS ET	L026 02	Freehold	Road. Access road from Carriers Road to the museum.
42 Play Area Sherwood Road Royal Tunbridge Wells Kent TN2	EM/199	L034 02	Freehold	Recreation. Grass Area With Swings, Part Fenced. The remainder of the Title, the roads and footpaths are adopted highway and the responsibility of Kent Highway Services.
43 Land At 44 Hunters Way Royal Tunbridge Wells Kent TN2 5QF	EM/350	L035 01	Freehold	Car Park. Concrete/Tarmac Car Park
44 Grass Area Rear Of 42 -60 Hawkenbury Road Royal Tunbridge Wells Kent TN2 5BW	EM/360	L038	Freehold	Land. Tarmac Parking, Grass Area With Swings
45 Recreation Ground Forest Road Royal Tunbridge Wells Kent TN2 5DP	EM/357	L042	Freehold	Recreation. Public Recreation Ground
46 Julian Hewitt Recreation Ground Cavendish Drive Royal Tunbridge Wells Kent TN2	EM/321	L043	Freehold	Residential. Grass Recreation Area With Play Equipmnt
47 Play Area To Rear Of 37 Huntleys Park Culverden Down Royal Tunbridge Wells Kent TN4 9TD	EM/755	L047	Freehold	Recreation. Recreation area.
48 Holly Farm Hawkenbury Road Royal Tunbridge Wells Kent TN3 9AD	EM/362	M009 02	Freehold	Land. Large Area Of Agricultural Land
49 Land On West Side Of Hilbert Road Royal Tunbridge Wells Kent TN1	12/00336/ASS ET	M010 01	Freehold	Land. Land between allotments and Hilbert Road registered as a separate title to K925824.

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Non-Operational Land</b>					
50	Land To Rear Of Grange Road Rusthall Royal Tunbridge Wells Kent TN4	EM/129	M015	Freehold	Land. Large overgrown area of Uncultivated Woodland to the rear of Grange Road.
51	Land At 5-10 Southfields Speldhurst Royal Tunbridge Wells Kent TN3 0PD	10/00033/EM	R019	Freehold	Road. Part of road and footpaths from 5-10 Southfields. Road is adopted highway.
52	Vale Avenue Royal Tunbridge Wells Kent	EM/269	R038	Freehold	Road. Tarmac Road. Adopted highway. Maintained by KCC.
53	Road And Footpath Kirby Close Cranbrook Kent TN17 3DE	14/00397/ASS ET	R047	Freehold	Footpath. Road and part of the footpath/parking area of Kirby Close
54	Barnetts Close Southborough Royal Tunbridge Wells Kent	15/00423/ASS ET	R051	Freehold	Road and parking areas.
55	Land North Of Railway Line Opposite Bridge House Whetsted Road Five Oak Green Tonbridge Kent TN12 6RS	15/00424/ASS ET	R052	Freehold	Part of road off main road. Adopted highway maintainable by Kent Highway Services at public expense.
56	Land To Rear Of OS Plot 0552 Oakfield Road Matfield Tonbridge Kent TN12 7LB	EM/499	S006	Freehold	Land. Part Of Woodland
57	Council Yard Adacent To Royal Victoria Hall 137 London Road Southborough Royal Tunbridge Wells Kent TN4 0ND	EM/26	S013	Freehold	Car Park. Tarmac Area With Gate At Side
58	Land Adjacent To Public Conveniences Crane Lane Cranbrook Kent TN17 3DG	14/00362/ASS ET	T001 01	Freehold	Land. Strip of land adjacent to the public conveniences in Cranbrook.
59	Land At Snipe Wood Romford Road Pembury Royal Tunbridge Wells Kent TN2 4BA	EM/462	W001 01	Freehold	Woodland. Area Of Woodland
60	Part Of Snipe Wood Romford Road Pembury Royal Tunbridge Wells Kent TN2 4BA	EM/460	W001 02	Freehold	Woodland. Isolated Area Of Woodland
61	Land At Snipe Wood Romford Road Pembury Royal Tunbridge Wells Kent TN2 4BA	EM/461	W001 03	Freehold	Woodland. Isolated Area Of Woodland
62	Land - Part Of High Wood High Woods Lane Royal Tunbridge Wells Kent TN3 9AA	EM/445	W003	Freehold	Woodland. Area Of Woodland
63	Barnetts Wood Blackthorn Avenue Southborough Royal Tunbridge Wells Kent TN4 9YG	EM/66	W004	Freehold	Woodland. Area Of Woodland. Part Licenced for Grazing
64	Land To Rear Of Juniper Close Southborough Royal Tunbridge Wells Kent TN4 9XS	14/00381/ASS ET	W004 01	Freehold	Land. Area of land between Juniper Close and Barnetts Wood. Separate Title to the woodland. Buffer zone between the houses and nature reserve.
65	Land Between Bracken Road And Gorse Road Pembury Road Royal Tunbridge Wells Kent TN2	EM/201	W005 01	Freehold	Land. Band Of Wooded Area On Fringe Of Estate

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Non-Operational Land</b>					
66	Land To Rear Of 8 Squirrel Way Pembury Road Royal Tunbridge Wells Kent TN2	EM/202	W005 02	Freehold	Land. Large Wooded Area On Fringe Of Estate between rear of 8 Squirrel Way and 41 Bracken Road.
67	Land Adjacent To Sycamore House Pembury Road Royal Tunbridge Wells Kent TN2 3QB	EM/257	W005 04	Freehold	Land. Wooded Area On Fringe Of Estate
68	Marshleyharbour Wood Tonbridge Road Pembury Royal Tunbridge Wells Kent TN2 4QL	EM/446	W007	Freehold	Woodland. Area Of Woodland
69	Land To Rear Of Santer House Red Oak Hawkhurst Cranbrook Kent TN18 4QP	EM/377	W008 01	Freehold	Land. Overgrown Woodland And Part Of Gardens. Road is adopted highway. Footpaths TWBC.
70	Kevin Lynes Site North Farm Lane Royal Tunbridge Wells Kent TN2 3EE	14/00366/ASS ET	Z022	Freehold	Land. Old Gypsy site
<b>Asset Grouping: Non-Operational De Minimus Land</b>					
71	Grass Area On Corner Of Queens Road And All Saints Road Hawkhurst Cranbrook Kent TN18	EM/388	B002 01	Freehold	Land. Grass Amenity Area. Triangle of land with flower beds. Road is adopted highway.
72	Roads And Footpaths Around All Saints Road Hawkhurst Cranbrook Kent TN18	10/00081/EM	B002 02	Freehold	Road. Roads and footpaths. Road forms part of adopted highway.
73	Grass Adjacent To Oakland All Saints Road Hawkhurst Cranbrook Kent TN18 4HT	EM/387	B002 03	Freehold	Land. Grass Verge running from Oakland to the corner of All Saints Road and Queens Road. No details at land registry ie no Title Deeds or Title Plan logged.
74	Grass Areas At Newton Gardens Paddock Wood Tonbridge Kent TN12 6AJ	EM/512	B004 01	Freehold	Land. 2 Grass Areas, Trees, Telephone Pole
75	Footpath At 20 Newton Gardens Paddock Wood Tonbridge Kent TN12 6AJ	EM/511	B004 02	Freehold	Footpath. Footpath and road. Footpath between 24 and 26 Newton Gardens was transferred to TCHG. Road is adopted highway.
76	Footpath At Newton Gardens Paddock Wood Tonbridge Kent TN12	EM/509	B004 03	Freehold	Footpath. Tarmac Footpath
77	Land Between 16 And 17 St Georges Park Royal Tunbridge Wells Kent TN2 5NT	EM/366	B007	Freehold	Land. Garden area of Land. Now forms part of the adopted highway system, maintainable at public expense by Kent Highway Services.
78	Access Road Between 24 And 25 Sychem Place Five Oak Green Tonbridge Kent TN12 6TR	12/00335/ASS ET	B010 01	Freehold	Road. Land to rear of sub station between 24 and 25 Sychem Place.
79	Land Adjacent To The Boundary Of 39 Maidstone Road Pembury Royal Tunbridge Wells Kent TN2 4DB	10/00007/EM	B011	Freehold	Land. Area of land adjacent to boundary of 39 Maidstone Road.
80	Parking And Turning Area Belfield Road Pembury Royal Tunbridge Wells Kent TN2	10/00009/EM	B012	Freehold	Road. Parking/turning area at the end of the road.
81	Land Rear Of Car Park Adjacent To 76 Blackthorn Avenue Southborough Royal Tunbridge Wells Kent TN4 9YG	12/00309/ASS ET	B013	Freehold	Land. Small area of shrubs to rear of car park adjacent to the footpath.

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Non-Operational De Minimus Land</b>					
82	Land Between 17 And 27 Blackthorn Avenue Southborough Royal Tunbridge Wells Kent TN4 9YA	EM/698	B013 01	Freehold	Land. Grass Area
83	Grass Area Adjacent 32 Blackthorn Avenue Southborough Royal Tunbridge Wells Kent TN4 9YG	EM/697	B013 02	Freehold	Land. Grass Area with footpath.
84	Car Park Area Between 45-47 Blackthorn Avenue Southborough Royal Tunbridge Wells Kent TN4 9YD	EM/700	B013 04	Freehold	Car Park. Small residential car park
85	Land Adjacent 37-43 Bright Ridge Southborough Royal Tunbridge Wells Kent TN4 0JN	EM/45	B018 01	Freehold	Land. Area Paved With Concrete Slabs
86	Footpath To Rear Of 37-61 Bright Ridge Southborough Royal Tunbridge Wells Kent TN4 0JN	EM/44	B018 02	Freehold	Footpath. Tarmac Footpath Serving Rear Exits
87	Footpath To Rear Of 67-81 Bright Ridge Southborough Royal Tunbridge Wells Kent TN4 0JN	EM/52	B018 03	Freehold	Footpath.Tarmac Footpath Serving Rear Exits
88	Land Adjacent To 6 Keel Gardens Southborough Royal Tunbridge Wells Kent TN4 9BQ	EM/42	B018 06	Freehold	Land. Grass Recreation Area adjacent to 6 Keel Gardens and parking/garage area.
89	Grass Area Adjacent To 8 Grampian Close Royal Tunbridge Wells Kent TN2 3NR	EM/177	B019	Freehold	Land. Bank With Bushes/Trees
90	Grass Area To Rear Of 54 Pennine Walk Royal Tunbridge Wells Kent TN2 3NW	EM/178	B019 01	Freehold	Land. Part Of Grass Verge/Footpath
91	Grass Area At End Of Grampian Close Royal Tunbridge Wells Kent TN2 3NR	EM/180	B019 02	Freehold	Land. Grass Verge
92	Grass Area To Rear Of 50 Pennine Walk Royal Tunbridge Wells Kent TN2 3NW	EM/179	B019 03	Freehold	Land. Part Of Grass Verge/Footpath
93	Grass Area Adjacent To 12 Grampian Close Royal Tunbridge Wells Kent TN2 3NR	EM/176	B019 04	Freehold	Land. Grass Verge on corner of Grampian Close and Sandhurst Road. Adopted highway maintainable by Kent Highway Services.
94	Land At Bramley Drive Cranbrook Kent TN17 3BE	10/00059/EM	B020	Freehold	Footpath. Part of footpath and road. Road is adopted highway.
95	Land Adjacent 7 Mendip Walk Royal Tunbridge Wells Kent TN2 3NL	EM/187	B022 01	Freehold	Land. Bed With Bushes/Trees
96	Grass Area Fronting 1-13 Mendip Walk Royal Tunbridge Wells Kent TN2 3NL	EM/186	B022 02	Freehold	Land. Grass Area With Trees/Bushes

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
97 Grass Area Opposite The Lodge Calverley Park Gardens Royal Tunbridge Wells Kent TN1 2JN	EM/237	B023	Freehold	Land. Flower Bed With Bushes And Trees
98 Land To Rear 40-46 Charles Street Southborough Royal Tunbridge Wells Kent TN4 0DS	EM/690	B024	Freehold	Land. Garden areas
99 Land Adjacent To 17 Pearse Place Lamberhurst Royal Tunbridge Wells Kent TN3 8EJ	04/00001/LIC	B025 01	Freehold	Land. Garden Land adjacent to 17 Pearse PlaceLamberhurst
100 Land Adjacent To 35 Pearse Place Lamberhurst Royal Tunbridge Wells Kent TN3 8EJ	EM/496	B025 02	Freehold	Land. Small Triangle Of Grass With Footpath
101 Doorstep Green Open Space Oak Road Royal Tunbridge Wells Kent TN12 6TA	EM/71	B028 02	Freehold	Land. Grass Amenity Area
102 Site Of Cherryfields Benenden Cranbrook Kent TN17 4DH	10/00055/EM	B029	Freehold	Road. Road and footpaths.
103 Grass Area At Valance View Mill Lane Frittenden Cranbrook Kent TN17 2DP	EM/435	B030 02	Freehold	Land. Grass Amenity Land With 2 Small Trees
104 Valance View Mill Lane Frittenden Cranbrook Kent TN17 2DP	EM/434	B030 03	Freehold	Land. Grass Amenity Land With Tree And Seat
105 Grass Areas Opposite Summervale Cottage Eridge Road Royal Tunbridge Wells Kent TN4 8HN	EM/331	B031	Freehold	Land. Grass Amenity Area With Path
106 Grass Area Adjacent To Sub Station Eridge Road Royal Tunbridge Wells Kent TN4 8HJ	EM/349	B031	Freehold	Land. Footpath And Grass Area
107 Grass Area Eridge Road Royal Tunbridge Wells Kent TN4 8LX	EM/330	B031 01	Freehold	Land. Large Area Of Grass With Trees
108 Grass Area Rear Of 2-24 Summervale Road Royal Tunbridge Wells Kent TN4 8JB	EM/329	B031 02	Freehold	Land. Grass Amenity Area With Trees
109 Grass Area Fronting 120-128 Speldhurst Road Southborough Royal Tunbridge Wells Kent TN4 0JE	EM/50	B032 01	Freehold	Land. Large Grass Amenity Area With Trees
110 Grass Area Fronting 102-108 Speldhurst Road Southborough Royal Tunbridge Wells Kent TN4 0JD	EM/54	B032 02	Freehold	Land. Large Grass Amenity Area With Trees
111 Grass Area Fronting 128-142 Speldhurst Road Southborough Royal Tunbridge Wells Kent TN4 0JE	EM/48	B032 03	Freehold	Land. Grass Amenity Area With Trees

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<b>Asset Grouping: Non-Operational De Minimus Land</b>				
112 Grass Area Fronting 128-142 Speldhurst Road Southborough Royal Tunbridge Wells Kent TN4 0JE	EM/49	B032 04	Freehold	Land. Large Grass Amenity Area, Trees/Lay-By
113 Grass Area Fronting 118 Speldhurst Road Southborough Royal Tunbridge Wells Kent TN4 0JD	EM/55	B032 06	Freehold	Land. Grass Amenity Area
114 Grass Area Corner Speldhurst Road Fronting 102 Speldhurst Road Southborough Royal Tunbridge Wells Kent TN4 0JD	EM/56	B032 07	Freehold	Land. Grass Amenity Area
115 Grass Area Opposite 10-16 The Coppice Pembury Royal Tunbridge Wells Kent TN2 4EY	EM/466	B033	Freehold	Land. Grass Amenity Land With Trees
116 Milkhouse Cottages Sissinghurst Cranbrook Kent TN17 2JT	10/00038/EM	B034	Freehold	Road. Road is adopted highway.
117 Land At Milkhouse Cottages Sissinghurst Cranbrook Kent TN17 2JT	EM/424	B034 01	Freehold	Land. Grass Area With Small Trees. Road is adopted highway maintainable at public expense.
118 Land At Pullington Cottages Benenden Cranbrook Kent TN17 4EG	EM/682	B035	Freehold	Land. Grass Area with road and parking. Part of the road has been adopted and is maintained by Kent Highway Services.
119 Down Meadow Frythe Way Cranbrook Kent TN17 3AU	EM/684	B036	Freehold	Land. Grass Area. Part unregistered.
120 Grass Area Fronting 9-15 St Dunstons Walk Cranbrook Kent TN17	EM/677	B037	Freehold	Land. Grass Area. Adopted highway maintainable by Kent Highway Services.
121 Road, Footpath And Parking Area Adjacent 6 Cleavers Sissinghurst Cranbrook Kent TN17 2JU	10/00053/EM	B039	Freehold	Road, part of parking area and footpath adjacent to 6 Cleavers Close. Part adopted highway.
122 Cleavers Sissinghurst Cranbrook Kent TN17 2JU	10/00052/EM	B039 01	Freehold	Land. Large grass area with shrubs, hedge and footpath.
123 Grass Area Between 1 And 15 Boundary Road Royal Tunbridge Wells Kent TN2 5BH	EM/703	B040 01	Freehold	Road. Grass Area and road. Road is adopted highway.
124 Footpath Between 14 And 16 Hawkenbury Road Royal Tunbridge Wells Kent TN2 5BJ	10/00061/EM	B040 02	Freehold	Footpath. Footpath between numbers 14 and 16.
125 Footpath Between 105 And 107 Forest Road Royal Tunbridge Wells Kent TN2 5BG	10/00062/EM	B040 03	Freehold	Footpath. Footpath between 105 and 107 and front drive between 101 and 103 Forest Road
126 Grass Areas Between 1-12 Bracken Close Royal Tunbridge Wells Kent TN2 3LY	EM/720	B041	Freehold	Land. Grass Area
127 Land On Corner Of Calverley Road And 5 Decimus Place, Calverley Park Gardens Royal Tunbridge Wells Kent TN1 2JX	EM/294	B042	Freehold	Land. Grass Area

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
128 Land Adjacent To 11 Hilbert Road Royal Tunbridge Wells Kent TN2 3SA	EM/670	B043	Freehold	Land. Woodland area currently maintained by the local Bee keepers.
129 Land Adjacent 10 Aspen Way Southborough Royal Tunbridge Wells Kent TN4 9YB	EM/695	B044	Freehold	Land. Grass and parking area.
130 Grass Area Adjacent To 14-18 Beagles Wood Road Pembury Royal Tunbridge Wells Kent TN2 4HX	EM/688	B045	Freehold	Land. Grass Area
131 Land At 176 Sandhurst Road Royal Tunbridge Wells Kent TN2 3TQ	EM/687	B046	Freehold	Land. Grass area fronting 172, 174 and 176 Sandhurst Road
132 Grass Area To Rear Of Recycling Point Regal Car Park High Street Cranbrook Kent TN17 3DN	EM/397	B047	Freehold	Car Park. Grass Area Bounded By Fence/Stream. Responsibility transferred to Cranbrook Parish Council under lease.
133 Grass Area Adjacent To 1 Chiltern Walk Royal Tunbridge Wells Kent TN2 3NJ	EM/240	B048 01	Freehold	Land. Grass Area With Trees/Bushes
134 Grass Area Adjacent To 12 Chiltern Walk Royal Tunbridge Wells Kent TN2 3NJ	EM/238	B048 02	Freehold	Land. Large Grass Bank With Trees
135 Land By Garages Adjacent To 15 Chiltern Walk Royal Tunbridge Wells Kent TN2 3NJ	EM/188	B048 03	Freehold	Land. Small area of land adjaent to garages
136 Grass Area Rear Of 2-36 Allington Road Paddock Wood Tonbridge Kent TN12 6AN	EM/516	B049	Freehold	Land. Grass Area Bounded By Fence With Gate
137 Land Adjacent To 1 And 3 Prospect Park Southborough Royal Tunbridge Wells Kent TN4 0EQ	12/00334/ASS ET	B050 01	Freehold	Land. Land adjacent to 1 Prospect Park, 3 Prospect Park and 16 Prospect Park.
138 Grass Area Fronting 23-27 Cleveland Royal Tunbridge Wells Kent TN2 3NG	EM/239	B052 01	Freehold	Land. Grass Bank With Bushes/Trees
139 Grass Area Fronting 43 Cleveland Royal Tunbridge Wells Kent TN2 3NH	EM/183	B052 02	Freehold	Land. Odd Triangle Of Grass
140 Grass Area Adjacent To 2 Cleveland Royal Tunbridge Wells Kent TN2 3NF	EM/242	B052 03	Freehold	Land. Steep Grass Bank With Bushes/Trees
141 Land Between Garages And 40 Cleveland Royal Tunbridge Wells Kent TN2 3NG	EM/195	B052 04	Freehold	Land. Footpath, Bed With Bushes
142 Grass Area Adjacent To 11B Cleveland Royal Tunbridge Wells Kent TN2 3NF	EM/241	B052 05	Freehold	Land. Grass Area With Trees, Footpath
143 Grass Area Adjacent To 42 Cleveland Royal Tunbridge Wells Kent TN2 3NG	EM/192	B052 06	Freehold	Land. Part Of Footpath/Grass Verge
144 Grass Area Adjacent 74 Cleveland Royal Tunbridge Wells Kent TN2 3NH	EM/181	B052 07	Freehold	Land. Grass Bank With Trees/Bushes on corner of Cleveland and Ferndale.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
145 Grass Area Fronting 60 Cleveland Royal Tunbridge Wells Kent TN2 3NH	EM/182	B052 08	Freehold	Land. Grass Bank With Small Trees/Retaining Wall
146 Grass Area Fronting 35 Cleveland Royal Tunbridge Wells Kent TN2 3NH	EM/185	B052 09	Freehold	Land. Grass Verge/Walled Bed With Tree
147 Grass Area Adjacent To 40 Cleveland Royal Tunbridge Wells Kent TN2 3NG	EM/194	B052 10	Freehold	Land. Part Of Grass Verge With Lamp Post
148 Grass Area Adjacent To 46 Cleveland Royal Tunbridge Wells Kent TN2 3NG	EM/190	B052 11	Freehold	Land. Part Of Grass Verge
149 Grass Area Fronting 39 Cleveland Royal Tunbridge Wells Kent TN2 3NH	EM/184	B052 12	Freehold	Land. Grass Verge With Tree And Lamp Post
150 Grass Area Adjacent To 44 Cleveland Royal Tunbridge Wells Kent TN2 3NG	EM/191	B052 13	Freehold	Land. Part Of Grass Verge
151 Land Fronting 18 Pennine Walk Royal Tunbridge Wells Kent TN2 3NN	EM/196	B052 14	Freehold	Land. Tarmac Triangle fronting 18 Pennine Walk.
152 Land At Lampington Row Langton Green Royal Tunbridge Wells Kent TN3 0JG	10/00015/EM	B054	Freehold	Land. Road and triangle of grass with footpath. The road is adopted highway and maintainable by Kent Highway Services at public expense.
153 Grass Verge Fronting Greenend Lampington Row Langton Green Royal Tunbridge Wells Kent TN3 0JG	10/00031/EM	B054 01	Freehold	Land. Verge adjoining property 'Greenend'.
154 Grass Area Lampington Row Langton Green Royal Tunbridge Wells Kent TN3 0JG	EM/438	B054/02	Freehold	Land. Grass Amenity Area Land With Footpath. Land transferred to Speldhurst Parish Council Road shown on Title Deed and Plan forms part of the adopted highway.
155 Tunbridge Wells Borough Council Land To Rear Of 48 Clifton Road Royal Tunbridge Wells Kent TN2 3AT	10/00025/EM	B055 01	Freehold	Footpath. Path between 48-50 Clifton Road and land to rear of properties.
156 Footpath To Rear Of 3 Betherinden Cottages Bodiam Road Sandhurst Cranbrook Kent TN18 5LW	10/00078/EM	B057	Freehold	Bank, garden land to rear of no. 3.
157 Verge Fronting 4-8 Twysden Cottages Bodiam Road Sandhurst Cranbrook Kent TN18 5LF	10/00083/EM	B057 02	Freehold	Footpath. Verge fronting 4-8.
158 Land At Front Of 175 Hastings Road Pembury Royal Tunbridge Wells Kent TN2 4JY	10/00005/EM	B058	Freehold	Road. Area of land between the front garden and pavement.
159 Verge Fronting 8 Brampton Bank Five Oak Green Road Tudeley Tonbridge Kent TN11 0PN	10/00024/EM	B059	Freehold	Land. Verge fronting no. 8.
160 Land Between Front Gardens Of 9 And 10 Spring Lane Bidborough Royal Tunbridge Wells Kent TN3 0UE	10/00012/EM	B061	Freehold	Land. Small plot of land between the front gardens of nos. 9 and 10 adjacent to roadway.



Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
161 Land To Rear Of 20-35 Hornbeam Avenue Southborough Royal Tunbridge Wells Kent TN4 9XT	12/00305/ASS ET	B062	Freehold	Land.
162 Land Adjacent To 65 South View Road Tunbridge Wells Kent TN4 9BU	EM/77	B068	Freehold	Land. Open Grass Area between South View Road and Montgomery Road.
163 Roads And Footpaths Around Bankfield Way Goudhurst Cranbrook Kent TN17 1EG	10/00073/EM	B069	Freehold	Footpath. Roads and footpaths. Road and footpath adopted.
164 Grass Verge Angley Road Cranbrook Kent TN17	10/00063/EM	B070	Freehold	Land. Verge adjacent to service road off Angley Road. Adopted highway maintainable by Kent Highway Services.
165 Angley Road Cranbrook Kent TN17	10/00064/EM	B070	Freehold	Road. Part verge and road. Adopted highway maintainable by Kent Highway Services.
166 Grass Area Fronting Grounds Of Angley School Angley Road Cranbrook Kent TN17 2PJ	EM/419	B070 01	Freehold	Land. Part Of Grass Bank
167 Grass Area Fronting St Annes To Brooklands Angley Road Cranbrook Kent TN17 2PG	EM/420	B070 02	Freehold	Footpath. Tarmac/Grass Verge
168 Grass Area Ransom Strip To Rear Of 15 Broadcloth Cranbrook Kent TN17 3RG	EM/659	B072	Freehold	Land. Ransom Strip At End Of Road off Wilsons Land.
169 Land To Rear Of 23 Brewer Street Lamberhurst Royal Tunbridge Wells Kent TN3 8DW	15/00411/ASS ET	B074	Freehold	Area of land to rear of 23 Brewer Street.
170 Footpath Between 37-41 Turner Avenue Cranbrook Kent TN17 3BX	EM/411	B079	Freehold	Land. Small Ransom Strip Adjoining Open Land off Wilsons land.
171 Land Adjoining 8 The Limes The Street Frittenden Cranbrook Kent TN17 2DL TN17 2DL	10/00043/EM	B081	Freehold	Land. Grass strip/verge.
172 Frythe Way Cranbrook Kent TN17	10/00048/EM	B082	Freehold	Road. Roads and footpaths. Part of the highway is adopted.
173 Road And Parking Area Lurkins Rise Goudhurst Cranbrook Kent TN17	10/00075/EM	B083	Freehold	Road. Road with parking area. Adopted highway maintainable at public expense by Kent Highway Services.
174 Part Road, Footpath And Verge Lurkins Rise Goudhurst Cranbrook Kent TN17	10/00076/EM	B083	Freehold	Road. Road, footpath and verge. Road is adopted highway.
175 Land Adjoining Lilac Cottage Hartley Road Cranbrook Kent TN17 3QP	10/00044/EM	B085	Freehold	Land. Verge fronting Lilac Cottage.
176 Strip Of Land Adjacent To 51 Dorking Road Royal Tunbridge Wells Kent TN1 2LN	EM/174	B086	Freehold	Land. Odd Bit Of Waste Ground Overgrown
177 Grass Area At 27 Powder Mill Lane Royal Tunbridge Wells Kent TN4 9EF	EM/75	B089 02	Freehold	Land. Triangle Of Grass

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
178 Grass Area At Side Of 29 Powder Mill Lane Southborough Royal Tunbridge Wells Kent TN4 9EE	EM/76	B089 03	Freehold	Land. Triangle Of Grass With Lamp Post
179 Land At Mount Pleasant Paddock Wood Tonbridge Kent TN12	EM/514	B090 02	Freehold	Land. Part Road, Part Garden, Part Footpath. Adopted highway maintainable by Kent Highway Services.
180 Road And Verge Adjoining 19 Campion Crescent Cranbrook Kent TN17 3QJ	10/00056/EM	B091	Freehold	Road. Part of road and verge adjoining no. 19. Part of the road is adopted highway.
181 Henwoods Crescent Pembury Royal Tunbridge Wells Kent TN2	10/00001/EM	B091	Freehold	Road. Part road with verge. Majority adopted highway.
182 Grass Areas At Bulls Place Pembury Royal Tunbridge Wells Kent TN2 4HJ	EM/689	B092 01	Freehold	Land. Various Grass Areas
183 Land At Grange Road Rusthall Royal Tunbridge Wells Kent TN4	10/00027/EM	B099	Freehold	Road. Road, footpaths, circular verge and parking. The road and footpaths form part of the adopted highway. The circular verge is owned by TWBC.
184 Land Adjacent To 39 Albert Street Royal Tunbridge Wells Kent TN1 2QH	10/00002/EM	B100	Freehold	Land. Verge adjacent to 39 Albert Street and four small pieces of land.
185 Land Adjacent To 39 Albert Street Royal Tunbridge Wells Kent TN1 2QH	11/00300/ASS ET	B100	Freehold	Land. Grass strip of land adjacent to 39 Albert Street. Estates to clear initial fly tipping and cut back shrubs and bushes. Following initial cut Parks will add to the grass cutting contract. Estates to continue monitoring for fly tipping.
186 Strip Of Land Adjacent To The Firs Langton Road Langton Green Royal Tunbridge Wells Kent TN3 0BA	12/00325/ASS ET	B104 04	Freehold	Land. Strip of land along Langton Road between The Firs and Dornden.
187 Land Opposite 49 Birling Road Royal Tunbridge Wells Kent TN2	12/00332/ASS ET	B105	Freehold	Land. Triangle of land maintainable as verge by TWBC.
188 Land At 1 Brook Cottages Town Hill Lamberhurst Royal Tunbridge Wells Kent TN3 8EN	10/00057/EM	B106	Freehold	Land. Triangle of land fronting number 1 Brook Cottages.
189 Land To Rear Of 18 Redleaf Close Royal Tunbridge Wells Kent TN2 3UD	10/00092/EM	B107	Freehold	Land. Large area of land with trees and culvert.
190 Grass Area At Herons Way Pembury Royal Tunbridge Wells Kent	EM/458	B108	Freehold	Grass Verge With Tree Stump. Adopted highway maintainable by Kent Highway Services.
191 Grass Area Fronting 41 Herons Way Pembury Royal Tunbridge Wells Kent TN2 4DW	EM/456	B108 01	Freehold	Land. Grass Area With Trees, Divided By Drives. Adopted highway, maintainable by Kent Highway Services.
192 Grass Area Fronting 51 Herons Way Pembury Royal Tunbridge Wells Kent TN2 4DW	EM/457	B108 02	Freehold	Land. Grass Area With Trees, Divided By Drives. Adopted highway, maintainable by Kent Highway Services.
193 Area Of Land Fronting 10-12 Banner Farm Road Royal Tunbridge Wells Kent TN2 5EA	EM/320	B109	Freehold	Part Highway/Footpath/Grass Verge. Land is adopted highway. Maintainable by Kent Highway Services.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
194 Land To Rear Of 1-4 Snipe Close Pembury Royal Tunbridge Wells Kent TN2 4DG	13/00346/ASS ET	B111	Freehold	Land. Land between 1-4 Snipe Close and Stone Court Lane
195 Access And Land Fronting Godfreys Yard North Farm Road Royal Tunbridge Wells Kent TN2 3DH	13/00353/ASS ET	B114	Freehold	Land. Land used as access to Godfreys Yard, North Farm Lane
196 Land At 98 Queens Road Royal Tunbridge Wells Kent TN4 9JU	14/00359/ASS ET	B118	Freehold	Land. Verge fronting 98 Queens Road.
197 Land On South Side Of Upper Grosvenor Road Royal Tunbridge Wells Kent TN1	14/00385/ASS ET	B120	Freehold	Land. Triangle of land on corner of Upper Grosvenor Road and Grosvenor Bridge
198 Corner Of Garden 35 Mount Pleasant Paddock Wood Tonbridge Kent TN12 6AH	14/00361/ASS ET	B124	Freehold	Land. Corner of garden. pavement fronting 35 Mount Pleasant
199 Land Fronting 60A Newton Road Royal Tunbridge Wells Kent TN1 1RU	14/00392/ASS ET	B125	Freehold	Land. Land fronting 60A Newton Gardens.
200 1 & 2 Hope Cottages St Johns Road Royal Tunbridge Wells Kent TN4 9TS	15/00402/ASS ET	B128	Freehold	Land to rear of 1 and 2 Hope Cottages. The land has a benefit of a right of way where tinted brown on the title plan.
201 Road And Parking At Common View Royal Tunbridge Wells Kent	15/00412/ASS ET	B131	Freehold	Roadway and parking spaces. Majority of title is adopted highway and maintainable at public expense.
202 Land To Rear Of St Stephens Cottages Stanley Road Royal Tunbridge Wells Kent	15/00416/ASS ET	B133	Freehold	Land to rear of St Stephens Cottage adjacent to garages.
203 Land At St Barnabas Church Stanley Road Royal Tunbridge Wells Kent	15/00429/ASS ET	B135	Freehold	Small strip of land.
204 Grass Area At The Coppice Pembury Royal Tunbridge Wells Kent TN2 4EY	EM/467	BO33	Freehold	Land. Grass Area, Divided By Drives
205 Land At Hunting Gate Chalket Lane Pembury Royal Tunbridge Wells Kent TN2 4AA	EM/451	BO64	Freehold	Land. Large grass area with access footpaths. Land is between Chalket Farm in Chalket Lane and Fletchers in Hastings Road.
206 Road Fronting Balcombe Cottages Balcombes Hill Goudhurst Cranbrook Kent TN12 1AZ	10/00071/EM	C016	Freehold	Road. Road fronting Balcombe Cottages. Adopted highway. maintainable by Kent Highway Services.
207 Land Opposite Carolyn Balcombes Hill Goudhurst Cranbrook Kent TN17 1AT	10/00072/EM	C016	Freehold	Road. Part of footpath opposite 'Carolyn'. Land is adopted highway and maintainable by Kent Highway Services.
208 Road, Footpaths And Parking Areas Leybourne Dell Benenden Cranbrook Kent TN17	10/00045/EM	C026	Freehold	Road, footpaths and parking areas. Parking and garage area to right hand side of road transferred to TCHG 24.10.2014. The road and footpaths are all adopted highway, maintainable by Kent Highway Services at public expense.
209 Land Fronting Colebrook Industrial Estate Longfield Road Royal Tunbridge Wells Kent TN2	EM/450	E001	Freehold	Land. Grass Verge Adjoining Road

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Non-Operational De Minimus Land</b>					
210	Colebrook Industrial Estate Access Road, Parking And Land To Rear Of Units 11-19 Royal Tunbridge Wells Kent TN2 3DG	EM/546	E001	Freehold	Road. Road, Gravel Parking And Grass Bank. Part of land transferred to Knights Developments Ltd and has been removed from the plan.
211	Footpath To The Rear Of 25 - 31 Monson Road Royal Tunbridge Wells Kent TN1 1LS	13/00355/ASS ET	E010 11 12	Freehold	Footpath. Footpath including wall to rear of the row of terrace houses. Footpath to the rear of the terrace houses.
212	Public Open Space Five Ways Mount Pleasant Road Royal Tunbridge Wells Kent TN1	EM/217	E023	Freehold	Road. Paved area with Millenium clocktower. Paved area is adopted highway.
213	285 St Johns Road Royal Tunbridge Wells Kent TN4 9XE	05/00002/EM	E025	Leasehold	Monitoring Station. Air Value Monitor managed by Environmental Services TWBC own the structure but this is not TWBC owned land that the substation resides on.
214	Footpath/Driveway Rear Of 15-25 Salisbury Road Southborough Royal Tunbridge Wells Kent TN4 9DJ	EM/64	F001	Freehold	Footpath. Concrete Driveway To Garages
215	Footpath To Rear Of 1-5 Silverden Cottages Silverden Lane Sandhurst Cranbrook Kent TN18 5LU	10/00087/EM	F002	Freehold	Footpath. Footpath to rear of 1-5 and verge on corner fronting no. 1.
216	Footpath Leading To The Ridings Paddock Wood Tonbridge Kent TN12	10/00070/EM	F003	Freehold	Footpath. Footpath with grass verges. Footpath runs from the car park at the end of The Ridings to the rear of the houses in Le Temple Road. There is a possible contamination issue regarding the use of the land prior to the development. TWBC Environmental team have contacted all residents to ask if they can access their land for bore hole testing. Property have given permission to them to drill bore holes on the verges either side of the footpath, if this is necessary.
217	Hawkenbury Close Royal Tunbridge Wells Kent TN2 5BL	10/00047/EM	F005	Freehold	Roads, footpaths with areas of verge fronting Hawkenbury Road and large amenity area. Road is adopted highway
218	Road And Footpath Basden Cottages Hawkhurst Cranbrook Kent TN18 4EB	10/00079/EM	F008	Freehold	Footpath. Road and footpath with steps. Road and layby form part of the adopted highway and are maintainable by Kent Highway Services.
219	Grass Area Adjacent 41 George Street Royal Tunbridge Wells Kent TN2 4SR	EM/300	F009	Freehold	Land. Paved/Grass Area With Seats And Footpath
220	Footpath From The Hill To Doctor Hopes Road Cranbrook Kent TN17	EM/401	F010	Freehold	Footpath. Footpath/Track Part Tarmac/Gravel
221	Grass Area And Footpath At Down Avenue Lamberhurst Royal Tunbridge Wells Kent TN3	EM/492	F011	Freehold	Footpath. Grass Footpath/Verge With Trees. Road is adopted highway.
222	Grass Area At The Corner Of Furnace Avenue Lamberhurst Royal Tunbridge Wells Kent TN3 8LB	EM/493	F012 01	Freehold	Land. Grass Verge With Footpath.
223	Grass Area At The Corner Of Furnace Avenue Lamberhurst Royal Tunbridge Wells Kent TN3 8LB	EM/494	F012 02	Freehold	Land. Grass Verge And Footpath
224	Furnace Avenue Lamberhurst Royal Tunbridge Wells Kent TN3 8LB	10/00050/EM	F012 03	Freehold	Land. Garages and verge with road. Road is adopted highway.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
225 Road And Footpath Queens Road Hawkhurst Cranbrook Kent TN18	10/00082/EM	F015	Freehold	Road. Road and footpaths opposite Hammonds. Road is adopted highway.
226 Grass Area At The Corner Of 94 Mount Pleasant Paddock Wood Tonbridge Kent TN12 6AQ	EM/510	F018	Freehold	Land. Small Piece Of Land, Footpath
227 Footpath From Southfield Road To Culverden Down Royal Tunbridge Wells Kent TN4	EM/96	F020	Freehold	Footpath. Tarmac Footpath, Poor Condition. Adopted highway and public right of way maintainable at public expense.
228 Tanyard Lane Off Holden Road Adjacent Holden House Holden Road Southborough Royal Tunbridge Wells Kent	EM/16	F021	Freehold	Footpath. Tarmac Footpath (Poor Surface). Public Right of Way No. 0234/WS23/1. Maintainable by KCC Public Rights of Way office.
229 Tarmac Footpath Adjacent To Rammell Playing Field Bakers Cross Cranbrook Kent TN17	EM/402	F022	Freehold	Footpath. Tarmac footpath and bank adjacent to road. Part of footpath is adopted highway.
230 Footpath In Front Of 17-26 Porters Wood Petteridge Lane Matfield Tonbridge Kent TN12 7LR	EM/501	F023	Freehold	Tarmac Footpath. KCC adopted highway, maintained by Kent Highway Services.
231 Land Opposite 35-39 Calverley Street Royal Tunbridge Wells Kent TN1 2XD	EM/230	F024	Freehold	Footpath. Tarmac Footpath With Trees. Adopted highway maintainable by Kent Highway Services.
232 Footpath Wellington Cottages Hawkhurst Cranbrook Kent TN18 5EL	10/00086/EM	F025	Freehold	Footpath. Footpath to rear of Wellington Cottages.
233 Wellington Cottages Hawkhurst Cranbrook Kent TN18 5EL	10/00085/EM	F025 01	Freehold	Road. Road with verges and footpath. Road is adopted highway.
234 Footpath To Rear Of 66 Victoria Road Royal Tunbridge Wells Kent TN1 2PW	12/00308/ASS ET	F027	Freehold	Footpath. Footpath to rear of number 66 Victoria Road only.
235 Footpath To Rear Of 20 Wiltshire Way Royal Tunbridge Wells Kent TN2 3DD	10/00040/EM	F029	Freehold	Footpath. Footpath to the rear of 20 Wiltshire Way.
236 Land At Weald View Pearsons Green Road Brenchley Tonbridge Kent TN12 7DA	10/00035/EM	F030	Freehold	Footpath. Footpath fronting numbers 2-4 Weald View
237 Footpath Fronting 1-12 The Beeches Horns Road Hawkhurst Cranbrook Kent TN18 4QJ	10/00080/EM	F031	Freehold	Footpath. Footpath fronting 1-12.
238 Land Fronting 70-78 Rusthall High Street Rusthall Royal Tunbridge Wells Kent TN4 8SG	10/00028/EM	F032	Freehold	Land. Strip of land fronting 70-78 Rusthall High Street. Part of land adopted highway.
239 Footpath At Sandhurst Park Royal Tunbridge Wells Kent TN2	10/00030/EM	F033	Freehold	Footpath. Footpath between 39 and 41 Sandhurst Park. Part of a Public Right of Way. Maintainable at public expense by KCC PROW office.
240 Land At Chestnut Close Frittenden Cranbrook Kent TN17 2DE	10/00054/EM	F034	Freehold	Footpath. Footpath and layby fronting Chestnut Close. Part now adopted highway. Land fronting no. 1 does not form part of adopted highway.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
241 Church Road And Old Kent Road Paddock Wood Tonbridge Kent TN12	10/00090/EM	F035	Freehold	Footpath. Alleyway and footpath between Church Road and Old Kent Road. The footpath is a public right of way but regular cleaning and litter clearing is carried out by TWBC client services.
242 Footpath To Rear Of 70-72 Victoria Road Royal Tunbridge Wells Kent TN1 2PW	14/00389/ASS ET	F037	Freehold	Footpath. Footpath to the rear of 2 houses at 70 and 72 Victoria Road.
243 Footpath To Rear Of 50 Norman Road Royal Tunbridge Wells Kent TN1 2RT	15/00419/ASS ET	F043	Freehold	Footpath to rear garden of 50 Norman Road
244 Land Fronting 59 St Johns Road Royal Tunbridge Wells Kent TN4 9TT	15/00428/ASS ET	F045	Freehold	Footpath fronting property.
245 Land Lying To The South Of Mount Pleasant Paddock Wood Tonbridge Kent	14/00430/ASS ET	F046	Freehold	4 small pieces of footpath
246 Land Adjacent Hopping Hooden Horse Church Road Paddock Wood Tonbridge Tonbridge Kent TN12 6HB	EM/522	H001	Freehold	Footpath. Part Of Tarmac Footpath
247 Parking Area Hunters Way Royal Tunbridge Wells Kent TN2	13/00354/ASS ET	L035	Freehold	Car Park. Parking area adjacent to 44 Hunters Way and fronting recreation ground
248 24 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/554	L041	Freehold	Land. Area Of Land Licensed As Garden Extn.
249 22 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/557	L041	Freehold	Land. Area Of Land Licensed As Garden Extn.
250 14 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/327	L041	Freehold	Land. Area Of Land Licensed As Garden Extension.
251 20 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/553	L041	Freehold	Land. Area Of Land Licensed As Garden Extension.
252 34 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/558	L041	Freehold	Land. Area Of Land Licensed As Garden Extension.
253 28 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/556	L041	Freehold	Land. Area Of Land Licensed As Garden Extn.
254 32 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/722	L041	Freehold	Land. Area Of Land Licensed As Garden Extension
255 26 Napier Road Royal Tunbridge Wells Kent TN2 5AT	EM/555	L041	Freehold	Land. Area Of Land Licensed As Garden Extn.
256 16 Napier Road Royal Tunbridge Wells Kent TN2 5AT	12/00307/ASS ET	L041	Freehold	Land. Land at rear licensed as garden land.
257 Land Adjacent To Grange Road Allotments Wickham Gardens Rusthall Royal Tunbridge Wells Kent TN4 8TD	EM/128	M004	Freehold	Land. Land adjacent to allotments. Cultivated Allotments Fenced With Gate transferred to Rusthall Parish Council.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
258 Grass Verges At Sandhurst Avenue Pembury Royal Tunbridge Wells Kent TN2 4JZ	EM/685	R001 03	Freehold	Land. Grass Verges and road. Road and verges form part of the adopted highway and are maintained by Kent Highway Services.
259 Lomas Lane Sandhurst Cranbrook Kent TN18	EM/426	R002	Freehold	Road. Concrete Road With Speed Hump.
260 Road Winstone Scott Avenue Langton Green Royal Tunbridge Wells Kent TN3 0JJ	10/00016/EM	R003	Freehold	Road. Road and footpath. Part adopted highway.
261 Access Road Northfields Speldhurst Royal Tunbridge Wells Kent TN3	10/00014/EM	R005	Freehold	Road. Access road.
262 Road And Footpath At Sandhurst Road And Blakeway Royal Tunbridge Wells Kent TN2	10/00026/EM	R007	Freehold	Road. Roadway and a triangle of land with footpath fronting 168-176 Sandhurst Road. Road is adopted highway.
263 Part Of Road Causton Road Cranbrook Kent TN17 3ES	10/00049/EM	R008	Freehold	Road. Part of the road and footpaths. Road is a Public Right of Way but TWBC still responsible for the footpaths and road beneath surface including drainage and culvert under road.
264 Part Of Road And Footpath At Henwoods Crescent Pembury Royal Tunbridge Wells Kent TN2	10/00010/EM	R010	Freehold	Road. Part of road and footpath. Adopted highway maintainable at public expense by Kent Highway Services.
265 Land At The Glebe Bidborough Royal Tunbridge Wells Kent TN3 0UR	10/00011/EM	R011	Freehold	Road. Adopted highway maintainable at public expense by Kent Highway Services.
266 Land Fronting 6-16 Sychem Place Five Oak Green Tonbridge Kent TN12 6TR	10/00017/EM	R012	Freehold	Footpath. Footpath verge fronting numbers 6-16.
267 Road Sychem Place Five Oak Green Tonbridge Kent TN12	10/00018/EM	R012	Freehold	Road. Cul de sac road. Adopted highway maintainable at public expense by Kent Highway Services.
268 Land Fronting 1-6 Sychem Place Five Oak Green Tonbridge Kent TN12 6TR	10/00019/EM	R012	Freehold	Land. Verge/path fronting numbers 1-6.
269 Bowls Place Paddock Wood Tonbridge Kent TN12 6HX	10/00065/EM	R013	Freehold	Road. Road and footpaths.
270 Land At Elmhurst Avenue Pembury Royal Tunbridge Wells Kent TN2 4DA	10/00004/EM	R014	Freehold	Road. Road and footpath. Road is adopted highway and footpath is a Public Right of Way.
271 Henwoods Mount Pembury Royal Tunbridge Wells Kent TN2 4BH	10/00003/EM	R015	Freehold	Land. Road and land/verge. Road is part adopted highway.
272 Grass Area At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/486	R016	Freehold	Land. Grass Amenity Area.
273 Grass Area At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/487	R016 01	Freehold	Land. Small Grass Amenity Area
274 Grass Area At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/488	R016 02	Freehold	Land. Grass Amenity Area

