



A G E N D A

FINANCE AND GOVERNANCE CABINET ADVISORY BOARD

Tuesday 25 January 2022 at 6.30 pm
Virtual Meeting - Online

Members: Councillor Dawlings (Chairman), Councillors Scott (Vice-Chairman), Holden, Simmons, Chapelard, Hickey, Everitt, Goodship, Hall, Knight and Atkins

Quorum: 3 Members

- 1 Apologies** (Pages 7 - 8)
To receive any apologies for absence.
- 2 Declarations of Interests** (Pages 9 - 10)
To receive any declarations of interest by members in items on the agenda. For any advice on declarations of interest, please contact the Monitoring Officer before the meeting.
- 3 Notification of Persons Wishing to Speak** (Pages 11 - 12)
To note any visiting Members and members of the public wishing to speak, of which due notice has been given in accordance with Council Meeting Procedure Rule 18 and 19 and which items they wish to speak on.
- 4 Minutes of the meeting dated 16 November 2021** (Pages 13 - 18)
To approve the minutes of a previous meeting as a correct record. The only issue relating to the minutes that can be discussed is their accuracy.
- 5 Forward Plan as at 14 January 2022** (Pages 19 - 30)
To note forthcoming items as set out in the Forward Plan
- 6 *Budget 2022/23 & Medium Terms Financial Strategy** (Pages 31 - 72)
To consider and provide a recommendation to Cabinet on the proposals set out in the report.
- 7 Property Transaction Report July to December 2021** (Pages 73 - 80)
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report.

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|-----------|---|-------------------|
| 8 | *Asset Management Plan 2022/23
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report. | (Pages 81 - 166) |
| 9 | *Treasury Management Policy and Strategy
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report. | (Pages 167 - 192) |
| 10 | *Capital Strategy
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report. | (Pages 193 - 220) |
| 11 | CCTV Monitoring Contract
To consider and provide a recommendation to Cabinet on the proposals set out in the attached report. | (Pages 221 - 228) |
| 12 | Urgent Business
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. | (Pages 229 - 230) |
| 13 | Date of the Next Meeting
To note that the date of the next scheduled meeting is Tuesday 1 March 2022. | (Pages 231 - 232) |

Exempt Items

EXEMPT ITEM(S)

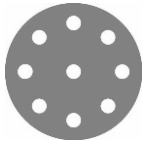
It is proposed that, pursuant to section 100A(4) of the Local Government Act 1972 and the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following item(s) of business on the grounds that it/they may involve the likely disclosure of exempt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

- | | | |
|-----------|---|-------------------|
| 14 | Exempt Appendix to Property Transaction Report (Item 7)
Exempt from disclosure by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended): information relating to the financial or business affairs of any particular person including the authority holding that information. | (Pages 235 - 240) |
| 15 | Exempt Appendix to CCTV Monitoring Contract (Item 11)
Exempt from disclosure by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended): Information relating to the financial or business affairs of any particular person including the authority holding that information. | (Pages 241 - 244) |

Democratic Services Team

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Options that the Cabinet Advisory Board Can Consider

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

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

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

Attending Meetings

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

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

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

Speaking at Meetings

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

Coming to the Town Hall

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

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

The public proceedings of this meeting will be recorded and made available for playback on the Tunbridge Wells Borough Council website. Any other third party may also record or film meetings, unless exempt or confidential information is being considered, but are requested as a courtesy to others to give notice of this to the Clerk before the meeting. The Council is not liable for any third party recordings.

Further details are available on the website www.tunbridgewells.gov.uk/meetings or from Democratic Services.

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

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Apologies for Absence

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

To receive any apologies for absence.

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Declarations of Interest

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

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

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Notification of Persons Registered to Speak

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

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

Information for members of the public wishing to speak.

Please note, this meeting will not be held in the town hall but will instead be held virtually using the Council's skype system and webcast live online. Any member of the public may watch/listen to the meetings online live via our website on the relevant committee's meeting page. A recording of the meeting will also be available shortly after the end of the meeting. All meetings and agenda are open to the public except where confidential information is being discussed. The agenda of the meeting will identify whether any meeting or part of the meeting is not open to the public and explain why.