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
275 Grass Area Fronting 13 Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/489	R016 03	Freehold	Land. Grass Amenity Area
276 Land At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	10/00021/EM	R016 04	Freehold	Road. Path and verges fronting Five Oak Green Road at junctions of Larkfield. Road is adopted highway.
277 Footpath At Great Footway And Gibbetts Langton Green Royal Tunbridge Wells Kent TN3	10/00013/EM	R017	Freehold	Road. Roads, footpaths and verges the majority of which now forms part of the adopted highway system.
278 Land At Gipps Cross Lane Langton Green Royal Tunbridge Wells Kent TN3 0DH	10/00020/EM	R018	Freehold	Road. Road and footpaths/verges, the majority of which are adopted highway. There is a conveyance on the land dated 4 April 1927 and a Deed of Grant dated 11 April 1932 (filed under Title No. K320086.
279 Land Fronting Houses At The End Of Gipps Cross Lane Langton Green Royal Tunbridge Wells Kent TN3 0DH	12/00326/ASS ET	R018	Freehold	Road. Land used as driveway for the two houses at the end of the road. There is a Conveyance on the land dated 22 November 1943. There is a Deed of Grant dated 7 January 1974 containing Covenants.
280 Land Fronting Half Acre Southfields Speldhurst Royal Tunbridge Wells Kent TN3 0PD	10/00032/EM	R019	Freehold	Land. Triangle of land fronting property ' Half Acre'.
281 Ringden Avenue Paddock Wood Tonbridge Kent TN12	10/00066/EM	R020 00	Freehold	Road. Road, footpath and parking areas with garages. Road is adopted highway maintainable at public expense. Footpath is PROW maintainable by KCC PROW office. Garage and parking area transferred to TCHG 24.10.2014.
282 Footpaths And Road At Falmouth Place Five Oak Green Tonbridge Kent TN12 6RD	10/00022/EM	R021	Freehold	Road. Road, footpaths and layby. Road adopted highway.
283 Access Road And Car Park Fronting The Co-op High Street Cranbrook Kent TN17 3DQ	10/00029/EM	R022	Freehold	Road. Access road, car park fronting the Co-op.
284 Land At Stone Court Lane Pembury Royal Tunbridge Wells Kent TN2	EM/455	R024 01	Freehold	Road. Private Road, Made Up Tarmac
285 Right Of Way From Hastings Road Pembury Through Chalket Lane Pembury Royal Tunbridge Wells Kent TN2 4AA	EM/453	R025	Right of Way	Footpath. Vehicle Acc. Over A21/Path Through Fields. Right of Way only. Path owned by Chalket Farm.
286 Courthope Paddock Wood Tonbridge Kent TN12	13/00340/ASS ET	R026	Freehold	Road. Part of road adjacent to MacDonald Court. Remainder of road is adopted highway
287 Site Of Swifts View, Quaker Drive And Angley Walk Cranbrook Kent TN17	10/00036/EM	R027	Freehold	Road. Roads and footpath with steps. Majority of Title is adopted highway.
288 Sandhurst Close Sandhurst Cranbrook Kent TN18	10/00084/EM	R029	Freehold	Road. Adopted highway maintainable by Kent Highway Services.
289 Caley Road Royal Tunbridge Wells Kent TN2	10/00039/EM	R031	Freehold	Road. Part of Caley Road adjoining Liptraps Lane. Adopted highway maintainable by Kent Highway Services.
290 Wiltshire Way Royal Tunbridge Wells Kent TN2	10/00041/EM	R032	Freehold	Road. Part of the road at Wiltshire Way. Adopted highway maintainable by Kent Highway Services.



Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Non-Operational De Minimus Land</b>					
291	Liptraps Lane Royal Tunbridge Wells Kent TN2	10/00042/EM	R033	Freehold	Road. Rectangular piece of land fronting the access to 46-48 Liptraps Lane. Adopted highway maintainable by Kent Highway Services.
292	Street Record Orchard Close Horsmonden Tonbridge Kent TN12 8LU	10/00088/EM	R035	Freehold	Road. Adopted highway maintainable by Kent Highway Services.
293	Site Of Wise Acre Lamberhurst Royal Tunbridge Wells Kent TN3 8HL	10/00034/EM	R036	Freehold	Road. Adopted highway maintainable by Kent Highway Services.
294	Site Of Oakfields Benenden Cranbrook Kent TN17 4HD	10/00037/EM	R037	Freehold	Road. Access road. Adopted highway maintainable by Kent Highway Services.
295	Mount Pleasant Avenue Royal Tunbridge Wells Kent TN1	EM/268	R039	Freehold	Road. Private Tarmac Road
296	Orchard Crescent Horsmonden Tonbridge Kent TN12	10/00077/EM	R040	Freehold	Road. Road is part of the adopted highway system.
297	Access Road Clavadel Road Paddock Wood Tonbridge Kent TN12 6EW	12/00330/ASS ET	R041	Freehold	Road. Access road for car park and rear of shops and flats
298	Clavadel Road Paddock Wood Tonbridge Kent TN12 6EW	13/00339/ASS ET	R041 01	Freehold	Road. Part of road to rear of 13-17 Commercial Road
299	Land Fronting Priplan House 11 - 12 Crescent Road Royal Tunbridge Wells Kent TN1 2LU	10/00051/EM	R042	Freehold	Footpath. Area of footpath and road fronting Priplan House. Adopted highway maintainable by Kent Highway Services.
300	Land On North East Side Of London Road Royal Tunbridge Wells Kent TN1	14/00383/ASS ET	R043	Freehold	Land. Small piece of land adjacent to Vale Avenue and fronting Tunbridge Wells and Counties Club. Land is adopted highway and maintainable at public expense by Kent Highway Services.
301	Land On The East Side Of Lansdowne Road Royal Tunbridge Wells Kent TN1	14/00384/ASS ET	R044	Freehold	Land. Strip of land crossing either side of Lansdowne Square. Adopted highway maintainable at public expense by Kent Highway Services.
302	Land On Corner Of Broadwater Lane Royal Tunbridge Wells Kent TN2 5RT	15/00388/ASS ET	R045	Freehold	Land. Strip of land adjacent to 1-6 Eridge Court. Adopted highway maintainable at public expense by Kent Highway Services.
303	Road And Footpath At Granary Paddock Wood Tonbridge Kent TN12 6HJ	14/00390/ASS ET	R046	Freehold	Road. Road and part of the footpath. The road is adopted highway and maintenance for the road lies with Kent Highways Services at KCC,
304	Land On South East Side Of Camden Road And Garden Street Royal Tunbridge Wells Kent	15/00414/ASS ET	R048	Freehold	Land. Part of road and pavement for Camden Road and Garden Street. This is adopted highway and maintainable by Kent Highway Services at public expense.
305	Strip Of Land Fronting Tunbridge Wells Fire Station Grove Hill Road Royal Tunbridge Wells Kent TN1 1SD	15/00418/ASS ET	R049	Freehold	Strip of land fronting the fire station. Land is adopted highway and maintainable by Kent Highway Services at public expense.
306	Road And Land Greenfield Close Rusthall Royal Tunbridge Wells Kent	15/00427/ASS ET	R054	Freehold	Road and land adjacent to site. Road is adopted highway, maintainable at public expense.
307	Land At Broadwater Lane Royal Tunbridge Wells Kent TN2	10/00058/EM	RO34	Freehold	Road. Part road and footpath fronting Cobbetts Ride and footpath to the rear of number 31. Adopted highway maintainable at public expense.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
308 Land And Open Space Goldings Paddock Wood Tonbridge Kent TN12 6EQ	EM/507	S009	Freehold	Land. Area Of Land, Parking, Grass Road is adopted highway maintainable at public expense.
309 Land At Goldings Paddock Wood Tonbridge Kent TN12 6EQ	10/00067/EM	S009	Freehold	Land. Large grass areas with parking and road. Most of the road is adopted highway.
310 Grass Verge Opposite Church Of King Charles The Martyr London Road Royal Tunbridge Wells Kent TN1 1YX	EM/307	S011	Freehold	Land. Part Of Grass Bank Including Cold Bath. Land is common land and maintainable by the Commons Conservators.
311 Grass Area Adjacent To 75 Ridgeway Pembury Royal Tunbridge Wells Kent TN2 4ES	EM/469	V001 01	Freehold	Land. Area Of Grass Verge To Rear Of Garages
312 Grass Area Fronting Garages Adjacent To 73 Ridgeway Pembury Royal Tunbridge Wells Kent TN2 4ES	EM/468	V001 02	Freehold	Land. Area of grass verge fronting garages.
313 Grass Area At Corner Of London Road And Lime Hill Road Royal Tunbridge Wells Kent TN1	EM/221	V002 01	Freehold	Land. Area Of Grass Verge, Illuminated Sign
314 Grass Area At Corner Of London Road Fronting Russell Hotel 80 London Road Royal Tunbridge Wells Kent TN1 1DZ	EM/220	V002 02	Freehold	Land. Area Of Grass Verge, Illuminated Sign
315 Grass Verges At Gunlands Horsmonden Tonbridge Kent TN12 8NG	EM/692	V003	Freehold	Land. Grass Verge area and part road. Part of the road is adopted highway.
316 Land Adjacent 37 Cobbetts Ride Royal Tunbridge Wells Kent TN2 5QG	EM/674	V004	Freehold	Land. Grass Verge area. Part adopted highway.
317 Grass Verge 1 Ramslye Road Royal Tunbridge Wells Kent TN4 8LT	EM/363	V006	Freehold	Land. Grass Verge With Tree
318 Grass Areas Sweeps Hill Close Pembury Royal Tunbridge Wells Kent TN2 4LT	EM/471	V007	Freehold	Land. Grass Verges. Road adopted highway.
319 Grass Area Fronting Beechwood Cottage Halls Hole Road Royal Tunbridge Wells Kent TN2	EM/259	V008	Freehold	Land. Large Grass Verge
320 Footpath From 149 Forest Road To Benhall Mill Road Royal Tunbridge Wells Kent TN2	EM/358	V009	Freehold	Footpath. Public Dirt Track. Public Right of Way.
321 Part Of Grass Verge And Grass Bank 106 Forest Road Royal Tunbridge Wells Kent TN2 5BE	EM/323	V009	Freehold	Land. Part Of Grass Verge And Grass Bank
322 Grass Area At Ashurst Hill Ashurst Royal Tunbridge Wells Kent TN3	EM/436	V010	Freehold	Land. Part Of Grass Verge Containing Tree
323 Verges At Gibbet Lane Horsmonden Tonbridge Kent TN12 8NA	10/00074/EM	V012	Freehold	Footpath. Verges fronting nos. 1, 3, 5, 7 and 16 Gibbet Lane.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Non-Operational De Minimus Land</b>				
324 Land Adjacent The Old Coach House Manor Close Royal Tunbridge Wells Kent TN4 8YB	EM/216	V013	Freehold	Part Of Tarmac Footpath. Adopted highway maintained by Kent Highway Services.
325 Land At End Of Alder Close Southborough Royal Tunbridge Wells Kent TN4 9YE	12/00321/ASS ET	V11	Freehold	Land. Small piece of land with trees and shrubs.
326 Land Adjacent To Snipe Wood Romford Road Pembury Royal Tunbridge Wells Kent TN2 4BB	10/00008/EM	W001 04	Freehold	Land. Large triangle of land adjacent to road, and Snipe Wood
327 Land Adjacent To The Lodge Pembury Road Royal Tunbridge Wells Kent TN2 3QG	EM/200	W005 03	Freehold	Land. Small Wooded Triangle Of Land
328 Land Oppsite 283 Upper Grosvenor Road Royal Tunbridge Wells Kent TN4 9EX	EM/85	W011	Freehold	Land. Wooded Bank Between Road And Railway
329 Land Adjacent To The Lodge Woodbury Park Road Royal Tunbridge Wells Kent TN4 9NH	12/00329/ASS ET	Z003	Freehold	Road. Land adjacent to The Lodge with access road
330 Former Telephone Exchange Town Hill Lamberhurst Royal Tunbridge Wells Kent TN3 8EN	13/00349/ASS ET	Z005	Freehold	Land. Miscellaneous land area. Building has been demolished.
<b>Asset Grouping: Non-operational</b>				
331 Footpath Adjacent To Tunbridge Wells Adult Education Centre Monson Way Royal Tunbridge Wells Kent TN1 1LS	15/00408/ASS ET	A003 01	Freehold	Footpath along side and rear of building situation in Monson Way
332 Footpath To Rear Of 38 Goods Station Road Royal Tunbridge Wells Kent TN1 2DB	14/00407/ASS ET	B077	Freehold	Footpath at rear of 38 Goods Station Road only. TWBC has a right of way over the rest of the footpath. See Title Documents.
333 Benenden Waste Treatment Works Walkhurst Road Benenden Cranbrook Kent TN17	14/00378/ASS ET	B119	Freehold	Land. Land used as part of waste treatment works.
334 Calverley Church 1 Market Square Royal Victoria Place Royal Tunbridge Wells Kent TN1 2SW	05/00001/EM	E016 02	Freehold	Church. Church building
335 STREET RECORD Frythe Close Cranbrook Kent	15/00426/ASS ET	R053	Freehold	Road, footpath and verge. Part adopted by Kent Highway Services.

# Tunbridge Wells Borough Council

## Asset Register - Operational

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Allotments</b>					
1	Allotments Sandhurst Road Royal Tunbridge Wells Kent TN2	EM/89	M001	Freehold	Allotments. Working Allotments
2	Allotments Southwood Road Rusthall Royal Tunbridge Wells Kent TN4	EM/124	M003	Freehold	Allotments. Cultivated Allotment Gardens. Allotments being transferred to Rusthall Parish Council.
3	Ferrars Allotments Cornford Lane Royal Tunbridge Wells Kent TN2	EM/258	M006	Freehold	Allotments. Functional Allotments
4	Allotments Eridge Road Royal Tunbridge Wells Kent TN4	EM/364	M007	Freehold	Allotments. (In Use)
5	Hawkenbury Allotments Halls Hole Road Royal Tunbridge Wells Kent TN2 4TU	EM/302	M008	Freehold	Allotments. Functional Allotments
6	Holly Farm Allotments Hawkenbury Road Royal Tunbridge Wells Kent TN2 4TU	EM/361	M009 01	Freehold	Allotments. Functional Allotments
7	Allotments Hilbert Road Royal Tunbridge Wells Kent TN1	EM/107	M010	Freehold	Allotments. Functional Allotments
8	Charity Farm Allotments King George V Hill Royal Tunbridge Wells Kent	EM/171	M011	Freehold	Allotments. Functional Allotments
9	Allotments Hilbert Road Royal Tunbridge Wells Kent TN1	EM/175	M012	Freehold	Allotments. Functional Allotments
10	Allotments Reynolds Lane Royal Tunbridge Wells Kent TN4	EM/94	M013	Freehold	Allotments. Part Waste Land, Part Allotments
11	Land At Allotments Between And To The Rear Of 174-178 Upper Grosvenor Road Royal Tunbridge Wells Kent TN1	EM/641	M014	Freehold	Allotments.
12	Allotments Cunningham Road Royal Tunbridge Wells Kent TN4	EM/529	M016	Freehold	Allotments. Functional Allotments
13	Allotments Merrion Way Royal Tunbridge Wells Kent TN4 9JL	EM/79	M017	Freehold	Allotments. Functioning Allotments

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Appendix A

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Operational Allotments</b>				
14 Barnetts Wood Allotments Andrew Road Southborough Royal Tunbridge Wells Kent TN4 9DN	14/00386/ASS ET	M018	Freehold	Allotments. Functional Allotments.
<b>Asset Grouping: Operational Car Parks</b>				
15 Car Park 9 - 10 Calverley Terrace Crescent Road Royal Tunbridge Wells Kent TN1 2LU	EM/276	A001 02	Freehold	Car Park. Private Car Park, Barrier Controlled. Part leased to Kent Police.
16 Crescent Road Multi Story Car Park Crescent Road Royal Tunbridge Wells Kent TN1 2LU	EM/235	C001 01	Freehold	Car Park. Multi Storey Car Park
17 Car Park Meadow Road Royal Tunbridge Wells Kent TN1 2YG	EM/218	C002	Freehold	Car Park. Pay And Display Car Park, Multi Storey. Subject to lease with Hermes and RVP.
18 Town Hall Yard Car Park Monson Way Royal Tunbridge Wells Kent TN1 1LS	EM/657	C003	Freehold	Car Park. Private Car Park, Covered, Marked Tarmac. Top floor leased to Town & Country Housing Group for a period of 500 years from 21.10.1992. Peppercorn rent.
19 Great Hall Car Park Mount Pleasant Road Royal Tunbridge Wells Kent TN1 1QQ	EM/285	C004	Freehold	Car Park. Public Car Park - Pay And Display
20 Torrington Car Park Vale Road Royal Tunbridge Wells Kent TN1 1BT	EM/272	C005	Freehold	Car Park.
21 Car Park Linden Park Road Royal Tunbridge Wells Kent TN2	EM/318	C006	Freehold	Car Park. Underground Pay And Display Car Park
22 Car Park John Street Royal Tunbridge Wells Kent TN4 9RU	EM/131	C007	Freehold	Car Park. Public Car Park
23 Car Park Beech Street Royal Tunbridge Wells Kent TN1 2RU	EM/169	C010	Freehold	Car Park. Tarmac Pay And Display Car Park
24 Car Park Adjacent 23 Stone Street Royal Tunbridge Wells Kent TN1 2QU	EM/655	C011	Freehold	Car Park. Free Public Car Park, Tarmac
25 Car Park Between 24 And 28 Stone Street Royal Tunbridge Wells Kent TN1 2QT	EM/227	C011 02	Freehold	Car Park. Free Public Car Park, Tarmac
26 Car Park Camden Road Royal Tunbridge Wells Kent TN1 2QZ	EM/170	C012	Freehold	Car Park. Tarmac Short Stay Pay And Display Car Pk

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Car Parks</b>					
27	Car Park Warwick Road Royal Tunbridge Wells Kent TN1 1YL	EM/308	C013	Freehold	Car Park. For Season Ticket Holders Only. Tree on border of car park has a TPO.
28	Car Park Warwick Road Royal Tunbridge Wells Kent TN1 1YL	EM/309	C014	Freehold	Car Park. Pay And Display Public Car Park, Tarmac
29	Car Park Little Mount Sion Royal Tunbridge Wells Kent TN1	04/00007/EM	C014	Freehold	Car Park. Pay and display car park with tarmacadam surface
30	Car Park Adjacent To White House High Street Brenchley Tonbridge Kent TN12 7NQ	EM/723	C015	Freehold	Car Park.
31	Car Park Balcombes Hill Goudhurst Cranbrook Kent TN17 1AT	EM/664	C016 01	Freehold	Car Park. Small Free Public Car Park
32	Public Car Park Adjacent 47 High Brooms Road Southborough Royal Tunbridge Wells Kent TN4	EM/63	C017	Freehold	Car Park. Free Public Car Park, Tarmac
33	Car Park Yew Tree Road Southborough Royal Tunbridge Wells Kent TN4 0BA	EM/57	C018	Freehold	Car Park. Public Car Park - Tarmac/Marked Out
34	Regal Car Park High Street Cranbrook Kent TN17 3DN	EM/661	C019	Freehold	Car Park. Car Parking to the South of the High Street. Leased to Cranbrook Parish Council.
35	Car Park Northgrove Road Hawkhurst Cranbrook Kent TN18	EM/379	C020	Freehold	Car Park. Free Public Car Park
36	Car Park East Commercial Road Paddock Wood Tonbridge Kent TN12 6EN	EM/517	C021 01	Freehold	Car Park. Public Pay And Display Car Park
37	Car Park West Commercial Road Paddock Wood Tonbridge Kent TN12 6EL	EM/515	C022	Freehold	Car Park. Public Pay & Display Car Park
38	Part Of The Car Park The Tanyard Cranbrook Kent TN17 3HU	EM/399	C024	Freehold	Car Park. Accessed Through Tanyard C/P. Leased to Cranbrook Parish Council.
39	Car Park Mount Pleasant Avenue Royal Tunbridge Wells Kent TN1 1QY	EM/284	C028	Freehold	Car Park. Tarmac Car Park -Leased to PPP/Public at weekends
40	West Station Coach Park Linden Park Road Royal Tunbridge Wells Kent TN2 5QL	EM/662	C029	Freehold	Car Park. Coach Park, Open Mon-Sat 8:40-4:30
41	Car Parking Area Carriers Road Cranbrook Kent TN17 3JX	EM/416	C035	Freehold	Car Park. Small Car Park With Height Barrier

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Car Parks</b>					
42	Car Park Royal Victoria Place Royal Tunbridge Wells Kent TN1 2SS	EM/726	E015 01	Freehold	Car Park. Subject to lease with Hermes - RVP.
43	Car Park Dunorlan Park Pembury Road Royal Tunbridge Wells Kent TN2 3QN	EM/248	L005	Freehold	Car Park. Free Tarmac Car Park For Visitors
44	Car Park Carriers Road Cranbrook Kent TN17 3JX	EM/417	L035 01	Freehold	Car Park. Small unofficial parking area in Carriers Road Cranbrook Kent
45	Car Park Union House Eridge Road Royal Tunbridge Wells Kent TN4 8HF	95/00001/EM	T004	Leasehold	Car Park. An open, surface level public car park. There are 55 spaces
46	Basement Car Park Union House Eridge Road Royal Tunbridge Wells Kent TN4 8HF	EM/654	T004	Leasehold	Car Park. Underground Pay And Display Car Park
47	Car Park At Fowlers Park Rye Road Hawkhurst Cranbrook Kent TN18 4PQ	EM/660	Z013	Leasehold	Car Park. Free Public Car ParkLEASED FROM KCC

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Cemeteries</b>					
48	Tunbridge Wells Borough Cemetery Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JJ	EM/371	L001	Freehold	Cemetery and Crematorium. Maintained Burial Ground
49	Kent & Sussex Crematorium Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JJ	EM/368	L001	Freehold	Cemetery and Crematorium. Crematorium Complex
50	Crematorium Offices And Garages Kent & Sussex Crematorium Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JJ	04/00014/EM	L001 02	Freehold	Cemetery and Crematorium. Offices and Garages forming part of the complex
51	Tunbridge Wells Borough Cemetery And Crematorium Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JH	11/00002/ASS ET	L001 AND L	Freehold	Cemetery and Crematorium. Tunbridge Wells Borough Cemetery Crematorium and Memorial Gardens
52	Tunbridge Wells Borough Council Benhall Mill Depot Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JH	EM/374	L002	Freehold	Land. Yard Area With Greenhouses Etc
53	Chapel Tunbridge Wells Borough Cemetery Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JJ	EM/372	L002 01	Freehold	Cemetery and Crematorium. Chapel. Detached Gothic Style Building
54	Woodbury Park Cemetery Woodbury Park Road Royal Tunbridge Wells Kent TN4 9NH	EM/148	L017	Freehold	Cemetery. (Not Used)

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Operational Commercial</b>				
55 Land At Royal Victoria Place Royal Tunbridge Wells Kent TN1	14/00400/ASS ET	E015 03	Freehold	Land. Rear of building 7-11 Grosenor Road. Forms part of RVP Shopping Centre.
56 Tourist Information Centre 2 The Corn Exchange The Pantiles Royal Tunbridge Wells Kent TN2 5TE	14/00425/TEN	Z028	Leasehold	Lease of Unit 2 for use by TWBC Tourist Information Centre
<b>Asset Grouping: Operational Community</b>				
57 Mount Ephraim Royal Tunbridge Wells Kent TN4	10/00089/EM		Freehold	Panorama. Transfer of ownership of the panorama at Mount Ephraim on Tunbridge Wells Common from the Civic Society. Nil consideration
58 Day Centre Dowding House Commercial Road Paddock Wood Tonbridge Kent TN12 6DP	EM/508	E008	Freehold	Community. Single Storey Detached Structure
59 Camden Centre 2 Market Square Royal Victoria Place Royal Tunbridge Wells Kent TN1 2SW	EM/905	E016 01	Freehold	Community. Community Centre
60 TN2 Greggs Wood Road Royal Tunbridge Wells Kent TN2 3LZ	06/00004/EM	E022	Leasehold	Community. YMCA Community Building
61 Mary Caley Recreation Ground Ashley Gardens Rusthall Royal Tunbridge Wells Kent TN4	EM/127	L018	Freehold	Recreation. Formal Playground Area With Swings Etc
62 Recreation Ground Allandale Road Royal Tunbridge Wells Kent TN2 3TY	EM/109	L019	Freehold	Recreation. Grass Area With Play Equipment
63 The Museum Carriers Road Cranbrook Kent TN17 3JX	EM/413	L026	Freehold	Museum. Part Of Large Detached Tudor Building, Museum
64 Assembly Hall Theatre Crescent Road Royal Tunbridge Wells Kent TN1 2LU	EM/273	L027	Freehold	Theatre. Part Of Civic Building Complex
65 Tunbridge Wells Museum & Art Gallery Mount Pleasant Road Royal Tunbridge Wells Kent TN1 1JN	EM/121	L029	User Rights	Museum. First Floor Of Detached BuildingThe freehold owner of this building is KCC. TWBC have lease for the First floor of the building, please refer to EM/121/LSE
66 Tunbridge Wells Borough Council The Old Fire Station Stone Street Cranbrook Kent TN17	12/00338/TEN	Z025	Leasehold	Offices. Use of office space in Weald Information Centre, Cranbrook

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Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Housing</b>					
67	40 Church Road Paddock Wood Tonbridge Kent TN12 6HB	EM/21	H001	Freehold	Residential. Mid Terrace House
68	32 Crescent Road Royal Tunbridge Wells Kent TN1 2LZ	EM/279	H002	Freehold	Residential. Mid Terrace Victorian Building
69	34 Crescent Road Royal Tunbridge Wells Kent TN1 2LZ	EM/281	H003	Freehold	Residential. End Terrace House. Vacant awaiting renovation.
70	25 Monson Road Royal Tunbridge Wells Kent TN1 1LS	EM/232	H004	Freehold	Residential. Mid Terrace House.
71	19 Rankine Road Royal Tunbridge Wells Kent TN2 3BJ	EM/2	H006	Freehold	Residential. Semi Detached House
72	172 Sandhurst Road Royal Tunbridge Wells Kent TN2 3TQ	EM/4	H007	Freehold	Residential. Mid Terrace House
73	Packs In The Wood Hilbert Road Royal Tunbridge Wells Kent TN2 3SE	EM/105	H008	Freehold	Residential. Detached House
74	57 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/310	H010 01	Freehold	Residential. First And Second Floor Maisonette
75	59 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/530	H011	Freehold	Residential. Storage Cupboard In Basement
76	59 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/532	H011	Freehold	Residential. Storage Cupboard In Basement
77	59 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/531	H011	Freehold	Residential. Storage Cupboard In Basement
78	59 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/534	H011 01	Freehold	Residential. Storage Cupboard In Basement
79	11 Sussex Mews Royal Tunbridge Wells Kent TN2 5QJ	EM/547	H011 03	Freehold	Residential. Lower Ground Floor Flat
80	59 The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/533	H011 01	Freehold	Residential. Storage Cupboard In Basement
81	61B The Pantiles Royal Tunbridge Wells Kent TN2 5TE	EM/317	H012 02	Freehold	Residential. Second Floor Flat
82	12 Sussex Mews Royal Tunbridge Wells Kent TN2 5QJ	EM/548	H012 03	Freehold	Residential. Lower Ground Floor Flat

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Housing</b>					
83	58A London Road Southborough Royal Tunbridge Wells Kent TN4 0PR	EM/22	H013 02	Freehold	Residential. Victorian Conversion Flat
84	58B London Road Southborough Royal Tunbridge Wells Kent TN4 0PR	EM/23	H013 03	Freehold	Residential. Victorian Conversion Flat
85	58C London Road Southborough Royal Tunbridge Wells Kent TN4 0PR	EM/24	H013 04	Freehold	Residential. Victorian Conversion Flat
86	58D London Road Southborough Royal Tunbridge Wells Kent TN4 0PR	EM/25	H013 05	Freehold	Residential. Victorian Conversion Flat
87	2 Southfield Road Royal Tunbridge Wells Kent TN4 9UL	EM/97	H014	Freehold	Residential. End Terrace House
88	2A Southfield Road Royal Tunbridge Wells Kent TN4 9UL	EM/97.1	H014 03	Freehold	Residential. Flat in end terrace house
89	1 Pennyfields Cranbrook Kent TN17 3BZ	EM/20	H015	Freehold	Residential. End Terrace House
90	Pinder Hill Wood Gypsy Caravan Site Five Wents Matfield Tonbridge Kent TN12 7EF	EM/550	H017	Freehold	Residential. 4 Plots With Amenity Blocks, 3 Tolerated
91	59 Dudley Road Royal Tunbridge Wells Kent TN1 1LE	12/00316/TEN	H022	Leasehold	Residential. Property leased from Town and Country Housing Group and used as temporary accommodation.
92	55 Greggs Wood Road Royal Tunbridge Wells Kent TN2 3JQ	12/00314/TEN	H023	Leasehold	Residential. Property leased from Town and Country Housing Group and used as temporary accommodation
93	31 Allandale Road Royal Tunbridge Wells Kent TN2 3TZ	12/00312/TEN	H024	Leasehold	Residential. Property rented from Town and Country Housing Group for temporary accommodation
94	41 Hornbeam Avenue Southborough Royal Tunbridge Wells Kent TN4 9XT	12/00313/TEN	H027	Leasehold	Residential. Property leased from Town and Country Housing Group for temporary accommodation.
95	35 Greggs Wood Road Royal Tunbridge Wells Kent TN2 3JJ	12/00315/TEN	H028	Leasehold	Residential. Property leased from Town and Country Housing Group and used for temporary accommodation.
96	11 Edward Street Rusthall Royal Tunbridge Wells Kent TN4 8RP	14/00363/ASS ET	H032	Freehold	Erroneous Title awaiting completion of title correction
97	31 Elmhurst Avenue Pembury Royal Tunbridge Wells Kent TN2 4DA	14/00365/ASS ET	H034	Freehold	Erroneous Title awaiting completion of title correction

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Housing</b>					
98	7 Marconi Place Exchange Mews Culverden Park Road Royal Tunbridge Wells Kent TN4 9TW	14/00375/TEN	H042	Leasehold	Residential. Property leased from TCHG for temporary accommodation.
99	22 The Goodwins Royal Tunbridge Wells Kent TN2 5RS	14/00394/ASS ET	H043	Leasehold	Residential. Property leased from Town + Country Housing Group and used as temporary accommodation.
100	Gardeners Cottage Dunorlan Pembury Road Royal Tunbridge Wells Kent TN2 3QB	EM/250	L016 01	Freehold	Residential. Detached House
101	7 Beresford Close And Site Of Beresford Close Kilindown Cranbrook Kent TN17 3SB	12/00328/ASS ET	R009	Freehold	Erroneous Title awaiting completion of title correction
102	40 Greggs Wood Road Royal Tunbridge Wells Kent TN2 3JH	14/00370/TEN	XX	Leasehold	Residential. Property leased from TCHG for temporary accommodation.
103	80 Greggs Wood Road Royal Tunbridge Wells Kent TN2 3JH	14/00371/TEN	XX	Leasehold	Residential. Property leased from TCHG as temporary accommodatin.
104	60 Greggs Wood Road Royal Tunbridge Wells Kent TN2 3JH	14/00372/TEN	XX	Leasehold	Residential. Property leased from TCHG for temporary accommodation.
105	29 Willow Tree Road Royal Tunbridge Wells Kent TN2 5PU	14/00373/TEN	XX	Leasehold	Residential. Property leased from TCHG as temporary accommodation
106	Flat 5 3 Molyneux Park Road Royal Tunbridge Wells Kent TN4 8DG	14/00374/TEN	XX	Leasehold	Residential. Property leased from TCHG for temporary accommodation.
107	30 Greggs Wood Road Royal Tunbridge Wells Kent TN2 3JH	14/00369/TEN	XX	Leasehold	Residential. Property leased as temporary housing accommodation from TCHG. TCHG to keep structure, roof and other exterior parts of the property including common areas in good and proper repair. TCHG to maintain heating and hot water installations and electrics. Sanitary installations including bath, sinks, basis TCHG. TWBC liable for damage caused by negligence or deliberate acts by occupiers or visitors

<b>Asset Grouping: Operational Offices</b>					
108	9 - 10 Calverley Terrace Crescent Road Royal Tunbridge Wells Kent TN1 2LU	04/00008/EM	A001	Freehold	Offices. Detached structure with basement and 3 upper floors.

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Operational Offices</b>				
109 Tunbridge Wells Borough Council Town Hall Mount Pleasant Road Royal Tunbridge Wells Kent TN1 1RS	EM/265	A003	Freehold	Civic Building. Part Of Civic Building Complex
110 8 Grosvenor Road Royal Tunbridge Wells Kent TN1 2AB	07/00001/EM	A004	Freehold	Offices. Gateway - One stop shop providing Council and other public and voluntary sector services
111 137 London Road Southborough Royal Tunbridge Wells Kent TN4 0ND	EM/28	E009	Freehold	Offices. Part of Victorian Semi Detached Building
112 Southborough Town Council 137 London Road Southborough Royal Tunbridge Wells Kent TN4 0ND	EM/29	E009	Freehold	Victorian Semi Detached Building
113 Southborough Town Council 137 London Road Southborough Royal Tunbridge Wells Kent TN4 0ND	EM/40	E009	Freehold	Offices. Large Detached Structure
114 Tunbridge Wells Borough Council Council Depot North Farm Lane Royal Tunbridge Wells Kent TN2 3EE	12/00331/ASS ET	E021	Freehold	Depot. Council depot, offices and access road.
115 Garage 1 Brookside Cranbrook Kent TN17 3BU	14/00382/ASS ET	E026	Freehold	Garage. Garage not sold with property
<b>Asset Grouping: Operational Parks</b>				
116 The Grove Buckingham Road Royal Tunbridge Wells Kent TN1 1TQ	EM/319	L003	Freehold	Recreation. Public Recreation Ground
117 Calverley Grounds Mount Pleasant Avenue Royal Tunbridge Wells Kent TN1 1QY	EM/286	L004	Freehold	Recreation. Public Park With Tennis/Bowling Facils.
118 Bowling Pavilion & Green Calverley Grounds Mount Pleasant Avenue Royal Tunbridge Wells Kent TN1 1QY	EM/290	L004 02	Freehold	Recreation. Single Storey Detached Building
119 Dunorlan Park Pembury Road Royal Tunbridge Wells Kent TN2 3QN	EM/244	L005	Freehold	Recreation. Public Park With Lake, Cafe Etc.
120 Boating Lake Dunorlan Park Pembury Road Royal Tunbridge Wells Kent TN2 3QA	EM/247	L005	Freehold	Recreation. Boating Lake

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Operational Parks</b>				
121 Grecian Temple Dunorlan Park Pembury Road Royal Tunbridge Wells Kent TN2 3QN	07/00003/EM	L005 05	Freehold	Statue. The temple is an ornate summer house build in a Grecian Style in the lat 19th Century
122 Grosvenor Recreation Ground Upper Grosvenor Road Royal Tunbridge Wells Kent TN1 2JB	EM/99	L006	Freehold	Recreation. Public Recreation Ground
123 Pavilion Grosvenor Recreation Ground Upper Grosvenor Road Royal Tunbridge Wells Kent TN1 2JB	EM/102	L006 01	Freehold	Recreation. Single Storey Detached Structure
124 Land Adjacent To Electricity Sub Station Rochdale Road Royal Tunbridge Wells Kent TN1 2JB	14/00367/ASS ET	L006 07	Freehold	Recreation. Land adjacent to 65 Rochdale Road and forming part of Grosvenor Recreation Ground
125 Colebrook Recreation Grounds Apple Tree Lane Royal Tunbridge Wells Kent TN2 3BT	10/00091/EM	L010	Freehold	Recreation. Land with footpath, parking area and highway. This Land Registry title includes Colebrook Recreation Ground and Pavilion. These are logged and mapped separately under EM/71 and 04/00003/EM.
126 Hawkenbury Recreation Ground And Land Hawkenbury Road Royal Tunbridge Wells Kent TN2 5AP	13/00341/ASS ET	L011 11	Freehold	Recreation. Recreation land and land at High Woods Lane
127 Hilbert Recreation Ground Hilbert Road Royal Tunbridge Wells Kent TN1	EM/108	L012	Freehold	Recreation. Public Recreation Grnd, Football PitchesPart of the land adjacent to the sub station was transferred to South Eastern Power Networks on 09.09.2013 for £17,500.00.
128 Land Lying To South Side Of Addison Road Royal Tunbridge Wells Kent TN2 3GG	14/00368/ASS ET	L012 04	Freehold	Recreation. Amenity land adjacent to Hilbert Recreation Ground
129 St Johns Recreation Ground Beltring Road Royal Tunbridge Wells Kent TN4 9RG	EM/95	L014/00/01/	Freehold	Recreation. Public Recreation Grnd, with bowls club and Sports Facilities.Road fronting recreation ground is adopted highway and footpath either side of rec is Public Right of Way WBX5.Kiosk subject to lease.
130 St Marks Recreation Ground Frant Road Royal Tunbridge Wells Kent TN2 5LS	EM/444	L015	Freehold	Recreation. Recreation Ground With Rugby Pitches
131 The Hunters Play Area (Showfields) Hunters Way Royal Tunbridge Wells Kent TN2 5QD	EM/721	L035 02	Freehold	Recreation. Land To Be Used As Public Open Space

**Asset Grouping: Operational Public Conveniences**

Property	Est Ref	File Ref	Tenure	Description	
<b>Asset Grouping: Operational Public Conveniences</b>					
132	Public Conveniences Crescent Road Multi Story Car Park Crescent Road Royal Tunbridge Wells Kent TN1 2UL	04/00006/EM	C001	Freehold	Public Convenience. Single storey purpose built toilet block
133	Public Conveniences Crescent Road Multi Story Car Park Crescent Road Royal Tunbridge Wells Kent TN1 2UL	EM/236	C001 03	Freehold	Public Convenience. Single Storey Building Attached To Car Park
134	Public Conveniences High Street Brenchley Tonbridge Kent TN12 7NQ	EM/633	C015 03	Freehold	Public Convenience. Single Storey Detached Building
135	Public Conveniences Balcombes Hill Goudhurst Cranbrook Kent TN17 1AT	EM/636	C016 02	Freehold	Public Convenience. Detached Single Storey Structure
136	Tunbridge Wells Borough Council Public Conveniences Car Park East Commercial Road Paddock Wood Tonbridge Kent TN12 6EN	EM/632	C021	Freehold	Public Convenience. Single Storey Detached Building
137	Public Conveniences Tunbridge Wells Borough Cemetery Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JJ	EM/628	L002 03	Freehold	Public Convenience. Single Storey Building Attached To Crem.
138	Public Conveniences Tunbridge Wells Borough Cemetery Benhall Mill Road Royal Tunbridge Wells Kent TN2 5JJ	EM/373	L002 03	Freehold	Public Convenience. Detached Single Storey Structure
139	Public Conveniences Calverley Grounds Mount Pleasant Avenue Royal Tunbridge Wells Kent TN1 1QY	EM/292	L004 06	Freehold	Public Convenience. Single Storey Detached Structure
140	Public Conveniences Dunorlan Park Pembury Road Royal Tunbridge Wells Kent TN2 3QN	EM/246	L005 04	Freehold	Public Convenience. Single Storey Detached Structure
141	Public Conveniences Grosvenor Recreation Ground Auckland Road Royal Tunbridge Wells Kent TN1 2JB	EM/626	L006 02	Freehold	Public Convenience. Part Of Single Storey Pavillion
142	Public Conveniences Hawkenbury Recreation Ground Hawkenbury Road Royal Tunbridge Wells Kent TN2 5AP	EM/325	L011 05	Freehold	Public Convenience. Single Storey Detached Structure
143	Public Conveniences St Johns Recreation Ground Beltring Road Royal Tunbridge Wells Kent TN4 9RG	EM/627	L014 02	Freehold	Public Convenience. Single Storey Detached Structure

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Operational Public Conveniences</b>				
144 Public Conveniences Crane Lane Cranbrook Kent TN17 3DG	EM/637	T001	Freehold	Public Convenience. Single Storey Detached Building
145 Public Conveniences Linden Park Road Royal Tunbridge Wells Kent TN4 8HE	EM/623	T004 01	Leasehold	Public Convenience. P/C's Under Union Square Shops
146 Public Conveniences London Road Southborough Royal Tunbridge Wells Kent TN4 0NA	EM/41	T005	Freehold	Public Convenience. Single Storey Detached Building Previously known as Bat and Ball.
147 Public Conveniences Maidstone Road Matfield Tonbridge Kent TN12 7LW	EM/480	T007	Freehold	Public Convenience. Single Storey Detached Structure
148 Public Conveniences Sissinghurst Road Sissinghurst Cranbrook Kent TN17 2JA	EM/432	T010	Leasehold	Public Convenience. Single Storey Detached Building (Leased to TWBC by Parish Council)
149 Public Conveniences The Common Royal Tunbridge Wells Kent TN4 8AH	EM/625	T012	Freehold	Public Convenience. Single Storey Detached Structure

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Operational Sports Facility</b>				
150 Land Forming Access To Cadogan Playing Fields St Johns Road Royal Tunbridge Wells Kent TN4 9PH	EM/903	B021	Freehold	Land. Small strip of land giving part access to playing field
151 Pavilion Grosvenor Recreation Ground Upper Grosvenor Road Royal Tunbridge Wells Kent TN1 2JB	EM/101	L006 06	Freehold	Recreation. Semi Derelict Corrugated Metal Shed
152 Pavilion Nevill Ground Nevill Gate Royal Tunbridge Wells Kent TN2 5ES	EM/354	L007	Freehold	Recreation. Detached Pavillion
153 Blue Mantle Stand Nevill Cricket & Athletic Ground Nevill Gate Royal Tunbridge Wells Kent TN2 5ES	04/00013/EM	L007 02	Freehold	Recreation. New spectator's stand
154 Nevill Ground Nevill Gate Royal Tunbridge Wells Kent TN2 5ES	EM/353	L007 05/06	Freehold	Recreation. Public Recreation Ground With Hockey Pitch and Grandstand
155 Recreation Ground Bayham Road Royal Tunbridge Wells Kent TN2 5HX	04/00017/EM	L008 01	Freehold	Recreation. Changing Room/Shed at Recreation Ground

Property	Est Ref	File Ref	Tenure	Description
<b>Asset Grouping: Operational Sports Facility</b>				
156 Cadogan Playing Fields St Johns Road Royal Tunbridge Wells Kent TN4 9PH	EM/74	L009	Freehold	Recreation. Playing Field Marked As Football Pitch with toilets
157 Pavilion Cadogan Playing Fields St Johns Road Royal Tunbridge Wells Kent TN4 9UY	EM/902	L009 01	Freehold	Recreation. Sports pavilion
158 Colebrook Pavilion Apple Tree Lane Royal Tunbridge Wells Kent TN2 3BT	04/00003/EM	L010	Freehold	Recreation. Single storey pavilion
159 Hawkenbury Pavilion And Car Park Hawkenbury Recreation Ground Hawkenbury Road Royal Tunbridge Wells Kent TN2 5BW	04/00010/EM	L011 01	Freehold	Recreation. Single storey pavilion
160 Hawkenbury Recreation Ground Hawkenbury Road Royal Tunbridge Wells Kent TN2 5AP	EM/324	L011 06	Freehold	Recreation. Public Park, Football/Bowling Facilities
161 Changing Rooms Hilbert Recreation Ground Hilbert Road Royal Tunbridge Wells Kent TN1	EM/106	L012 01	Freehold	Recreation. Detached Single Storey Building
162 Rusthall Pavilion Southwood Road Rusthall Royal Tunbridge Wells Kent TN4	EM/125	L013 01	Freehold	Recreation. Detached Single Storey Structure
163 Recreation Ground Southwood Road Rusthall Royal Tunbridge Wells Kent TN4	EM/126	L013 05	Freehold	Recreation. Formal Recreation Ground, Grassed
164 Tunbridge Wells Sports Centre St Johns Road Royal Tunbridge Wells Kent TN4 9TX	EM/73	L028	Freehold	Sports Centre. Sports Centre/Swimming Pool
165 Putlands Sports & Leisure Centre Mascalls Court Road Paddock Wood Tonbridge Kent TN12 6NZ	04/00009/EM	L030	Leasehold	Sports Centre. Purpose built sports centre
166 Weald Sports Centre Angley Road Cranbrook Kent TN17 2PJ	EM/901	L031	Freehold	Recreation. Sports centre
167 Play Area St Marks C Of E Primary School Ramslye Road Royal Tunbridge Wells Kent	15/00409/TEN	L048	Leasehold	Lease of part of the recreation area
168 Tunbridge Wells Lawn Tennis Club Nevill Gate Royal Tunbridge Wells Kent TN2 5ES	EM/355	L07/07	Freehold	Recreation. Tennis Courts And Pavilion



## Cabinet

**3 December 2015**

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

**Yes**

## Development Programme Resources

<b>Final Decision-Maker</b>	Cabinet
<b>Cabinet Member(s) or Portfolio(s)</b>	Councillor David Jukes, Leader of the Council
<b>Lead Director</b>	Jonathan MacDonald, Director of Planning and Development
<b>Head of Service</b>	David Candlin, Head of Economic Development
<b>Lead Officer/Report Author</b>	David Candlin, Head of Economic Development
<b>Key Decision?</b>	Yes
<b>Classification</b>	Non-Exempt
<b>Wards affected</b>	All

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

1. Consider and agree to the expansion of Property & Estates Services to meet the current and future workload and corporate priorities as required in the Five Year Plan.
2. Agree additional budget being identified to meet the requirements to deliver and included in the 2016/17 budget.
3. Note the appointment of Recruitment Consultants to market 8 posts.
4. Amend Market Supplement policy to accommodate the structure and limit implications.
5. Vire from the Capital and Revenue Initiatives Reserve an additional sum of £2m for consultancy services to further progress and develop the Development Programme.
6. To reaffirm the delegation to the Director of Planning and Development, subject to the approval of the s.151 Officer in consultation with the Leader and the Portfolio Holder for Finance and Governance, authority to allocate funding to specific projects.

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

A prosperous borough -

This links to the community quadrant to promote the social, economic and environmental well-being of the Borough. Through the development programme we are ensuring that we have delivered value with the aim of managing the public finances effectively and maximising opportunity from our assets.

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Management Board	27/10/15
Cabinet Advisory Board	10/11/15
Discussion with Portfolio Holder	22/10/15
Cabinet	3/12/15

## Development Programme Resources

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Council has an ambitious Development Programme that it is in the process of delivering. The wide-ranging nature of the projects within the Programme requires extensive expertise to guarantee its success. The report sets out progress and requests further resources to continue the effective management of the Programme.
- 1.2 The achievement of the Development Programme will have significant benefits for the Borough. These include a contribution to the delivery of Local Plan targets, contributing to the New Homes Bonus, increasing the council tax base and business rate base and making the Council more self sufficient.
- 1.3 The report is seeking approval of additional budget of £2m for consultancy services to further progress and develop the Development Programme in conjunction with other major capital projects being proposed by the Council. Also additional resources anticipated as being approximately £500,000 per annum are being sought to expand the Property & Estates Service to ensure that the Council has the internal capacity to meet the requirements of the Five Year Plan.

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### 2. INTRODUCTION AND BACKGROUND

- 2.1 The civic complex work is subject to a clear decision from Cabinet and possibly Full Council in December is likely to result in a significant shift and focus in workload. A workload that in providing an intelligent client role we are under-resourced to meet. Taking the civic complex forward will include the Mount Pleasant Avenue Site, Great Hall Car Park site as well as the main group of Council owned buildings in the civic complex including the Cultural & Learning Hub. The GVA work sets out the complexity of taking this forward. This is on top of the existing development programme projects (John Street, Kevin Lynes site, Warwick Park, Holly Farm, Southborough Hub), RVP qualifying development, the Creative Hub, sports facilities, assets disposals, woodland review and Crematorium/Chapel expansions.
- 2.2 Add to this the broader management of the portfolio from an estates and property perspective, Property Company, sports centres, car parks and allied projects that are promoted including Union House, Lower Pantiles, TN2, Showfields and renewable energy projects. If this were addressed in a phased way over several years with the current structures, assuming that all the currently committed posts were filled, then only a couple of minor amendments might be required; however, taken together it is an extensive programme to address at once.
- 2.3 Cabinet originally approved (August 2013) to allocate £500,000 to the Development Programme budget. In September 2014 Cabinet approved

additional resources to the Development Programme bringing the budget to £1m. These projects are significant capital development projects with significant financial requirements and associated risk.

- 2.4 The spreadsheet attached as Appendix A sets out the budget allocated, expenditure to date, funding committed and available to spend. Income received is also identified. Appendix B provides a brief update on individual projects within the Programme.
- 2.5 Approvals to date have allocated £945,367 of the overall budget. The budget balance remaining is £54,633. As will be noted actual expenditure of £688,299 is approximately 73% of what has been allocated to date. Additional commitments of £173,240 are expected; these include final invoices for the civic complex work.
- 2.6 It is anticipated that an additional £100,000 will be required initially on the Mount Pleasant Avenue work and approximately £55,000 on the Kevin Lynes site. The Mount Pleasant Avenue work budget will be found from budget remaining against the civic complex and Mount Pleasant Avenue site and the unallocated budget. A decision to allocate will be sought post Cabinet decision on 29 October. In addition the extra budget for the Kevin Lynes site work will be found from uncommitted resources already allocated to Kevin Lynes, remaining unallocated budget and a review of uncommitted budget across all the projects. With these requests for budget the whole of the £1m will have been allocated against projects.

## **Intelligent Client**

- 2.7 In addition to the resources for consultancy work we have significant challenges in the Property & Estates team. The current Property & Estates team has 10 posts of which 5 are currently either vacant (one is currently frozen) or filled by agency staff. In addition consultancy support on the buildings side is being retained to provide capacity. The majority of the posts have either a market supplement or retention supplement attached to them, which is currently being partly borne by the Development Programme budget for the current financial year. This cost will become part of the establishment from 1 April 2016; however, we remain without the necessary capacity and skills to enable the current, and the future, programme to be managed without both significant delay and additional risk to the authority.

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

- 3.1 If the current and future projects are to be supported additional Development Programme budget for external consultancy resources is required as well as a restructure and growth in capacity within the Property & Estates Service.

## **Development Programme Budget**

- 3.2 As per the current arrangements budget allocation to individual projects would be authorised under the existing delegated authority. This budget is for developmental work which will lead towards the development of a full cost plan

for construction work on individual projects. This would include taking the civic site to the market to explore in greater detail the opportunities and potential partners, deliver Mount Pleasant Avenue for office accommodation, Great Hall as a potential theatre, the development work required around sports facilities as well as other projects.

- 3.3 At this point it is difficult to confirm the total budget required for developmental work. However, a request for at least £2m is proposed. While Cabinet members and the Development Advisory Panel have had regular updates on allocations and expenditure within the Programme it is suggested that a more formal half yearly update to Cabinet is provided which should enable better transparency across the Council.
- 3.4 It is suggested that the approval for this budget is staggered. £1m is approved and made available with immediate effect with the second £1m approved but subject to a future Cabinet approval on the basis of progress and further evidence of requirement to complete specific projects.

## **Staffing Structure**

- 3.5 In addition to the developmental budget we need to address the lack of capacity in the Property & Estates staffing structure if we are to meet the agenda being set. It is proposed to implement a new structure which would provide for an increase in 6 jobs on the current structure. However, given that most of the current posts remain vacant the reality is that we would be seeking to recruit 11 people to fill the posts. While job titles and the detailed job descriptions are fluid the attached proposed structure, Appendix C, highlights (circled) the general focus of the Development Programme and priority projects within the proposed structure although it is expected that some estates resource would also be engaged.
- 3.6 The total annual cost for the Property & Estates Service could be in the region of £500,000 more than the current establishment salary cost if those posts were actually filled. It is also important to recognise that while this is the advice being received, it is not a guarantee that we will be able to get people for these exact figures and in some cases we may have to pay a higher salary for some candidates.

## **Recruitment**

- 3.7 There have been various attempts to recruit to fill the different roles required to facilitate the Development Programme and other major projects. These have had varying degrees of success, but the reality is that through normal approaches to recruitment via advertising, attempting to stay within structures and policies, a range of market supplements and retention payments have done little to deliver people into the posts created. It is however anticipated that a number of the posts could be recruited through normal means.
- 3.8 A more proactive approach through the use of recruitment consultants to market and address the opportunities is required. In addition the clarity that is coming forward about delivering the civic site enables a far more attractive opportunity to be outlined and promoted. There is a range of recruitment organisations available, however the Council has an existing working relationship with Hays.

- 3.9 Hays are an international recruitment specialist who would be able to provide a full advertising strategy for the recruitment and delivery of the posts in the new structure. They highlight that over 90% of their advertised campaigns result in successful appointment, minimising the need for repeat spend. They can tailor the exact blend of advertising methods to draw upon the best of what has worked in comparable campaigns whilst ensuring the consideration of new trends and market conditions.
- 3.10 Hays will undertake a full marketing recruitment campaign using their resources to proactively contact possible candidates who are not actively looking for new posts. This would also include links to recruitment consultants within the Hays Group which should widen the search opportunities nationwide. A fee proposal has been negotiated and agreed with Hays.
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## **4. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 4.1 The Development Advisory Panel is engaged in considering projects as they develop. In addition the Finance & Governance Cabinet Advisory Board in advance of Cabinet has reviewed previous reports on the Development Programme including seeking additional resources.
- 

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

- 5.1 Once a decision is taken the required budget will be identified in the 2016/17 budget and the recruitment process commissioned. A key element of delivering each project is ensuring that the right checks and balances are in place. Authority to approve budget within the Programme has been delegated to the Leader, Portfolio Holder for Finance and Governance, Director of Planning and Development and Section 151 Officer.
- 5.2 In addition, the Council has established the Development Advisory Panel (DAP) which meets on a regular basis to oversee the work and delivery of the whole Programme with individual projects being managed through a staged approach to minimise the overall risk to the Council and ensure that key points are established in the process for key decision making.
- 5.3 Once developmental work has been progressed to a point where the capital costs are clear a decision will be sought at Cabinet to approve the capital costs required to deliver the scheme. It is possible that some work and therefore expenditure will be undertaken that results in a project not progressing.

## **RECOMMENDATION FROM CABINET ADVISORY BOARD**

- 5.4 The Finance and Governance Cabinet Advisory Board was consulted on this issue on 10 November 2015 and supported the recommendations as set out, without amendment.

## 6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	<p>The framework agreements being utilised have been through a process of formal procurement in accordance with European and domestic UK law to ensure that all requirements are met.</p> <p>When developing individual projects legal advice appropriate to the scheme under consideration will be sought. The legal and constitutional requirements relating to the disposal of assets must be followed.</p> <p>At this stage there are no direct consequences arising from the recommendations that adversely affect the rights and freedoms of individuals as set out in the Human Rights Act 1998.</p>	John Scarborough Head of Legal Partnership
<b>Finance</b> and other resources	<p>Grant from central Government has already been cut by 50 per cent and could well be reduced by a further 40 per cent resulting in almost no Revenue Support Grant to help fund local services. The ability to raise income locally continues to be curtailed which puts at risk the ability of the Council to balance the revenue budget on an annual basis. To enable the continued delivery of services without significant cuts it is necessary to strategically utilise reserves and turn assets into revenue income streams to enable financial self-sufficiency.</p> <p>The allocation of reserves will continue to enable expert advice to be secured as appropriate to develop schemes on a range of sites. The use of expert advice to deliver a range of non-performing land assets has demonstrated the value of this approach. The Capital and Revenue Initiatives reserve has sufficient funding available to pay for this.</p> <p>Through third party framework agreements procurement can be minimised and value for money secured. A budget is being allocated but individual pieces of work will be commissioned as appropriate to ensure value for money.</p>	Lee Colyer Director of Finance and Corporate Services
<b>Staffing establishment</b>	Employment legal advice from Darren Stevens of Outset (UK) Ltd has been sought regarding how the requirement to offer enhanced salaries can be	Nicky Carter Head of HR

	<p>addressed without leaving the Council exposed regarding its wider structure and policies. There is nothing preventing the Council from offering larger market supplements. They may also be set for periods longer, for example 5/10 years or even permanent for the posts advertised at this time. Advice has suggested that the HR policies related to market supplements would need to be amended to take account of this. This can ensure that the position is restricted to the unique market conditions, the commercial factor and impossibility of filling roles as a result. In addition the policy can be caveated on the basis it applies to the current time window and is therefore not a permanent introduction. Some minor terms of employment may also be amended.</p> <p>There is clearly an impact on the Council regarding potential redundancy costs at some point in the future. This potential impact is dependent on appointments and potentially length of previous local government service. However, the cost is possibly small in comparison to the current position of being unable to address the workload and meet the Council's commitment to its priorities.</p>	
<b>Risk management and health &amp; safety</b>	A number of 'gates' are being introduced to limit the allocation of resources and introduce a phased approach to development. Broader risks for each development will need to be assessed as progressed. Through the use of appropriately experienced consultants expert advice can be secured to advise the Council on minimisation of risk.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment and sustainability</b>	The proposed structures will enable the Council to contribute to the environment and longer term sustainability of Tunbridge Wells by bringing a range of development options forward.	Sustainability Manager
<b>Community safety</b>	The proposed structures will enable the Council to contribute to developing a safer and stronger community by bringing a range of development options forward.	Community Safety Manager
<b>Health and wellbeing</b>	The proposed structures will enable the Council to contribute to the health and well-being agenda within Tunbridge Wells by bringing a range of development options forward.	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	The purpose of this report is to enable the consideration and development of property to meet service requirements into the future. Individual development proposals will be	West Kent Equalities Officer

	assessed in terms of their requirements and design will ensure aspects such as DDA compliance is addressed from the outset.	
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## **7. REPORT APPENDICES**

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

- Appendix A: Development Programme Budget
- Appendix B: Development Programme Project Summary
- Appendix C: Proposed Staffing Structure

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## **8. BACKGROUND PAPERS**

None



Tunbridge Wells Development Programme – Expenditure

Appendix A

		Budget	Expenditure to date	Income to date	Committed	Available to Spend
PH0700	John Street Car Park	73,004	73,004	0	0	0
PH0701	Mount Pleasant Avenue Car Park	70,000	48,502	0	0	21,498
PH0702	Cultural & Learning Hub	81,000	108,579	-55,300	22,721	0
PH0703	Shared Spaces	22,800	4,442	0	0	18,358
PH0705	Warwick Park	35,000	2,801	0	0	32,199
PH0706	Holly Farm	11,699	11,699	0	0	0
PH0707	137 London Road	126,000	125,267	-7,500	8,233	0
PH0708	Kevin Lynes Site, North Farm Lane	140,000	105,348	0	24,000	10,652
PH0709	Civic Complex	165,640	60,067	0	66,000	39,573
PH0710	Crescent Road Properties	20,000	14,687	0	0	5,313
PH0711	West Station Coach Park	0	0	0	0	0
PH0712	Wesley Centre, Paddock Wood	10,000	4,960	0	0	5,040
PH0713	Transport Consultancy	50,000	50,000	0	0	0
PH0714	Police Station	224	224	0	0	0
PH0715	Dev Prog Consultancy Resource	120,000	65,969	0	47,286	6,745
PH0716	Dev Prog Legal Resource	20,000	12,752	0	0	7,248
		<b>945,367</b>	<b>688,299</b>	<b>-62,800</b>	<b>173,240</b>	<b>146,628</b>
	Unallocated	54,633	0	0	0	54,633
		<b>54,633</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,633</b>
		<b>1,000,000</b>	<b>688,299</b>	<b>-62,800</b>	<b>173,240</b>	<b>201,261</b>

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## Update on Project Delivery

**John Street** – Buxton have been appointed as the main contractor and commenced on site from 17 August. Foundations have been laid and the project remains on the approved timeline.

**Mount Pleasant Avenue Car Park** – Work to design office accommodation has been approved by Cabinet on 29 October. Consultants are in the process of being appointed to progress with this project.

**Cultural & Learning Hub** – Our HLF grant application was considered by the National HLF Board on the 21 July. It was not approved in that round, however the feedback from the Head of the South East Board was extremely positive:

- Tunbridge Wells had strong application which was considered to be a high priority for funding.
- The project was considered to be an exciting model for bringing services together.
- HLF would welcome a re-submission and we were invited to resubmit for a decision at the first opportunity (November).

In resubmitting the bid some time critical elements for the scheme have been highlighted. A decision by the HLF will not be taken until late November and we may not know until the beginning of December.

The HLF bid is now complemented by a bid to the Arts Council England (ACE) for capital and some non-capital funding elements. We received permission on 8 August to put in a bid for 27 August which we achieved. This is likely to be considered in late January.

**Shared Surfaces** – Phase 1 Fiveways - Snagging and rectification works currently in progress. Availability of material is likely to result in completion after Christmas. Final payment is outstanding and retention to be held during maintenance phase. Phase 2 Mount Pleasant Road (Monson Road to Crescent Road junctions) Concept design in place. Topographical and statutory services surveys completed. Bid for £1.0m contribution to scheme funding made to Local Sustainability Transport Fund, expected TWBC contribution of circa £300,000. Detailed design and costing to be carried out following outcome of Phase 1. Traffic counts of associated junctions at Carrs Corner and Church Rd/London Road undertaken to assess impacts.

**Warwick Park** – The Rifle Club have been exploring the possibility of relocating to land in the ownership of the Nevill Estate. The sites have proved unsuitable and therefore TWBC must now decide their strategy for repossessing the land at Warwick Park. The possible relocation of the club to land at Hawkenbury is subject to land title review, planning policy, financial appraisal, the obtaining of grant funding by the Club and the possible impact on the sports strategy which has been identified as a corporate priority.

**Holly Farm** – Negotiations are almost completed. Berkeley Homes are proposing to meet with Planning and KCC in the next couple of weeks to clarify the specification of the new primary school.

**Southborough Hub/137 London Road** - The memorandum of understanding and the call options have been signed with KCC who are leading on this project. In addition, surveys for the site have been completed and a draft Collaboration Agreement and Development Agreement are being brought forward. The architects Pick Everard are continuing to develop

the masterplanning for the site and detailed designs are progressing for two options for the community building. Option one will be part new build, part refurbishment of the Royal Victoria Hall and option two being a complete new build. It is essential to ensure that planning, highways, local residents and businesses will support the final schemes.

The material for public consultation is being prepared that will cover both the community hub options and the masterplan proposals. The Southborough Hub Board (KCC Cabinet Member for Community Services Mike Hill, TWBC Portfolio Holder for Communities and Well-being Lynne Weatherly and the Chairman of Southborough Town Council, Glenn Lester) will meet in November to consider the next steps and to determine the timeframe to launch the consultation. A date for the launch of the consultation will then be advertised. Following public consultation on the two options, the Southborough Hub Board will take a decision in 2016 on which option to progress with. A Collaboration Agreement and Development Agreement will need to be entered into before a contractor can then be brought in and development can commence on site.

**Kevin Lynes Site** – Gleeds have been instructed to finalise the design for the development of starter and business units and once confirmed, subject to the approval process, a planning application will be submitted. Simultaneously, plans to manage and safeguard the sensitive ecology will be formulated.

**Civic Complex** – A separate Cabinet report is seeking direction on this project. The 'Civic Complex – AHT Mandate' work has been completed and a decision on direction regarding the next steps to explore the market is being sought.

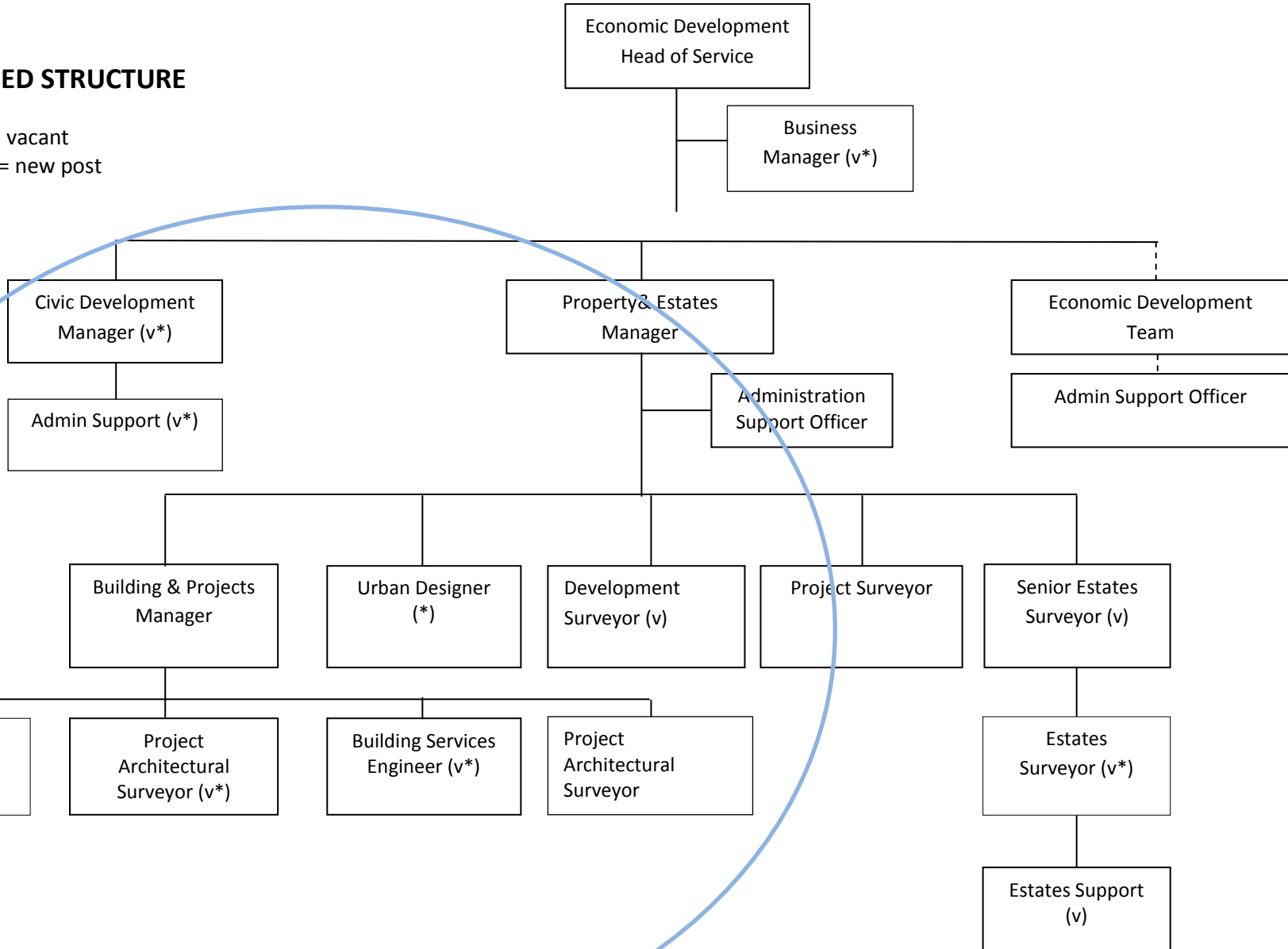
**West Station Coach Park** – This site lies on the safeguarded route between Tunbridge Wells West station and Tunbridge Wells station. No further work is being progressed as Network Rail are reinvestigating the Brighton Main Line 2 project which could include a spur to Tunbridge Wells Station from Eridge.

**Wesley Centre (rear land)** – Negotiations are taking place for the transfer of this building and a proportion of the land to the Town Council on a full repairing and insuring tenancy basis at a commercial rent. TWBC are retaining land to the rear of the Wesley centre and it is proposed to planning application for one residential unit on the land. This has previously been endorsed by Development Advisory Panel.

**Transport Consultancy** – DHA have been supporting the Council in key transport engagement with KCC Highways on a number of issues. Key work includes setting out the broader case for transport investment in Tunbridge Wells, as well as the A26 corridor and A264 corridor works in preparation for Local Growth Fund bids.

# PROPOSED STRUCTURE

Notes (v) = vacant  
 (\*) = new post



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## Cabinet

**3 December 2015**

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

**No**

## \* Civic Complex – Assembly Hall Theatre Mandate Next Steps

<b>Final Decision-Maker</b>	Full Council
<b>Cabinet Member(s) or Portfolio(s)</b>	Councillor David Jukes, Leader of the Council
<b>Lead Director</b>	Jonathan MacDonald, Director of Planning and Development
<b>Head of Service</b>	David Candlin, Head of Economic Development
<b>Lead Officer/Report Author</b>	Jonathan MacDonald, Director of Planning and Development David Candlin, Head of Economic Development
<b>Key Decision?</b>	Yes
<b>Classification</b>	Non-Exempt
<b>Wards affected</b>	All

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

1. To agree in principle to seek to deliver a new theatre to replace the existing Assembly Hall Theatre and commission a design for the new theatre building;
2. To agree in principle to seek to vacate the Town Hall and relocate the Council's office accommodation and civic function to the Mount Pleasant Avenue site;
3. To note the current funding gap and need to consider the broader financial implications;
4. To agree to take the appropriate steps to secure a development partner(s);
5. To authorise the Director of Planning & Development, in consultation with the Leader of the Council, the Portfolio Holder for Finance for Governance and the Section 151 Officer:
  - i) to undertake the required work via the appointment of consultants to commission design and cost advice for the theatre building;
  - ii) to undertake the required work via the appointment of consultants to identify the most appropriate development option for the areas identified to include preparing an EU compliant procurement timetable and specification reflecting the preferred option and delivery mechanism to secure a development partner;
  - iii) to approve the required funds for professional expertise to progress and deliver the work identified from the Development Programme budget; and
6. Request that the Director of Planning and Development ensures that the Development Advisory Panel is engaged as appropriate during the delivery of the work.

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

- A prosperous Borough

The proposal contained in the report supports the aims and objectives of the Asset Management Plan and is a key objective in the Five Year Plan.

# Agenda Item 13

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Management Board	
Cabinet Advisory Board	10/11/15
Discussion with Portfolio Holder	
Cabinet	3/12/15
Council	9/12/15



## \* Civic Complex – Assembly Hall Theatre Mandate Next Steps

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Cabinet's ambition to deliver a new and improved theatre for the town has raised inevitable questions concerning affordability. Those funding concerns have been ripened by the significant cost of refurbishing the Town Hall to enable continued use into the 21<sup>st</sup> Century. As a result of a Cabinet mandate to investigate (30 October 2014) a report commissioned by the Council has identified ways in which the affordability gap could be narrowed by developing Council owned assets.
- 1.2 The evaluation and feasibility work is now complete and a decision is now sought to progress with the next steps. This includes an agreement to vacate the Town Hall, relocate the office and civic functions to Mount Pleasant Avenue, confirm the desire to deliver a new theatre and agree to the required work being undertaken to enable the Council to take an informed decision at a future-date.
- 1.3 The report outlines the objectives of the feasibility work undertaken, the main issues including the shortlisted options and identifies the potential delivery option to enable progression to the next stage.

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### 2. INTRODUCTION AND BACKGROUND

- 2.1 The Council has long recognised that the Assembly Hall Theatre (AHT), whilst a cherished cultural treasure in the Borough, is becoming structurally and culturally obsolete. The recent £1.5m refurbishment was required to "keep the doors open". It is recognised that provision of a theatre facility is vital to the whole Borough. A report commissioned by the Council and produced by Stephen Browning Associates estimated the capital investment required to redevelop the AHT at £25m. This would allow a new theatre to present productions of a complexity and scale which currently can only be accommodated in larger venues of circa 1,250 seats. The Council's Five Year Plan sets out a clear direction for the civic complex, the AHT and the delivery of a new Cultural & Learning Hub. It states that we will be developing a clear framework for the future of the site including an enhanced theatre.
- 2.2 On 30 October 2014 Cabinet gave a mandate to investigate the costs of providing a new theatre for the Borough. It also agreed to investigate all options for the financial viability of delivering a new theatre on, or adjacent to, the civic complex. The brief issued required a comprehensive evaluation and feasibility study to be undertaken of the assets in the civic complex, on other Council owned land and other land within its vicinity to provide viable options for funding (or part funding) a replacement theatre on the civic site or in another town centre location. The main areas under consideration are identified in the plan attached as Appendix A.

- 2.3 The Cabinet mandate to investigate was also in part informed by recognition of the cost of refurbishing the Town Hall to provide a fit for purpose environment for use into the 21<sup>st</sup> Century. An additional report previously commissioned by the Council identified this cost of refurbishment at approximately £10m.
- 2.4 The Council therefore appointed Bilfinger GVA (Chartered Surveyors and Development Consultants) through the Crown Commercial Services Professional Estates framework to undertake the work. As part of the consultancy team Allies + Morrison provided architectural and urban design advice with AECOM providing cost consultancy advice.
- 2.5 The full report (Civic Complex, Royal Tunbridge Wells. Final Report) is commercially sensitive, and is available to Members only. If members wish to review the full document they can do so by contacting Councillor Jukes or the Director of Planning and Development.

## **Objectives**

- 2.6 A set of objectives was agreed against which emerging options in the Bilfinger GVA work could be tested and evaluated. These broad objectives are:
- Continuity of theatre operation
  - Continuity of Council office operation
  - Integration with the Cultural and Learning Hub
  - Significant redevelopment of wider civic site
  - Cultural benefit to Tunbridge Wells
  - Economic benefit to the town centre
  - Sensitive to the historic nature of the site
  - Contributing to reduce the cost of new facilities

## **The Existing Buildings and Heritage Issues**

- 2.7 A key element of the work was the consideration of the value of the existing buildings in terms of their heritage and significance. This work has been reviewed and meetings undertaken with the Council's planning and conservation staff and also with Historic England to review emerging options and develop a strategic approach to the future of the buildings. Much of the significance of the civic complex of buildings lies in the cohesive composition of their group, and particularly the elevations presented to Mount Pleasant Road and Crescent Road. It is possible to retain this cohesive appearance by retaining the external range of buildings whilst undertaking significant changes within the core of the block.
- 2.8 Therefore it has been acknowledged that the loss of this may be acceptable in order to deliver options for the continued viable use of the buildings to ensure that they are protected in the long term.
- 2.9 Urban design and heritage analysis was carried out in order to inform the initial development options for the site, including a review of the existing planning context in Tunbridge Wells. This work has been carried out in tandem with the review of the residential and commercial property markets.

- 2.10 In preparing the potential development options for the site, the acquisition of third party land was explored and how this might allow for more comprehensive development to take place. Although extending the developable area of the site can enable further development to take place, this does not necessarily increase the viability of a development. The costs of acquiring third party land have within the parameters of this study been taken into account, and assessed against the potential extra revenue that further development could generate.
- 2.11 The information from the analysis and review was applied to our objectives criteria and to the assets, and a number of options were considered against different asset groups. Some options were dismissed due to planning, market demand, or topographical constraints; others were explored further prior to refinement and shortlisting. The options consider a range of possible uses in a variety of configurations. A key factor which shapes the possible options is the arrangement of the Council office building and the approach to the location of the theatre. Options including redevelopment of the theatre in-situ or developing a new theatre on the site of the Police Station were explored, as well as the option for locating a new theatre on the Great Hall car park site.

## **Car Parking**

- 2.12 Potential development options on the Mount Pleasant Avenue car park site and the Great Hall car park site could impact upon the provision of car parking in the town centre which needs to be considered alongside any capital cost of the options. As part of the feasibility report, the consultants considered the potential to create additional car parking.
- 2.13 They consider that the costs of doing so at Mount Pleasant Avenue would be high given the topography of the site and the poor efficiency of layout. However, creating a new basement car park beneath the Great Hall as this is a level site was an option. While underground parking is expensive a high level assessment indicated an acceptable payback period (the time to recover the cost of construction through income receipts).
- 2.14 A specific feasibility study, particularly to accurately assess build costs and the physical ability to construct a basement car park in this location will be required and would be part of the next stages of work. There would also be urban design implications for the quantum of car traffic moving across what could potentially be a new public realm area which would need to be considered and addressed.

## **Shortlisted options**

- 2.15 From the thirteen options in the Bilfinger GVA interim report the following five options were shortlisted for further detailed work:
- Option 4 - Theatre on the Police site with residential-led development of the Town Hall
  - Option 6 - Theatre on the Police site with leisure-led development of the Town Hall
  - Option 7 - New theatre and office with leisure led redevelopment of the site
  - Option 9 - New theatre and office with retail galleria development of the site

- Option 10 - New theatre and office with residential development of the site

2.16 These have been selected as they represent the best set of options against the evaluation criteria, whilst also leaving open a number of different land use options and spatial configurations. AECOM (formally Davis Langdon) provided cost consultancy advice on the estimated build costs for each option together with construction and phasing assumptions which were incorporated into the development appraisals of the options being considered. The detailed evaluation and financial assessment of each option was undertaken and is included in the main study. The detail of the five options is addressed in Appendix B attached to this report.

2.17 A primary assumption is that the Council will promote a masterplan covering the redevelopment of the civic site (in whatever configuration is agreed at a future date), provision of a new civic office and associated additional offices at the Mount Pleasant Avenue car park, and construction of a new theatre and associated space to the rear of the Great Hall.

2.18 It has been assumed that either an outline planning application covering the whole of the strategic masterplan is submitted, with subsequent detailed application(s) for the theatre and offices, or that a hybrid application is submitted being outline for the masterplan area and then detailed for the new theatre and offices.

## **New Office**

2.19 In all five of the shortlisted options to enable continuity of office accommodation and civic function the potential relocation site has been identified as Mount Pleasant Avenue car park. A separate report considered by Cabinet on 29 October agreed to establishing the Council accommodation requirement and preparing design work on Mount Pleasant Avenue.

## **New Theatre**

2.20 In a number of the options the location of a potential new theatre was identified within the civic complex however, a number of these impacted on continuity of theatre use. Within the context of the feasibility study the Great Hall car park site provided the best opportunity to deliver a theatre and maintain continuity of use. At this stage the detailed design of the theatre has not been considered.

2.21 There will also be a further specific piece of work required to assess and define the ongoing revenue costs of a providing a new theatre. To make an informed decision the Council will have to understand the level of subsidy support that a new theatre will require. This piece of work will also offer the opportunity to assess the most appropriate operating model for a new theatre.

## **Financial Viability**

2.22 A key aspect of the feasibility work was the provision of cost consultancy advice on the estimated build costs for each option together with construction and phasing assumptions to deliver high level development appraisals. Not unsurprisingly the analysis indicated that the residential option provided the

highest projected capital financial receipt, but this option also scores low against some of the Council's other objectives.

- 2.23 All the options still show a significant required capital contribution by the Council towards the cost of the new facilities. Given the high level nature of the initial appraisals this is identified as in the region of £25m - £28m. While not uncommon on large development opportunities, it does however give the Council an indication of the potential funding challenge that needs to be considered within the next phase of work.
- 2.24 There is certainly scope to sharpen the figures and reduce the funding gap. Currently there are significant cash flow issues associated with the proposal as a consequence of the need to fund the construction costs of both the Council's replacement offices, and the new theatre. How these are dealt with and managed can reduce costs; for example the current viability work does not reflect the refinement of any development partnership, so additional value may be able to be driven out of a specific deal structure. In addition more detailed consideration of elements of the scheme for example the costs of construction can significantly reduce the final costs.
- 2.25 Broader consideration of the financial costs will need to be undertaken to investigate how the Council will manage the extensive financial pressures that a significant development opportunity will bring. The Council will need to consider if grants are available through the public and private sectors. Other opportunities that need to be considered are additional disposal of assets to provide supporting capital for the scheme, the potential of business rate retention, the use of current reserves and the cost and affordability of long term borrowing and debt finance. The broader VAT implications will also need to be considered.
- 2.26 In addition there are likely to be other revenue and capital savings that have not been reflected in the high level appraisals. These include:
- Reduced annual revenue running costs (per sq ft) for the new civic accommodation compared with the costs of the existing building;
  - The saving in any capital allocated for a planned preventative maintenance programme (major repairs to the building fabric, and mechanical and electrical repairs) for the existing Town Hall;
  - Reduced annual running costs for the new theatre;
  - The ability to generate greater operating revenue from the theatre from both the nature of the performances it could hold, as well as the commercial opportunities through letting restaurant and other food and beverage space within the building;
  - Income that could be generated from the civic rooms for wedding receptions, conferences, meetings etc. given the attractive outlook over the park to the east; and
  - Additional income could be derived from car park revenue.
- 2.27 Other considerations related to office development, for example the Council obtaining a tenant, and selling the offices to an investor would produce a capital

value which could be added to the total residual value of each site if the Council chose to sell the let investment.

- 2.28 The next phase of work will therefore enable the Council to consider the likely cost of these options or an alternative option put forward by a development partner, as well as considering if the preferred option is fundable in terms of our budgetary priorities and pressures.

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### 3. AVAILABLE OPTIONS

- 3.1 In terms of progressing from this point there are a number of options. These include:
- 3.2 **Doing nothing** – That we continue to maintain the Town Hall and Theatre to the current standard, accepting the current size of the Theatre will not be addressed and that existing maintenance and running costs for the Town Hall and Theatre will be maintained. This was partly considered when the AHT Mandate was first approved by Cabinet in October 2014
- 3.3 **Do minimum** - As previously outlined costs in excess of £10m would be required to maintain the current Town Hall building and make it more suitable for current employment practices. We have relocated all our current staff into the Town Hall with the proposal that Gateway is relocated in the new Cultural & Learning Hub. Further contraction of the officer base could enable some space to be let to third parties but without further investment the building may not prove to be attractive. In addition the Theatre unless it was expanded on site which could cost £12m would not attract larger touring shows. In addition the lack of space in the wings would start to see the current facility become less attractive to shows as costs to deliver in a compromised space increase. Some minor improvements in maintenance and running costs could be expected within the limitations of listed buildings. Again the original Cabinet report considered this option when the AHT Mandate was first proposed.
- 3.4 **Do something** – There is a range of potential options related to this which release one or more parts of the site for redevelopment. Many of the financial issues could be considered in the broader option in terms of costs of delivery and any specific savings regarding maintenance, running costs, additional revenue or capital as a result of individual disposals or redevelopments although the interdependencies between the different buildings including the current heating system would need to be considered. A by product of the full option could be that this more modest approach could be delivered at a future date.

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### 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The consultants were asked to consider the options for delivery in their analysis. They identified three routes including:

## **Delivery Option 1**

- 4.2 Delivery of each component of the project separately. Essentially the Council would work up separate detailed design for the theatre and for the office development and the development of the civic complex would be through a traditional development agreement following a marketing and procurement exercise.

## **Delivery Option 2**

- 4.3 Grouping the civic complex redevelopment with one, or both of the new public buildings under a development agreement. Under this scenario the Council would procure a development partner to both develop out the civic complex and also one or both of the public buildings. The Council would still need to work up a detailed specification for its new civic office accommodation, as well as the theatre as it would be a key part of the procurement. The level of specification would need to be detailed to enable bidders (development partners) to cost the proposals to allow for some significant degree of risk transfer.

## **Delivery Option 3**

- 4.4 A joint venture that could incorporate a combination of the projects as under delivery option 2. Under this a formal 50/50 joint venture for delivery of the projects as a whole or a combination of them would be followed.

## **Recommended route**

- 4.5 Delivering each component of the project as separate projects does not enable any risk transfer for the Council and may incur potential penalty provision clauses if delivery of say the new civic offices or theatre is delayed and there is a material impact on the commercial proposal put forward on the civic complex. For this reason, trying to secure a firm commercial proposal on the civic complex could be problematic and again means there is a risk for the Council at the point it needs to commit to procure the theatre and/or new civic office contract. Given the nature of the project the contractor developers are less likely to be as keen if there is a combination of development and contracting components.
- 4.6 The joint venture approach has been looked at by the Council previously. While there are some benefits around transparency, during soft market testing a number of developers felt the package was too small to benefit from this approach.
- 4.7 As a result, it is considered that a development agreement should be structured combining delivery of the civic site redevelopment with one or potentially both public buildings. The Council would have to pay a development management fee to a development partner to co-ordinate these projects but it would then mean that during the procurement it could test how much risk the market is willing to bear and to also push for blended returns across both development and contracting components. These should be lower than the aggregate of the two (or three) components in isolation. Provisions would need to be carefully drafted dealing with overage, and procurement process (as well as tender acceptance) for the public building(s).