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

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

Once registered, speakers may submit their comments in writing to Democratic Services no later than 4pm on the last working day before the meeting. Your comments will then be read during the meeting by an independent officer. Alternatively, speakers may join the meeting – further details will be given when you register. Comments should be in the form of a statement giving your opinion on the matter. Members of the committee may not answer questions or get into a debate with you.

TUNBRIDGE WELLS BOROUGH COUNCIL

FINANCE AND GOVERNANCE CABINET ADVISORY BOARD

MINUTES of the meeting held at the Council Chamber, Town Hall, Royal Tunbridge Wells, TN1 1RS, at 6.30 pm on Tuesday, 16 November 2021

Present: Councillor Tom Dawlings (Chairman)
Councillors Scott (Vice-Chairman), Holden, Simmons, Chapelard, Hickey, Goodship, Scholes and Knight

Officers in Attendance: Jane Fineman (Head of Finance and Procurement), Jane Clarke (Head of Policy and Governance), John Antoniadou (Estates Manager), Katie Exon (Corporate Property Manager), Claudette Valmond (Head of Legal Partnership and Interim Monitoring Officer) and Caroline Britt (Democratic Services Officer)

Other Members in Attendance:

APOLOGIES

FG48/21 Apologies were received from Councillors Everitt and Hall. Councillor Chapelard left the meeting at 7:30pm

DECLARATIONS OF INTERESTS

FG49/21 There were no disclosable pecuniary or other significant interests declared at the meeting.

NOTIFICATION OF PERSONS WISHING TO SPEAK

FG50/21 There were no visiting Members or members of the public who had registered to speak.

MINUTES OF THE MEETING DATED 12 OCTOBER 2021

FG51/21 No amendments were proposed.

RESOLVED – That the minutes dated 12 October 2021 be approved as a correct record.

FORWARD PLAN AS AT 27 OCTOBER 2021

FG52/21 A request was made for information on a survey undertaken in respect of Electric Vehicles.

No amendments were proposed.

RESOLVED – The Forward Plan as at 27 October 2021 be noted.

FEEES AND CHARGES SETTING 2022/23

FG53/21 Jane Fineman, Head of Finance, Procurement and Parking introduced the report set out in the agenda.

Since publication of the agenda, it was reported that there was now provision to issue parking permits at the Torrington Road multi storey car park. The

proposed charges would be the same as for the other multi storey car parks, £1,050 for a 7 day permit and £840 for a 4 day permit.

Discussion and questions from Members included the following:

- New legislation meant fees received for local land charges searches income would be retained by the Central Government. The Council retained responsibility for providing the service, but would now not receive the income it generated. It would now go to The Land Registry.
- The LGA and Local Councils had made representation to retain the services and associated income but were not successful.
- Potential new revenue streams included charging for bulky waste (TWBC were the only Council in Kent that still offered free collections), and permit parking at the Torrington Road car park.
- Car parking charges were being held at the same levels as last year to support the town recover following the pandemic.
- The cost to either replace or maintain existing waste bins would be included as part of the revenue budget.
- The cost of new bins sold to developers for new properties were detailed as part of fees and charges.
- The £150 penalty for the unauthorised distribution of free printed matter was attributed to junk mail.
- There was a suggestion that an additional column could be included to show how the figures in Appendix D were divided e.g. daily rates, hourly rates, per event etc.
- The Medium Term Financial Strategy (para 2.2 refers) was agreed at Full Council in February 2021 and was the working assumption at that time. Circumstances had now changed and the economy had not recovered as quickly as previously thought. The report had therefore reflected this, as would the Draft Budget.
- The Council were aware of the reduction in income at the Crematorium and were now looking to see where improvements could be made. Staff shortages and the inability to recruit had also affected their ability to manage the competition.
- In addition, the death rate in the first quarter of this financial year was significantly lower than the 5-year average. The reason for this was due to lock down still being in place so people were not going out, but due to the vaccination programme, the deaths attributed to Covid had not occurred. The result being a much lower death rate across the Borough.

RESOLVED – That the recommendations as set out in the report and including the additional recommendation for parking permits at the Torrington Road car park be supported.