- 4.8 Adopting this approach will require the Council to undertake work to develop the offer and test the market more coherently.
- 

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

- 5.1 In advance of this report being taken to Finance & Governance Cabinet Advisory Board, all elected members of the Council have received a presentation about the AHT Mandate and the findings in the study and a further presentation and discussion has been held with the Development Advisory Panel. Members of Cabinet including the Leader and Portfolio Holder for Tourism, Leisure and Economic Development have met with the Town Forum, Civic Society, other direct interest groups and the local press to brief them on the study and its direction.
- 5.2 In addition a copy of the Civic Complex Options Appendix 1 – Design Options Report from the full consultant report, which is attached to this report as Appendix B, has been published on our website.
- 5.3 Any comments and recommendations from Finance & Governance Cabinet Advisory Board will be reported to Cabinet.

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

- 5.4 The Finance and Governance Cabinet Advisory Board was consulted on this issue on 10 November 2015 and supported the recommendations as set out, without amendment.
- 

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

- 6.1 Once the recommendations have been approved the Council would appoint the relevant professional advice through Crown Commercial Service RM928 Professional Estates Services framework. The approach is similar and consistent with the approach taken on the Mount Pleasant Avenue – Office Accommodation project. There are essentially four major strands of work here: office accommodation (Cabinet decision on 29 October 2015); theatre design; more detailed financial viability work to reduce potential costs; and the procurement of a development partner(s) who would be integral to the main elements of these.
- 6.2 In terms of timescales, it should be noted that there is a significant period of work including procurement to be carried out prior to decisions that would enable the construction phases. However, within the development appraisals it has been assumed that a new theatre would take approximately 24 months to construct and thereafter commission, and that the Council's replacement offices would be delivered within an 18 month period. Once the Council has relocated into its new office accommodation and the theatre is operational, then it is assumed the redevelopment within civic site would commence.



- 6.3 The appointment of consultants will complement the Council’s small in-house resource and provide specialist property development expertise with regard to refinement of options, viability, cost and design advice and in addition procurement of a development partner(s) prior to a future Council decision on progression.

## 7 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	<p>The framework agreements for professional services referred to in the report have been through a process of formal procurement in accordance with European and UK law to ensure that all requirements are met.</p> <p>There is a range of legal powers available to the Council which enable it to undertake the development referred to in the report. The particular legal powers to be utilised will be clear once the preferred option and delivery option are identified. In addition, section 122 of the Local Government Act 1972 permits the Council to appropriate land or property in its ownership in order to use it for another of its functions.</p> <p>At this stage there are no direct consequences arising from the recommendations that adversely affect the rights and freedoms of individuals as set out in the Human Rights Act 1998. .</p>	John Scarborough Head of Legal Partnership
<b>Finance</b> and other resources	<p>Grant from central government has already been cut by 50 per cent and could well be reduced by a further 40 per cent resulting in almost no Revenue Support Grant to help fund local services. The ability to raise income locally continues to be curtailed which puts at risk the ability of the Council to balance the revenue budget on an annual basis. To enable the continued delivery of services without significant cuts it is necessary to strategically utilise reserves and turn assets into revenue income streams to enable financial self-sufficiency.</p> <p>The use of the Development Programme budget for this project will enable expert advice to be secured to assess the financial viability of delivering new office accommodation. The use of expert advice to deliver a range of non-performing land assets has demonstrated the value of this approach.</p>	Lee Colyer, Director of Finance and Corporate Services

	Through third party framework agreements procurement can be minimised and value for money secured. The initial budget will come from the development programme budget which has already been approved.	
<b>Staffing establishment</b>	There are no direct staffing implications in the report. Staff time to the process and ongoing work has however been committed. A separate report detailing additional staffing implications of the programme as a whole is being considered by Cabinet.	Nicky Carter, Head of HR
<b>Risk management and health &amp; safety</b>	The Council has already developed a number of 'gates' to manage the allocation of resources and introduce a phased approach to development. This approach will continue to be used for this project. Broader risks for each development will need to be assessed as progressed.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment and sustainability</b>	The assessment of space and design will enable the delivery of a more environmentally sustainable building.	Sustainability Manager
<b>Community safety</b>	No specific issues.	Community Safety Manager
<b>Health and wellbeing</b>	No specific issues.	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	The purpose of this report is to enable the consideration and development of property to meet service requirements into the future. Individual development proposals will be assessed in terms of their requirements and design will ensure aspects such as DDA compliance is addressed from the outset.	West Kent Equalities Officer

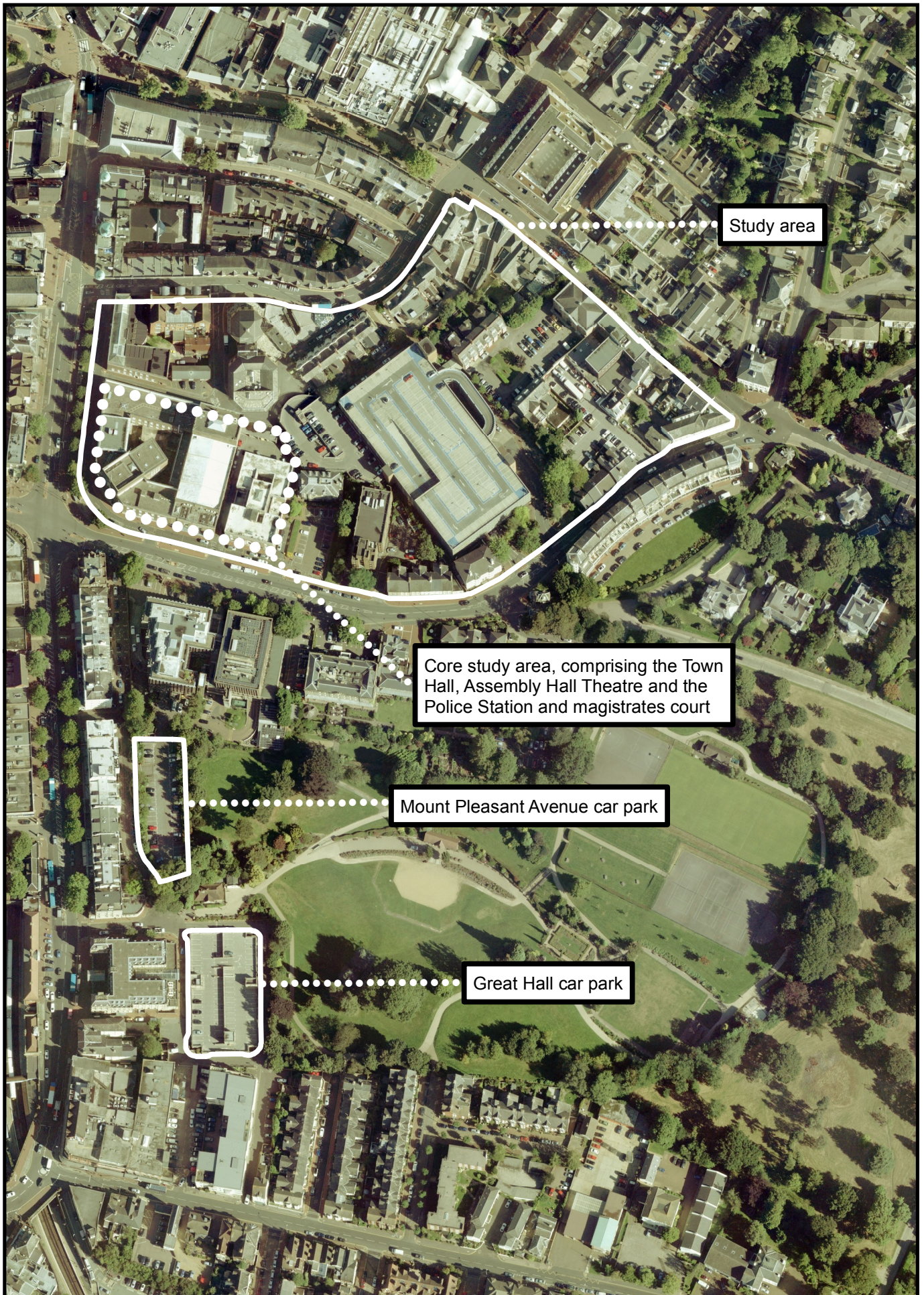
## 8 REPORT APPENDICES

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

- Appendix A: Plan of Study Area
- Appendix B: Civic Complex Design options report

## 9 BACKGROUND PAPERS

None



Study area

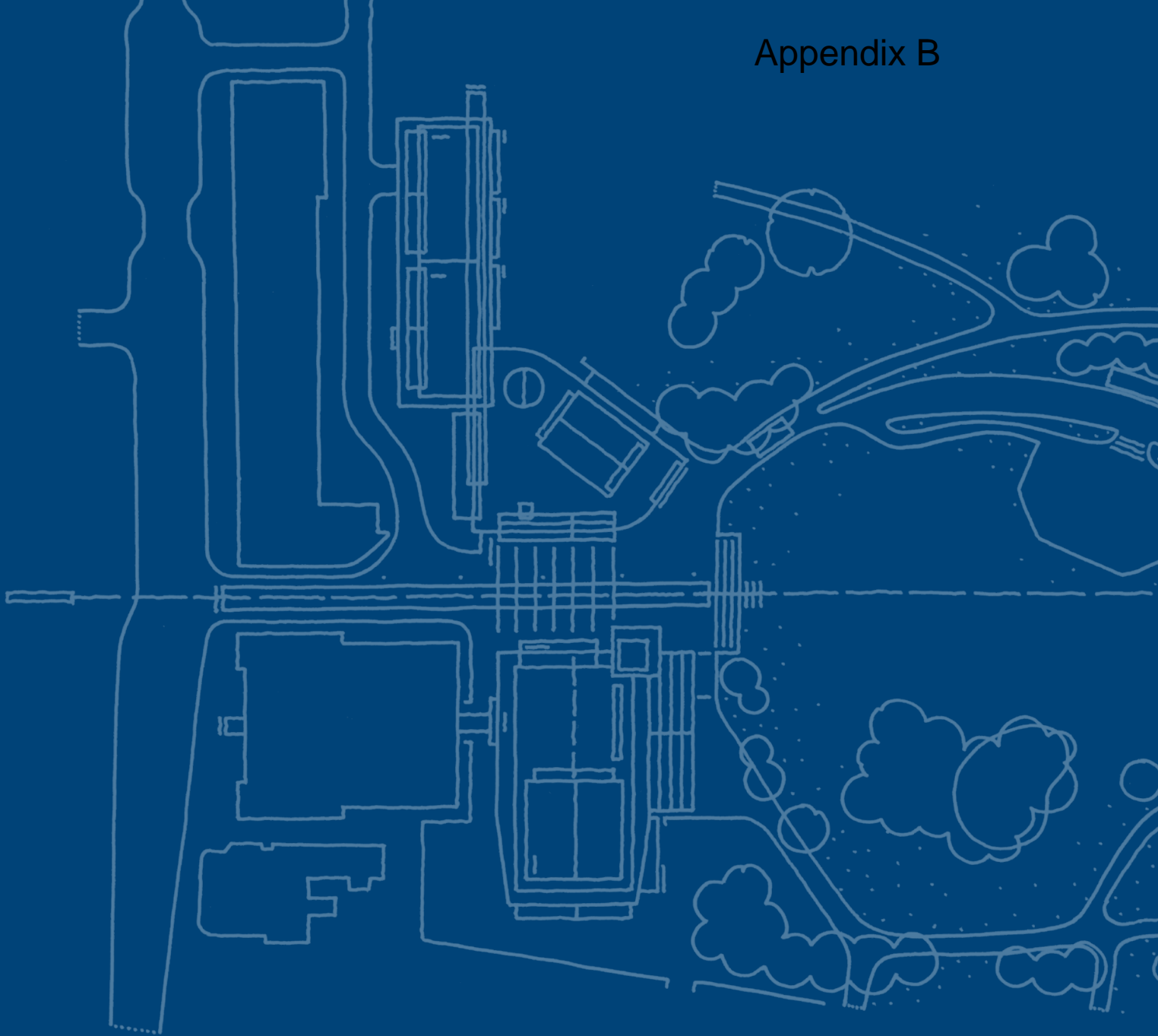
Core study area, comprising the Town Hall, Assembly Hall Theatre and the Police Station and magistrates court

Mount Pleasant Avenue car park

Great Hall car park



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# TUNBRIDGE WELLS

## CIVIC COMPLEX OPTIONS

Appendix 1 - Design options report  
October 2015

**Bilfinger GVA**  
**Allies and Morrison**





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# INTRODUCTION

GVA and Allies and Morrison have been commissioned by Tunbridge Wells Borough Council to prepare an options study for Tunbridge Wells Civic Complex to facilitate the provision of a new theatre. This report presents a summary of the urban design issues and the options development.

## Our brief

The core objective of the project is to facilitate the replacement of the Assembly Hall Theatre. This is recognised as a cherished asset but is acknowledged to have significant limitations in the nature and scale of the events and shows which it can host.

Whilst considering the options available to the Council for this project, the team has also considered a number of wider and inter-related opportunities. This includes considering the potential relocation of the existing Council offices into modern premises and the potential re-use of the existing Town Hall in this event. The team has also looked more widely to consider whether a more significant town centre regeneration opportunity could be delivered through the inclusion of adjoining sites.

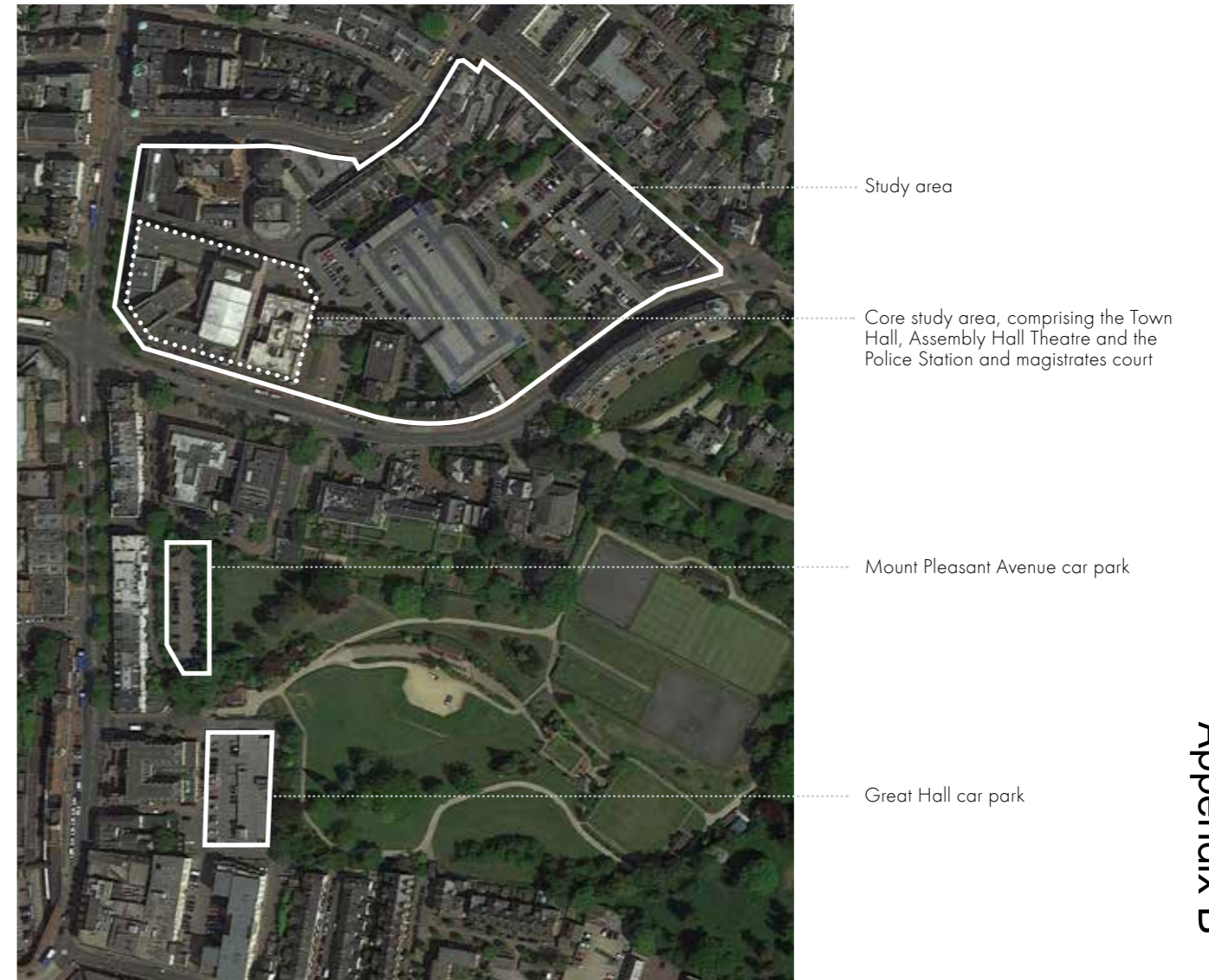
This report sets out the process which has been undertaken of considering the site and its constraints, the commercial opportunities and the range of potential options. The team has then reviewed the options to provide a shortlist of the strongest potential opportunities for further consideration.

The identified preferred options for the new Council office and the new Theatre have been developed as concepts in the final section of the document.

## The study area

The primary focus of the study area has been defined as the Town Hall, Assembly Hall Theatre and police station, noting that the Library is the subject of a separate study to deliver a Culture and Learning Hub project.

Wider consideration has covered the remainder of the urban block within which the civic complex is located. The Mount Pleasant Avenue car park and the Great Hall car park have also been identified as potential opportunities for development to be considered within the project.





# DELIVERING DEVELOPMENT

The following issues have been identified by the project team and have informed the preparation of the options. More detailed information is provided in the main body of the report.

## Delivering a new theatre

The Council previously commissioned a study by Stephen Browning Associates (SBA Study) to look at potential options for re-configuration of the existing theatre. This identified that whilst it might be possible to improve the theatre, it would still not deliver an ideal venue and that there would be considerable interruption to the programme of performances during the works.

The approach for this study has considered the following:

- Delivery of a flexible theatre/performance space with a minimum of 1,250 seats;
- Continuous operation of the theatre (the team has also highlighted the potential to explore the provision of appropriate interim options);
- The potential relationship between the theatre and the Cultural and Learning Hub project; and
- The potential for the theatre to act as a major driver in the cultural life of the town and to act as an anchor for commercial leisure uses which might help to fund the development.

## Other potential uses

The team has considered a range of other land uses which may play a role in the project, either as complementary uses to elements such as the theatre, or as enabling commercial development which provide a financial benefit. Uses which have been considered include:

- Residential development - this is a strong sector in Tunbridge Wells, with good demand for town centre homes and high quality development;
- Office market - whilst there is evidence of demand in the town centre, current values make office use a less attractive development opportunity at present;
- Retail - Tunbridge Wells is a strong retail location. However, this site is set back from the core retail area and the existing listed buildings are not optimal for retail use;
- Leisure - the team has considered a range of leisure uses. A cinema/casino would be a strong anchor use which would complement the other cultural activities. Other uses such as restaurants and bars have been considered;
- Hotel uses - the existing hotel offer in Tunbridge Wells is reasonably strong. It is considered unlikely that conversion of the town hall building would be able to attract a significant operator to make the project deliverable.

## Other considerations

The project presents the opportunity to reconsider the future office and operation requirements of the Council. The existing offices are of an age and design which means that they are not best suited to modern working requirements, are relatively energy inefficient and are likely to be increasingly expensive to maintain. The configuration of the building also makes it difficult to access, with the original entrance now largely redundant due to accessibility requirements.

By contrast, a modern building could significantly cut running costs and provide a modern and flexible working environment.

The wider study area has also allowed for an exploration of the potential to deliver enabling development. This is either possible through relocating the Council's offices and theatre and using the existing site for other uses, or through undertaking commercial development on other sites which can cross-subsidise development.

The project team has also been aware of the potential impact that development on car park sites may have on council revenue. This has been a consideration in our evaluation of the options.

## Wider regeneration potential

The team has considered the potential for the project to re-provide the theatre and consider options for the Council's future office provision. Other opportunities have also been explored to consider whether wider change could be achieved which would have a beneficial effect on the town centre.

Some elements of the study area, such as Monson House and the main decked car parks are considered to have a detrimental impact on the quality of this part of Tunbridge Wells.

Although extending the developable area of the site can enable further development to take place, this does not necessarily increase the viability of a development. The costs of acquiring third party land need to be taken into account, and assessed against the potential extra revenue that further development could generate.

The team has specifically looked at the costs of acquiring the police station and magistrates court, Monson House and 33-37 Monson Road. Details of this work are set out in more detail in the main body of the interim report.

# EXISTING BUILDINGS

The project team has explored the history and evolution of the site to inform a detailed understanding of the value of the existing buildings and the potential for future change.

## The existing buildings

Much work has been undertaken in recent years to consider the value of the existing buildings in terms of their heritage and significance. This work has been reviewed and meetings undertaken with planning and conservation officers from Tunbridge Wells and with Historic England to review emerging options and develop a strategic approach to the future of the buildings.

Much of the significance of the civic complex of buildings lies in the cohesive composition of their group, and particularly the elevations presented to Mount Pleasant Road and Crescent Road. It is possible to retain this cohesive appearance by retaining the external range of buildings whilst undertaking significant changes within the core of the block.

The most significant elements of the town hall and theatre buildings are the set-piece areas and particularly the entrances and stairs. It will be important that these are incorporated into any scheme design.

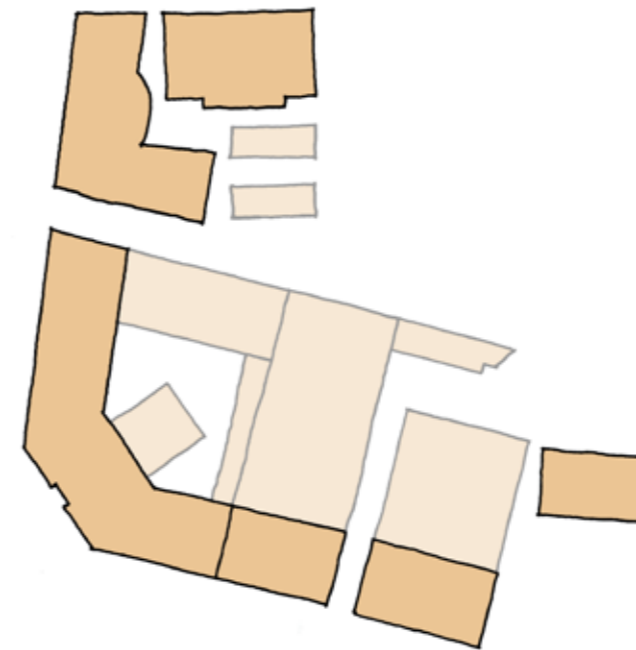
The Council chamber is a significant part of the building, but its design is not of the highest quality. Therefore it has been acknowledged that the loss of this may be acceptable in order to deliver options for the continued viable use of the buildings to ensure that they are protected in the long term.

It is likely that an additional storey of development could be achieved above the existing buildings, set back from the parapet. The important consideration for any design will be to maintain a sense of the overall composition and massing of the buildings as a group.

9 and 10 Calverley Terrace are noted as being significant listed buildings, given their age and the fact that they were designed by Decimus Burton. They are also the only remaining fragment of the original form of development and so are important in explaining the history and evolution of this part of Tunbridge Wells. Initial advice from Historic England indicates that their removal would be challenged unless there was an over-whelming public benefit which could not be achieved through any other means. Opportunities to improve the forecourt through the removal of parking would be beneficial and the buildings could be successfully refurbished for office or commercial use.

The Adult Education building and the Library are the subject of their own study to deliver the Culture and Learning Hub project. This protects the main areas of historic fabric and so is consistent with the approach established for the rest of the area.

Infill development fronting Crescent Road would have the beneficial effect of helping to screen the Crescent Road car park, improving the setting of Calverley Park Terrace opposite.



The civic complex was conceived as a cohesive group of buildings. It is important that the external range of buildings in this group is retained, along with the Adult Education building and 9-10 Calverley Terrace. However, this does leave flexibility for greater adaptation and redevelopment within the centre of the block.



# INITIAL OPTIONS

A large number of options were generated at the initial stage of the project in response to the wide range of opportunities for change.

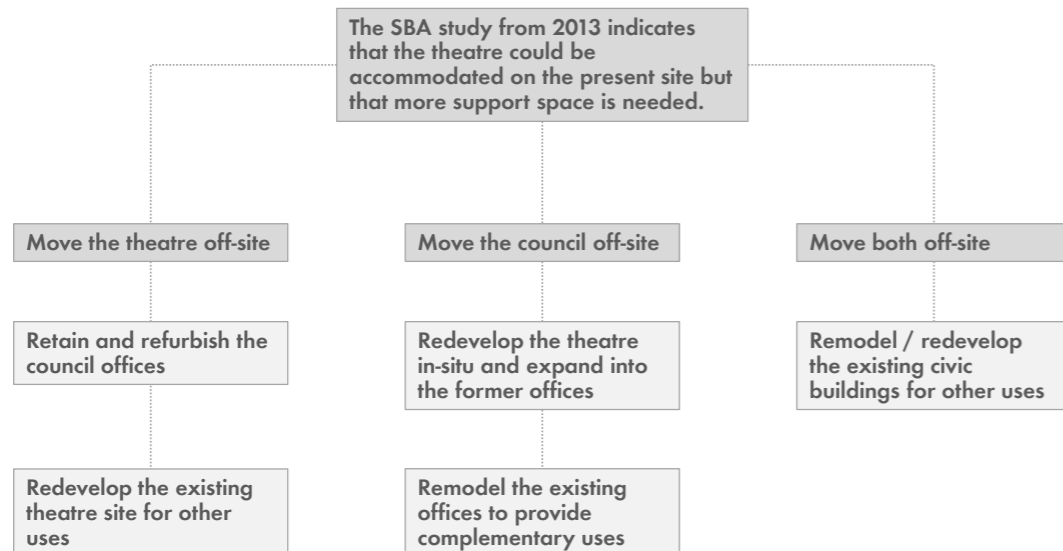
## Options strategy

The options consider a range of possible uses in a variety of configurations. A key factor which shapes the possible options is the arrangement of the Council office building and the approach to the location of the theatre. Options including redevelopment of the theatre in-situ or developing a new theatre on the site of the police station were explored, as well as the option for locating a new theatre on the Great Hall car park site.

- Continuity of theatre operation;
- Continuity of office operation;
- Integration with the Cultural & Learning Hub;
- Significant re-development of the wider Civic site;
- Cultural benefit to the town centre;
- Economic benefit to the town centre;
- Sensitive to the historic nature of the site; and
- Council Revenue / Cost.

The range of options presented in summary on the opposite page demonstrates the scope of the search undertaken. The options were evaluated against the following criteria to select a short-list of approaches for more detailed consideration:

This analysis is presented in detail in the main body of the interim report.



## OPTIONS WHICH RETAIN THE OFFICES AND RE-LOCATE THE THEATRE



1 Theatre on the Great Hall site with minor residential infill development



2 Theatre on the Great Hall site with cinema development as replacement

## OPTIONS WITH THE COUNCIL OFFICE RELOCATED AND THE THEATRE RETAINED ON-SITE



3 Council office on Mount Pleasant Avenue car park with expanded theatre



4 Theatre on police site with residential-led development of the Town Hall



5 Council office on Mount Pleasant Avenue car park with new commercial leisure



6 Theatre on police site with leisure-led development of the Town Hall

## OPTIONS WITH THE THEATRE AND COUNCIL OFFICE RELOCATED



7 New theatre and office with leisure-led redevelopment of the site



8 New theatre and office with street-based leisure-led redevelopment



9 New theatre and office with retail galleria development of the site



10 New theatre and office with residential development of the site



11 New theatre and office with alternative residential scheme



12 New theatre and office with hotel and spa development of the site



13 New theatre and office with hotel and conference development

# SHORTLISTED OPTIONS

The following options have been identified as the strongest possibilities from the original long list, based on their evaluation against the assessment criteria.

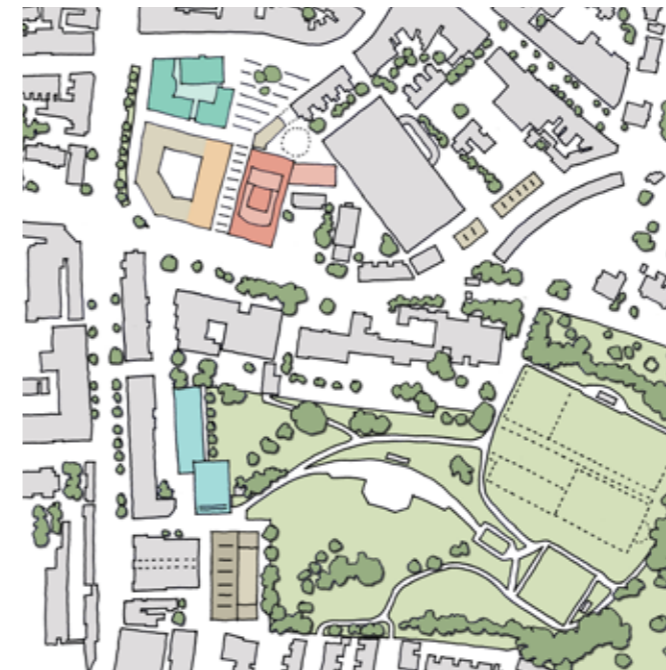
## Shortlisted options

The following five options have been shortlisted for further detailed work:

- **Option 4** - Theatre on the police site with residential-led development of the Town Hall
- **Option 6** - Theatre on the police site with leisure-led development of the Town Hall
- **Option 7** - New theatre and office with leisure-led redevelopment of the site
- **Option 9** - New theatre and office with retail galleria development of the site
- **Option 10** - New theatre and office with residential development of the site

These have been selected as they represent the best set of options against the evaluation criteria, whilst also leaving open a number of different land use options and spatial configurations.

A detailed evaluation and financial assessment of each option is included within the main report.



### OPTION 4

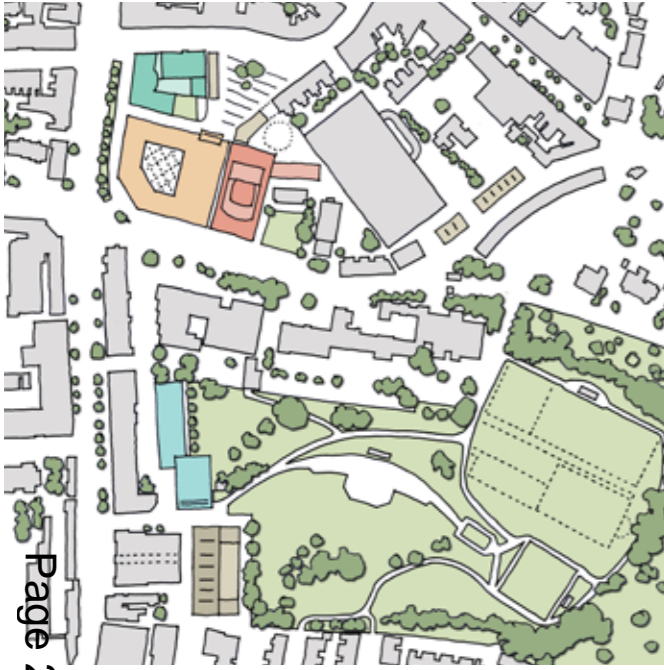
- New theatre built on the site of the police station, with residential (c.65 flats) and restaurant development in the former theatre and council office building
- New council office building on the Mount Pleasant Avenue car park site with residential development on the Great Hall car park
- Removal of existing buildings to the north to integrate with the core town centre
- Conversion of the existing office building with removal of the chamber to create an open courtyard
- Opening of a new north-south route lined with restaurant frontages at ground floor level
- Strong presence for a new theatre building on the police station site with improved gardens to the east in place of the car park
- Opportunity to provide a strong frontage for the new culture and learning hub

### Evaluation

This option provides continuous operation for the theatre by relocating it to the police station site. However, it is constrained in terms of key dimensions and so is unlikely to provide an ideal building. Servicing to the theatre will be improved but will remain constrained and the loss of the listed police station building is regarded as significant.

The delivery of a more integrated network of pedestrian connections is a benefit to the town centre, and has the potential work well with the Culture and Learning Hub project.

This option requires negotiations with neighbouring land owners regarding acquisition.



**OPTION 6**

- New theatre built on the site of the police station, with cinema and commercial leisure development in the former theatre and council office building
- New council office building on the Mount Pleasant Avenue car park site with residential development on the Great Hall car park
- Removal of existing buildings to the north of the theatre to provide new direct links with the core town centre
- Potential for greater integration with the Culture and Learning Hub project

**Evaluation**

As with option 4, this option provides continuous operation for the theatre by relocating it to the police station site. However, it is constrained in terms of key dimensions and so is unlikely to provide an ideal building. The loss of the listed police station building is regarded as significant.

The inclusion of a significant new commercial leisure scheme capable of accommodating cinema, restaurants and bars has strong potential to work well with the theatre and with the Culture and Learning Hub project. Negotiations will be required with neighbouring land owners regarding acquisition.



A key issue with redevelopment of the Town Hall for commercial or leisure uses is the lack of direct access from the street around the perimeter of the building. However, this could be addressed through the removal of the council chamber wing and the glazing of the central courtyard to create an internal atrium space. This would provide a unified access to all the commercial uses and would provide all-year-round options for outdoor restaurant tables.



**OPTION 7**

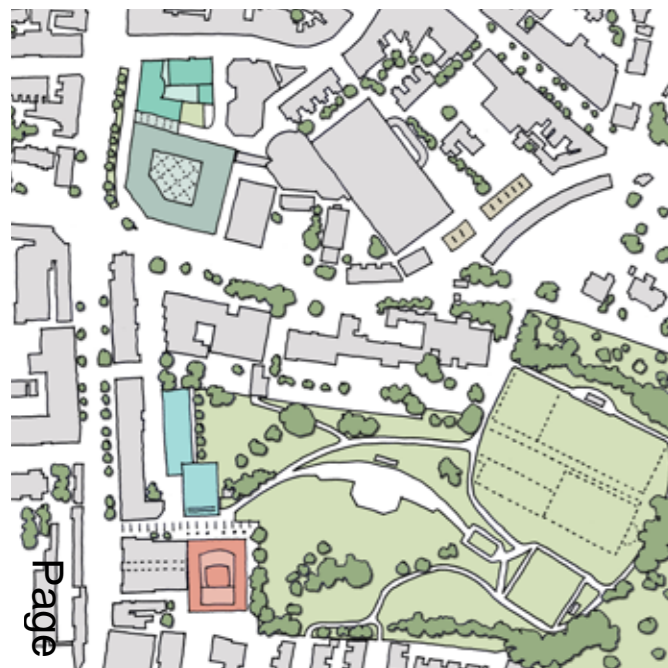
- New theatre developed on the Great Hall car park site and a new council office developed on the Mount Pleasant Avenue car park site
- Adaptation of the existing buildings to deliver commercial leisure space including a multi-screen cinema, restaurants and bars
- Removal of existing buildings to the north of the theatre to provide new direct links with the core town centre
- Potential for greater integration with the Culture and Learning Hub project

**Evaluation**

The proposition of a theatre and council office framing an improved entrance into Calverley Grounds is attractive and has the potential to be a significant landmark project. However, this move would separate the theatre from the proposed Culture and Learning Hub.

The potential for the conversion of the existing offices and theatre for commercial leisure uses is possible, but is diminished by the relocation of the theatre.

This option requires negotiations with neighbouring land owners regarding acquisition.



**OPTION 9**

- New theatre developed on the Great Hall car park site and a new council office developed on the Mount Pleasant Avenue car park site
- Adapt/redevelop the existing buildings to create a Galleria-style retail development, utilising the approach to the courtyard as conceived for options 6 and 7
- Potential for a direct interface with the Cultural and Learning Hub project

**Evaluation**

The galleria option was inspired by the suggestion of the Civic Society, which outlined the approach in a recent publication.

This has the potential to be a suitable re-use of the fabric of the building and would complement the Cultural and Learning Hub. However, the scheme will lack active frontage onto the surrounding streets and relies on internal circulation. It is not considered possible to make this a sustainable option given that it does not include a major retail anchor to generate footfall.



**OPTION 10**

- New theatre developed on the Great Hall car park site and a new council office developed on the Mount Pleasant Avenue car park site
- Adapt/redevelop the existing buildings for housing with the removal of the chamber to create an open courtyard
- Redevelopment of the theatre plot, including introduction of basement parking if desired
- Expected capacity 75+ flats with an additional floor developed above the existing building
- 30 parking spaces within the new basement area plus potential for further space below the courtyard if desired
- Opportunity for facilities such as a shared gym/lap pool in the existing basement areas



The removal of the council chamber in the centre of the building will create a large open courtyard. This will allow the existing office building to be successfully adapted for residential use whilst maintaining the external appearance from the street.

**Evaluation**

The proposition of a theatre and council office framing an improved entrance into Calverley Grounds is attractive and has the potential to be a significant landmark project. However, this move would separate the theatre from the proposed Culture and Learning Hub.

The conversion of the existing offices to residential use, coupled with a new residential development on the rear part of the theatre site provides a deliverable way to retain and re-use the existing listed buildings.

# ENABLING DEVELOPMENT

This is a major project which has substantial costs attached for the Council. As part of the work undertaken by the team options were explored to deliver enabling development which would help to offset costs and which would have wider townscape benefits

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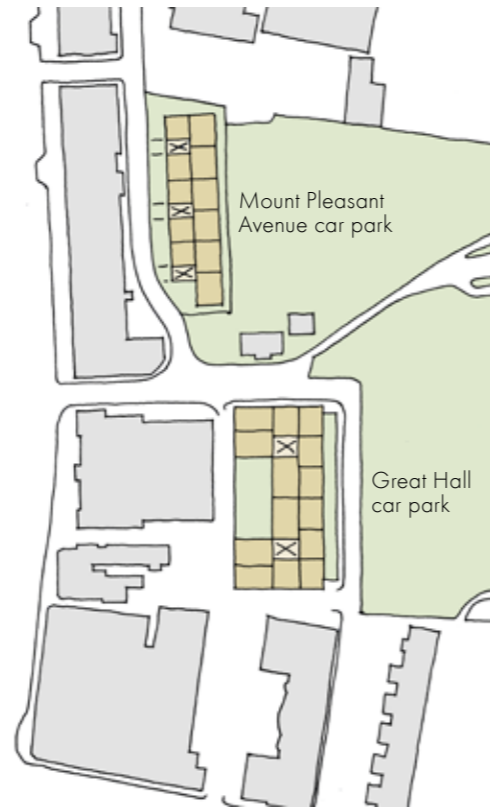
## Mount Pleasant and Great Hall car parks

In the event that either of the car parks are not used to deliver core elements of the project they have the potential to deliver residential development, taking advantage of the impressive landscape setting of the park.

The proposal for the Mount Pleasant site anticipates that the building would remain within the extent of the existing car park and would step down the slope in the same manner as the historic terraces. This scheme is expected to yield approximately 33 units and could incorporate its own parking.

The Great Hall site could be expected to deliver 42 residential units above a podium of other uses which engage with the park. The existing basement car park provides the potential for parking to be provided on site, and subject to capacity an element of public parking could also be retained.

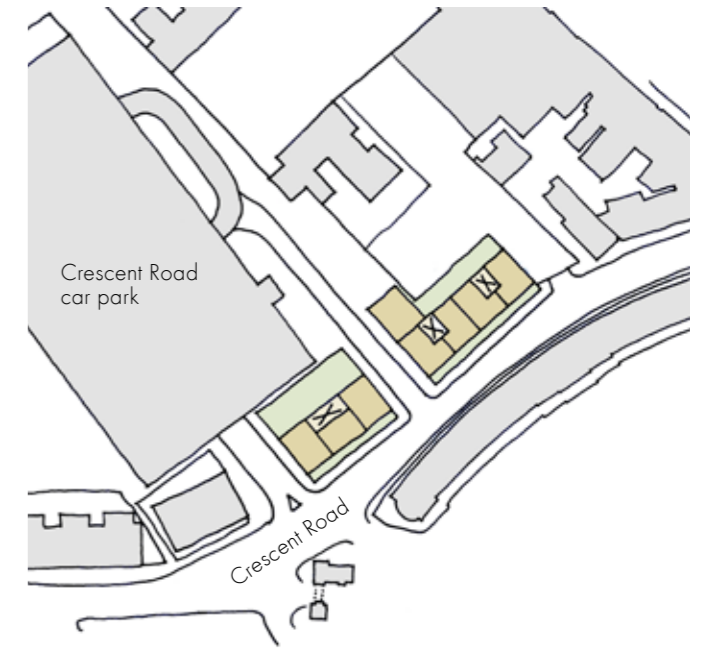
As part of the assessment of these schemes the impact on loss of parking revenue has been highlighted.



## Crescent Road frontage infill

The existing Crescent Road car park has a large open area in front of it which detracts from the quality of the historic buildings in the area. There is an opportunity to infill this area and replace a short terrace of existing dilapidated units through a new residential development of approximately 24 units.

This concept slightly modifies the existing access and egress from the car park to reduce their impact and allow new elements of built frontage.



Appendix B

# SCHEME DEVELOPMENT

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New Council building with a main entrance from the new public space and an elevated council chamber overlooking the park

Remodelled Mount Pleasant Avenue to establish a new civic space and improve the setting and approach to the park

New theatre with a principal frontage onto the new civic space and a raised terrace overlooking the park. The building can include a variety of complementary uses to maintain activity throughout the day

The majority of the shortlisted options include the proposal to relocate the Council offices and the theatre to new sites on the Mount Pleasant Avenue car park and the Great Hall car park respectively.

This concept has been discussed in principle with both officers from Tunbridge Wells and with Historic England, recognising the significance of the park and the potential impact which this may have.

The concept has met with broad approval, recognising that the existing access into the park is poor and that the car parks themselves do little to enhance the landscape.

The two buildings have been arranged to frame an improved entrance into the park, establishing a new civic space and an improved relationship with the landscape. The council offices feature a main public entrance at this point, with the opportunity for an elevated council chamber with views over the landscape and offices arranged to the north stepping back up the hill.

The theatre also has its main entrance onto the new space with a second active elevation onto the park, allowing for restaurants and bars to face out onto a terrace towards the landscape. It is envisaged that this will allow for enhanced use of the park, particularly for cultural and community events.

Appendix B



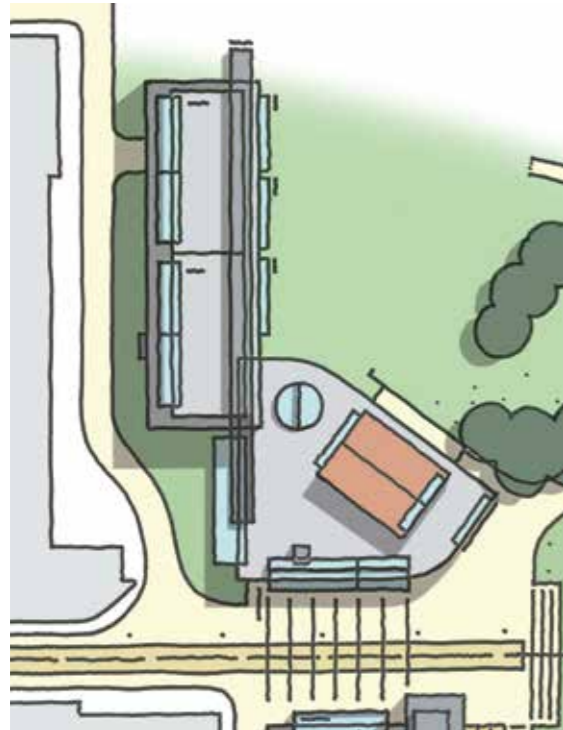


Artist's illustration showing the potential new approach to the Calverley Grounds, framed by the new Council office and theatre

# CREATING A NEW CIVIC BUILDING

The creation of a new civic building is a significant opportunity for the Council to create an environment which will suit modern working practices and democratic processes as well as engaging with the public in an accessible manner.

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## Building concept

The concept proposed for the building is to establish a new civic presence onto Mount Pleasant Avenue, facing south towards a new theatre, with the two buildings together framing the entrance into the park.

The southern part of the building provides flexible civic and public spaces whilst the rear of the site provides flexible and sub-dividable office accommodation.

## Ground floor

The main entrance level of the building, fronting onto the public space. This can accommodate a double-height lobby with public areas.

## First floor

Principal public rooms for council functions/committees and meetings. Supported by the first level of office accommodation to the north

## Second floor

First main office level

## Third floor

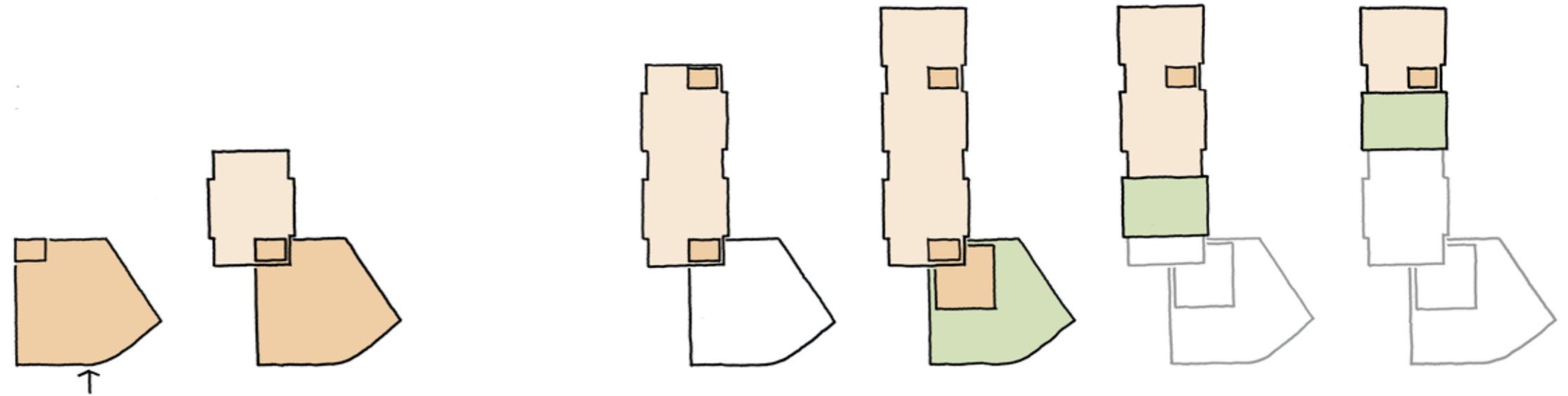
Upper civic and function space on the southern wing of the building with the opportunity for a roof terrace overlooking the park and the new square. Complete office level linking right through the building

## Fourth floor

Office level with roof terrace

## Third floor

Upper office level with roof terrace



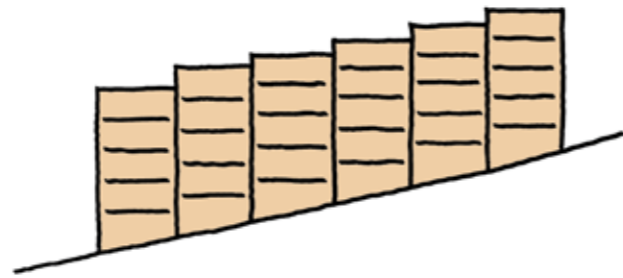
Appendix B

# WORKING WITH THE TERRAIN

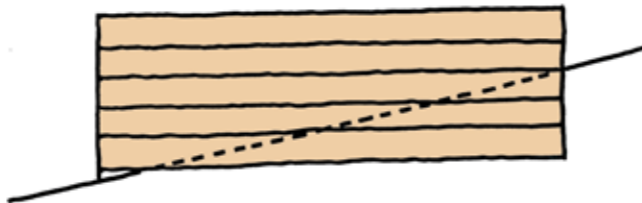
The proposed site for the Council office has a considerable change in levels as the gradient rises from Mount Pleasant Avenue. The building can exploit these levels through responding to the wider context.

## Working with the terrain

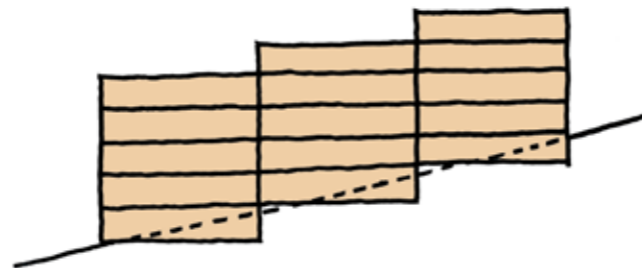
A typical response to the terrain is to establish a terrace of narrow units. This allows each unit to relate directly to the natural ground level at that point and establishes a roofscape which responds to the landscape. This approach has the disadvantage of creating small isolated floor areas which do not inter-connect.



A conventional large floor-plate office building would fail to respond to the slope of the terrain. This limits access into the building and creates a roofscape which is alien to the prevailing character.



Breaking the building into a series of elements it will be possible to respond to both the slope of the ground and to the need to create large floor plates which suit modern occupancy requirements.



A further refinement of the concept would articulate the individual elements as linked villa blocks. This recalls the form and character of the area, including the Decimus Burton blocks which formerly occupied the current Civic Centre site. This approach also allows for flexible subdivision of the building.



# FLEXIBLE OCCUPANCY

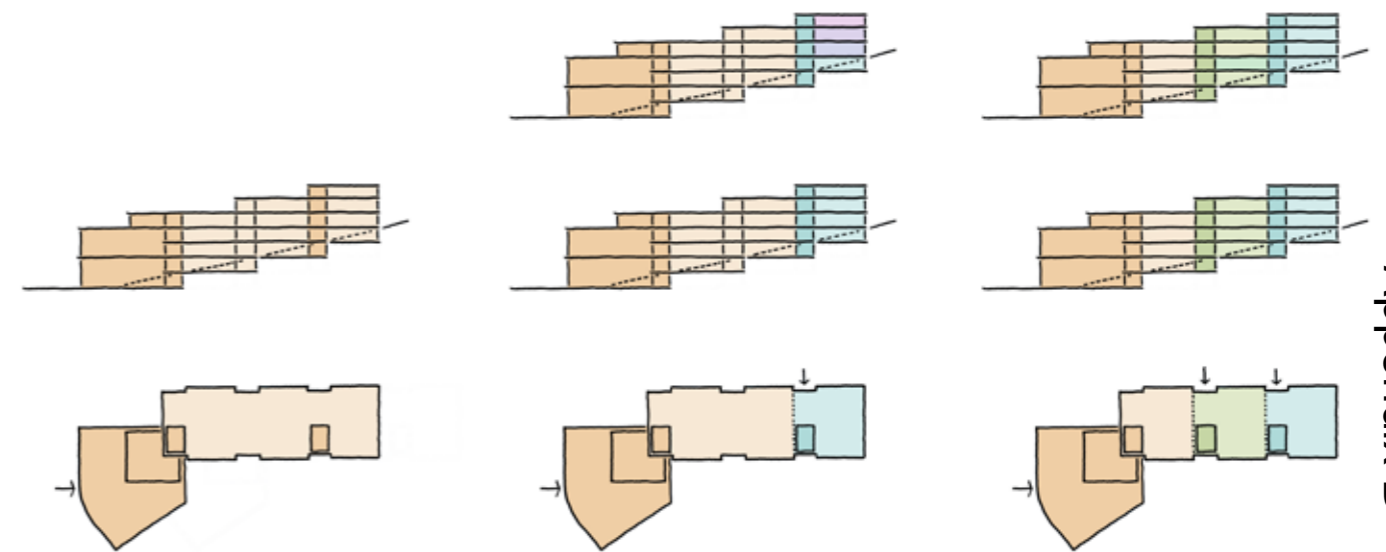
The Mount Pleasant site has the potential to deliver more floor space than might be required by the Council. A flexible approach will also help to make the building resilient to change over time

## Building for flexible occupancy

The concept for the new building is to work with the sloping terrain, establishing a series of modules stepping up the slope. Whilst the Council could choose to occupy the whole building, any space it doesn't wish to use for Council functions could be subdivided and let as independent office space. Separate access can be created into the different parts of the building from Mount Pleasant Avenue, allowing it to be let either as a stand-alone office suitable for a significant employer, or as a series of smaller units suitable for start-up companies.

## Parking

The sloping terrain has the potential to allow easy access for underground servicing and a handful of parking spaces without a need for long ramps. It is expected that this would be provided to service the building rather than providing public parking.



# A NEW THEATRE

The Great Hall car park site provides the location for a proposed new theatre, replacing the Assembly Hall Theatre.

## A concept for a new theatre

The new theatre will benefit from a prominent location on the edge of attractive historic parkland. Together with the proposed Council offices it frames the new approach to the park. It will also engage with the park through opportunities for cultural activities and restaurant terraces.

A number of initial options have been explored to demonstrate the deliverability of a theatre. These are based on the footprint of comparable size to the Marlowe Theatre in Canterbury, a 1,200 seat venue which has previously been used as a case study for a new venue in Tunbridge Wells.

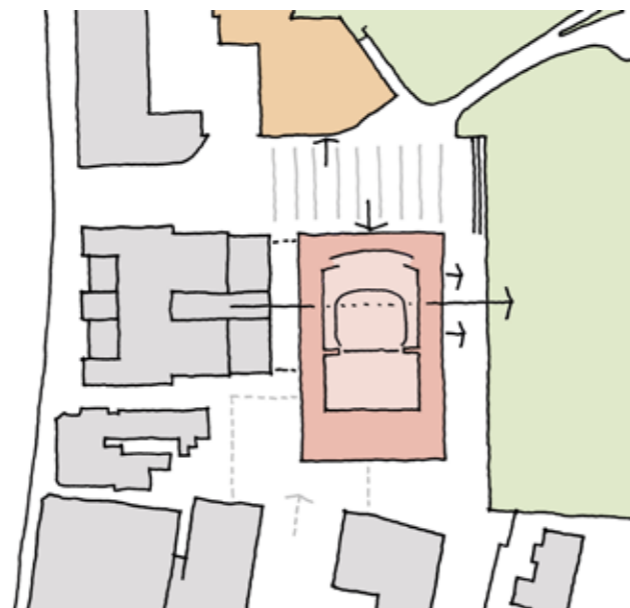
The options demonstrate the capability of the site to deliver a theatre in a number of potential configurations, responding on the interface with the existing Great Hall building and the orientation of the main theatre volume.

The relationship to surrounding existing buildings needs to be carefully managed. The existing residential block to the south currently benefits from views over the park and has living spaces overlooking the site. The massing of the theatre therefore needs to be appropriately handled.

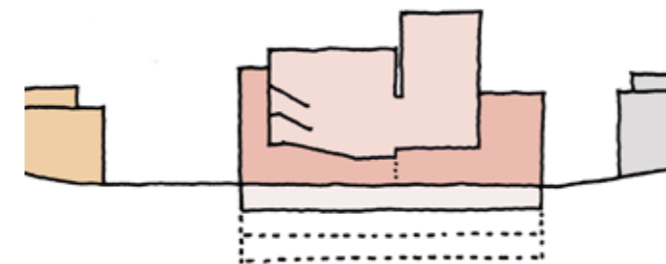
The existing basement of the Great Hall car park can be retained and possibly new basement levels added, providing the opportunity for continued use as parking or to provide service spaces for the theatre.

A theatre can be delivered as a stand-alone building on the existing car park site with the main entrance on the northern side and service access from the south.

Raising the theatre space up within the building would create the opportunity for a large lobby area including bars/restaurants creating frontage onto the park. It would also allow a connecting route from the existing Great Hall site to pass through the building towards the park.

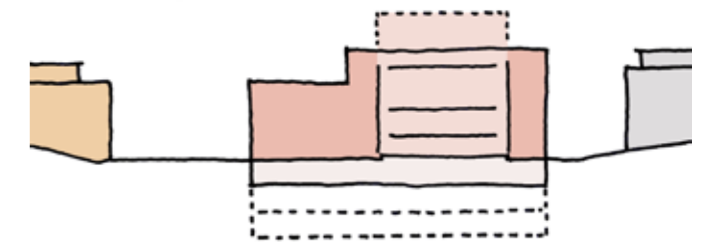


A further alternative option would be to connect the theatre building to the Great Hall building, potentially allowing a larger shared lobby.

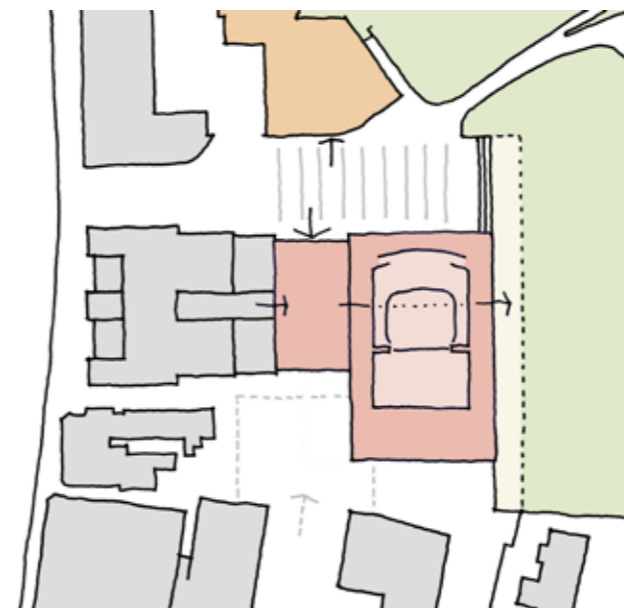


A north-south oriented auditorium, raised to create lobby space and to allow a connecting route through to the park

The theatre volume could be orientated east-west, changing the relationship with the lobby space. This option could help to reduce the building height as the space below the auditorium is no longer required for activities.



An east-west oriented auditorium, with lobby space and connecting routes alongside the auditorium



Artist's illustration showing the potential for new civic buildings and space at the Great Hall site



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Appendix B

## DELIVERY OPTIONS

In this Section we outline the primary approaches that the Council could consider to deliver this project and advise on ways in which risk transfer could take place. We then outline our suggested preferred delivery option for the Council to explore further.

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### Introduction

Soft market testing has been undertaken to help inform the delivery approach. This included meetings with a range of specialist developers including those with the following specialisms:

- Principally residential developers;
- Commercial (leisure & retail) specialists;
- Parties specialising in listed and complex building conversion for residential development; and
- Contractor developers who are able to take development risk as well as construct and manage large complex construction contracts.

Specific comments from the soft market testing exercise are contained in Bilfinger GVA's main report.

In summary, the developers who participate were generally very interested in the proposal given the strength of the town centre. However, a key delivery issue they flagged for consideration was the issue of the timing

of delivery of the different components of the scheme. The Council will want to have a commitment to a minimum land value prior to committing to let the construction contract(s) for the new offices and theatre.

Given that these two projects are likely to take 24 months to complete and that the redevelopment of the Civic Centre site itself could well be a further 18 months, there is a significant risk for a development partner to commit to a price when realisation of the sales value for the sale of the units could be over three years away.



## Delivery structure options

The three primary approaches to delivery of this project can be summarised as follows:

### Option 1: Delivery of each component of the project separately

Under this scenario the Council would separate out delivery of:

- The redevelopment of the civic site
- Construction of its new offices and adjacent speculative office building
- Construction of the new theatre and any associated commercial space

Under this delivery option it is envisaged that the Council would work up a detailed specification for its new civic office accommodation, as well as the associated additional lettable office space and then potentially let this through a design and build style contract. Separately, it will prepare a detailed design and specification for the new theatre which inevitably is a more complex construction project given the wide range of specialist areas of advice that would be required. Delivery of the redevelopment proposal for the Civic Centre site would be through a traditional development agreement following a marketing and procurement exercise.

Given the issues associated with both Conservation areas and Listed buildings, we

suggest that the Council promotes its own over-arching masterplan as outlined above. Once selected the development partner would then prepare a detailed masterplan to be broadly in compliance with the over-arching masterplan, and then promote its own detailed planning application.

### Option 2: Grouping the Civic Centre site redevelopment with one, or both of the new public buildings under a Development Agreement

Under this scenario the Council would procure development partner to both develop out the Civic Site and also one or both of the public buildings.

The Council would still need to work up a detailed specification for its new civic office accommodation, as well as the theatre as it would be a key part of the procurement. The level of specification would need to be detailed to enable bidders to cost the proposals to allow for some significant degree of risk transfer.

This type of approach has been used before where a local authority is looking to deliver public buildings as part of a development project where they effectively form part of the financial consideration. However, historically this delivery approach has been used where the delivery of the public facilities, combined with the private accommodation, is either self-financing, or there

is a surplus as this better aligns the public / private interests in the Agreement. In the current situation, where the Council will be contributing significant capital to the cost of the project, there is a risk that the Council might have difficulty having sufficient transparency in controlling the cost of the construction works which it would ultimately be paying for. Under such an arrangement it would be usual for the partner under the Development Agreement to charge at least a development management fee as a percentage of construction costs.

### Option 3: A Joint Venture that could incorporate a combination of the projects as under Delivery Option 2.

Under this scenario the Council would set up a formal 50/50 joint venture for delivery of the projects as a whole, or a combination of them. The reason for creating a joint venture is usually to bring together two (or more) parties that have complementary skills and/or assets. It is commonly used where one party owns land and the other party brings development expertise. Both parties then share in the risk and reward of undertaking the scheme on a parri passu basis i.e. no one party takes a priority profit return as risks are full shared at the JV level.

Under this scenario the Council would need to look at a partner that could provide the necessary development expertise as well as

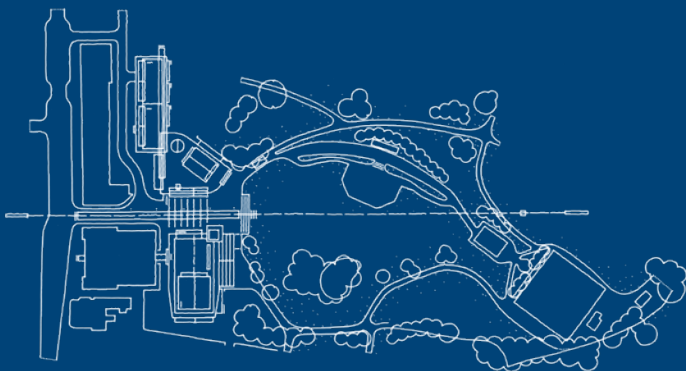
having the contracting ability to drive value out of the construction contracts. For the same reasons as the previous option, the theatre might be seen as too much of a specialist design and construction project for inclusion in this type of arrangement, in which case it would be procured separately.

For the Council to gain significantly from this arrangement it would need to participate in sales risk which it might not be comfortable in doing for the private for sale housing. Equally, developers in the market would need to be comfortable with the Council looking to take such a role as many would see it as a potential negative for a scheme of this scale as this is a relatively small scheme to justify the set up costs and greater complexities of a joint venture.

The advantages and disadvantages of each of these are included in the main report.







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alliesandmorrison.com

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<b>Cabinet</b>	<b>3 December 2015</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Quarter 2 – Revenue Management to 30 September 2015

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Paul Barrington-King, PH for Finance and Governance
<b>Lead Director</b>	Lee Colyer, Director of Finance and Corporate Services
<b>Head of Service</b>	Jane Fineman, Head of Finance and Procurement
<b>Lead Officer/Report Author</b>	Jane Fineman, Head of Finance and Procurement
<b>Key Decision?</b>	No
<b>Classification</b>	Non-Exempt
<b>Wards affected</b>	Not Applicable

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

1. This report compares the year to date actual and budgeted position to show that by quarter 2 the net expenditure on services year to date was £4.5 million, £176,000 less than budgeted.
2. This report also compares the forecast outturn with the budget, which shows that by the year end the Council is anticipating net expenditure of £13.2 million on services which is £192,000 under budget, unchanged from quarter 1.
3. This report requests approval to create a Digital Transformation Earmarked Reserve of £50,000 transferred from the ICT MKIP Earmarked Reserve.

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

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

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Management Team	Verbal update
Discussion with Portfolio Holder	9 November 2015
Cabinet Advisory Board	10 November 2015
Cabinet	3 December 2015

## Quarter 2 – Revenue Management to 30 September 2015

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report shows the actual expenditure on services compared to the revised budget for the period ended 30 September 2015, and the forecast outturn position, highlighting significant variances from the revised annual budget.
  - 1.2 The net expenditure on services for the year is forecast to be £13,201,000 which is an underspend to budget of £192,000, unchanged from Quarter 1.
- 

### 2. INTRODUCTION AND BACKGROUND

#### Summary Outturn – See Appendix A

- 2.1 Appendix A shows the overall income and net expenditure on services outturn position as at 30 September 2015. Total income and expenditure on services can be seen in greater detail within Appendix B, which provides information per service area. The approved budget was set by Full Council on 25 February 2015 and does not change. The revised budget is used to record virements amongst service areas and from reserves, whilst the forecast outturn is used to record the reporting of savings, overspends and allocations from reserves.
- 2.2 It can be seen that the forecast outturn for expenditure on services is £13,201,000, £192,000 below budget. Whilst this is unchanged from quarter 1 there have been various movements which can be seen in Appendix C.
- 2.3 Net interest is still forecast to meet budget at £719,000. The forecast for investments is £844,000 set at 2.01% based upon average funds of £41.9m. £1m was repaid to the Public Works Loan Board in quarter 2, so the outstanding loan is now £10m. Interest is being paid at 2.38%, the total cost of which is £240,510 for 2015/16.
- 2.4 Appendices A and F show that £114,000 has been recorded and transferred to the Vacancy Factor from Directorate budgets. This is comprised of £35,000 in quarter 1, £34,000 in quarter 2 and a forecast reduction of £45,000 also in quarter 2. Vacancy factor is the saving created whilst a budgeted post is vacant. It is monitored closely and there is now indication that the £225,000 budget will not be achieved by year end. The forecast has therefore been reduced to £180,000 which leaves a more manageable target to achieve of £111,000 in the next 2 quarters of the year.

#### Earmarked Reserves – See Appendix D

- 2.5 Earmarked reserves are amounts set aside by the Council from its General Fund balance to meet identified future liabilities. As was the case last year, none of the Earmarked reserves have been set aside to pay for revenue operating costs. This complies with the Council's new definition of a balanced budget.
- 2.6 The Capital and Revenue Initiatives Reserve is generally used to finance the capital programme, where it is financed from TWBC resources. The capital funding required from the Capital and Revenue Initiatives Reserve in 2015/16 is £5,028,000 comprising £216,000 for the Property Development Program and £4,812,000 for the capital program as detailed in the Quarter 2 2015/16 Capital Monitoring Report.

- 2.7 The Invest to Save Reserve funds projects that will reduce ongoing revenue expenditure or generate income streams into the future. The Crematorium capital projects and the project to install new parking machines will be financed from this reserve (£126,000 and £27,000 respectively) as they will create cost savings and generate new income. In quarter 2, £36,000 was spent moving staff out of Calverley House to save property revenue costs and a further £202,000 was brought forward from the 2016/17 approved budget to allow parking to introduce the new parking machines into the Royal Victoria Place and Torrington car parks earlier than had been anticipated.
- 2.8 £11,000 was spent from the Strategic Plan Reserve on transport consultancy to try to improve movement around the Borough.
- 2.9 £11,000 was spent from the Cultural Reserve on the continuing development of a public art framework and staffing to support the Cultural Hub bids to both the Heritage Lottery Fund and the Arts Council.

## **Major Virements**

- 2.10 A total of £34,000 was vired in the last quarter from Service Department budgets to the Vacancy Factor budget to remove underspends in salary budgets. There have also been virements for the revenue expenditure financed by the earmarked reserves.

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

- 2.11 When the council purchased its new cremators there was a maintenance free period included within the contract price. This expires part way through this financial year but there was no budget provision. It is likely that some costs will be incurred, so the forecast outturn has been increased by £12,000.
- 2.12 There has been a forecast increase of £14,000 for Planning consultancy costs. There have been a number of appeals made on large Planning application decisions recently and TWBC are employing consultants to assist in completing the work necessary to administer them. It is possible that the sum required could rise again as we move through the year.

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

- 2.13 Year end salary costs are forecast to be £69,000 under budget, the total of which has been vired to the Vacancy Factor. There is also a reduction of £45,000 forecast for the Vacancy Factor as explained in Note 2.4.
- 2.14 The Property Team have experienced considerable issues recruiting staff with appropriate expertise. They have therefore needed to resort to agency staff necessitating an increase in cost of £25,000.
- 2.15 There has been a forecast increase of £23,000 for the MKIP legal partnership resources. Additional resource has been required to support the Property Development program and the Planning appeals.

## **Income Streams – See Appendix G**

- 2.16 The forecast outturn for Off Street parking has been increased by £100,000 in Quarter 2 to reflect existing and forecast income improvements, thought to be just the effects of the economy recovering. There is also an additional £20,000 from the car valeting concession. This was income that should have been accrued at the end of 2014/15 but was missed because it was a new service and there was no historical amount to give an indication of additional income.

- 2.17 The Crematorium forecast outturn has been increased by £30,000. In January 2015, after the 2015/16 budget had already been set, the length of time allocated to each service was lengthened and the price was increased accordingly. There were also a small number of shorter, cheaper time allocations created for very simple funerals. These changes have been very popular and continue to be so, driving this additional revenue.
- 2.18 In quarter 1 there was a £12,000 recharge to Maidstone Borough Council as the Head of Environmental Services had been shared for a period at the beginning of 2015/16. This was extended slightly creating a further addition of £4,000. However, this has now been more than offset by a recharge of £35,000, as the Director of MKIP Services has returned to his original post at TWBC as Director of Change & Communities. This is the associated cost.
- 2.19 Planning Application income is £98,000 below budget year to date, but it is known that there are a number of significant applications in the pipeline and if they materialise before year end the budget will be comfortably achieved. This will be monitored closely and any update reflected in quarter 3.
- 2.20 The year to date income from Assembly Hall shows is £213,000 below budget. This is partially offset by a £138,000 reduction in show fees, so the net difference is £75,000. Attendances are lower than last year and although some contingency was built into the budget for the closure of the theatre whilst it was being refurbished, the budget appears to have been too optimistic. A full review of this issue is now underway and the findings will be reported in quarter 3.

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

- 2.21 This table shows variances by Portfolio Holder and mirrors the Annual Statement of Accounts.

## **Council Tax and Business Rates**

- 2.22 The Council is a billing authority for Council Tax, which is collected on behalf of precepting bodies including Kent County Council, Kent Police and the Kent and Medway Fire & Rescue Services along with Town and Parish Councils. The total due for 2015/16 is £65.6 million of which £6.8 million is due to this Council.
- 2.23 The Council is also the billing authority for Business Rates which are collected on behalf of the Government, TWBC, Kent County Council and the Kent and Medway Fire & Rescue Services. The total due for 2014/15 is £53.3 million. The Council receives back £2.2 million in Redistributed Business Rates from the Government.
- 2.24 The table below shows the quarter 2 recovery rate for Council Tax to be 0.32% below target and 0.27% below collection rates at this time last year, exactly the same as in quarter 1. In 2013/14, customers were offered the ability to change from 10 monthly payments in the year to 12. There has been a slow increase in the take up so collection rates would be expected to be lower in the first 10 months of the year, as some of the recovery will be deferred to February and March which were previously Council Tax free months.
- 2.25 The quarter 2 recovery rate for Business Rates was below target by 0.45% and 0.35% below last years' actual rate. Business Rates customers have also changed their payment profiles from 10 to 12 months, in the same way as Council Tax, so this may be the reason for the lower recovery rates.

Revenue Billing Stream	2015/16 Collection as at 30/09/15	2015/16 Target as at 30/09/15	2014/15 Collection as at 30/09/15
Council Tax	57.85%	58.17%	58.12%
Business Rates	58.70%	59.15%	59.05%

## Write Off/Excusal of Debts

2.26 Financial Procedure Rule (FPR) 20.4 regarding the Write Off/Excusal of Debts requires a summary of debts written off by the Section 151 Officer to be reported to Cabinet on a regular basis. There have not been any debts written off in quarter 2.

## 3. AVAILABLE OPTIONS

- 3.1 This report is essentially for information.
- 3.2 The only decision is for the creation of a Digital Transformation Reserve, which Cabinet can either agree to or refuse to set up.

## 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 It is proposed to create a separate earmarked reserve for small Digital Transformation initiatives. This will contain £50,000 to be transferred from the ICT MKIP Partnership Earmarked Reserve, as proposed by the Head of the MKIP ICT Partnership. This will enable TWBC to undertake small projects without need for the ICT MKIP approval process.

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The budget was approved by Full Council on 25 February 2015. Service Accountants have liaised with Heads of Service and where appropriate Cost Centre managers to ensure that the information provided is robust.

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

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

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
Legal including Human Rights Act	Under section 151 of the local government act (LGA 1972), the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including advising on the corporate financial position and providing financial information.	Legal fee earner

<b>Finance and other resources</b>	The report updates on the Authority's unaudited outturn net revenue position compared to revised budget.	Head of Finance and Procurement
<b>Staffing establishment</b>	The report monitors the establishment to the post occupied.	Head of HR or deputy
<b>Risk management</b>	To ensure that the unaudited outturn net revenue remains within the Council's Medium Term Financial Strategy.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment and sustainability</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Sustainability Manager
<b>Community safety</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Community Safety Manager
<b>Health and Safety</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Health and Safety Advisor
<b>Health and wellbeing</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	There are no specific implications that arise from the process of Revenue Management over the fact that the budget supports the Council's priorities.	West Kent Equalities Officer

## 8. REPORT APPENDICES

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

Appendix A Overall Revenue and Net Expenditure on Services

Appendix B Detailed Total Income, Expenditure and Headcount on Services

Appendix C Key Variances

Appendix D Earmarked Reserves

Appendix E Financial Performance of Major Expenditure Accounts

Appendix F Employee Related Costs

Appendix G Income Streams

Appendix H Variances by Portfolio Holder

## 9. BACKGROUND PAPERS

Budget 2015/16 (Full Council 25 February 2015)



# Appendix A

## Appendix A - Overall Revenue and Net Expenditure on Services Financial Year 2015/16

	Forecast to 30/09/15	Actuals to 30/09/15	Variance to 30/09/15 Increase/ (Decrease)	Full Year Revised Budget	Full Year Forecast Outturn as at Q2	Full Year Variance to Revised Budget Increase/ (Decrease)
	£000's	£000's	£000's	£000's	£000's	£000's
<b>NET EXPENDITURE ON SERVICES-ORIGINAL BUDGET</b>				<b>13,036</b>	<b>13,036</b>	<b>0</b>
Forecast Outturn Increase funded from Reserves				<b>244</b>	<b>52</b>	<b>(192)</b>
<b>NET EXPENDITURE ON SERVICES-QTR 1</b>				<b>13,280</b>	<b>13,088</b>	<b>(192)</b>
Forecast Outturn Increase funded from Reserves				<b>113</b>	<b>113</b>	<b>0</b>
<b>NET EXPENDITURE ON SERVICES-QTR 2</b>				<b>13,393</b>	<b>13,201</b>	<b>(192)</b>
<b>Comprised of:</b>						
Chief Executive	77	76	(1)	151	151	0
Director of Change & Communities	60	63	3	45	79	34
Head of Customers & Communities	(297)	(482)	(185)	(821)	(1,130)	(309)
Head of Partnerships & Engagement	496	546	50	1,046	1,046	0
Head of Digital Services & Transformation	149	134	(15)	339	339	0
Head of Human Resources & Org Dev	138	129	(9)	297	297	0
Director of Finance & Corporate Services	65	60	(5)	125	125	0
Head of Policy & Governance	288	288	0	627	627	0
Head of Business Support	586	576	(10)	985	985	0
Head of Finance & Procurement	1,175	1,173	(2)	2,598	2,598	0
Mid Kent Services Client	(449)	(524)	(75)	2,265	2,288	23
Director of Planning & Development	61	61	0	123	123	0
Head of Environment & Street Scene	2,054	1,932	(122)	4,637	4,543	(94)
Head of Economic Development	(69)	(9)	60	143	168	25
Head of Planning	340	431	91	1,058	1,073	15
Vacancy Factor	(44)	0	44	(225)	(111)	114
<b>TOTAL</b>	<b>4,630</b>	<b>4,454</b>	<b>(176)</b>	<b>13,393</b>	<b>13,201</b>	<b>(192)</b>
<b>Funded by:</b>						
Net Interest Receivable				(719)	(719)	0
Parish Precepts & Levies				1,987	1,987	0
NNDR, RSG and Central Grants				(5,695)	(5,695)	0
Council Tax Precepts				(8,823)	(8,823)	0
Non Govt Grants				(350)	(350)	0
Transfer to & From Earmarked Reserves - Revenue Budgeted				207	207	0
Transfer to & From General Fund				0	192	192
<b>TOTAL FUNDING</b>				<b>(13,393)</b>	<b>(13,201)</b>	<b>192</b>
<b>(SURPLUS)/DEFICIT</b>				<b>0</b>	<b>0</b>	<b>0</b>

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

HEAD OF SERVICE	Actuals £	Budget £	Variance £	Full Year Budget £	Variance Actuals - Full Yr Bud £	Full Year Budget Projection £
Direct Expenditure	76,046	76,780	(734)	150,910	(74,864)	150,910
Direct Income	0	0	0	0	0	0
CHIEF EXECUTIVE	76,046	76,780	(734)	150,910	(74,864)	150,910
<b>Director Total:</b>	<b>76,046</b>	<b>76,780</b>	<b>(734)</b>	<b>150,910</b>	<b>(74,864)</b>	<b>150,910</b>

**Finance & Corporate Services**

HEAD OF SERVICE	Actuals £	Budget YTD £	Variance YTD £	Full Year Budget £	Variance Actuals - Full Yr Bud £	Full Year Budget Projection £
Direct Expenditure	60,180	64,800	(4,620)	125,460	(65,280)	125,460
Direct Income	(612)	0	(612)	0	(612)	0
D OF FINANCE & CORP SERVICES	59,568	64,800	(5,232)	125,460	(65,892)	125,460
Direct Expenditure	1,177,578	1,135,190	42,388	2,381,300	(1,203,722)	2,495,300
Direct Income	(4,110)	(3,970)	(140)	(7,950)	3,840	(7,950)
FINANCE & PROCUREMENT	1,173,467	1,131,220	42,247	2,373,350	(1,199,883)	2,487,350
Direct Expenditure	17,645,150	17,709,655	(64,505)	38,574,950	(20,929,800)	38,598,570
Direct Income	(18,169,174)	(18,159,099)	(10,075)	(36,309,890)	18,140,716	(36,309,890)
MID KENT CLIENT SERVICES	(524,024)	(449,444)	(74,580)	2,265,060	(2,789,084)	2,288,680
Direct Expenditure	482,350	470,415	11,935	810,055	(327,705)	810,055
Direct Income	(194,506)	(181,795)	(12,711)	(182,865)	(11,641)	(182,865)
POLICY & GOVERNANCE	287,844	288,620	(776)	627,190	(339,346)	627,190
Direct Expenditure	592,933	594,060	(1,127)	1,009,590	(416,657)	1,009,590
Direct Income	(17,126)	(8,410)	(8,716)	(24,940)	7,814	(24,940)
BUSINESS SUPPORT	575,808	585,650	(9,842)	984,650	(408,842)	984,650
<b>Director Total:</b>	<b>1,572,663</b>	<b>1,620,846</b>	<b>(48,183)</b>	<b>6,375,710</b>	<b>(4,803,047)</b>	<b>6,513,330</b>

**Change & Communities**

HEAD OF SERVICE	Actuals £	Budget £	Variance £	Full Year Budget £	Variance Actuals - Full Yr Bud £	Full Year Budget Projection £
Direct Expenditure	62,949	60,160	2,789	121,200	(58,251)	121,200
Direct Income	0	0	0	(76,320)	76,320	(42,320)
D OF CHANGE & COMMUNITIES	62,949	60,160	2,789	44,880	18,069	78,880
Direct Expenditure	131,290	137,860	(6,570)	296,550	(165,260)	296,550
Direct Income	(2,627)	0	(2,627)	0	(2,627)	0
HUMAN RESOURCES	128,662	137,860	(9,198)	296,550	(167,888)	296,550
Direct Expenditure	3,163,244	3,223,497	(60,253)	6,137,680	(2,974,436)	6,098,680
Direct Income	(3,645,306)	(3,520,878)	(124,428)	(6,959,150)	3,313,844	(7,229,150)
CUSTOMERS & COMMUNITIES	(482,062)	(297,381)	(184,681)	(821,470)	339,408	(1,130,470)
Direct Expenditure	1,600,770	1,805,250	(204,480)	4,205,101	(2,604,331)	4,205,101
Direct Income	(1,054,939)	(1,308,924)	253,985	(3,158,951)	2,104,012	(3,158,951)
PARTNERSHIP & ENGAGEMENT	545,831	496,326	49,505	1,046,150	(500,319)	1,046,150
Direct Expenditure	186,387	226,980	(40,593)	489,630	(303,243)	489,630
Direct Income	(52,788)	(77,960)	25,172	(150,540)	97,752	(150,540)
DIGITAL SERVICES & TRANSFORM	133,599	149,020	(15,421)	339,090	(205,491)	339,090
<b>Director Total:</b>	<b>388,979</b>	<b>545,985</b>	<b>(157,006)</b>	<b>905,200</b>	<b>(516,221)</b>	<b>630,200</b>

**Planning & Development**

HEAD OF SERVICE	Actuals £	Budget YTD £	Variance YTD £	Full Year Budget £	Variance Actuals - Full Yr Bud £	Full Year Budget Projection £
Direct Expenditure	62,439	60,950	1,489	122,990	(60,551)	122,990
Direct Income	0	0	0	0	0	0
D OF PLANNING & DEVELOPMENT	62,439	60,950	1,489	122,990	(60,551)	122,990
Direct Expenditure	3,506,367	3,653,043	(146,676)	7,970,170	(4,463,803)	7,922,270
Direct Income	(1,574,134)	(1,598,947)	24,813	(3,333,050)	1,758,916	(3,379,350)
ENVIRONMENT & STREET SCENE	1,932,233	2,054,097	(121,863)	4,637,120	(2,704,887)	4,542,920
Direct Expenditure	826,263	775,200	51,063	1,387,100	(560,837)	1,412,100
Direct Income	(835,219)	(844,449)	9,230	(1,244,170)	408,951	(1,244,170)
ECONOMIC DEVELOPMENT	(8,957)	(69,249)	60,292	142,930	(151,887)	167,930
Direct Expenditure	1,105,661	1,076,820	28,841	2,531,230	(1,425,569)	2,545,910
Direct Income	(674,748)	(736,500)	61,752	(1,473,000)	798,252	(1,473,000)
PLANNING	430,913	340,320	90,593	1,058,230	(627,317)	1,072,910
<b>Director Total:</b>	<b>2,416,629</b>	<b>2,386,118</b>	<b>30,511</b>	<b>5,961,270</b>	<b>(3,544,641)</b>	<b>5,906,750</b>

<b>Grand Total:</b>	<b>4,454,317</b>	<b>4,629,729</b>	<b>(175,412)</b>	<b>13,393,090</b>	<b>(8,938,773)</b>	<b>13,201,190</b>
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Note: There may be small rounding differences compared to the Core Paper.

## FULL TIME EQUIVALENTS IN POST AS AT 30 SEPTEMBER 2015

Appendix B

Service	Budget FTE's as at 1 Apr 2015	FTE's in Post as at 30 Sep 2015	Key Variances
Chief Executive	1.00	1.00	- No variance
Chief Executive	1.00	1.00	
Director of Finance & Corp Serv	1.00	1.00	- No variance
Finance & Procurement	15.54	15.54	- No variance
Mid Kent Client Services	19.58	18.77	- Benefits Officer (0.81 FTE less)
Policy & Governance	13.14	13.14	- No variance
Business Support	11.03	10.49	- Refreshment Assistant (0.54 FTE less)
Finance & Corporate Services	60.29	58.94	
Director of Change & Comm	1.00	1.00	- No variance
Human Resources	4.00	4.00	- No variance
Customers & Communities	77.92	73.73	- Housing Options Advisor (0.19 FTE less) - Senior Civil Enforcement Officer (2.00 FTE less) - CCTV Reviewing Officer (1.00 FTE less) - Traffic Technician (1.00 FTE less)
Partnerships & Engagement	29.38	27.76	- Assembly Hall Technical Assistant (2.00 FTE less) - Sherwood Community Pilot (2.00 FTE more) - Safe Town Partnership (1.62 FTE less)
Digital Services & Transformation	9.81	10.22	- Project Manager (0.41 FTE more)
Change & Communities	122.11	116.71	

# Appendix B

Service	Budget FTE's as at 1 Apr 2015	FTE's in Post as at 30 Jun 2015	Key Variances
Director of Plan & Develop	1.00	1.00	- No variance
Environmental and Street Scene	45.13	41.13	- Borough Engineering Officer (1.00 FTE less) - Sustainability Officer (1.00 FTE less) - Environmental Officer (1.00 less) - Principal EHO (1.00 FTE less)
Economic Development	12.75	12.75	- Building Surveyor (1.00 FTE less) - Estates Surveyor (1.00 FTE less) - Administration Support Officer (1.00 FTE more) - Project Surveyor (1.00 FTE more)
Planning	40.27	39.27	- Building Control Surveyor (1.00 FTE less)
Planning & Development	99.15	94.15	
<b>Total</b>	<b>282.55</b>	<b>270.80</b>	
<b>Variance</b>		<b>(11.75)</b>	

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**Key Variances**

Details	Quarter 1 £000's	Quarter 2 £000's
Quarter 1 – Reported Saving/ Increase in income		
Increased parking income from off street parking	(150)	
Reduction in Business Rates for the Crematorium	(25)	
Reduction in telephony costs	(5)	
Head of Environmental Services shared post with Maidstone BC	(12)	
	<u>(192)</u>	
Quarter 1 – Reported Overspend/ Decline in income		
	<u>0</u>	
<b>Net Deficit/(Surplus) reported for Quarter 1</b>	<b>(192)</b>	<b>(192)</b>
Quarter 2 – Reported Saving/ Increase in income		
Increase in Off Street Parking income	(100)	
Increase in Cremations income	(30)	
Increase in valeting income RVP and Crescent Rd car parks	(20)	
Increase in income from sharing Head of Environmental	(4)	
		<u>(154)</u>
Quarter 2 – Reported Overspend/ Decline in income		
Increase in salary costs for Legal Partnership	23	
Underachievement of Vacancy Factor	45	
Additional Staff cost for Director of MKIP Services	35	
Increase in cremator maintenance costs	12	
Counsel fees for Planning cases	14	
Additional agency staff cost for Building Services	25	
		<u>154</u>
<b>Net Deficit/(Surplus) reported for Quarter 2</b>	<b>0</b>	<b>(192)</b>

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# Appendix D

Earmarked Reserves	Balance			Balance
	01/04/15	Receipts	Payments	31/03/16
	£000's	£000's	£000's	£000's
Section 106 Interest	18			18
Maintenance of Graves	32		(32)	0
Maintenance of Garden of Remembrance	24		(17)	7
Torrington Car Park	40			40
On-Street Parking	0			0
Capital and Revenue Initiatives	5,838		(5,028)	810
Strategic Plan	652		(14)	638
Performance Reward Reserve	133			133
Royal Victoria Place Car Park Maintenance	399			399
Carbon Reduction Scheme	50			50
Local Development Framework Reserve	606			606
Invest to Save	0			0
Cultural Reserve	64		(14)	50
Government Grants Reserve	261		(13)	248
General Reserve	0			0
Pension Settlement Reserve	677	215		892
Housing Renewal	111			111
Insurance	63	25		88
Local Authority Mortgage Scheme Interest	72	28		100
Municipal Mutual Insurance	30			30
Invest to Save	1,201		(391)	810
Grant Volatility	797	231		1,028
ICT MKIP Partnership	343			343
Establishment	243			243
Parish Enabling	15			15
Ice Rink	61			61
On Street Parking	50			50
<b>TOTAL</b>	<b>11,780</b>	<b>499</b>	<b>(5,509)</b>	<b>6,770</b>

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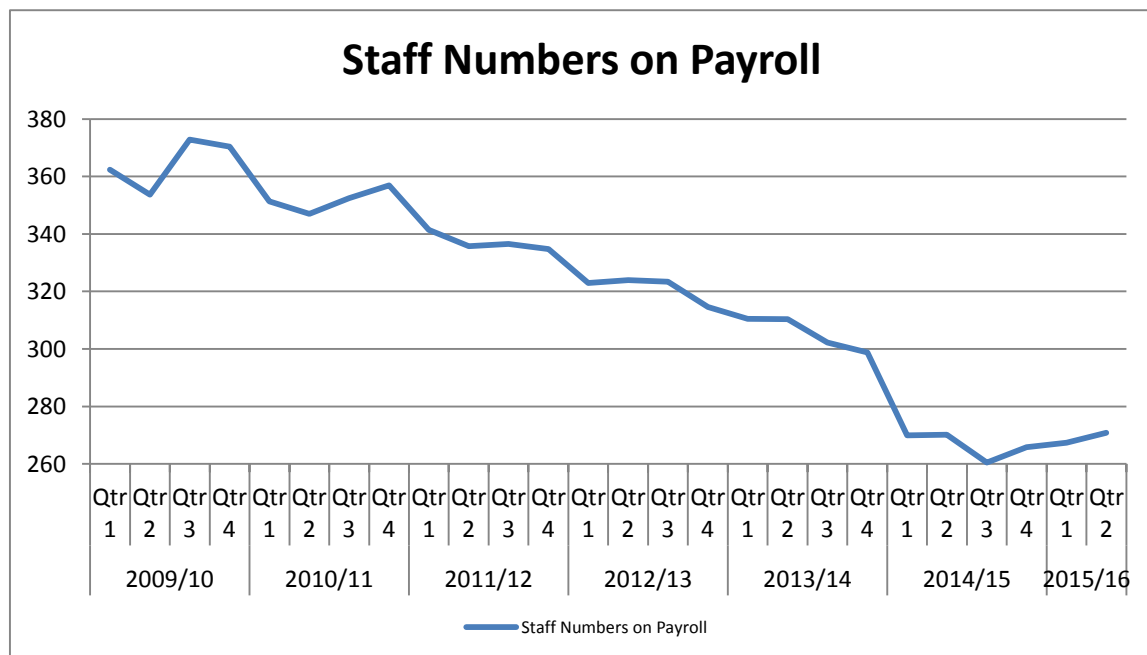
**Financial Performance of Major Expenditure Accounts**

	Forecast to 30/09/15	Actuals to 30/09/15	Variance to 30/09/15 Increase/ (Decrease)	Full Year Revised Budget	Full Year Forecast Outturn As at Q2	Full Year Variance to Revised Budget Increase/ (Decrease)
	£000's	£000's	£000's	£000's	£000's	£000's
Building Maintenance/Repairs	602	579	(23)	1,172	1,184	12
Grounds Maintenance	554	517	(37)	1,210	1,210	0
Business Rates	1,231	1,247	16	1,256	1,231	(25)
Utility Bills	249	181	(68)	577	577	0
Other Premises Costs	573	650	77	1,483	1,483	0
Transport	81	76	(5)	180	180	0
External Contract Payments	1,446	1,398	(48)	3,490	3,490	0
IT & Communications	336	340	4	601	596	(5)
Grants	246	252	6	437	437	0
Consultants/Legal Fees	362	435	73	565	579	14
Other Fees	698	549	(149)	1,728	1,728	0
Members Allowances	190	185	(5)	380	380	0
Other Supplies & Services	892	869	(23)	2,214	2,214	0
Net Benefits Income	(1,397)	(1,469)	(72)	0	0	0
<b>TOTAL OTHER COSTS</b>	<b>6,063</b>	<b>5,809</b>	<b>(254)</b>	<b>15,293</b>	<b>15,289</b>	<b>(4)</b>

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## Employee Related Costs

	Forecast to 30/09/15	Actuals to 30/09/15	Variance to 30/09/15	Full Year Revised Budget	Full Year Forecast Outturn As at Q2	Full Year Variance to Revised Budget Increase/ (Decrease)
	£000's	£000's	£000's	£000's	£000's	£000's
Salaries & Wages	4,554	4,374	(180)	9,274	9,205	(69)
National Insurance	371	350	(21)	736	736	0
Pension Costs	1,041	1,008	(33)	2,283	2,283	0
Severance Costs	6	9	3	6	6	0
Training	85	69	(16)	166	166	0
Other Employee Costs	1,084	1,150	66	2,960	3,008	48
Vacancy Factor	(44)	0	44	(225)	(111)	114
<b>TOTAL EMPLOYEE COSTS</b>	<b>7,097</b>	<b>6,960</b>	<b>(137)</b>	<b>15,200</b>	<b>15,293</b>	<b>93</b>



The staff numbers on payroll have remained relatively steady over the last year.