DRAFT BUDGET 2022/23 AND MEDIUM TERM FINANCIAL STRATEGY

FG54/21 Lee Colyer, Director of Finance, Policy and Development introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- Every year, the Council undertook a budget public consultation exercise. This set out the cost of all Council Services and asked where reductions should take place in order to balance the budget.

The public had consistently stated they would like to see savings in the cost of Councillors, Democratic Services and a reduction in the number of the Council's property assets.

- It was hoped the Local Government Financial Settlement would include something about the New Homes Bonus Scheme. The Government had indicated there would be a replacement scheme next year but to date no information had been given as to what the replacement scheme would be. It was however hoped that the Council it would get the final year next year.
- Due to the effects of the pandemic and unless the economy recovered to pre pandemic levels the Council would have to make fundamental adjustments to its finances.
- The level of income the Council currently received was not sufficient to fund all the services it currently provided. As such the Council needed to significantly reduce its level of expenditure in order to achieve a balanced budget over the medium term.
- The sum of £292k referred to in table 2.24 of the report referred to the cost of the Amelia Scott building becoming operational. The Council would be able to better determine what income could be generated by the Amelia Scott once it was open.
- It was hoped that the proposed improvements to the Town Hall would generate income.
- The purpose of setting out the details of the Medium Term Financial Strategy was to ensure that measures were taken to ensure that the Council was able to balance its budget and reserves were not fully depleted. The Council was fortunate that it had over £100m in property assets, it operated in a prosperous part of the country and it provided a wide range of diverse services that were way beyond the statutory requirements. This allowed the Council to take decisions that would bring the budget back within balance.
- Should the necessary measures not be taken the Council's reserves would run out in 2028/29. However it was the Council's responsibility that this did not occur and there were no plans going forward that the Council would run at a deficit.
- Other than due to the pandemic there was only one recollected time the Council had incurred unexpected costs and it became necessary to draw on its reserves. This was due to an unexpected reduction in the Council's Revenue Support Grant. This affected the budget in the short term, but over the medium term, financial savings and adjustments were made to ensure the budget returned to a balanced budget.
- The Council was an early adopter of digital transformation and over the last 5-years it had resulted in lower administrative costs. The Council would continue to look for digital opportunities and make savings where it could.
- The Council had endeavoured to ensure the budget was balanced but that it also helped support the town in its recovery following the pandemic. The demand for car parking was not yet known and it was therefore decided not to make any changes to the charges at this time.

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

CALCULATION OF COUNCIL TAX BASE

FG55/21 Jane Fineman, Head of Finance, Procurement and Parking provided a verbal update which included the following:

- Statute dictated that the calculation of the Council Tax Base must be calculated between the 1 December and 31 January. A report would come forward in time for the December Cabinet.
- However, preliminary numbers had shown that the Council would achieve its forecast for new properties. The forecast was for 647 new properties, to date there were 604 properties with a number of months still to go to the end of the financial year.
- There had been concern that that the number of people taking up the Council Tax Reduction Scheme would increase dramatically due to the pandemic. The situation had deteriorated over the Covid period, but had now recovered to pre-pandemic levels. This was good news and in terms of the forecast it meant that the Council had been able to take the reduction in the Council Tax Reduction Scheme for claimants back out of the tax base.
- The number of people claiming Single Persons Discount had gone up significantly over the last two years. The team were now working with Revenues and Benefits to try and establish exactly what the right numbers were.
- At the moment the Council was forecasting an increase in the Tax Base of 2.44%.

RESOLVED – That the update be noted.

REVENUE MANAGEMENT REPORT QUARTER 2

FG56/21 Jane Fineman, Head of Finance, Procurement and Parking introduced the report set out in the agenda.

Discussions and questions from Members included the following:

- It was noted that the staff transfers from the Theatre to Leisure was not a saving as the money was just moved from one area to another area of the Council.
- The suspension of the waste collection was due to HGV driver shortages.

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

CAPITAL MANAGEMENT REPORT QUARTER 2

FG57/21 Jane Fineman, Head of Finance, Procurement and Parking introduced the report as set out in the agenda.

Discussion and questions from Members included the following:

- It was noted that the substantial amount included in the report for affordable housing was very welcome.
- A breakdown of what was included in the 'Other external Contributions' (Appendix D) would be sent after the meeting.