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**Income Streams**

	Forecast to 30/09/15	Actuals to 30/09/15	Variance to 30/09/15 Decrease/ (Increase)	Full Year Revised Budget	Full Year Forecast Outturn As at Q2	Full Year Variance to Revised Budget Increase/ (Decrease)
	£000's	£000's	£000's	£000's	£000's	£000's
Off Street Parking	(2,656)	(2,700)	(44)	(5,033)	(5,303)	(270)
On Street Parking	(633)	(661)	(28)	(1,368)	(1,368)	0
Assembly Hall	(941)	(728)	213	(2,376)	(2,376)	0
Grants	(299)	(318)	(19)	(497)	(497)	0
Rents	(948)	(977)	(29)	(1,494)	(1,494)	0
Crematorium Income	(798)	(795)	3	(1,547)	(1,577)	(30)
Revenue Contribution	(685)	(595)	90	(1,519)	(1,500)	19
Planning Income	(601)	(503)	98	(1,202)	(1,202)	0
Land Charges	(135)	(171)	(36)	(270)	(270)	0
Other Income	(834)	(867)	(33)	(1,794)	(1,794)	0
<b>TOTAL INCOME</b>	<b>(8,530)</b>	<b>(8,315)</b>	<b>215</b>	<b>(17,100)</b>	<b>(17,381)</b>	<b>(281)</b>

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**Variances by Portfolio Holder**

	Forecast to 30/09/15	Actuals to 30/09/15	Variance to 30/09/15	Full Year Revised Budget	Full Year Forecast Outturn As at Q2	Full Year Variance to Revised Budget Increase/ (Decrease)
	£000's	£000's	£000's	£000's	£000's	£000's
Leader	1,135	1,176	41	2,421	2,480	59
Finance & Governance	939	843	(96)	5,316	5,339	23
Sustainability	1,932	1,894	(38)	4,508	4,457	(51)
Communities & Well-Being	496	510	14	961	961	0
Tourism Leisure & Econom. Dev.	1,355	1,281	(74)	2,501	2,453	(48)
Planning & Transportation	(1,183)	(1,250)	(67)	(2,089)	(2,378)	(289)
Vacancy Factor	(44)	0	44	(225)	(111)	114
<b>TOTAL</b>	<b>4,630</b>	<b>4,454</b>	<b>(176)</b>	<b>13,393</b>	<b>13,201</b>	<b>(192)</b>

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<b>Cabinet</b>	<b>3 December 2015</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Quarter 2 – Capital Management to 30 September 2015

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Paul Barrington-King, PH for Finance and Governance
<b>Lead Director</b>	Lee Colyer, Director of Finance and Corporate Services
<b>Head of Service</b>	Jane Fineman, Head of Finance and Procurement
<b>Lead Officer/Report Author</b>	Zoe Jagniaszek, Service Accountant
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

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

1. Cabinet note the actual gross and net expenditure for the year and the sources of finance, as shown in Appendices B to D.
2. Approval is given for the proposed variations to the 2015/16 Capital programme, set out in notes 4.6 to 4.10.
3. Approval is given for the proposed movements between years set out in paragraphs 4.4 and 4.5.

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

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

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Management Board	27 October 2015
Discussion with Portfolio Holder	10 November 2015
Cabinet Advisory Board	10 November 2015 (Verbal Update)
Cabinet	3 December 2015

## Quarter 2 – Capital Management to 30 September 2015

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report summarises the actual and forecast outturn expenditure on capital schemes as at the 30 September 2015. The total capital expenditure is forecast to be £17,988,000, a reduction of £1,622,000 from the previously approved budgets. This consists of a net reduction of £471,500 in spending rescheduled to and from 2016/17 and reductions in the forecast project spend of £1,150,000.

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### 2. INTRODUCTION AND BACKGROUND

- 2.1 At their meeting on 26 February 2015, Cabinet approved schemes to be met from the Capital Programme for the years from 2015/16 to 2018/19.
- 2.2 The figures approved by Cabinet were on the basis of the net cost after specific funding to be met by the Council, either from reserves or from the sale of existing assets. The total approved spending was £14,814,000 during that period, of which £9,537,000 was to be spent during 2015/16.
- 2.3 As shown in Appendix A, the approved programme for 2015/16 moved to £19,545,000 by the end of the 2014/15 financial year, accounting for new schemes, deletions and deferrals into future years.
- 2.4 New movements for 2015/16 now forecast an outturn of £17,988,000.
- 2.5 Appendices B and C set out in gross and net terms the actual spend and amounts approved against the forecast outturn to 31 March 2016, while Appendix D summarises the movement in approvals and in sources of finance for the year.
- 2.6 Approval is sought for £673,000 gross expenditure to be deferred into future years and £201,500 to be rescheduled from 2016/17 into the current year (see notes 4.4 and 4.5).
- 2.7 Approval is also sought for a net reduction in the capital programme of £1,150,000 as explained in the notes below.

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### 3. AVAILABLE OPTIONS

- 3.1 Leave the approved capital programme the same as at the end of quarter 1. This would not reflect delays, advancements, underspends or new schemes and therefore provide an inaccurate forecast to the end of the financial year.
- 3.2 Amend the forecast outturn to reflect changes to the capital programme since the end of quarter 1. These projections help to manage the public finances effectively which support the objectives and priorities of the Council.

## 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

### New Budget Approvals

- 4.1 The table below shows how the approved capital expenditure has evolved since the programme was first agreed (CAB 134/14). The amounts approved for schemes at the September meeting have been added to the figure then reported as total approvals to date:

<b><u>Approved Capital Spend as at 30 September 2015</u></b>		£000's
<b>Original gross approvals</b>		<b>9,537</b>
Rescheduled from 2014/15	CAB 26/15	11,650
Removals from programme	CAB 26/15	(1,799)
Telephony MKIP	CAB 134/14 CAB 26/15	45
Approvals after Q4 Cabinet report	CAB 26/15	102
Quality Bus Partnership (correction)	CAB 64/15	10
Assembly Hall Improvements	CAB 64/15	55
Flood Grants	CAB 64/15	10
<b>Total approvals as at Quarter 1</b>		<b>19,610</b>

- 4.2 Appendix A now includes the approval (CAB 25/14) for an additional £64,500 gross expenditure for the Monson Road Development (TGE). The whole amount is funded by a contribution from Kent County Council, hence it was accidentally omitted from the rescheduled balances from 2014/15.

### Projected capital expenditure and funding for 2015/16

- 4.3 Appendices B and C set out the actual expenditure and income to date and the projection for the year for gross and net capital expenditure. Appendix D shows the sources of funding and specifically that required from TWBC reserves or usable capital receipts. It can be seen that £5,247,000 will be required from earmarked reserves to deliver the complete capital program of £17,988,000.

### Schemes deferred into future years

- 4.4 There are four projects where implementation has been delayed, and Cabinet approval is requested to defer gross expenditure totalling £673,000 into future years (see appendix B):
- £547,000 of the £2,521,000 approved for John Street Car Park due to a project delay.
  - £10,000 for the mobile responsive website
  - £101,000 approved for the North Farm Depot. Initial feasibility has indicated that this budget will be insufficient to install air-conditioning in the depot and a paper will be brought to Cabinet to decide whether this project should be continued.
  - £14,800 remaining for the Sherwood Lake Redevelopments

## **Scheme rescheduled into current year**

- 4.5 £27,000 was included in the original budget in 2015/16 for a new “post payment” system for the Great Hall Car Park, to be financed from the Invest to Save Reserve. This formed part of a scheme for £228,500 which also covers the Torrington and Royal Victoria Place car parks. The Great Hall scheme is now successfully complete and approval for the rest of the scheme to be moved forward from 2016/17 to 2015/16 is sought.

## **Variations requiring approval**

- 4.6 The Asset Acquisition Fund of £11m was approved on the basis that the Council would purchase investment properties when and if the possibility arose, and that purchases would be funded from the PWLB loan taken out in 2010/11. £1m of this was repaid in July, so a variation is sought to reduce the budget for 2015/16 by the same amount.
- 4.7 A provisional final account of £410,000 has now been received for the Sports Centre tiling and plant (TGZ) works showing a saving of £30,000 on the approved budget of £440,000.
- 4.8 Similarly, the CCTV Cameras Fiveways capital scheme is now complete and no longer requires the remaining £500 budget.
- 4.9 The original gross approvals included £185,000 for the IT Strategy 2012/13-2016/17 (TEW), which is a duplication of the individual ICT capital projects within the capital programme and therefore is not required.
- 4.10 The Town Hall Boiler Replacement scheme (TGJ) requires extra budget of £670 due to a slight increase in cost of the replacement boilers.

## **Housing Renewal Advances**

- 4.11 Housing Renewal Advances (TAD) are discretionary loans given to vulnerable householders, owners of empty properties and accredited landlords to help improve the living conditions in the Borough. £12,000 has been distributed this year to date, while £63,000 has been received from repayments of previous loans.
- 4.12 As approved by Cabinet in September 2012, a Housing Renewal Reserve was set up to capture all loan repayments. It is intended that in the future Cabinet can use these sums to fund new loans, reducing or removing the necessity to draw from other Council reserves for funding. Appendix E gives a summary of expenditure and receipts over the last 5 years.

## **Capital Disposals**

- 4.13 During Quarter 2 Pennington Road was sold for £4,354.20. This sum will be used for financing capital in 2015/16, reducing the call on reserves, and this reduction is reflected in Appendix D.

## Section S106 Developer Funding

- 4.14 Section 106 of the Town and Country Planning Act 1990 allows a local planning authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer in association with the granting of planning permission. Total Section 106 monies unspent and available as at 30 September 2015 is £2,231,000. Of this sum, £134,000 has been approved and allocated by Cabinet for various projects. There is a total of £ 2,097,000 that remains unapproved or unallocated. It should be noted that a number of these agreements are required to be repaid should the Council not find appropriate projects upon which the monies can be spent within the agreed time period. Appendix F summarises the allocation of Section 106 money and also analyses the dates on which these agreements expire.

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

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

### RECOMMENDATION FROM CABINET ADVISORY BOARD

- 5.3 The Finance and Governance Advisory Board were given a verbal update on 10 November 2015 and there were no recommendations.

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

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

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	Under section 151 of the local government act (LGA 1972), the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including advising on the corporate financial position and providing financial information.	Legal fee earner
<b>Finance</b> and other resources	The report updates on the Authority's capital programme and sets out whether capital expenditure is incurred within approvals by	Head of Finance and Procurement

	Cabinet.	
<b>Staffing establishment</b>	None	Head of HR or deputy
<b>Risk management</b>	To ensure that spending on the capital programme is in line the Council's Medium Term Financial Strategy.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment and sustainability</b>	No implications	Sustainability Manager
<b>Community safety</b>	No implications	Community Safety Manager
<b>Health and Safety</b>	No implications	Health and Safety Advisor
<b>Health and wellbeing</b>	No implications	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	No implications	West Kent Equalities Officer

## 8. REPORT APPENDICES

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

- Appendix A: Gross capital expenditure previously approved
- Appendix B: Gross capital budgets and actual expenditure for Quarter 2 2015/16
- Appendix C: Net capital budgets and payments for Quarter 2 2015/16
- Appendix D: Summary of expenditure and funding for the 4 years and for 2015/16
- Appendix E: Housing Renewal Grants – Summary of loans issued and repaid
- Appendix F: Funding from Section 106 agreements

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## 9. BACKGROUND PAPERS

Quarter 3 2014/15 Capital Management to 31 December 2014 – CAB 134/14  
 Quarter 4 2014/15 Capital Management to 31 March 2015 – CAB 26/15  
 Budget 2015/16 and Medium Term Financial Strategy Update – 12 February 2015  
 Quarter 1 2015/16 Capital Management to 30 June 2015 – CAB 64/15



# Appendix A

## Appendix A: Schemes Approved and Awaiting Approval

		2015/16	2016/17	2017/18	2018/19	Total	
		£000	£000	£000		£000	
	<b>Original Gross Approvals</b>	<b>9,537</b>	<b>3,676</b>	<b>861</b>	<b>740</b>	<b>14,814</b>	CAB134/14
	Re-scheduled From 2014/15	11,650				<b>11,650</b>	CAB26/15
	Removals from programme	(1,799)				<b>(1,799)</b>	CAB26/15
TGV	Telephony MKIP	45				<b>45</b>	CAB134/14 CAB26/15
	Approvals after Q4 Cabinet report	102				<b>102</b>	CAB26/15
TDC	Quality Bus partnership (correction)	10				<b>10</b>	CAB64/15
	<b>Total Approvals as at 1st April 2015</b>	<b>19,545</b>	<b>3,676</b>	<b>861</b>	<b>740</b>	<b>24,822</b>	
THA	Assembly Hall Improvements	55				<b>55</b>	CAB64/15
TFZ	Flood Grants	10				<b>10</b>	CAB64/15
	<b>Total Approvals at Quarter 1</b>	<b>19,610</b>	<b>3,676</b>	<b>861</b>	<b>740</b>	<b>24,887</b>	
TGE	Monson Road Development	65				<b>65</b>	CAB25/14
TDI	Asset Acquisition Fund	(1,000)				<b>(1,000)</b>	
TGZ	Sports Centres Tiling & Plant	(30)				<b>(30)</b>	
TGF	CCTV Fiveways	(1)				<b>(1)</b>	
TEW	IT Strategy 2012/13-2016/17	(185)				<b>(185)</b>	
TGJ	Town Hall Boiler Replacement	1				<b>1</b>	
	Movement between Years in Quarter 2 report						
TGK	John Street Car Park	(547)	547			-	
TFV	Mobile Responsive Website	(10)	10			-	
TCB	North Farm Depot	(101)	101			-	
TFB	Sherwood Lake Redevelopment	(15)	15			-	
TGX	Car Parks Payment System	202	(202)			-	
TGQ	Single Customer Account		50			<b>50</b>	
	<b>Total Approvals</b>	<b>17,988</b>	<b>4,197</b>	<b>861</b>	<b>740</b>	<b>23,786</b>	

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**Appendix B: CAPITAL MONITORING - Gross capital budgets and payments for 2015/16**

Code	Scheme	Open/ Closed	FY Original	Amendments	FY Revised	Actual	Forecast	Difference	Re-scheduled To 2016/17	Re-scheduled From 2016/17	New Schemes	Over/Under Budget
			Budget	to budget	Budget		£000					
<b>Leader - Councillor David Jukes</b>												
TGA	KEVIN LYNES SITE	O	855	-	855	-	855	-				-
TGJ	TOWN HALL BOILER REPLACEMENT	C		2	2	3	3	1				1
TGK	JOHN STREET CAR PARK	O	1,600	(53)	1,547	193	1,000	(547)	(547)			(0)
<b>Leader Total</b>			<b>2,455</b>	<b>(51)</b>	<b>2,404</b>	<b>196</b>	<b>1,858</b>	<b>(546)</b>	<b>(547)</b>	-	-	<b>1</b>
<b>Finance and Governance - Councillor Paul Barrington-King</b>												
TCA	FINANCIAL MANAGEMENT SYSTEM	O	100	1	101	-	101	-				-
TDI	ASSET ACQUISITION FUND	O	-	11,000	11,000	-	10,000	(1,000)				(1,000)
TEW	IT STRATEGY 2012/13-2016/17	O	185	-	185	-	-	(185)				(185)
TFU	DESKTOP UPGRADE	O	-	17	17	5	17	-				-
TFV	MOBILE RESPONSIVE WEBSITE	O	-	10	10	-	-	(10)	(10)			-
TGL	ITRENT PAYROLL & HR SYSTEM	O	50	30	80	-	80	-				-
TGN	PSN REQUIREMENTS	O	-	30	30	-	30	-				-
TGP	TELEPHONY UPGRADES	O	-	45	45	-	45	-				-
TGT	DATA CENTRE CONSOLIDATION	O	-	50	50	-	50	-				-
TGQ	SINGLE CUSTOMER ACCOUNT	O	60	-	60	-	60	-				-
TGV	TELEPHONY MKIP PROJECT	O	85	44	129	-	129	-				-
TGW	DATA ANALYSIS SOFTWARE	O	9	-	9	-	9	-				-
<b>Finance and Governance Total</b>			<b>489</b>	<b>11,227</b>	<b>11,716</b>	<b>5</b>	<b>10,521</b>	<b>(1,195)</b>	<b>(10)</b>	-	-	<b>(1,185)</b>
<b>Communities and Wellbeing - Councillor Lynne Weatherly</b>												
TAC	DISABLED FACILITIES GRANTS	O	600	-	600	185	600	-				-
TAD	HOUSING RENEWAL ADVANCES	O	30	58	88	12	88	-				-
TCE	COMMUNITY GRANTS	O	20	-	20	6	20	-				-
TFZ	FLOOD GRANTS	O	-	10	10	10	10	-				-
<b>Communities and Wellbeing Total</b>			<b>650</b>	<b>68</b>	<b>718</b>	<b>213</b>	<b>718</b>	-	-	-	-	-
<b>Planning and Transportation - Councillor Alan McDermott</b>												
TBF	CONSERVATION AREA ENHANCE	O	70	45	115	23	115	-				-
TBG	HERITAGE PARTNER GRANTS	O	80	23	103	1	103	-				-
TCB	NORTH FARM DEPOT	O	-	101	101	-	-	(101)	(101)			-
TDC	QUALITY BUS PARTNERSHIP	O	-	25	25	21	25	-				-
TDD	STREET LIGHTING COLUMNS	O	-	19	19	-	19	-				-
TFB	SHERWOOD LAKE REDEVELOPMENT	O	50	(35)	15	-	-	(15)	(15)			-
TGD	CAR PARKS LED LIGHTING	C	148	-	148	-	148	-				-
TGH	PUBLIC REALM IMPROVEMENTS	O	-	368	368	2	368	-				-
TGU	ENFORCEMENT VEHICLE	C	14	(14)	-	-	-	-				-
TGX	CAR PARKS PAYMENT SYSTEM	O	27	-	27	23	229	202		202		-
<b>Planning and Transportation Total</b>			<b>389</b>	<b>532</b>	<b>921</b>	<b>70</b>	<b>1,007</b>	<b>86</b>	<b>(116)</b>	<b>202</b>	-	<b>0</b>

Appendix B

**Appendix B: CAPITAL MONITORING - Gross capital budgets and payments for 2015/16**

Code	Scheme	Open/ Closed	FY Original	Amendments	FY Revised	Actual	Forecast	Difference	Re-scheduled To 2016/17	Re-scheduled From 2016/17	New Schemes	Over/Under Budget
			Budget	to budget	Budget		£000					
<b>Sustainability - Councillor Ronen Basu</b>												
TAF	CCTV KNIGHTS PARK AREA	O	-	3	3	-	3	-				-
TDP	LAMBERHURST FLOOD PROTECTION	O	-	8	8	-	8	-				-
TGF	CCTV FIVEWAYS	C	-	1	1	-	-	(1)				(1)
<b>Sustainability Total</b>			-	12	12	-	11	(1)	-	-	-	(1)
<b>Tourism Leisure and Economic Development - Councillor Jane March</b>												
TAN	SOUTHVIEW ROAD PLAY AREA	C	77	(77)	-	-	-	-				-
TCP	HAWKENBURY PAVILION	O	-	13	13	5	13	-				-
TCW	SHOWFIELDS BALL GAMES AREA	O	90	(14)	76	42	76	-				-
TCX	GOUDHURST PAVILION	O	-	3	3	-	3	-				-
TEH	CREMATORS	O	22	-	22	-	22	-				-
TFD	NORTH FARM ART WORKS	C	5	30	35	-	35	-				-
TFE	GROSVENOR AND HILBERT PARK	O	1,856	(105)	1,751	858	1,751	-				-
TFN	SPORTS CENTRES INVESTMENTS	C	1,722	(1,722)	-	-	-	-				-
TFS	CHRISTMAS LIGHTS	O	-	7	7	-	7	-				-
TGB	MEMORIAL SCHEMES	O	118	(2)	116	2	116	-				-
TGE	MONSON ROAD DEVELOPMENT	O	37	5	42	-	107	65				65
TGM	SECOND CREM CHAPEL	O	22	7	29	-	29	-				-
TGO	ASSEMBLY HALL ICT	O	-	37	37	26	37	-				-
TGR	TRINITY THEATRE EXTENSION	O	-	20	20	20	20	-				-
TGY	BEREAVEMENT SERVICES ICT	O	30	-	30	-	30	-				-
TGZ	SPORTS CENTRES TILING & PLANT	O	440	-	440	72	410	(30)				(30)
THA	ASSEMBLY HALL IMPROVEMENTS	O	1,135	55	1,190	434	1,190	-				-
THD	COLEBROOK OUTDOOR GYM	C	-	29	29	28	29	-				-
<b>Tourism Leisure and Economic Development Total</b>			5,554	(1,715)	3,839	1,487	3,873	35	-	-	-	35
<b>Total Projects</b>			9,537	10,073	19,610	1,971	17,988	(1,622)	(673)	202	-	(1,160)

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Appendix B

**Appendix C: CAPITAL MONITORING - Net capital budgets and payments for 2015/16**

Code	Scheme	Open/ Closed	FY Original Budget £000	Amendments to budget £000	FY Revised Budget £000	Actual £000	Forecast £000	Difference £000	Re-scheduled To 2016/17 £000	Re-scheduled From 2016/17 £000	New Schemes £000	Over/Under Budget £000
<b>Leader - Councillor David Jukes</b>												
TGA	KEVIN LYNES SITE	O	855	-	855	-	855	-				-
TGJ	TOWN HALL BOILER REPLACEMENT	O	-	2	2	3	3	1				1
TGK	JOHN STREET CAR PARK	O	1,600	(53)	1,547	193	1,000	(547)	(547)			(0)
<b>Leader Total</b>			<b>2,455</b>	<b>(51)</b>	<b>2,404</b>	<b>196</b>	<b>1,858</b>	<b>(546)</b>	<b>(547)</b>	-	-	<b>1</b>
<b>Finance and Governance - Councillor Paul Barrington-King</b>												
TCA	FINANCIAL MANAGEMENT SYSTEM	O	100	1	101	-	101	-				-
TDI	ASSET ACQUISITION FUND	O	-	-	-	-	-	-				-
TEW	IT STRATEGY 2012/13-2016/17	O	185	-	185	-	-	(185)				(185)
TFU	DESKTOP UPGRADE	O	-	17	17	5	17	-				-
TFV	MOBILE RESPONSIVE WEBSITE	O	-	10	10	-	-	(10)	(10)			-
TGL	ITRENT PAYROLL & HR SYSTEM	O	50	30	80	-	80	-				-
TGN	PSN REQUIREMENTS	O	-	30	30	-	30	-				-
TGP	TELEPHONY UPGRADES	O	-	45	45	-	45	-				-
TGT	DATA CENTRE CONSOLIDATION	O	-	50	50	-	50	-				-
TGQ	SINGLE CUSTOMER ACCOUNT	O	10	-	10	-	10	-				-
TGV	TELEPHONY MKIP PROJECT	O	-	0	0	-	0	-				-
TGW	DATA ANALYSIS SOFTWARE	O	-	-	-	-	-	-				-
<b>Finance and Governance Total</b>			<b>345</b>	<b>183</b>	<b>528</b>	<b>5</b>	<b>333</b>	<b>(195)</b>	<b>(10)</b>	-	-	<b>(185)</b>
<b>Communities and Wellbeing - Councillor Lynne Weatherly</b>												
TAC	DISABLED FACILITIES GRANTS	O	150	(69)	81	-	81	-				-
TAD	HOUSING RENEWAL ADVANCES	O	30	30	60	-	60	-				-
TCE	COMMUNITY GRANTS	O	20	-	20	6	20	-				-
TFZ	FLOOD GRANTS	O	-	-	-	(0)	-	-				-
<b>Communities and Wellbeing Total</b>			<b>200</b>	<b>(39)</b>	<b>161</b>	<b>6</b>	<b>161</b>	-	-	-	-	-
<b>Planning and Transportation - Councillor Alan McDermott</b>												
TBF	CONSERVATION AREA ENHANCE	O	70	45	115	23	115	-				-
TBG	HERITAGE PARTNER GRANTS	O	80	23	103	1	103	-				-
TCB	NORTH FARM DEPOT	O	-	101	101	-	-	(101)	(101)			-
TDC	QUALITY BUS PARTNERSHIP	O	-	15	15	11	15	-				-
TDD	STREET LIGHTING COLUMNS	O	-	19	19	-	19	-				-
TFB	SHERWOOD LAKE REDEVELOPMENT	O	50	(50)	(0)	-	-	0	(15)			15
TGD	CAR PARKS LED LIGHTING	C	148	-	148	-	148	-				-
TGH	PUBLIC REALM IMPROVEMENTS	O	-	368	368	2	368	-				-
TGU	ENFORCEMENT VEHICLE	C	14	(14)	-	-	-	-				-
TGX	CAR PARKS PAYMENT SYSTEM	O	27	-	27	23	229	202		202		-
<b>Planning and Transportation Total</b>			<b>389</b>	<b>507</b>	<b>896</b>	<b>60</b>	<b>997</b>	<b>101</b>	<b>(116)</b>	<b>202</b>	-	<b>15</b>

**Appendix C: CAPITAL MONITORING - Net capital budgets and payments for 2015/16**

Code	Scheme	Open/ Closed	FY Original	Amendments	FY Revised	Actual	Forecast	Difference	Re-scheduled	Re-scheduled	New Schemes	Over/Under
			Budget	to budget	Budget				To 2016/17	From 2016/17		Budget
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Sustainability - Councillor Ronen Basu</b>												
TAF	CCTV KNIGHTS PARK AREA	O	-	3	3	-	3	-				-
TDP	LAMBERHURST FLOOD PROTECTION	O	-	-	-	-	-	-				-
TGF	CCTV FIVEWAYS	O	-	1	1	-	-	(1)				(1)
<b>Sustainability Total</b>			-	4	4	-	3	(1)	-	-	-	(1)
<b>Tourism Leisure and Economic Development - Councillor Jane March</b>												
TAN	SOUTHVIEW ROAD PLAY AREA	C	54	(54)	-	-	-	-				-
TCP	HAWKENBURY PAVILION	O	-	13	13	5	13	-				-
TCW	SHOWFIELDS BALL GAMES AREA	O	-	(0)	(0)	-	(0)	-				-
TCX	GOUDHURST PAVILION	O	-	-	-	-	-	-				-
TEH	CREMATORS	O	22	-	22	-	22	-				-
TFD	NORTH FARM ART WORKS	C	-	-	-	-	-	-				-
TFE	GROSVENOR AND HILBERT PARK	O	-	0	0	-	0	-				-
TFN	SPORTS CENTRES INVESTMENTS	C	-	-	-	-	-	-				-
TFS	CHRISTMAS LIGHTS	O	-	7	7	-	7	-				-
TGB	MEMORIAL SCHEMES	O	118	(2)	116	2	116	-				-
TGE	MONSON ROAD DEVELOPMENT	O	37	5	42	-	42	-				-
TGM	SECOND CREM CHAPEL	O	22	7	29	-	29	-				-
TGO	ASSEMBLY HALL ICT	O	-	37	37	26	37	-				-
TGR	TRINITY THEATRE EXTENSION	O	-	-	-	-	-	-				-
TGY	BEREAVEMENT SERVICES ICT	O	30	-	30	-	30	-				-
TGZ	SPORTS CENTRES TILING & PLANT	O	440	-	440	72	410	(30)				(30)
THA	ASSEMBLY HALL IMPROVEMENTS	O	1,135	55	1,190	434	1,190	-				-
THD	COLEBROOK OUTDOOR GYM	O	-	-	-	0	-	-				-
<b>Tourism Leisure and Economic Development Total</b>			<b>1,858</b>	<b>67</b>	<b>1,925</b>	<b>539</b>	<b>1,895</b>	<b>(30)</b>	-	-	-	<b>(30)</b>
<b>Total Projects</b>			<b>5,247</b>	<b>671</b>	<b>5,918</b>	<b>806</b>	<b>5,247</b>	<b>(671)</b>	<b>(673)</b>	<b>202</b>	-	<b>(202)</b>

Appendix D

Summary of Expenditure and funding for the 4 years programme to 2018/19

	Original £000	Extra Items						
		Approved Q1 £000	Approved Q2 £000	Approved Q3 £000	Approved Q4 £000	Proposed Adjustmts Q2 £000	Proposed Movements between Yrs Q2 £000	Projected Outturn Q4 £000
<b>All years</b>								
2015/16	9,537	10,073				(1,150)	(471)	17,988
2016/17	3,676	-				50	471	4,197
2017/18	861	-				-	-	861
2018/19	740	-				-	-	740
<b>Gross Expenditure</b>	<b>14,814</b>	<b>10,073</b>	-	-	-	<b>(1,100)</b>	-	<b>23,786</b>
Government Grants	1,344	159				-	-	1,503
HLF Lottery grant	1,856	(105)				-	-	1,751
Section 106 contributions	218	16				-	-	234
Other external Contributions	1,722	(1,669)				65	-	118
Public Works Loan Board Loan	-	11,000				(1,000)	-	10,000
Maintenance of Graves reserve	32	-				-	-	32
Garden of Remembrance reserve	17	-				-	-	17
Invest to Save Reserve	153	-				-	(1)	153
Capital and Rev Initiatives Reserve	9,472	644				(169)	-	9,947
Sale of Fixed Assets	-	27				4	-	31
<b>Total Funding</b>	<b>14,814</b>	<b>10,073</b>	-	-	-	<b>(1,100)</b>	<b>(1)</b>	<b>23,786</b>

Appendix D

Summary of Expenditure and funding for 2015/16

	Original £000	Extra Items						Year End Projected Outturn Q2 £000	
		Approved	Approved	Approved	Approved	Proposed	Proposed		
		Q1 £000	Q2 £000	Q3 £000	Q4 £000	Adjustmts Q2 £000	Movements between Yrs Q2 £000		
<b>Gross expenditure</b>	<b>9,537</b>	<b>10,073</b>					<b>(1,150)</b>	<b>(471)</b>	<b>17,988</b>
Government Grants	594	159					-	-	753
HLF Lottery grant	1,856	(105)					-	-	1,751
Section 106 contributions	118	16					-	-	134
Other external Contributions	1,722	(1,669)					65	(15)	103
Public Works Loan Board Loan	-	11,000					(1,000)	-	10,000
Maintenance of Graves reserve	32	-					-	-	32
Garden of Remembrance reserve	17	-					-	-	17
Invest to Save Reserve	153	-					-	202	355
Capital and Rev Initiatives Reserve	5,045	644					(219)	(658)	4,812
Sale of Fixed Assets	-	27					4	-	31
<b>Total Funding</b>	<b>9,537</b>	<b>10,073</b>	-	-	-	-	<b>(1,150)</b>	<b>(471)</b>	<b>17,988</b>

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

	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2012/13</b>	<b>2011/12</b>	<b>2010/11</b>	<b>2009/2010</b>
<b>Advances made during the year</b>	12,270.36	28,759.76	123,179.22	117,284.59	86,612.74	661,546.41	545,689.51
Repayment of loans received	(63,183.08)	(44,900.58)	(32,137.36)	(28,964.13)	(47,919.14)	(8,904.61)	(19,376.01)
Other contributions		(5,043.55)					
Transferred to the reserve	63,183.08	49,944.13	32,137.00	28,964.13			
<b>Net position</b>	<b>12,270.36</b>	<b>28,759.76</b>	<b>123,178.86</b>	<b>117,284.59</b>	<b>38,693.60</b>	<b>652,641.80</b>	<b>526,313.50</b>
<b>Housing Renewal Reserve</b>	<b>(174,228.70)</b>	<b>(111,045.62)</b>	<b>(61,101.49)</b>	<b>(28,964.13)</b>			

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**Quarter 2 - Capital Management to 30 September 2015**

**S106 as at 30 September 2015**

**Allocated to schemes in capital programme:**

Showfields	76	
Trinity	35	
North Farm Artworks	20	
Goudhurst	3	
		134

**Reserved for purposes set out in Section 106 agreements:**

Cycleway	45	
Residents' parking	51	
Youth and Adult recreation	604	
Childrens' play areas	340	
Infrastructure	32	
Air Quality	47	
Season tickets	18	
Pedestrian and cycleways	33	
Woodland maintenance	11	
Transport	189	
Highways	83	
Nature Reserve management	10	
Renewable energy	100	
Cemetery planting	1	
Reptile management	41	
Greggs Wood	10	
Ecological survey	6	
Outdoor gym	37	
Eastlands Road play space	45	
Foot/cycle path	15	
Affordable Housing	314	
Public Art	10	
Lighting Improvements	36	
Common Contribution	19	
		2,097

<b>Total Section 106 contributions in hand as at 30 September 2015</b>		<b><u>2,231</u></b>
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These contributions expire in the following years:

2016/17		9
2017/18		105
2018/19		11
2019/20		275
2020/21		552
2021/22		167
2022/23		119
2023/24		357
2024/25		28
2025/26		148
		1,771

Contributions without expiry dates		460
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<b>Total Section 106 contributions in hand as at 30 September 2015</b>		<b><u>2,231</u></b>
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<b>Cabinet</b>	<b>3 December 2015</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Quarter 2 – Treasury and Prudential Indicator Management to 30 September 2015

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Paul Barrington-King, PH for Finance and Governance
<b>Lead Director</b>	Lee Colyer, Director of Finance and Corporate Services
<b>Head of Service</b>	Jane Fineman, Head of Finance and Procurement
<b>Lead Officer/Report Author</b>	Clare Hazard, Service Accountant
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

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

1. That Members acknowledge the 2015/16 Treasury Management and Prudential Indicator position

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

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

<b>Timetable</b> (* please delete those not applicable)	
<b>Meeting</b>	<b>Date</b>
Management Board	27 October 2015
Discussion with Portfolio Holder	9 November 2015
Cabinet Advisory Board	10 November 2015 (verbal update)
Cabinet	3 December 2015

## Quarter 2 – Treasury and Prudential Indicator Management to 30 September 2015

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report monitors compliance with the Treasury Management Policy & Strategy 2015/16 for the period 1 April 2015 to 30 September 2015.
  - 1.2 The report updates Members on the investments held by the Council and informs that interest from investments for 2015/16 is forecast to be £844,000, the same as the approved budget.
  - 1.3 The report also updates Members on the borrowed funds held by the Council. The cost of the interest on the PWLB loan for 2015/16 is forecast to be £240,510, the same as the approved budget.
- 

### 2. INTRODUCTION AND BACKGROUND

- 2.1 Under its Financial Procedure Rules, the Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Cabinet.
  - 2.2 This report monitors, for the period 1 April 2015 to 30 September 2015, compliance with the Treasury Management Policy and Strategy 2015/16 recommended by Cabinet at its meeting 12 February 2015 (CAB120/14) and approved by Full Council at its meeting of 25 February 2015 (FC67/14).
- 

### 3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

#### Current Investments

- 3.1 The 2015/16 approved limits on the amount of money and the time period the Council can invest with any given counterparty is shown in **Appendix A**.
- 3.2 As at 30 September 2015 the Council had £39 million of investments. The institution categories and the maturity profile of these investments are shown in **Appendix B**.

#### Treasury Management Strategy Prudential Indicators and Targets

- 3.3 Details of the Prudential Indicators and Treasury Management Targets compared to the position as at 30 September 2015 are set out in **Appendix C**.
- 3.4 None of the Prudential Indicators were breached in this period. The projected interest rate achieved from investments was reduced from 2.15% to 2.01% in

Quarter 1. However due to a higher than estimated opening balance the overall interest budget should still be achieved.

## Investment Interest

- 3.5 The bank interest rate set by the Bank of England has been 0.50% since March 2009. Capita Asset Services, who are the Council's treasury advisors, regularly review interest rates and produce a forecast of the rate over future years. They currently predict that interest rates will start to rise slowly from mid 2016.
- 3.6 Investment interest of £844,000 was included in the revenue budget for 2015/16. This was based on a target average interest rate of 2.15%.
- 3.7 The average funds available to invest are higher than forecast due to a higher than estimated opening balance, resulting from rescheduling of the capital programme during 2014/15. However as the target for the average interest rate was an ambitious 2.15%, and these additional funds are expected only to be invested short term, the forecast interest budget has not be increased at this time. To achieve the overall interest budget including these additional funds the interest rate needed is 2.01%.
- 3.8 A summary of the forecast position is shown below:

	<b>Budget 2015/16</b>	<b>Forecast Quarter 2</b>	<b>Forecast Quarter 1</b>
Equated Investments	£39.2 million	£41.9 million	£41.9 million
Average Interest Rate	2.15%	2.01%	2.01%
Investment Income	£844,000	£844,000	£844,000

## Local Authorities Property Fund

- 3.9 The Council purchased £5 million worth of units in The Local Authorities' Property Fund in October 2013, £2 million in April 2014 and a further £2 million worth of units in October 2014. The Fund pays a dividend to the Council on a quarterly basis. The dividend is currently in the region of 6% although a management fee of around 0.7% is paid back to the Fund.
- 3.10 The value of the investment is calculated at year end to be included in the Council's Financial Statements at its fair value (market price). The value of the Council's £9 million investment was £9,798,829 as at 31<sup>st</sup> March 2015. The estimated value of the £9 million invested as at 30th September 2015 is £10,199,917, a gain this year of £401,088. Any gain at year end is transferred to an unusable reserve called the 'Available for Sale Reserve'. The cumulative gain or loss on this reserve will only be recognised in the Income and Expenditure Statement on disposal of the investment.
- 3.11 This increase in value is in addition to the quarterly dividend paid and if you took both into account then the net return on this investment is in the region of 14%.

## Current Borrowing

3.12 The Council borrowed £20 million from the Public Works Loans Board (PWLB) to fund potential property purchases in July 2010 at a rate of 2.38%. This loan is for a period of 10 years and is repaid in sums of £1 million every six months. Therefore £10 million of this loan was outstanding as at 30 September 2015.

3.13 The cost of interest on this borrowing for 2015/16 will be £240,510.

## 4. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

4.1 The Council takes advice from Capita Asset Services on all treasury management activities.

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

5.1 The investment income and borrowing costs are also included within the Quarter 2 Revenue Management report which is an accompanying report on this agenda.

## 6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	Under Section 151 of the Local Government Act 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.	Legal fee earner
<b>Finance</b> and other resources	The investment interest is an important source of income for the Council's revenue budget. The borrowing entered into during 2010 will provide funds for potential property purchases.	Head of Finance and Procurement
<b>Staffing establishment</b>	No implications	Head of HR or deputy
<b>Risk management</b>	The Treasury Management Policy and Strategy sets out how the Council aims to control the risks associated with treasury management. The security of the Council's investments is the top priority when making investments and is always considered before yield.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment and sustainability</b>	No implications	Sustainability Manager
<b>Community safety</b>	No implications	Community



		Safety Manager
<b>Health and Safety</b>	No implications	Health and Safety Advisor
<b>Health and wellbeing</b>	No implications	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	No implications	West Kent Equalities Officer

## 7. REPORT APPENDICES

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

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

## 8. BACKGROUND PAPERS

Treasury Management Policy and Strategy 2015/16 – CAB120/14

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**APPENDIX A: Treasury Management Investments Limits****Investment Policy**

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

**Nationalised/Part Nationalised Banks**

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

**Lloyds Banking Group**

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

**Local Authorities/Debt Management Office**

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

**Money Market Funds**

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

**Collective Investments Schemes (Pooled Funds)**

	Maximum Investment	Maximum Duration
Collective Investments Schemes (Pooled Funds)	50% of portfolio	-

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

	Maximum Investment	Maximum Duration
Organisations for the purposes of improving Council's Assets	50% of portfolio	10 years

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**APPENDIX B: Current Investments**

	<b>Investments</b>
1st tier institutions	0
2nd tier institutions	0
Lloyds Banking Group	10,000,000
Nationalised/Part Nationalised	10,000,000
Debt Management Office	0
Other Local Authorities	10,000,000
Collective Investment Schemes	9,000,000
<b>Total</b>	<b>39,000,000</b>

	<b>Investments</b>
On Call	10,000,000
0 - 3 months	0
4 - 6 months	5,000,000
7 - 9 months	5,000,000
10 - 12 months	0
12 months +	19,000,000
<b>Total</b>	<b>39,000,000</b>

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

	Target 2015/16	Actual Q2	Actual Q1
<b><u>Prudential Indicators</u></b>			
<b>External Debt Prudential Indicators</b>			
<b>1 Code of Practice</b> The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. The Council adopted the code in March 2002 and continues to conduct its treasury activities in accordance with it.	Adopt the Code of Practice	No Breach	No Breach
<b>2 Ratio of financing costs to net revenue stream</b> Identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against net revenue stream.  Ratio	2.00%	2.00%	2.00%
<b>3 Incremental impact of capital investment decisions on Council Tax</b> Identifies the revenue costs associated with proposed changes to the three year programme compared to the existing approved commitments.  Impact	£0	£0	£0
<b>4 Authorised Limit for External Debt</b> The Council is expected to set a maximum authorised limit for external debt. This limit should not be exceeded and is therefore calculated on the basis of the worst case scenario for cash flow requirements in the short term.  Authorised limit for external debt	£20 million	£10 million	£11 million
<b>5 Operational boundary for external debt</b> The Council is required to set an operational boundary for external debt. This indicates the most likely maximum level of external debt for cash flow requirements in the short term. This indicator may be breached temporarily for operational reasons.  Operational boundary for external debt	£20 million	£10 million	£11 million

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

	Target 2015/16	Actual Q2	Actual Q1
<p><b>6 Interest Rate Exposures</b> The Council needs to set upper limits to its exposure to the effects of changes in interest rates. This indicator has been set to allow 100% of the portfolio to be placed in fixed rate investments. The upper limit on variable rate exposure is set at 40% of the total value of the portfolio.</p> <p>Upper limit for fixed rate investments Upper limit for variable rate investments</p>	<p>100% 60%</p>	<p>49% 51%</p>	<p>47% 53%</p>
<p><b>6 Maturity Structure of Borrowing</b> The Council needs to set upper and lower limits with respect to the maturity structure of its borrowing. As the Council has now entered into long term borrowing, as approved by Full Council, the upper and lower limit for borrowings with a maturity over 12 months is 100%.</p> <p>Limits for the maturity structure of fixed term borrowings</p> <p>Upper limit for under 12 months Lower limit for under 12 months</p> <p>Upper limit for over 12 months Lower limit for over 12 months</p>	<p>100% 0%  100% 0%</p>	<p>Nil Nil  100% 0%</p>	<p>Nil Nil  100% 0%</p>



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

	Target 2015/16	Actual Q2	Actual Q1
<b><u>Treasury Management Targets</u></b>			
<b>1 Target Investment Interest Rate</b> (Base Rate 0.50% from 5th March 2009 to date)	2.15%	2.01% projected	2.01% projected
<b>2 Longer term investment decisions</b> Made in the context of a minimum investment	1.00%	£5 million 1 year investment made at 1.08%	No long term investments made
<b>3 Cash flow</b> Overall cash flow to be managed to achieve a nil borrowing requirement although borrowing will be considered an option where it is prudent to do so	Nil	Nil	Nil

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

	Target 2015/16	Actual Q2	Actual Q1
<b>Other Key Data</b>			
<b>1 Estimated average equated sums for investment 2015/16</b>	£39.2 million	£41.9 million projected	£41.9 million projected
<b>2 Investment Income</b>	£844,000	£844,000 projected  (Year to date £355,000)	£844,000 projected  (Year to date £174,000)
<b>3 Interest Paid</b>	£240,510	£240,510 projected  (Year to date £126,000)	£240,510 projected  (Year to date £65,000)
<b>4 Actual Investments at end of quarter Total Investments</b>		£39.0 million	£32.0 million

## Cabinet

## 3 December 2015

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

**Yes**

## Draft Budget 2016/17 and Medium Term Financial Strategy Update

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Paul Barrington-King, PH for Finance and Governance
<b>Lead Director</b>	Lee Colyer, Director of Finance and Corporate Services
<b>Head of Service</b>	Jane Fineman, Head of Finance and Procurement
<b>Lead Officer/Report Author</b>	Lee Colyer, Director of Finance and Corporate Service
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

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

1. That Cabinet comments on the draft budget and identifies any areas that they believe need to be strengthened or where there are omissions; and
2. That, subject to the above recommendation, Cabinet agrees the draft budget for public consultation.

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

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

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

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Management Board	27 October 2015 (verbal update)
Discussion with Portfolio Holder	2 November 2015
Cabinet Advisory Board	10 November 2015
Cabinet	3 December 2015

## **Draft Budget 2016/17 and Medium Term Financial Strategy Update**

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

- 1.1 This report outlines the assumptions that have been built into the proposed budget for 2016/17 and provides projections for the next five years.
  - 1.2 The projections assume that council tax will increase by 2 per cent for 2016/17 which would increase the daily rate from 43.5p to 44.3p. For subsequent years the council tax strategy is for the charge to increase annually by 2 per cent.
  - 1.3 In 2015/16 the Council again set a budget without the need to use reserves. It is intended to maintain this principle, despite an expected cut in government funding of £261,000 for 2016/17.
  - 1.4 This report sets out how a balanced budget can be achieved at this stage.
  - 1.5 The exact amount of government grant is not yet known and details may not be issued until just before the Christmas recess of Parliament.
  - 1.6 The draft budget is a projection and following approval it will be published on to the Council's consultation portal.
- 

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

- 2.1 Cabinet received the first report leading to the setting of the 2016/17 budget at the meeting on 17 September 2015 entitled Budget Projection and Strategy which had also been considered by the Finance & Governance Cabinet Advisory Board. This was followed by a Budget Update report on 29 October 2015.
- 2.2 Previous reports highlighted the further dramatic reductions to government grants. 'Formula Grant' will have been cut by nearly 50 per cent since 2010. The expected settlement for 2016/17 is for a reduction of £261,000 (16 per cent) over the current year.
- 2.3 Demand for Council services continues to increase, driven by a significant increase in the population of 10.7 per cent (double the national average) to a total of 115,000 according to the 2011 Census.
- 2.4 National inflation forecasts have a key impact on the Council's costs especially on external contract payments and business rates paid to the Government which are linked to the Retail Price Index (RPI). The Office of National Statistics announced that for the year to September RPI was 0.8 per cent.

## Latest Budget Projection for 2016/17

- 2.5 The latest budget projection has been developed using broad assumptions on how various types of costs and income will look when the budget is built up using detailed estimates in January.
- 2.6 There are still some uncertainties that will impact on the budget for 2016/17. Notwithstanding these, portfolio-holders have been busy with their directors/heads of service in trying to identify efficiency options and ideas to reduce the cost of services or to increase income. These ideas are listed in Appendix A for discussion.
- 2.7 The Council has already taken difficult decisions over the past seven years which have mitigated the impact of the financial and economic crisis. But the culture of innovation and rigorous cost reduction combined with income optimisation will need to be continued and there are likely to be further strategic decisions required. The Council is now on a strong financial footing and has an embedded culture of change and efficiency from which to face the challenges ahead.
- 2.8 Provided all the corporate savings and budget work streams identified in Appendix A are delivered then a balanced budget is expected without the use of reserves. Other major changes over the current year are summarised in the table below.

	£000s
<b>Cut in Government Grant</b>	<b>261</b>
Increase in National Insurance from Pension Reform	291
Council Tax Increase 2 per cent	(140)
Additional usage income (Parking & Crematorium)	(192)
Loss of income from Union House redevelopment	58
Budget work streams (Appendix A)	(248)
Fees and charges over the MTFS	(52)
Single Person Discount Review	(17)
Reduction in staff vacancy factor	65
Increase in insurance premium	5
Increase to number of car park season tickets	(31)
Freeze in car parking charges	0
<b>Shortfall</b>	<b>0</b>
Development Programme Additional Staffing Resources	500
Use of Years 4 to 6 New Homes Bonus	(500)
Use of reserves	0
<b>Net Revenue Budget</b>	<b>0</b>

- 2.9 Additional funding is required to resource the Development Programme which is the subject of a separate report elsewhere on the agenda. It is proposed to fund this work by making use of the New Homes Bonus from years 4 to 6. Years 1 to 3 are already included within the base budget. The use of New Homes Bonus to fund the revenue cost of development plans is a logical use of this type of funding which itself is derived from growth which has already been delivered. This approach will need to be reviewed should the Government decide to end the New Homes Bonus scheme.

## **Budget Strategy**

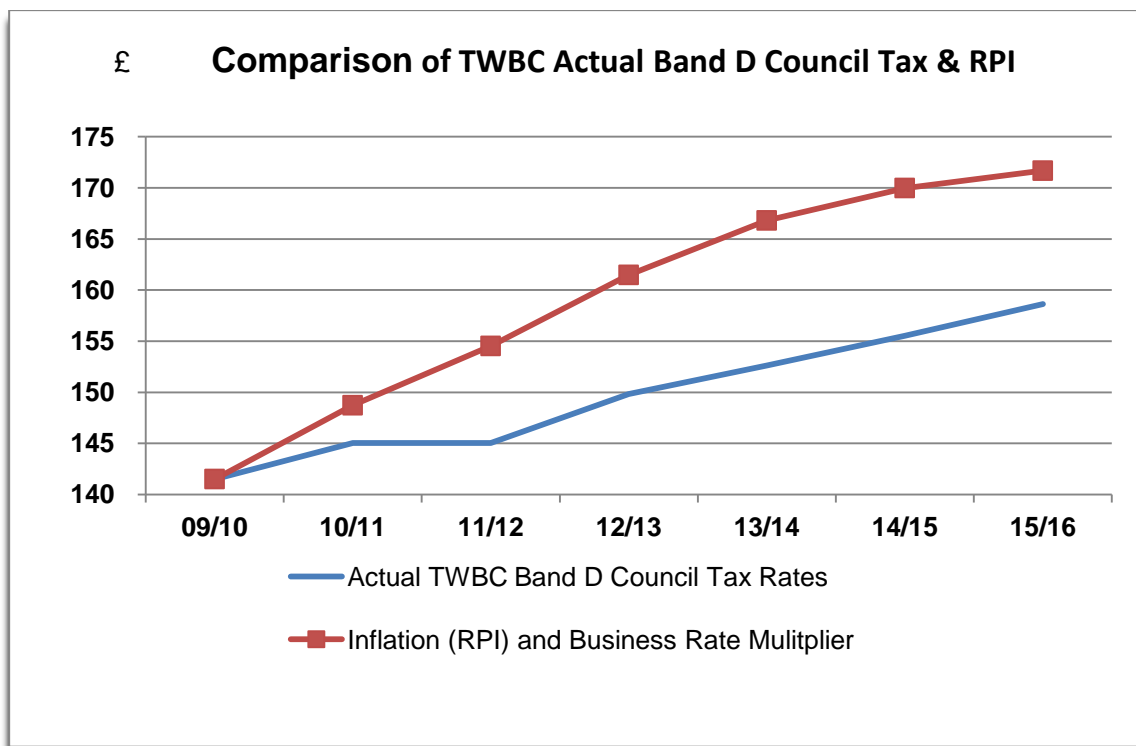
- 2.10 The budget is forecast to be balanced for 2016/17. If any of the expected savings or efficiencies fail to be delivered and are not replaced with alternatives then a budget gap would occur requiring the use of reserves. However, the use of general reserves is unsustainable over the longer term 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.”

- 2.11 If this strategy is to be met then tight financial control will continue to be required to adhere to the budget agreed and action implemented where variances are identified. The alternative is to temporarily use the general fund to balance the revenue budget.

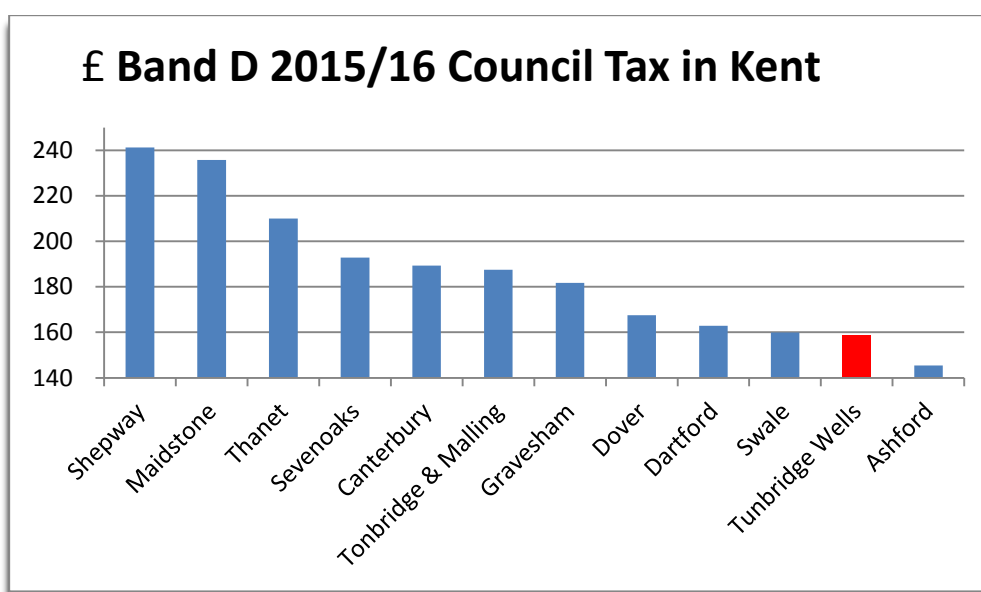
## **Council Tax Strategy**

- 2.12 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 by 2 per cent. Unlike business rates, council tax cannot increase by more than 2 per cent without the need for a referendum (which for this Borough would cost £100,000) because of the 2 per cent ‘cap’ set by the Secretary of State for English councils.
- 2.13 The impact of the council tax ‘cap’ locally is that this Council does not even have the ability to increase council tax by 1p per day to fund local services without triggering an expensive referendum.
- 2.14 The following graph shows that since 2009/10 council tax has been cut in real terms compared to inflation and was frozen in 2011/12.



2.15 Since the introduction of council tax this Council has consistently had one of the lowest levels of council tax in the country (20<sup>th</sup> lowest General Expenses out of 201 shire districts) and the 2<sup>nd</sup> lowest basic rate in Kent.

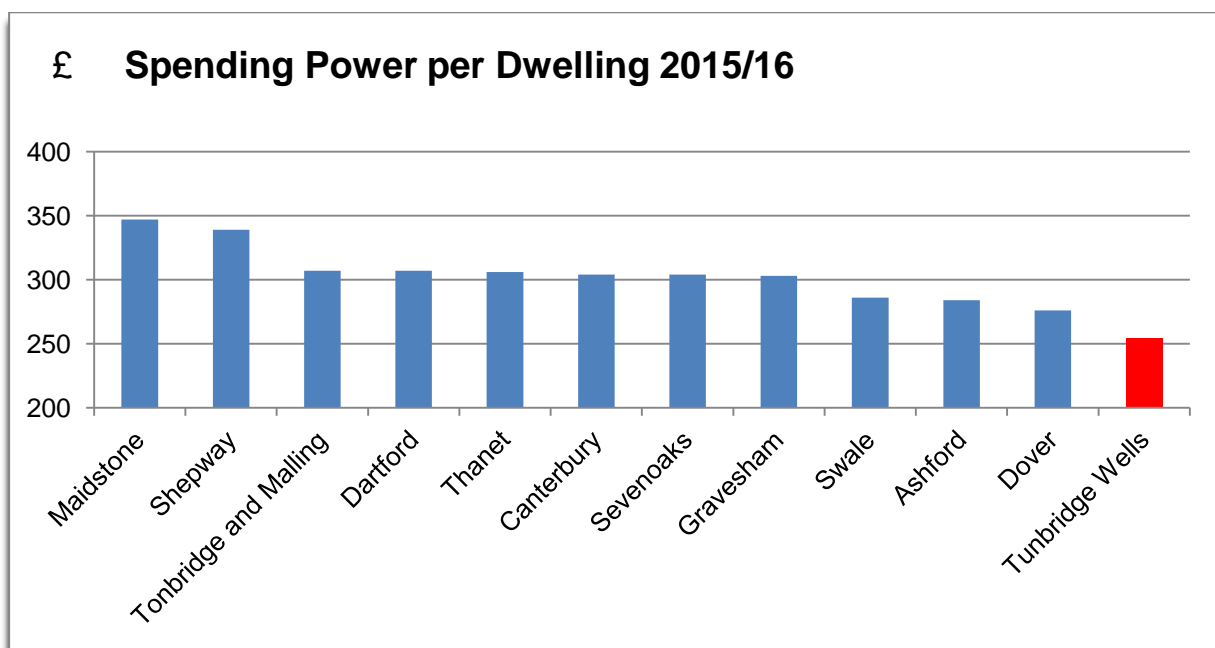
2.16 The graph below shows the comparison across Kent of the basic council tax rates for 2015/16. By way of example if Sevenoaks and Maidstone Councils freeze their council tax every year and this Council agrees an increase of 2 per cent every year then it would take 11 years and 21 years respectively for the TWBC rate to reach the level charged by these councils.



2.17 It should be appreciated that each area is different and not all councils provide the same range and level of services. This is especially important when discretionary services are provided which require a subsidy such as a museum or theatres.

## Spending Power

2.18 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 tax payers. This indicator appears to be the best available for identifying how much funding each council receives per household to provide local services. The graph below shows that using the Government's own calculation TWBC has by far the lowest spending power in Kent at just £263 per household.



2.19 This explains why despite being very efficient (as evidenced by the external auditors who have issued an unprecedented sixth clean Annual Audit Letter) and delivering excellent value for money (2012 Residents' Survey) this Council still faces financial challenges to set a balanced budget. In addition any budget gap will widen as more functions are localised by the Government without the appropriate level of funding.

## Localisation of Discretionary Services to Parish and Town Councils

2.20 This Council has worked well with parishes and kept them informed of the tightening of the Borough Council's finances. Discussions have taken place on their ability to help maintain the provision of services which they regard as necessary in their area.

2.21 In some respects parishes are in a better financial position to continue the provision of local discretionary services and in the budget there is an expectation that they do so. The Council has also created a 'Parish Enabling



Reserve' which can be accessed by parishes who require upfront investment to take on discretionary services currently provided by TWBC.

## User Pays Principle

2.22 With operating costs driving up expenditure it will be necessary to recover these costs from the user of those services rather than all council tax payers. The Council has used feedback over the years to keep council tax at one of the lowest levels in the country and to pass on costs to the users of optional services through higher fees and charges.

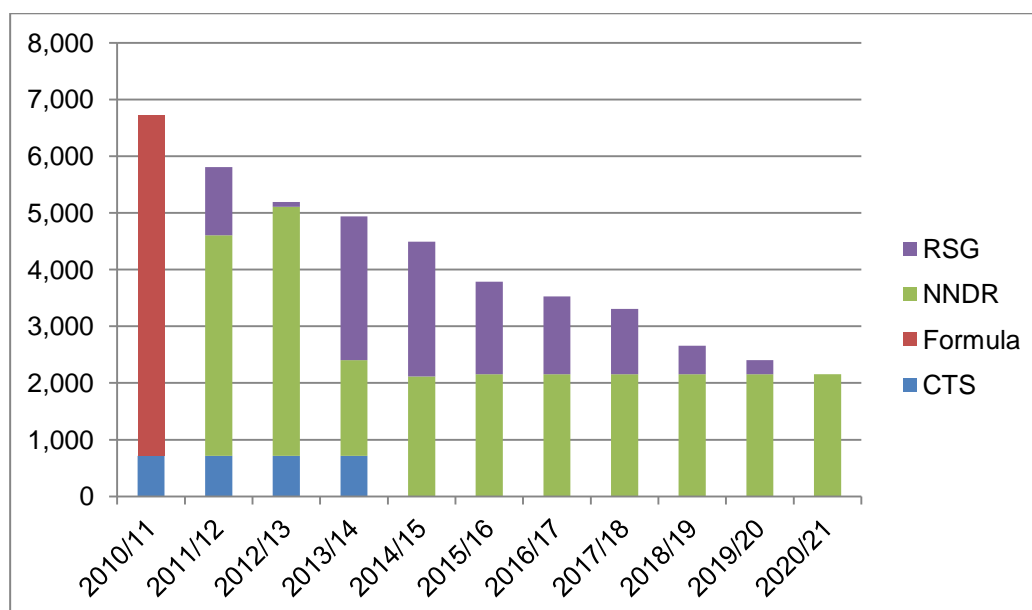
2.23 In November, Cabinet will consider the 'fees and charges' report for areas which are not dictated by central government. The budget projections have assumed for modelling purposes that the total income from the charges set out in the report is achieved.

## Government Grant Projections

2.24 At the time of writing this report the Government Spending Review 2015 had yet to be published. Consequently the amount of government grant for 2016/17 had also not been published. The Council must set its budget to a statutory timeline and cannot wait for central government information to be published.

2.25 Government grant has already been cut by nearly 50 per cent (£3.2 million) since 2010. The graph below models a 16 per cent reduction (£261,000) to Revenue Support Grant for 2016/17 and that this grant will be zero by 2020/21. At this point the only core funding from central government will be the £2.1 million minimum baseline from the redistribution of business rates.

Central Government Grant



RSG = Revenue Support Grant; NNDR = Non-Domestic Rates; CTS = Council Tax Support

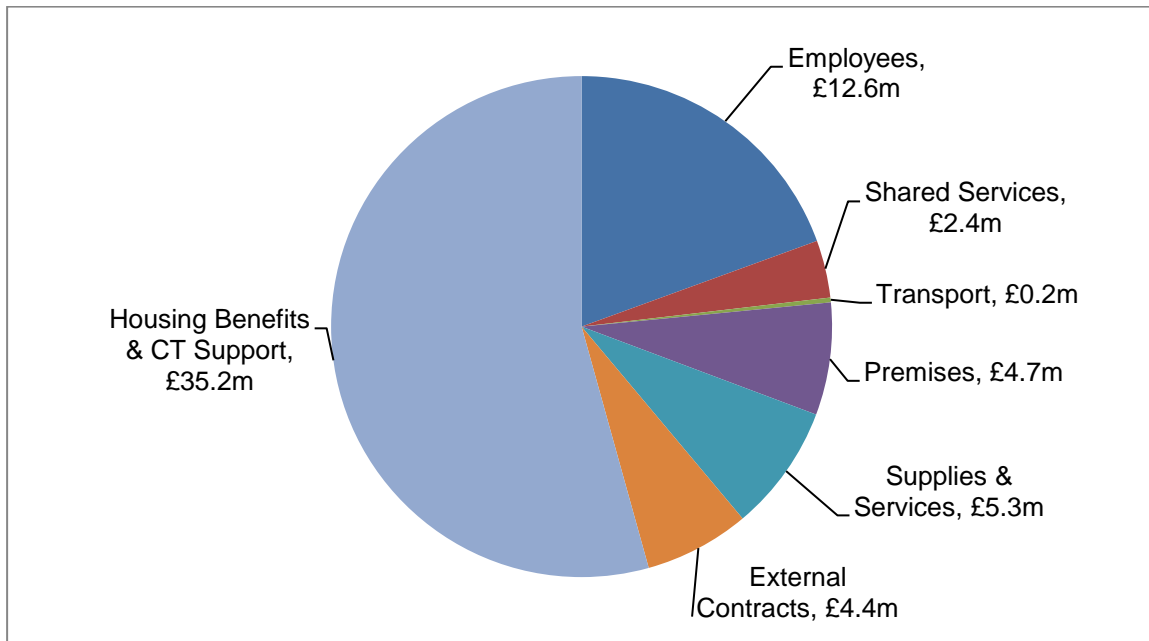
## **Retention of 100 per cent of Business Rates**

- 2.26 The Chancellor of the Exchequer announced that local government will retain all revenue from business rates by 2020. This is welcome news and one which this Council has been calling for over many years. However, it is important to understand that it is local government overall that by 2020 will be able to keep all the revenues from business rates, not individual councils. There will still be a system of distributing business rates from economically successful areas such as Tunbridge Wells to other parts of the country whose public expenditure exceeds the amount they generate from business rates. Tunbridge Wells will still only be guaranteed £2.1 million of the £52 million collected.
- 2.27 The proposals allow individual councils to keep the extra business rates from new growth over their existing baseline. So there is now a stronger financial incentive to encourage development and give planning permission for new business growth. If Tunbridge Wells does not grow then the share of business rates will remain the same.
- 2.28 By 2020 this Council will not receive any Revenue Support Grant so the challenge is to grow the business rate base sufficiently to cover the loss of £1.6 million in Revenue Support Grant currently received.
- 2.29 Full details have yet to be published by central government and it will be interesting to see if local councils will be given the ability to determine locally how discounts could be funded. Locally there has been frustration expressed by local businesses on the awarding of mandatory charitable relief which is an area which it is hoped that central government will allow to be determined locally reflecting the need of the business community.

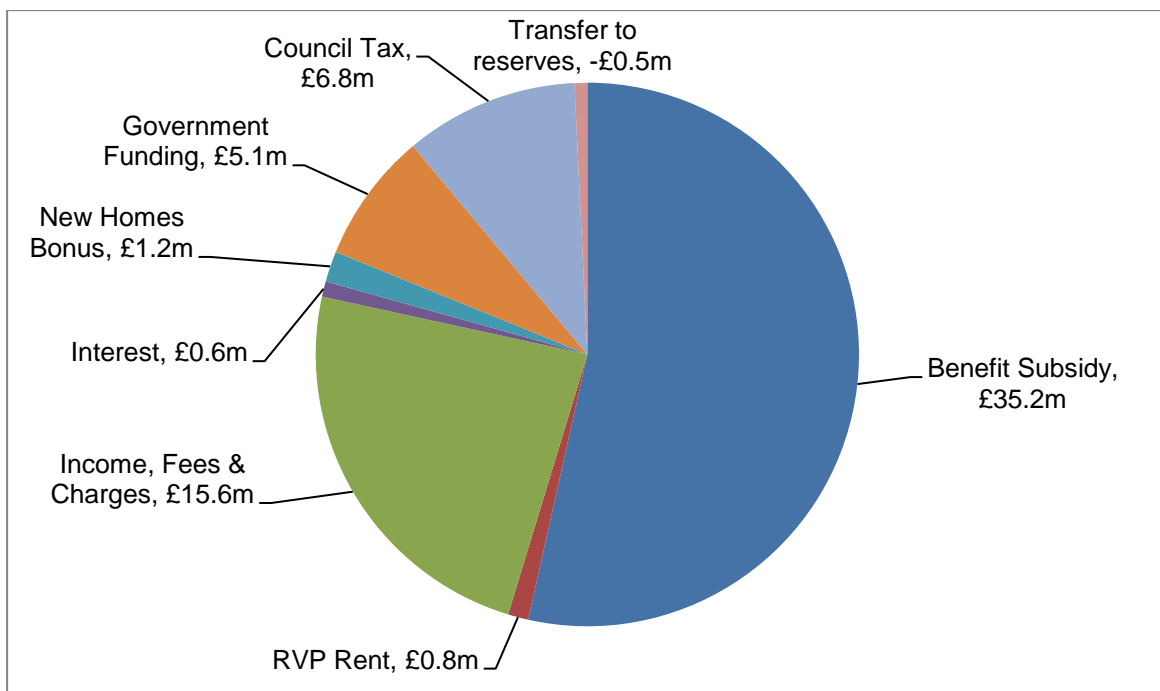
## **Budget Breakdown**

- 2.30 The Council provides a diverse range of services across the Borough which currently cost £64.8 million. The services are provided either by contractors, through partnership with other councils or by directly employing staff. As at 30 June 2015 the Council employed 267 FTEs (Full Time Equivalents). The following pie charts show the current revenue expenditure and how this is funded.

## 2015/16 Revenue Expenditure



## 2015/16 Revenue Funding



2.31 A further subjective breakdown of the budget per cost centre for 2015/16 is available on the Council's website:

[http://www.tunbridgewells.gov.uk/\\_data/assets/pdf\\_file/0004/85972/Codebook-2015-16.pdf](http://www.tunbridgewells.gov.uk/_data/assets/pdf_file/0004/85972/Codebook-2015-16.pdf)

## Budget Calculations and Adequacy of Reserves

- 2.32 When the budget is set in February the Council's Section 151 Officer must give his view on the robustness of the estimates and adequacy of reserves.
- 2.33 The Council's Medium Term Financial Strategy (MTFS) was agreed by Full Council on 22 February 2012 and projected the financial impact of the Council's current and proposed policies in the short and medium term. This report and the projections in Appendix B will form an update to the current MTFS.
- 2.34 It is important to recognise that there are a number of factors that can affect some budgets and where variances could be significant requiring closer budget management; these areas include:

Risk Area	Management
Planning Enquiry Costs	Whilst the primacy of planning is paramount, decisions taken by the Planning Committee can lead to formal planning enquiries which have the potential for substantial costs to arise which are quite rightly not budgeted for.
Business Rates Retention Scheme	Part of the Council's government grant is now linked to the amount of business rates 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 and to retain a greater share of business rates locally the Council is part of a Kent pool.
Economic Conditions	The majority of the Council's income is derived from income streams which are subject to the prevailing economic conditions.  Economic conditions can also alter the demand for Council services and partners in the community and voluntary sector.
Employee Costs	The move to local pay offers some protection but a watching brief is still required especially regarding the vacancy factor. Changes to pension legislation have been included where known but such further changes can have a significant cost factor. Demand for some professionals exceeds supply and is exacerbated by the higher salaries available in London.
Welfare Reform	Dependant on rent levels, unemployment rates and the huge uncertainty surrounding much of the legislative changes from Welfare Reform.
Parking Income	Dependant on usage and the economic environment.
Planning and Building Control Income	Dependant on the economy and the impact on legislative changes which limit the full recovery of the cost of providing these services.
Crematorium Income	Dependant on mortality rates.
Contracts	Dependant on inflation indices.
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. No details of timeframe or how the Land Registry will provide the service have been released.
Investment Interest	Relies on the interest rates and levels of balances.
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 volume of legislation and announcements which can undermine strategic planning and compromise budget assumptions.

## Capital and Revenue Reserves

2.35 The Medium Term Financial Strategy maintains the following as an adequate level of reserves:

	Minimum
General Reserves (Revenue)	£2.0 million
Capital Receipts	£2.0 million

2.36 The reserves and balances are currently forecast to meet the above levels although maintaining this position relies on delivering not just a balanced budget in 2016/17 but a sustainable budget for the future.

2.37 In addition to the revenue and capital budget, 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:-

Reserves	Closing Balance 31/03/2014	Movements in Reserves 2014/15	Closing Balance 31/03/2015
	£000's	£000's	£000's
General Fund	7,188	532	7,720
Earmarked Reserves	9,163	2,617	11,780
Capital Grants & Contributions	339	208	547
Capital Receipts Reserve	2,349	(1,338)	1,011
<b>Total Reserves</b>	<b>19,039</b>	<b>2,019</b>	<b>21,058</b>

## **Development Programme Budget**

- 2.38 Elsewhere on this agenda is a report requesting Cabinet's support for an extra £2 million to provide external professional support for the development programme. If Cabinet are supportive then this will be funded by allocating £2 million from the General Fund and included in the Budget 2016/17 report going to Full Council in February 2016 who will make the final decision of whether to approve funding for this purpose.
- 

### **3. AVAILABLE OPTIONS**

- 3.1 Whilst alternatives to the composition of the budget can be considered there are no alternatives to the process available within the Council's statutory powers.
- 

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

- 4.1 To agree the content and recommendations of the report to set a balanced budget that will meet the Council's priorities.
- 

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

- 5.1 This is the third report in the process of setting the 2016/17 budget and builds on the previous views and recommendation of the Finance and Governance Cabinet Advisor Board and Cabinet.
- 5.2 A well-rehearsed process of public engagement will be used. Already an article has been published in the Local magazine which is delivered free to every household in the Borough, seeking views of how the Council should set a balanced budget.
- 5.3 The Council has undertaken a residents' survey during October 2015 and the results will be used to influence the budget report in February 2016.

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

- 5.4 The Finance and Governance Cabinet Advisory Board was consulted on this issue on 10 November 2015 and supported the recommendations without amendment.
- 

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

- 6.1 The draft budget will be placed onto the Council's consultation portal with responses included in the final report to Cabinet and Full Council in February 2016.
-

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	The Five Year Plan and budget form part of the Council's Policy Framework.	Legal fee earner
<b>Finance</b> and other resources	This report forms part of the Council's Budget and Policy Framework.	Head of Finance and Procurement
<b>Staffing establishment</b>	Where savings proposals impact on staff then this will be managed in accordance with Human Resources Policies.	Head of HR or deputy
<b>Risk management</b>	A summary of the risk factors underpinning the budget is included within the report. The Strategic Risk Register also includes a risk on funding streams which is being monitored by Cabinet and the Audit and Governance Committee.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment and sustainability</b>	The budget has regard to the environmental sustainability priorities within the Five Year Plan.	Sustainability Manager
<b>Community safety</b>	The budget has regard to the community safety priorities within the Five Year Plan.	Community Safety Manager
<b>Health and Safety</b>	The budget has regard to the Health and Safety obligations and priorities within the Five Year Plan.	Health and Safety Advisor
<b>Health and wellbeing</b>	The budget has regard to the health and wellbeing priorities within the Five Year Plan.	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	Changes to service delivery may impact on equalities; however heads of service will ensure that an equality assessment is in place where this has been identified.	West Kent Equalities Officer

## 8. REPORT APPENDICES

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

- Appendix A: Budget Work Streams
- Appendix B: Five Year Budget Projections

## 9. BACKGROUND PAPERS

None

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**BUDGET WORK STREAMS**

			£000s
1	Digital First	Reduction in telephony	(5)
2	Digital First	Waste paper shreading	(15)
3	Digital First	Reduction in postage	(10)
4	Digital First	Fewer cash collections due to popularity of Pay By Phone	(3)
5	Assets	Council vacation of Calverley Terrace	(30)
6	Contracts	Remove provision of plastic sacks	(5)
7	Contracts	Bulky waste review	(15)
8	Contracts	Reduction in security costs	(5)
9	Community Support	Planned reduction in community grants	(29)
10	Shared Services	Mid Kent Improvement Partnership Savings (MKIP) - ICT	(50)
11	Shared Services	MKIP - Revenue & Benefits	(40)
12	Shared Services	MKIP - New Debt Recovery Service	(20)
13	Income	Pop-up play area & café in Assembly Hall	(18)
14	Income	Vehicle access and bay markings	(3)
<b>Total budget work stream savings</b>			<b>(248)</b>

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# FIVE YEAR BUDGET PROJECTIONS

Year	Annual (Surplus) / Deficit	Explanation
	£000s	
2015/16	0	Balanced without use of general reserves
1 2016/17	0	Grant cut of 16 per cent and State Pension Reform
2 2017/18	439	Cuts to government grant
3 2018/19	797	Cuts to government grant
4 2019/20	992	Government Budget Surplus
5 2020/21	1,089	Government Budget Surplus
<b>NET 5 YEAR DEFICIT</b>	<b>3,317</b>	<b>IMPACT ON THE GENERAL FUND</b>

### Assumptions in the Medium Term Financial Strategy

- 1 These projections assume Council Tax increase by 2 per cent each year.
- 2 Fees and Charges income is forecast to increase by 3 per cent each year.
- 3 Existing Car Park Income is frozen.
- 4 New Homes Bonus for years 1 to 6 is included in the base budget .
- 5 Assumes no reserve funding in base budget.
- 6 Annual grant cuts of 16 per cent until Revenue Support Grant is zero.
- 7 Locally retained business rates remains fixed.

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**Cabinet**

**3 December 2015**

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

**Yes**

## Council Tax - Calculation of Tax Base 2016/17

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor Paul Barrington-King
<b>Lead Director</b>	Lee Colyer
<b>Head of Service</b>	Jane Fineman
<b>Lead Officer/Report Author</b>	Jane Fineman
<b>Key Decision?</b>	No
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

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

1. That the Tunbridge Wells Tax Base, as shown in Appendix B of this report, be approved.

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

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

**Timetable**

<b><i>Meeting</i></b>	<b><i>Date</i></b>
Management Team	27 October 2015
Discussion with Portfolio Holder	9 November 2015
Cabinet Advisory Board	10 November 2015 (Verbal Update)
Cabinet	3 December 2015

## Council Tax - Calculation of Tax Base 2016/17

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 As part of the Council Tax setting process for the coming year the Council is required to calculate the Tax Base in the period 1<sup>st</sup> December to 31<sup>st</sup> January. The Tax Base must be notified to Kent County Council, Kent Police Authority, Kent and Medway Fire & Rescue Authority and the Parishes by 29<sup>th</sup> January 2016.
  - 1.2 This report details the calculations of the 2016/17 Tax Base and recommends tax base levels for the Borough as a whole and the special expenses, town and parish council areas.
- 

### 2. INTRODUCTION AND BACKGROUND

- 2.1 The Council is required to calculate the Tax Base in the period 1<sup>st</sup> December to 31<sup>st</sup> January.
  - 2.2 A new statutory instrument setting out how the Tax Base must be calculated was created on the 20<sup>th</sup> November 2012 and came into force on the 30<sup>th</sup> November 2012. It recognises the need to calculate the effects of the changes introduced by the Welfare Reform Act. The national scheme for council tax benefit ceased on the 31<sup>st</sup> March 2013 and was replaced by a new locally determined discount scheme. The tax base now reflects the Councils own scheme.
  - 2.3 Calculations must still be made for the whole of the Borough area and for each parish council, town council and special expense area.
- 

### 3. AVAILABLE OPTIONS

- 3.1 The Council is required by statute to create a Tax Base, so cannot “do nothing”.
  - 3.2 This report provides a recommended Tax Base which has been calculated to comply with the new statutory instrument, using a combination of actual Council Tax property data and a forecast of properties to be completed by 2016/17. There is little scope for critical judgement except where the number of new properties needs to be estimated. Planning approvals information is combined with site visits to estimate the number of properties likely to be completed. The forecast Tax Base can be accepted as recommended or an alternative proposal as to the method of calculation of additional properties can be proposed.
- 

### 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The calculation takes into account:
  - The number of dwellings in each tax band
  - The estimated additions and subtractions during the year
  - Exemptions
  - Disabled Persons Relief adjustments
  - Discounts for single occupancy and empty properties
  - Council Tax Benefit provided by the Tunbridge Wells Borough Council

- Collection Rate

4.2 The locally determined discount scheme for 2013/14 made the following changes from the defunct national scheme:

- i. To charge a 50% Council Tax premium on property that has been empty for more than 2 years. Previously, if a property remained empty for more than 6 months, full Council Tax would be levied.
- ii. To remove the exemption for properties empty for between 3 and 6 months. They are now charged full Council Tax.
- iii. To reduce the discount for properties empty for up to 12 months due to the need for substantial refurbishment or repair, from 100% to 75%.
- iv. To remove the 10% discount on second homes.
- v. To remove the exemption for properties where the mortgagee is in possession

4.3 The scheme for 2014/15 extended 4.2ii and 4.2iii and deleted 4.2v as follows:

- a) To remove the exemption for properties empty for between 2 and 3 months (see 4.2ii)
- b) To reduce the discount for properties empty for up to 12 months due to the need for substantial refurbishment or repair, from 100% to 50% (see 4.2iii).
- c) Legislation to approve 4.2v was anticipated to be passed in 2013, however, was eventually rejected.

4.4 The scheme for 2015/16 further extended 4.2ii and 4.3a, and 4.2iii and 4.3b:

1. To remove the exemption for properties empty for between 1 and 2 months (see 4.2ii and 4.3a)
2. To reduce the discount for properties empty for up to 12 months due to the need for substantial refurbishment or repair, from 50% to 25% (see 4.2iii and 4.3b).

4.5 The locally approved scheme for 2016/17 will remain the same as for 2015/16.

4.6 The removal of the National Council Tax Benefit Scheme and replacement with a Local Council Tax Support Scheme has the effect of reducing the tax base. Pensioner households have their benefits fully protected, whilst working age households have 81.5% of their benefits protected. The remaining 18.5% of existing Council Tax benefits need to be paid by working age households and this is included in the tax base. This is already the position for 2015/16 and Cabinet approved the continuation of the Council Tax Reduction Scheme for Tunbridge Wells into 2016/17 at their meeting on the 12 November 2015.

4.7 As part of the overall calculation the Council must estimate the collection rate for the year. This is the total of the amounts which are likely to be paid to the Council as a proportion of the total amounts payable. Prior to the abolition of the national scheme the council had estimated a collection rate of 99.0%. This was reduced to 98.7% in 2013/14 and held at this level for 2014/15 and 2015/16, as working households were required to pay 18.5% of the benefits they had been receiving. The collection rate is still holding steady at present so the percentage rate proposed remains unchanged for 2016/17.