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

TREASURY AND PRUDENTIAL INDICATOR MANAGEMENT REPORT QUARTER 2

FG58/21 Jane Fineman, Head of Finance, Procurement and Parking introduced the report set out in the agenda.

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

PERFORMANCE SUMMARY QUARTER 2

FG59/21 Jane Clarke, Head of Policy and Governance introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- It was likely the reason for the under performance for the collection of national non-domestic rates (NNDR) was due to the end of the Government's payment holiday for businesses.
- The target had been reduced for this year, but the Council would be undertaking some further profiling of those targets. Revised targets should be in place for Quarter 3.

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

COMPLAINTS SUMMARY QUARTER 1 AND 2

FG60/21 Jane Clarke, Head of Policy and Governance introduced the report set out in the agenda.

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

DRAFT ASSET MANAGEMENT PLAN 2022/23

FG61/21 John Antoniadou, Estates Manager introduced the report set out in the agenda.

Discussion and questions from Members included the following:

- The Investment part of the Asset Register included those properties which were income producing e.g. Colebrook Industrial Estate. The freehold was owned by Tunbridge Wells Borough Council and leased to individual tenants.
- The Council continually looked for opportunities. At Colebrook Industrial Estate a piece of land had been identified and was currently under consideration.
- The only Industrial Estate owned by the Council was Colebrook. The Council was not currently looking at anything on Kingstanding Way.
- The Council was always open to looking at suitable potential investments.
- Details of how the Property Asset Oversight Panel (PAOP) will operate were still to be worked out. It was however noted that there

should be as much transparency as possible.

- Carbon emissions were considered as part of any project undertaken by the Council.
- The Council had recently submitted a bid for grant funding through Saalex – the decision was expected at the end of this year, early next year.

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

URGENT BUSINESS

FG62/21 There was no urgent business.

DATE OF THE NEXT MEETING

FG63/21 The next meeting was scheduled for Tuesday 11 January 2022 at 6:30pm.

NOTES:

The meeting concluded at 8.00 pm.

FORWARD PLAN



www.tunbridgewells.gov.uk/forwardplan

Notice of Key Decisions / Notice of Private Meetings

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

This Plan gives at least 28 days notice if the Cabinet of Tunbridge Wells Borough Council intends to make a key decision¹ or make a decision in private². Other decisions by the executive are also included on the Plan wherever possible.

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

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

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

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

A handwritten signature in black ink, appearing to read "Tom Dawlings".

Councillor Tom Dawlings
Leader of the Council

Publication Date: 14 January 2022
The most recent version of the Plan supersedes all previously issued versions
Guidance notes are provided at the back of this document

Members of the Cabinet and their respective portfolios

Councillor Tom Dawlings Finance and Governance (Leader of the Council)

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

Councillor David Scott Economic Development (Deputy Leader of the Council)

- Economic Development and Tourism
- Events (excluding the ice rink)
- Business Engagements
- Supporting economic recovery across the Borough
- Supporting the Town Centre
- Community Safety and CCTV
- Lead Member for Royal Tunbridge Wells

Councillor Andy Fairweather Communities and Wellbeing

- Housing (including Private Sector and Housing Needs)
- Health
- Community Centres and Hubs
- Community Partnerships
- Assets of Community Value
- Rural Communities
- Younger and Older People
- Equalities and Equal Access
- Lead Member for Rural Communities

Councillor Jane March Culture and Leisure

- Culture, Leisure and the Arts
- Assembly Hall Theatre and Ice Rink
- The Amelia Scott
- Parks and Grounds Maintenance
- Sports and Leisure Centres
- Community Grants
- Customer Access
- Cemeteries and Crematorium