4.8 For charging purposes the relationship between the valuation bands is as follows:

A with disabled discount	5/9	
A	6/9	i.e. will pay 2/3 of Band D
B	7/9	
C	8/9	
D	9/9	

E	11/9	
F	13/9	
G	15/9	
H	18/9	i.e. will pay twice Band D

- 4.9 The Tax Base is determined in Band D equivalents. It therefore indicates the amount that will be raised if an amount of £1 is charged on Band D properties.
- 4.10 The Tax Base for the whole borough for 2016/17 is 43,538.39 (43,095.94 in 2015/16), which represents a 1.03% increase in the year. The actual number of dwellings in the Borough has increased by 298 thus far in 2015/16, as properties have been replaced on the Sherwood and Ramslye estates, and properties on the old Kent and Sussex hospital site and Knights Wood development have been completed and occupied. The forecast number of dwellings claiming discounts has decreased marginally, mainly due to the council undertaking a review of the validity of these discount claims. There has also been a further reduction in the number of households claiming Council Tax support as both working age people and pensioners are moving into work. This is very positive for the economy. It is also encouraging that a further 364 new dwellings are anticipated to be occupied in 2016/17.
- 

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

- 5.1 The Council has been through a formal public consultation on the locally determined council tax scheme.
- 5.2 The Councils locally determined scheme was approved by Cabinet for 2015/16 and remains unchanged for 2016/17. A verbal update was provided to the Finance & Governance Cabinet Advisory Board advising them of the process but unless there are proposed changes to the scheme, this is mainly a statutory process over which Members have little influence. There were no recommendations.
- 

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

- 6.1 The Tax Base must be notified to Kent County Council, Kent Police Authority and Kent and Medway Fire & Rescue Authority by 29th January 2016.
- 6.2 The individual parish Tax Bases will also be communicated to the Town and Parish Councils by 29th January 2016.
- 6.3 Notifications are made to Kent County Council, Kent Police Authority and Kent and Medway Fire & Rescue Authority by email in their own required format. Town and Parish Councils will receive a letter informing them of their Tax Base.
-



## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	The tax base has been calculated in accordance with the new statutory instrument 2012 No. 2914 COUNCIL TAX, ENGLAND that came into force on the 30 <sup>TH</sup> November 2012.  All public consultations necessary to implement the new locally determined council tax discount scheme have been carried out.	Legal fee earner
<b>Finance</b> and other resources	The report details the calculation of the Council Tax Base which is part of the 2016/17 budget setting process.	Head of Finance & Procurement
<b>Staffing establishment</b>	No additional resources are expected.	Head of HR
<b>Risk management</b> and health & safety	There is risk to the budget from the level of collection rate. Vulnerable households may not pay their 18.5% contribution to the previous benefits.	Risk or health & safety lead
<b>Environment</b> and sustainability	There are no relevant issues.	Climate change lead
<b>Community safety</b>	There are no relevant issues.	Community safety lead
<b>Health and wellbeing</b>	There are no relevant issues.	Health and wellbeing lead
<b>Equalities</b>	An equalities impact assessment was a substantial part of the approval of the locally determined discount scheme and this has not been altered for 2016/17.	Equalities lead

## 8. REPORT APPENDICES

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

Appendix A: Council Tax Base by Parish/Town Council and Special Expense Area 2016/17

Appendix B: Council Tax Base 2016/17 Summary

## 9. BACKGROUND PAPERS

### Background Papers

List any background papers used in the preparation of this report or where appropriate state:

# Agenda Item 18

Localisation of Council Tax Support (Cabinet: 22 November 2012)

Statutory Instruments 2012 No.2914 The Local Authorities (Calculation of Council Tax Base) (England) Regulations

Council Tax Reduction Scheme 2016/17 (Cabinet:12 November 2015)

# Appendix A

The Council Tax Base for the year 2016/17 will be as follows:

	2016/17	2015/16 for comparison	Variance	Percentage
For the whole area	43,538.39	43,095.94	442.45	1.03%
Tunbridge Wells Special Expenses	18,404.87	18,262.14	142.73	0.78%
Southborough Special Expenses	4,102.73	4,050.49	52.24	1.29%
Capel Special Expenses	895.72	884.15	11.57	1.31%
Rusthall Special Expenses	1,560.47	1,541.24	19.23	1.25%
Benenden	881.64	874.59	7.05	0.81%
Bidborough	529.20	525.22	3.98	0.76%
Brenchley	1,375.37	1,362.73	12.64	0.93%
Cranbrook & Sissinghurst	2,497.29	2,430.23	67.06	2.76%
Frittenden	381.88	377.59	4.29	1.14%
Goudhurst	1,315.89	1,293.46	22.43	1.73%
Hawkhurst	1,871.63	1,838.78	32.85	1.79%
Horsmonden	985.88	969.54	16.34	1.69%
Lamberhurst	717.19	713.08	4.11	0.58%
Paddock Wood	2,802.23	2,780.70	21.53	0.77%
Pembury	2,261.64	2,232.99	28.65	1.28%
Sandhurst	591.74	583.40	8.34	1.43%
Speldhurst	2,363.02	2,375.61	- 12.59	-0.53%

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**TUNBRIDGE WELLS BOROUGH COUNCIL TAX BASE 2016/17**

	Band A Disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	TOTAL 2016/17	2015/16
Dwellings		3,392.00	5,099.00	13,387.00	9,837.00	6,422.00	4,458.00	5,054.00	517.00	48,166.00	47,868.00
Voids		(20.00)	(44.00)	(39.00)	(27.00)	(19.00)	(8.00)	(8.00)	(3.00)	(168.00)	(168.00)
Exemptions		(211.00)	(168.00)	(244.00)	(203.00)	(104.00)	(60.00)	(55.00)	(7.00)	(1,052.00)	(1,021.00)
Additions		18.25	33.50	69.00	99.25	75.75	48.25	15.75	4.25	364.00	415.00
Disabled Relief	1.00	1.00	29.00	1.00	10.00	(22.00)	2.00	(19.00)	(3.00)		
<b>Chargeable Dwellings</b>	<b>1.00</b>	<b>3,180.25</b>	<b>4,949.50</b>	<b>13,174.00</b>	<b>9,716.25</b>	<b>6,352.75</b>	<b>4,440.25</b>	<b>4,987.75</b>	<b>508.25</b>	<b>47,310.00</b>	<b>47,094.00</b>
Discounts											
-----25%	4.00	2,186.00	2,692.00	4,837.00	2,791.00	1,508.00	839.00	644.00	38.00	15,539.00	15,697.00
-----50%		31.00	14.00	12.00	5.00	8.00	10.00	21.00	5.00	106.00	113.00
-----63%		2.00	1.00	1.00						4.00	1.00
-----10%		27.00	41.00	71.00	63.00	44.00	23.00	38.00	13.00	320.00	326.00
<b>Discount Deduction</b>	<b>1.00</b>	<b>565.96</b>	<b>684.73</b>	<b>1,222.98</b>	<b>706.55</b>	<b>385.40</b>	<b>217.05</b>	<b>175.30</b>	<b>13.30</b>	<b>3,972.27</b>	<b>4,013.98</b>
<b>"National" Net Dwellings</b>		<b>2,614.29</b>	<b>4,264.77</b>	<b>11,951.02</b>	<b>9,009.70</b>	<b>5,967.35</b>	<b>4,223.20</b>	<b>4,812.45</b>	<b>494.95</b>	<b>43,337.73</b>	<b>43,080.02</b>
Long Term Empty Class C Prem		5.00	9.50	10.00	7.00	4.50	1.50	2.00	1.50	41.00	45.50
Empty Exempt Class C		38.00	55.00	95.00	67.00	42.00	22.00	19.00	2.00	340.00	350.00
Repairs Class A		5.25	7.50	21.75	17.25	6.75	6.00	9.00	0.75	74.25	79.50
Second Home Class B		2.70	4.10	7.10	6.30	4.40	2.30	3.80	1.30	32.00	32.60
<b>TWBC Net Dwellings</b>		<b>2,665.24</b>	<b>4,340.87</b>	<b>12,084.87</b>	<b>9,107.25</b>	<b>6,025.00</b>	<b>4,255.00</b>	<b>4,846.25</b>	<b>500.50</b>	<b>43,824.98</b>	<b>43,587.62</b>
CT reduction scheme		(2.80)	(669.52)	(885.32)	(1,636.08)	(594.73)	(151.25)	(56.77)	(16.56)	(4,013.03)	(4,201.07)
<b>Total Net Dwellings</b>		<b>(2.80)</b>	<b>1,995.72</b>	<b>3,455.55</b>	<b>10,448.79</b>	<b>8,512.52</b>	<b>5,873.75</b>	<b>4,198.23</b>	<b>500.50</b>	<b>39,811.95</b>	<b>39,386.55</b>
<b>Band D Equivalent</b>		<b>(1.56)</b>	<b>1,331.32</b>	<b>2,688.13</b>	<b>9,287.80</b>	<b>8,512.52</b>	<b>7,179.03</b>	<b>6,064.10</b>	<b>8,049.50</b>	<b>44,111.84</b>	<b>43,663.57</b>

TAX BASE CALCULATION	2016/17
Total Band D	44,111.84
Collection Rate	0.9870
<b>Tax Base</b>	<b>43,538.39</b>

2015/16
43,663.57
0.9870
<b>43,095.94</b>

Variance
<b>442.45</b>
<b>1.03%</b>

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## Cabinet

## 3 December 2015

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

**Yes**

## Non Performing Property and Land Assets

<b>Final Decision-Maker</b>	Cabinet
<b>Cabinet Member(s) or Portfolio(s)</b>	Councillor David Jukes, Leader of the Council Councillor Paul Barrington-King, PH for Finance and Governance
<b>Lead Director</b>	Jonathan MacDonald, Director of Planning and Development
<b>Head of Service</b>	David Candlin, Head of Economic Development
<b>Lead Officer/Report Author</b>	Diane Brady, Property and Development Manager
<b>Key Decision?</b>	No
<b>Classification</b>	Non-Exempt
<b>Wards affected</b>	All

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

1. To consider the business cases for each option and decide the future strategy for each site

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

The recommendations in this report reflect the strategy for management of the Council's property assets detailed in the Asset Management Plan which has been approved by Full Council and which summarises how the property assets will be managed to support the delivery of the five year plan. Review of assets and disposal of surplus assets support the Five Year Plan.

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Management Board	27/10/15
Cabinet Advisory Board	10/11/15
Discussion with Portfolio Holder	-
Cabinet	3/12/15

## Non Performing Property and Land Assets

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report seeks Cabinet`s decision on the future strategy or disposal method for five of the non-performing land sites identified in Appendix 4 of the Asset Management Plan 2015-2016.
- 1.2 The report reviews the sites and presents both the Parish Council`s or Ward member supported proposal and Property Services` Proposals for each site (each supported by a business plan) and invites Cabinet to decide the future strategy for each site.

### 2. INTRODUCTION AND BACKGROUND

- 2.1 Appendix 4 of the Asset Management Plan 2015-2016 provides that the Council will continue to review and dispose of non-performing land and property assets during 2015/16 and identifies a list of land assets that will be subject to feasibility studies for disposal during that period.
- 2.2 Appendix 4 was separately circulated to all Parish Councils, Town Councils, and Members who were invited to notify Property Services by 31<sup>st</sup> July 2015 if they wished to make an alternative proposal for the future strategy of the site to be considered by Cabinet.
- 2.3 Those Town and Parish Councils and Members who sought to make alternative proposals were advised that all such proposals would be considered by Cabinet 3 December 2015, together with Property Services` proposal for the sites. A timescale for engagement was outlined to all parties. Property Services have maintained a dialogue with the Parish and Town Councils throughout the period to update them and offer assistance in producing their business cases if they required it.
- 2.4 The sites reviewed and where Members or Town or Parish Councils require an alternative proposal to be considered by Cabinet are as follows:

Property	Parish/Town	Parish/Town/Member Proposal	Property Services` Recommendation
Land at Brewer Street, Lamberhurst	Lamberhurst PC	Transfer to Lamberhurst PC	Transfer to Lamberhurst PC
Land and Garages at Furnace Avenue, Lamberhurst	Lamberhurst PC	Transfer to Lamberhurst PC	Transfer to Lamberhurst PC



Former Telephone Exchange, Lamberhurst	Lamberhurst PC	Transfer to Lamberhurst PC	Disposal at auction
Land on North Side of Reynold's Lane, Southborough	St Johns Ward	Retain for amenity use and as site of nature interest	Retain and review in future
Land adjacent to Tower Lodge, Sandown Park Road (Ospringe Road) Tunbridge Wells	Sherwood Ward	Transfer to Residents' Association	Transfer to Resident's Association

- 2.5 Cabinet are asked to consider each business case for each site and decide the future strategy for that site. F & G Cabinet Advisory Board recommended that land on the North Side of Reynold's Lane, Southborough be the subject of further discussions with a view to its re-categorisation as operational parkland.
- 2.6 Where Cabinet instructs that sites are to be transferred to the Parish Council, it is recommended that Cabinet agree that the principal terms of transfer will include the following:
- Transfer to the Parish or Town Council for £1 per title
  - All transferred sites subject to 100% claw back provision in perpetuity.
  - TWBC to bear the reasonable transfer costs of the Parish or Town Council up to a maximum of £1,000 per asset (inclusive of VAT and disbursements).
  - At TWBC's absolute discretion, TWBC to undertake such remedial works as it agrees are necessary prior to transfer of the asset up to a maximum value of £1,000 (inclusive of VAT and disbursements).
- 2.7 Where Cabinet instructs that sites are to be transferred to a Residents' Association, it is recommended that Cabinet require that all transferred sites be subject to 100% claw back provision in perpetuity.
- 2.8 Where Cabinet agree to a transfer of title the decision of Cabinet will be final and binding and Transfer of the property land asset must be completed within 8 weeks of the Cabinet decision.

### 3. AVAILABLE OPTIONS

- 3.1 The possible options for Cabinet to consider for each site are as follows:
- Do nothing – This is not an option where a site has been declared surplus.
  - Transfer – This option has been considered for each site and is summarised in the appendices.
  - Disposal – This option has been considered for each site and is summarised in the appendices.

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

- 4.1 Each site has been subject to a feasibility study by Property Services and has been reviewed against the three options identified in section 3.
- 4.2 The Property Services' recommendations for the sites are summarised at appendices A2,B2,C2, D2 and E2.
- 4.3 Property Services' have made their recommendation having evaluated legal title, planning and estates considerations and having regard to the requirement to manage the estate to maximise value having regard to the corporate priorities.

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

- 5.1 The process followed has been through full consultation as part of the Asset Management plan.
- 5.2 The sites subject to this report have been through the process identified in the Asset Management Plan and provides that the Ward Members and Town and Parish Councils may propose alternative uses for the sites other than disposal, for consideration by Cabinet.

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

- 5.3 The Finance and Governance Cabinet Advisory Board were consulted on this decision on 10 November 2015 and agreed the following recommendation:

That the recommendations set out in the report be supported subject to Cabinet considering, "That the land on north side of Reynolds Lane, Southborough be the subject of further discussions with the authority's Landscape and Biodiversity Officer, Councillor Scott and Mr Mark Booker, with a view to its re-categorisation as 'operational parkland', as described in Mr Booker's recommendation"

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

- 6.1 Cabinet's decision for each site will be communicated to the relevant Parish Council or Ward Councillor.
- 6.2 Where Cabinet decides that the site is to be transferred, the transferee will be notified of the terms and conditions of transfer and solicitors will be instructed to draft and complete the documentation.
- 6.3 Where Cabinet decides to dispose of the land, the relevant parish Council Ward member will be notified and the site will be disposed of by auction.

6.4 Where Cabinet decides to retain the site, the relevant Parish Council/Ward Member will be notified of Cabinet's decision.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
<b>Legal</b> including Human Rights Act	<p>Legal</p> <p>Section 151 of the Local Government Act 1972 requires Councils to put in proper processes for the management of its finances, including its assets. Councils are also required to have consideration to Best Value which means the best use of assets to deliver the Council's priorities.</p> <p>Human Rights Act No specific issues.</p>	Legal fee earner
<b>Finance</b> and other resources	Ensuring that assets are properly managed and accounted for will impact on maintenance expenditure, revenue income and capital receipts.	Section 151 Officer or Head of Finance and Procurement
<b>Staffing establishment</b>	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 future strategy for the sites.	Head of HR or deputy
<b>Risk management</b> and health & safety	Strong asset management should ensure that risks are quickly identified and that there are procedures in place to remedy them.	Head of Audit Partnership, Deputy Head of Audit Partnership or Audit Manager
<b>Environment</b> and sustainability	There are no specific implications that arise from the Non-Performing Land Asset Disposal Strategy over the fact that the Plan will support the Council's priorities.	Sustainability Manager
<b>Community safety</b>	No specific issues.	Community Safety Manager
<b>Health and wellbeing</b>	There are no specific implications that arise from the Non-Performing Land Asset Disposal Strategy over the fact that the Plan will support the Council's priorities.	Healthy Lifestyles Co-ordinator
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	West Kent Equalities Officer

## **8. REPORT APPENDICES**

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

- Appendix A: Land at Brewer Street, Lamberhurst
  - Appendix B: Land and Garages Furness Avenue, Lamberhurst
  - Appendix C: Former Telephone Exchange, Lamberhurst
  - Appendix D: Land on North Side of Reynolds Lane, Southborough
  - Appendix E: Land adjacent to Tower Lodge Sandown Park Road (Ospringe Road) Tunbridge Wells
-

## Appendix A - Summary

### Land at Brewer Street, Lamberhurst

#### 1.1. Title, Location and description

- TWBC hold the freehold title
- The land is situated in Lamberhurst as indicated on the attached plan.
- The land comprises a site situated to the rear of 11-33 Brewer Street.
- Area 0.17acres/0.07 hectares

#### 1.2. Cost

Over the past 10 years TWBC has spent a minimal amount in management and maintenance costs of holding this land but there may be some maintenance liability in the future.

The land is non-performing and has been declared surplus.

#### 1.3. Summary of Feasibility Undertaken and Outcome

The land has been evaluated in relation to planning, legal title and likely development viability.

- Planning Services confirmed the land has little or no development potential.
- Legal Services confirmed the site is held freehold by TWBC and has title issues likely to preclude development.
- Property Services consider that the site has limited or no development potential and recommend that in the event of a sale or transfer the Council's financial position should be protected by the inclusion of a suitable claw back arrangement.

#### 1.4. Lamberhurst Parish Council Proposal

The Parish's business case is attached at Appendix A (1).

The Parish Council recommends that the freehold title of this site be transferred to the Parish Council with full future responsibility for the land and benefit of that land passing to the Parish Council. Immediately following the transfer from TWBC, LPC intends to transfer the title to a properly constituted Brewer Street residents company, limited by guarantee to own and manage.

#### 1.5. Property Services' Recommendation

Property Services' business case is attached at Appendix A (2).

Transfer to Lamberhurst Parish Council for community use only. Such transfer to be protected by restrictions on use and claw back on sale or on alternative use other than community use.

## Appendix A (1) – Land at Brewer Street, Lamberhurst – Parish Council Business Case

### Lamberhurst Parish Council

CHAIRMAN: Dr Denis Cruse  
Bridge House, The Broadway, Lamberhurst, Kent. TN3 8DA  
Tel: 01892 890237  
Email: chairmanlpc@hotmail.co.uk

CLERK: Mrs Barbara Uren  
1, Tanyard Cottages, The Broadway, Lamberhurst, Kent. TN3 8DD  
Tel: 01892 890940  
Email: parishclerk@lamberhurstvillage.co.uk

Reply correspondence should be sent via the Clerk

Land at Brewer Street, Lamberhurst.  
Parish Council Business Case.

At the 8th September Parish Council meeting it was agreed that the Council see this site as an asset of community value, especially to the residents of 11 – 33 Brewer Street.

The majority of the proposed land transfer consists of a vehicular access track to the rear of these properties plus a few extra small parcels of land.

Therefore Lamberhurst Parish Council recommends that the freehold be transferred to the Parish Council on the following terms.

- Transfer to the Parish Council for £1.
- Subject to 100% claw back provision
- TWBC to bear the reasonable transfer costs of the Parish Council up to a maximum of £1,000 inclusive of VAT & disbursements.
- TWBC to undertake such remedial works as it agrees is necessary prior to transfer up to a maximum value of £1,000 inclusive of VAT.

Immediately following a successful transfer from TWBC, LPC intends to transfer the title to a properly constituted Brewer Street residents company, limited by guarantee, to own and manage. The same terms and conditions as those mentioned above will be applied.

Barbara Uren,  
LPC Clerk.

## Appendix A (2) – Land at Brewer Street, Lamberhurst – Property Services’ Business Case

### Options

1. **Do nothing:** continue to incur management and possible future maintenance costs for land surplus to use
2. **Transfer to Lamberhurst Parish Council**
3. **Dispose through sale (auction or private treaty)**

**Do nothing** – The site has been declared surplus and therefore doing nothing is not an option. The feasibility study revealed that the land has little or no development potential.

Whilst maintenance has been minimal the site represents a potential management and maintenance liability for the Council.

**Transfer to Lamberhurst Parish Council** – The Parish has indicated a willingness to take a transfer of the freehold title of the land and the attached business case submitted by them supports this. Property Services support this application.

**Dispose through Sale (auction or private treaty)** – It is anticipated that only a small consideration would be received through sale and therefore the site should be transferred to the Lamberhurst Parish Council.

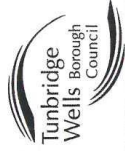
### Recommendation

Transfer to Lamberhurst Parish Council with an appropriate claw back in the event of forward sale or grant of planning consent or ceasing to use for community purposes.

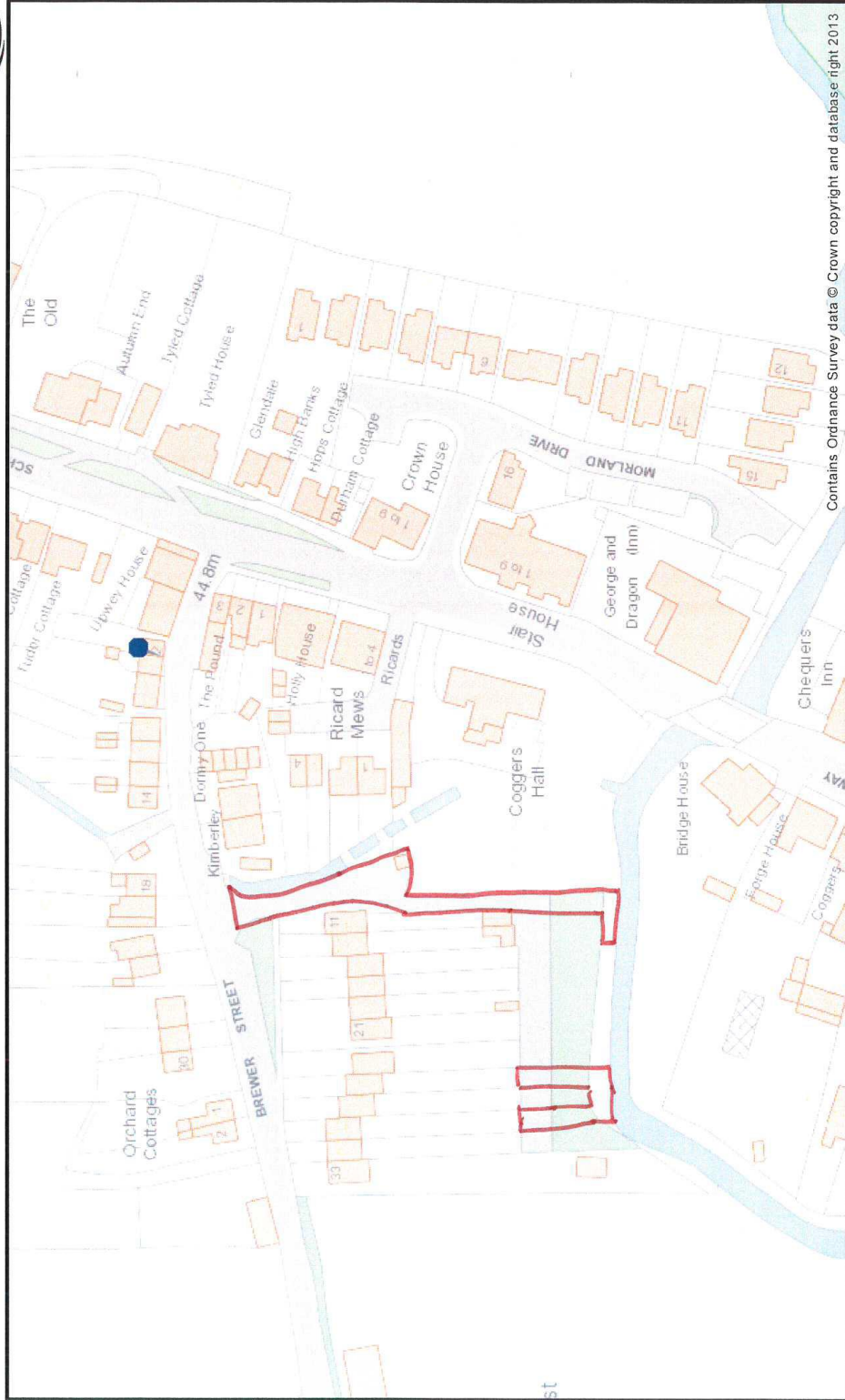
### Reason for Recommendation

- To secure best value for TWBC.
- To dispose of TWBC management and future potential maintenance liability subject to 100% claw back and other conditions in the main report.

Appendix A Site Plan – Land at Brewer Street, Lamberhurst



BREWER STREET



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Map Dated : 14 Oct 2015

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Scale 1:1,250





## Appendix B - Summary

### Land and Garages Furnace Avenue, Lamberhurst

#### 1.1. Title, Location and description

- TWBC hold the freehold title
- The land is situated in Lamberhurst as indicated on the attached plan.
- The land comprises a site situated adjacent to Furnace Lane at the intersection with Furnace Avenue.
- Area 0.46 acres/0.19 hectares

#### 1.2. Cost

Over the past 10 years TWBC has spent approximately £5,620 in management and maintenance costs of holding this land.

The land is non-performing and has been declared surplus.

#### 1.3. Summary of Feasibility Undertaken and Outcome

The land has been evaluated in relation to planning, legal title and likely development viability.

- Planning Services confirmed the land has little or no development potential.
- Legal Services confirmed the site is held freehold by TWBC and has some title issues likely to preclude development.
- Property Services consider that the site has limited or no development potential and recommend that in the event of a sale or transfer the Council's financial position should be protected by the inclusion of a suitable claw back arrangement.

#### 1.4. Lamberhurst Parish Council Proposal

The Parish's business case is attached at Appendix B (1).

The Parish Council recommends that the freehold title of this site be transferred to the Parish Council with full future responsibility for the land and benefit of that land passing to the Parish Council. Immediately following the transfer from TWBC, LPC intends to transfer the title to a properly constituted Furnace Avenue residents company, limited by guarantee to own and manage.

#### 1.5. Property Services' Recommendation

Property Services' business case is attached at Appendix B (2).

Transfer to Lamberhurst Parish Council for community use only. Such transfer to be protected by restrictions on use and claw back on sale or on alternative use other than community use.

**Appendix B (1) – Land and Garages at Furnace Avenue,  
Lamberhurst – Parish Council Business Case**

**Lamberhurst Parish Council**

**Background**

LAMBERHURST PARISH COUNCIL

CHAIRMAN: Dr Denis Cruse

Bridge House, The Broadway, Lamberhurst, Kent. TN3 8DA

Tel: 01892 890237

Email: chairmanlpc@hotmail.co.uk

CLERK: Mrs Barbara Uren

1, Tanyard Cottages, The Broadway, Lamberhurst, Kent. TN3 8DD

Tel: 01892 890940

Email: parishclerk@lamberhurstvillage.co.uk

Reply correspondence should be sent via the Clerk

Land and Garages at Furnace Avenue, Lamberhurst.

Parish Council Business Case.

At the 8th September Parish Council meeting it was agreed that the Council see this site as an asset of community value, especially to the residents of Furnace Avenue and its surrounds.

The grassed area is used by the residents for recreation and the garages should prove useful for providing an income to help keep the area mowed and tidy.

Therefore Lamberhurst Parish Council recommends that the freehold be transferred to the Parish Council on the following terms.

- Transfer to the Parish Council for £1.
- Subject to 100% claw back provision
- TWBC to bear the reasonable transfer costs of the Parish Council up to a maximum of £1,000 inclusive of VAT & disbursements.
- TWBC to undertake such remedial works as it agrees is necessary prior to transfer up to a maximum value of £1,000 inclusive of VAT.

Immediately following a successful transfer from TWBC, LPC intends to transfer the title to a properly constituted Furnace Avenue residents company, limited by guarantee, to own and manage. The same terms and conditions as those above will be applied.

Barbara Uren,

LPC Clerk.

## Appendix B (2) – Land and Garages Furnace Avenue, Lamberhurst – Property Services’ Business Case

### Options

1. **Do nothing:** continue to incur management and maintenance costs for land surplus to use
2. **Transfer to Lamberhurst Parish Council**
3. **Dispose through sale (auction or private treaty)**

**Do nothing** – The site has been declared surplus and therefore doing nothing is not an option. The feasibility study revealed that the land has little or no development potential.

Whilst maintenance has been minimal the site represents a potential management and maintenance liability for the Council.

**Transfer to Lamberhurst Parish Council** – The Parish has indicated a willingness to take a transfer of the freehold title of the land and the attached business case submitted by them supports this. Property Services support this application.

**Dispose through Sale (auction or private treaty)** – It is anticipated that only a small consideration would be received through sale and therefore the site should be transferred to the Lamberhurst Parish Council.

### Recommendation

Transfer to Lamberhurst Parish Council with an appropriate claw back in the event of forward sale or grant of planning consent and in accordance with the conditions stated in the report.

### Reason for Recommendation

- To secure best value for TWBC.
- To dispose of TWBC management and maintenance liability (average £560 pa) subject to 100% claw back and other conditions in the main report.

**Appendix B Site Plan - Land and Garages Furnace Avenue,  
Lamberhurst**

Map Scale 1:1,250



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## Appendix C - Summary

### Former Telephone Exchange, Lamberhurst.

#### 1.1. Title, Location and description

- TWBC hold the freehold title
- The land is situated in Lamberhurst as indicated on the attached plan.
- The land comprises a piece of land adjacent to Tower Hill road on which there is currently unregulated parking.
- Area (0.04 acres/0.02) hectares

#### 1.2. Cost

Over the past 10 years TWBC has spent a minimal amount in management and maintenance costs of holding this land but there may be some maintenance liability in the future.

The land is non-performing and has been declared surplus.

#### 1.3. Summary of Feasibility Undertaken and Outcome

The land has been evaluated in relation to planning, legal title and likely development viability.

- Planning Services confirmed the land has little development potential.
- Legal Services confirmed the site is held freehold by TWBC and the title contains no restrictive covenant(s) to preclude development on the transfer or sale.
- Property Services consider that the site has limited or no development potential and recommend that in the event of a sale or transfer the Council's financial position should be protected by the inclusion of a suitable claw back arrangement.

#### 1.4. Lamberhurst Parish Council proposal

The Parish's business case is attached at Appendix C (1).

The Parish Council recommends that the freehold title of this site be transferred to the Parish Council with full future responsibility for the land and benefit of that land passing to the Parish Council.

#### 1.5. Property Services' Recommendation

Property Services' business case is attached at Appendix C (2).

Dispose through auction subject to terms listed in the main report.

**Appendix C (1) – Former Telephone Exchange, Lamberhurst –  
Parish Council Business Case**

**Former Telephone Exchange, Lamberhurst**

**LAMBERHURST PARISH COUNCIL**

**Land at former Telephone Exchange, Lamberhurst.  
- Parish Council Business Case.**

At its 13<sup>th</sup> January PC meeting the Council decided that it sees this as a site for possible future development as a community asset

It was felt that it could possibly be considered a brown field site and as such may be useful to the parish in the future for social, recreational or storage purposes.

Therefore Lamberhurst Parish Council recommends that the freehold be transferred to the Parish Council on the following terms.

- . Transfer to the Parish Council for £1
- . Subject to 100% claw back provision
- . TWBC to bear the reasonable transfer costs of the Parish Council up to a maximum of £1,000 inclusive of VAT & disbursements
- . At TWBC's absolute discretion, TWBC to undertake such remedial works as it agrees is necessary prior to transfer up to a maximum value of £1,000 inclusive of VAT
- . Transfer to take place within 6 months or the site will remain with TWBC for disposal or such other future strategy as Cabinet decides

24.03.15



## Appendix C (2) – Former Telephone Exchange, Lamberhurst – Property Services’ Business Case

### Options

1. **Do nothing:** continue to incur management and possible future maintenance costs for land surplus to use
2. **Transfer to Lamberhurst Parish Council**
3. **Dispose through sale (auction or private treaty)**

**Do nothing** – The site has been declared surplus and therefore doing nothing is not an option. The feasibility study revealed that the land may have little development potential.

Whilst maintenance has been minimal the site represents a potential management and maintenance liability for the Council.

**Transfer to Lamberhurst Parish Council** – The Parish has indicated a willingness to take a transfer of the freehold title of the land and the attached business case submitted by them supports this. Property Services do not support this application.

**Dispose through sale (auction or private treaty)** - It is anticipated that a consideration would be received through sale and therefore the site should be disposed through sale by auction.

### Recommendation

Dispose through sale at auction with an appropriate claw back in the event of forward sale or grant of planning consent.

### Reason for Recommendation

- To secure best value for TWBC.
- To dispose of TWBC management and future potential maintenance liability.

**Appendix C Site Plan – Former Telephone Exchange, Lamberhurst.**



## Appendix D - Summary

### Land on North Side of Reynolds Lane, Southborough

#### 1.1. Title, Location and description

- TWBC hold the freehold title
- The land is situated in Southborough as indicated on the attached plan.
- The land comprises a site situated on the north side of Reynolds Lane, Southborough
- Area 7.26 acres/2.94 hectares

#### 1.2. Cost

Over the past 10 years TWBC has spent approximately £17,100 in management and maintenance costs of holding this land.

The land is non-performing but has not been declared surplus.

#### 1.3. Summary of Feasibility Undertaken and Outcome

The land has been evaluated in relation to planning, legal title and likely development viability.

- Planning Services confirmed the land has little development potential.
- Legal Services confirmed the site is held freehold by TWBC and the title contains title issues likely to preclude development.
- Property Services consider that the site has little or no development potential and recommend that in the event of a sale or transfer the Council's financial position should be protected by the inclusion of a suitable claw back arrangement.

#### 1.4. Representation Received from David Scully Landscape and Biodiversity Officer TWBC

The representation received from David Scully is at Appendix D (1) which also incorporates representations from the Kent High Weald Partnership.

The representation sets out the importance of the site as local amenity land and pathway for foot and cycle access routes. The sites local wildlife and educational importance and the fact that in the Local Plan the site is designated as rural fringe is explained. Finally the fact that it forms part of our data for our Annual monitoring on biodiversity is emphasized.

#### 1.5. Property Services' Recommendation

Property Services' business case is attached at Appendix D (2).

Retain and review in future.

**Appendix D (1) – Land on North Side of Reynolds lane,  
Southborough – David Scully Representation**

**Background**

From: David Scully

Sent: 31 March 2015 16:18

To: Lorraine Theobald; Diane Brady

Cc: Jane.Frostick@kent.gov.uk; Ian Beavis

Subject: Reynolds Lane Local Wildlife Site TW 46 Broomhill & Reynolds Lane Pasture

Dear Lorraine and Diane

I understand that the above site is on the 2015/16 Asset management plan with a view to consider its possible disposal. I trust that in your considerations you will take into account the following:

- The land was purchased by the Council to provide an amenity which I understand that its still does.
- It contains a public right of way which provides for access and this route has been discussed as part of a possible school walking cycling route.
- The site is a Local Wildlife Site and is also designated rural fringe in the Local Plan.
- The area is unimproved acid grassland, a priority habitat that is becoming very scarce and one that requires sensitive management. The

habitat could easily be destroyed by insensitive management by a new owner.

- As it was a Local Wildlife Site the Council drew up a management plan in around 2009/10 which parks and the KHWP implement. As one of few LWS in our ownership putting it into positive management enabled the council to meet a then National Indicator Target. The data for this target is still used as part of our Annual monitoring on biodiversity.
- The site retains its value for amenity, recreation and biodiversity and is parts of the strong Green Infrastructure around Royal Tunbridge Wells.
- The site has some heritage significance and is used for education as illustrated by the comments of Ian Beavis below:

“Kent High Weald Partnership have been doing ongoing management of the site (there’s an established mowing regime to benefit the flower-rich acid grassland, a key – and now scarce – High Weald habitat), and we use it frequently for mini beast safaris – both on our public programme, and for the local Cubs and Beavers, and for the Home Educators group. I have always included it in my popular lecture about the historic parks of Tunbridge Wells – it’s illustrated in a mid 1800s Tattershall Dodd painting (attached) which shows the footpath and the crossing of the stream – emphasising how it was saved by the Council for its nature conservation interest. I regularly do entomological recording there, and have found a number of nationally scarce species.

As we mentioned, there’s a public footpath running throughout it, and it has a lot of use from local people. Looking at the papers behind the original acquisition from KCC, there was considerable public concern

about its preservation as an amenity. So I'm sure many individuals and groups would be distressed if they heard there was a threat.

In view of very long-established public use, I would have thought a strong case could be made for designation as a Village / Town Green”.

If you would like any further information then please do not hesitate to contact me.

Regards

David Scully CMLI

Landscape and Biodiversity Officer

T: 01892 554072 ext: 2078 | M: 07780 900074 |

E: david.scully@tunbridgewells.gov.uk

Town Hall, Royal Tunbridge Wells, Kent, TN1 1RS

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

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

## **Appendix D (2) – Land on North Side of Reynolds Lane, Southborough – Property Services’ Business Case**

### **Options**

1. **Do nothing:** continue to incur management and maintenance costs.
2. **Transfer** – there is no body requesting a transfer.
3. **Dispose through sale (auction or private treaty)**

**Do nothing** – The site has not been declared surplus at present due to its wildlife and educational importance.

The site represents a management and maintenance liability for the Council.

**Transfer** – No one at this stage has expressed an interest in accepting a transfer of the title.

**Dispose through sale (auction or private treaty)** – The site would have to be disposed of subject to all legal and use restrictions.

### **Recommendation**

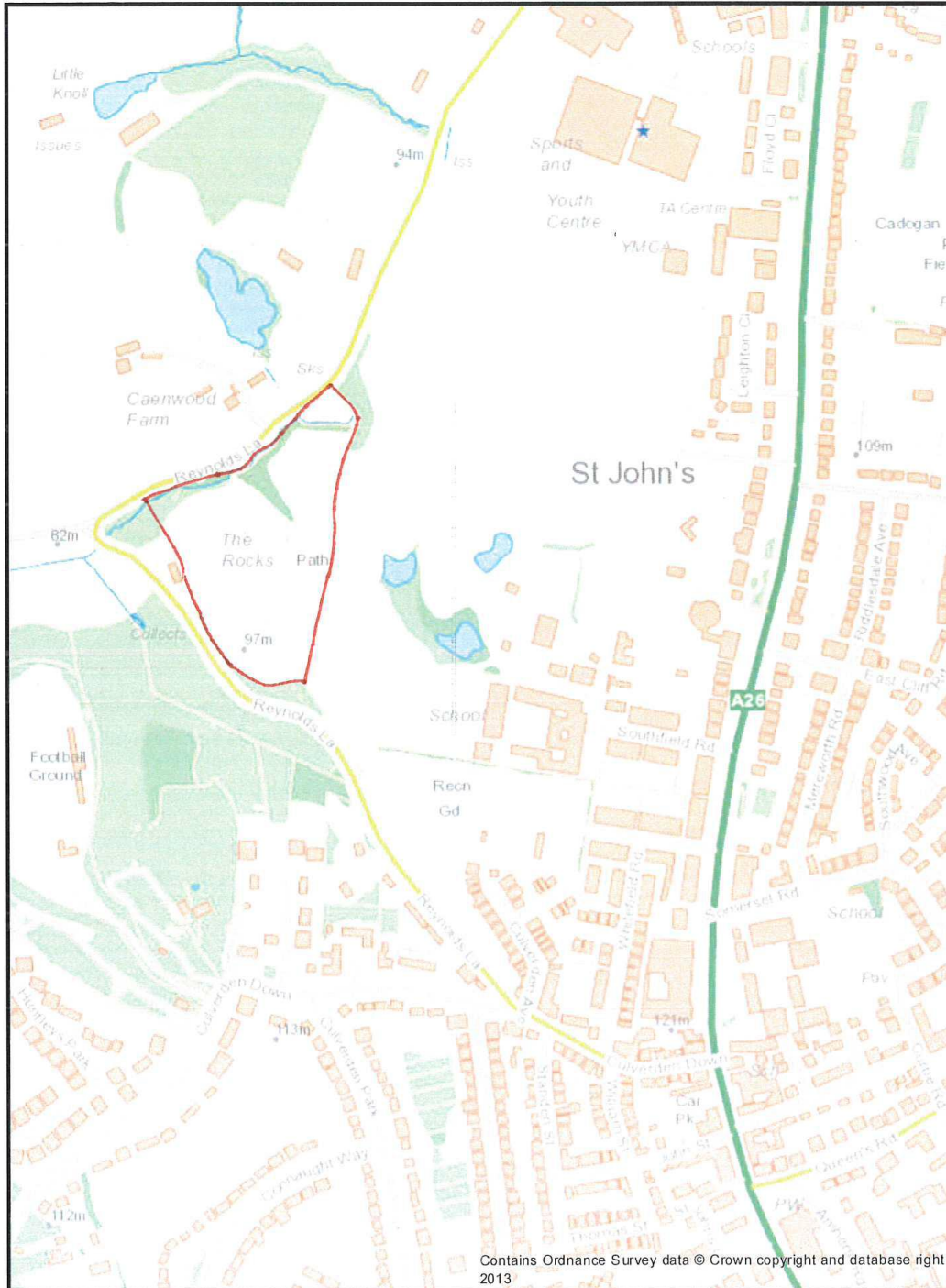
Retain and review in the future.

### **Reason for Recommendation**

- To secure best value for TWBC.
- To reflect existing use and title constraints on this asset.

# Appendix D Site Plan - Land on North Side of Reynolds Lane, Southborough

## LAND AT REYNOLDS LANE



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Scale 1:5,000

© Crown copyright and database rights 2012 Ordnance Survey 100024298

Map Dated: 15 Jan 2015



## Appendix E - Summary

### Land adjacent to Tower Lodge Sandown Park Road (Ospringe Road) Tunbridge Wells

#### 1.1. Title, Location and description

- TWBC hold the freehold title
- The land is situated adjacent to Tower Cottage, Ospringe Road, as indicated on the attached plan.
- The land comprises a parcel of land on which there is currently unregulated parking.
- Area 0.10 acres/ 0.04 hectares

#### 1.2. Cost

Over the past 10 years TWBC has spent a minimal amount in management and maintenance costs of holding this land.

The land is non-performing and has been declared surplus.

#### 1.3. Summary of Feasibility Undertaken and Outcome

The land has been evaluated in relation to planning, legal title and likely development viability.

- Planning Services confirmed the land has limited development potential.
- Legal Services confirmed the site is held freehold by TWBC and the title contains restrictive covenant(s) to preclude development.
- Property Services consider that the site has little or no development potential and recommend that in the event of a sale or transfer the Council's financial position should be protected by the inclusion of a suitable claw back arrangement.

#### 1.4. Land adjacent to Tower Lodge Sandown Park Road, (Ospringe Road) Tunbridge Wells business proposal

Ward Member proposed that the land be transferred to the Residents Association. The Resident Association business case is attached at Appendix E (1).

**The Resident Association recommends that the freehold title of this site be transferred to the Resident Association with full future responsibility for the land and benefit of that land passing to the Resident Association.**

#### 1.5. Property Services' Recommendation

Property Services' business case is attached at Appendix E (2).

Transfer to Resident Association for community use only. Such transfer to be protected by restrictions on use and claw back on sale or on alternative use other than community use.

## **Appendix E (1) – Land adjacent to Tower Lodge Sandown Park Road (Ospringe Road) – Tunbridge Wells Resident Association Business Case)**

### **Land adjacent to Tower Lodge Sandown Park Road (Ospringe Road) – Tunbridge Wells**

#### **Business Plan proposed by the Resident of Ospringe Place for Land adjacent to No 1**

##### **Description of Ospringe Place**

Ospringe Place is a close of 12 houses built in 1997 by Berkeley Homes and the plot of land at the entrance to the close was too small for anything to be built on and so Berkeley Homes suggested it be used for the children of the close to play on.

Residents range from families with young children and those with teenagers right up to retired and elderly residents, with all ages in between, and many of us have lived here since the development was completed in 1997.

##### **Current Maintenance**

Since 1997, although the land is owned by TWBC, it has been tended and maintained by the Residents of Ospringe Place. Each household contributes an annual sum for the upkeep. The grass is cut regularly and the area is kept tidy.

##### **Reasons for Acquisition of Land**

Last Year (August 2014) we formed our Residents' Association and had our first meeting and talked of the possibility of using the land as a community space – somewhere which could be enjoyed by everyone. We have come together over the years to celebrate big occasions like the Royal Wedding, the Queens Jubilee etc but always in someone's garden. This land would be a great space for everyone to get together and in the digital, fast paced world we live in today, we all believe this is really important; to actually be a community and not just a street of houses.

##### **What we plan to do if successful in acquiring plot of land in Ospringe Place**

We propose Meadow Style Planting which would not only create a visual impact but is also low maintenance and would encourage bees and other beneficial insects. A wide path would be cut through the planting leading to an area with two benches.

We also propose to plant another tree to replace the Magnolia tree which came down in one of the storms a couple of years ago and also keep the area around the tree open grass as an alternative area for people to relax.

Everyone living in the close is willing to give both their time and labour to do the planting and we have a few keen gardeners who are quite knowledgeable about how to design and maintain this.

## **Appendix E (2) – Land adjacent to Tower Lodge Sandown Park Road (Ospringe Road) Tunbridge Wells – Property Services’ Business Case**

### **Options**

1. **Do nothing:** continue to incur management and maintenance costs for land surplus to use
2. **Transfer to Resident Association**
3. **Dispose through sale (auction or private treaty)**

**Dispose through sale auction or private treaty** – The feasibility study revealed that the land may have limited or no development potential but may have a value if sold at auction.

Whilst maintenance has been minimal the site represents a potential management and maintenance liability for the Council.

**Transfer to the Resident Association** – The residents wish to form a Residents Association who would like to take a transfer of the freehold title of the land and the attached business case submitted by them supports this. Property Services do support this application.

**Disposal through sale (auction or private treaty)** – It is anticipated that a consideration would be received through sale to reflect an optimism for future development potential of this site. However legal title precludes development.

### **Recommendation**

Transfer to Resident Association with an appropriate claw back in the event of forward sale or grant of planning consent.

### **Reason for Recommendation**

- To secure best value for TWBC.
- To dispose of TWBC management and future maintenance liability.

**Appendix E Site Plan – Land adjacent to Tower Lodge Sandown Park Road (Ospringe Road) Tunbridge Wells**