Councillor Alan McDermott Planning and Transportation

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

Councillor Matthew Bailey Environment

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

Finance and Governance Portfolio – Councillor Dawlings

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
10/02/22 Cabinet		25/01/22 Finance and Governance Cabinet Advisory Board	Property Transaction Report July to December 2021 This report informs Cabinet of the property transactions completed under delegated authority between 1 July 2021 and 31 December 2021. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	John Antoniades, Estates Manager	No	Part
10/02/22 Cabinet	Full Council 23/2/2022	25/01/22 Finance and Governance Cabinet Advisory Board	*Asset Management Plan 2022/23 To recommend to Full Council the revised Asset Management Plan following public consultation. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	John Antoniades, Estates Manager	No	Open
10/02/22 Cabinet	Full Council 23/2/2022	25/01/22 Finance and Governance Cabinet Advisory Board	*Budget 2022/23 & Medium Term Financial Strategy To recommend to Full Council the Council's budget and Medium Term Financial Strategy for 2022/23 following public consultation (stage 4 of 4 in setting the forthcoming year's budget). <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Lee Colyer, Director of Finance, Policy and Development (Section 151 Officer)	No	Open
10/02/22 Cabinet	Full Council 23/2/2022	25/01/22 Finance and Governance Cabinet Advisory Board	*Treasury Management Policy and Strategy To recommend to Full Council the Treasury Management Policy and Strategy to set the parameters and key information regarding the Council's treasury activity, with specific regards to investments and cash flow. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Clare Hazard, Accountancy Manager	No	Open
10/02/22 Cabinet	Full Council 23/2/2022	25/01/22 Finance and Governance Cabinet Advisory Board	*Capital Strategy To recommend to Full Council the Council's Capital Strategy for 2022/23. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Clare Hazard, Accountancy Manager	No	Open

Finance and Governance Portfolio – Councillor Dawlings

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
10/02/22 Cabinet		25/01/22 Finance and Governance Cabinet Advisory Board	Procurement of Banking and Merchant Services Cabinet approval for the award of the Council's Banking and Merchant Services Contract. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Jane Fineman, Head of Finance and Procurement	Yes	Open
10/02/22 Cabinet		25/01/22 Finance and Governance Cabinet Advisory Board	CCTV Monitoring Contract The purpose of the report is to seek approval to award a new CCTV monitoring contract for the supply and management of suitably qualified and trained personnel to monitor, manage and operate CCTV cameras in the CCTV Control Room in the Town Hall. <i>(All Wards)</i>	The Finance and Governance CAB will be consulted.	Denise Haylett, Head of Facilities and Community Hubs	Yes	Part
17/03/22 Cabinet		01/03/22 Finance and Governance Cabinet Advisory Board	Town Hall - Appointment of Co-working Tenderer The report is to set out the compliant process of selection and approval of the proposed Co-working tenderer to take a lease of some 19,800ft ² of the overall office accommodation, wide operational management within the Town Hall building and the external central courtyard. <i>(All Wards)</i>	Cabinet decision in July 2021 approved supplier engagement. Ongoing internal engagement with CCWG and Members. In addition wider engagement during tender process is proposed. The Finance and Governance CAB will be consulted.	Katie Exon, Corporate Property Manager	Yes	Part
17/03/22 Cabinet		01/03/22 Finance and Governance Cabinet Advisory Board	Land Asset Strategy Sites Consideration of Land Asset Strategy Sites within Tunbridge Wells. <i>(Pantiles & St Mark's; Southborough & High Brooms)</i>	Finance and Governance Cabinet Advisory Board will be consulted.	John Antoniades, Estates Manager	Yes	Full

Finance and Governance Portfolio – Councillor Dawlings

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
17/03/22 Cabinet		01/03/22 Finance and Governance Cabinet Advisory Board	Consideration of a new lease or freehold disposal of land at Tunbridge Wells Rugby Club Tunbridge Wells Rugby Club have requested that the Council grant them a new longer lease or land or consider a freehold disposal of land at the Rugby Club. <i>(St John's)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Max Horgan	No	Full
17/03/22 Cabinet		01/03/22 Finance and Governance Cabinet Advisory Board	Performance Summary Quarter 3 To consider an outline of the Council's performance against key strategic indicators. Measures prescribed by Central Government through the Single Data List (SDL) and the progress against each of the strategic projects as at end of December 2021. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Clarke, Head of Policy and Governance	No	Open
17/03/22 Cabinet		01/03/22 Finance and Governance Cabinet Advisory Board	Revenue Management Report Quarter 3 To receive the financial position as at the end of December 2021. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
17/03/22 Cabinet		01/03/22 Finance and Governance Cabinet Advisory Board	Capital Management Report Quarter 3 To receive the financial position as at the end of December 2021. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open
17/03/22 Cabinet		01/03/22 Finance and Governance Cabinet Advisory Board	Treasury and Prudential Indicator Management Report Quarter 3 To receive the financial position as at the end of December 2021. <i>(All Wards)</i>	The Finance and Governance Cabinet Advisory Board will be consulted.	Jane Fineman, Head of Finance and Procurement	No	Open

Economic Development Portfolio – Councillor Scott

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
14/04/22 Cabinet	Full Council 27/4/2022	30/03/22 Communities and Economic Development Cabinet Advisory Board	<p>*Community Safety Partnership Plan 2022/23</p> <p>To recommend to Full Council the annual Community Safety Partnership Plan for approval. The Plan presents data on crime and anti-social behaviour within Tunbridge Wells Borough and provides an update on solutions provided to ensure the safety of residents. <i>(All Wards)</i></p>	The Communities and Economic Development Cabinet Advisory Board will be consulted.	Terry Hughes, Community Safety Manager	No	Open

Planning and Transportation Portfolio – Councillor McDermott

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
Not before 16/10/20 Portfolio Holder for Planning and Transportation			<p>TWBC Response to Ministry of Housing, Communities and Local Government consultation on 'Planning for the Future - White Paper' (August 2020)</p> <p>The Ministry of Housing, Communities and Local Government is consulting on proposed long term changes to the national planning system. This report sets out the Council's response to this consultation.</p> <p><i>(All Wards)</i></p>	Report to be published before decision is made.	Stephen Baughen, Head of Planning Services	No	Open

Culture and Leisure Portfolio – Councillor March

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
13/01/22 Cabinet		11/01/22 Communities and Economic Development Cabinet Advisory Board	Grounds Maintenance Service The report considers the options for the future delivery of the grounds maintenance service for the Council's sports pitches, parks and open spaces from January 2023. <i>(Broadwater; Culverden; Pantiles & St Mark's; Park; Rusthall; Sherwood; St James'; St John's)</i>	Consultation with relevant groups in progress (Oct/Nov 2021). The Communities and Economic Development CAB will be consulted.	Gary Stevenson, Head of Housing, Health and Environment	Yes	Open

Communities and Wellbeing Portfolio - Councillor Fairweather

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
17/03/22 Cabinet		02/03/22 Communities and Economic Development Cabinet Advisory Board	<p>Housing, Homelessness and Rough Sleeping Strategy 2021-2026</p> <p>The Strategy sets out how we will respond to housing challenges, including preventing homelessness, ending rough sleeping, increasing the supply and choice of affordable homes, and improving housing and meeting need.</p> <p>The Strategy will be reported to Cabinet on 24 June 2021 and agreement for consultation will be requested. Once consultation has been undertaken, the comments and feedback received will be considered and the Strategy will be amended and updated as necessary. Cabinet will be asked to adopt the final Strategy.</p> <p><i>(All Wards)</i></p>	<p>Consultation on the Strategy will take place over a six week period in July/August 2021, with partners and interested parties, prior to this second submission of the Strategy to Cabinet. The Communities and Economic Development CAB will be consulted.</p>	Sue Oliver, Environmental Health Officer	Yes	Open

Environment Portfolio - Councillor Bailey

Date of decision/ Decision maker	Full Council	Advisory Board	Report Title, Summary and Ward	Consultation Details	Relevant Officer	Key? ¹	Private? ²
Not before 21/10/21 Portfolio Holder for the Environment			<p>Release of S106 funding, allocated to support the ongoing expansion of the Car Club</p> <p>The Tunbridge Wells Co-Wheels Car Club currently has 5 cars in it's fleet and is extremely popular, with membership and use of the car club having grown rapidly. To ensure car club members are able to access a car as and when they need it, it is essential to add additional cars to the fleet. The car club is managed as a concessions contract and at no cost to the Council. S106 from developers contribution has been set aside specifically to support the expansion of the car club, as part of a mobility mix alongside public transport, walking, cycling and taxis. With car clubs supporting air quality improvements, carbon reduction and reducing traffic impacts such as congestion and parking pressure.</p> <p><i>(Broadwater; Culverden; Pantiles & St Mark's; Park; Southborough & High Brooms; St James'; St John's)</i></p>	Report to be published before decision is made.	Karin Grey, Sustainability Manager	No	Open

Note 1: KEY DECISIONS

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

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

Note 2: REASONS A MEETING MAY BE HELD IN PRIVATE

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

Paragraph (1) - Information relating to any individual.

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

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

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

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

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

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

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

QUALIFICATIONS:

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

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

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

(10) Information which –

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

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

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Budget 2022/2023 and Medium-Term Financial Strategy Update

For Cabinet 10 February 2022

Summary

Lead Member: Councillor Tom Dawlings, Finance and Governance Portfolio Holder

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

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

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

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	5 January 2022
Portfolio Holder	10 January 2022
Finance & Governance Cabinet Advisory Board	25 January 2022
Cabinet	10 February 2022
Full Council	23 February 2022

Recommendations

Officer / Committee recommendations as supported by the Portfolio Holder:

1. That Cabinet considers the changes to the base budget along with the assumptions and approach set out throughout the report;
2. That Cabinet considers the responses to the budget consultation;
3. That Cabinet proposes that Full Council approves the rolling forward of the capital programme including additional gross funding of £2,140,500 for new schemes listed within the report; and

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4. That Cabinet proposes that Full Council approves an increase in the 'Basic Amount' of Council Tax of £5.00 for 2022/23 for a Band D property.

1. Purpose of Report and Executive Summary

1.1 This report outlines the assumptions that have been built into the budget for 2022/23.

1.2 Cabinet is asked to recommended this budget to full Council which includes the following main headlines;

- The financial impact of the pandemic continues to affect the local economy resulting in the cost of providing local services being greater than the income generated.
- The erratic nature of government financial support has significantly reduced the forecast deficit from £2,066,000 to £944,000 but this makes service planning and strategic decision-making difficult.
- New capital programme investment schemes with a gross cost of £2,140,000.
- In-line with the outcome of the public consultation no major cuts to services have been made with the council continuing to focus attention on supporting residents and business during the pandemic.

1.3 The draft budget was subject to six weeks of public consultation which ended on 14 January 2022 and discussions occurred with representatives of the Parish Councils and the Town Forum who have provided a written response (Appendix D).

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

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

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

2. Introduction and Background

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

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

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

Provisional Local Government Finance Settlement

2.3 On 16 December 2021 the Government published the Provisional Local Government Finance Settlement which includes more detail on the funding available to individual councils.

2.4 The settlement is for a single year with no future indicative figures despite the recent Spending Review (SR21) being for 3 years. A more fundamental review of Local Government funding and distribution is still required, and this may well start early in 2022 for implementation from 2023/24.

2.5 The supporting technical documents are still awaited but the main headlines for this council are as follows:

- The Baseline Funding Level (minimum share of business rates) is as expected £2,374,680.
- Council Tax can increase by £5.00 (2.6 per cent) and the Government assumes this will happen in their assessment of this council's spending power.
- The delay in replacing the New Homes Bonus (NHB) scheme has resulted in an extra year being paid and the council will receive an additional £923,994 which will help to reduce the budget deficit. There are still no indications of the replacement incentive scheme.
- Revenue Support Grant will be increased in-line with inflation, this Council will still receive zero.
- The fifty per cent share of business rates growth will continue for another year and this Council will continue to be part of the Kent Business Rates Pool which has been approved for a further year.
- A new 2022/23 Services Grant of £163,700 will be received to pay towards the cost of local services and the extra recurring cost from the increase in National Insurance and the National Living Wage.
- A Lower Tier Services Grant of £106,520 will be received by district councils to meet the extra costs of housing, environmental and planning services.

- 2.6 The surprise extra funding from the Government is welcomed but this erratic and fickle method of funding Local Government does inhibit the ability to make informed decisions on major changes to the range and quality of services the council provides.
- 2.7 Single year funding settlements can also undermine the ability to make strategic decisions and medium-term financial planning. The current Secretary of State for the Department for Levelling-Up, Housing and Communities (DLUHC) has said that this will be the end of roll-over settlements.

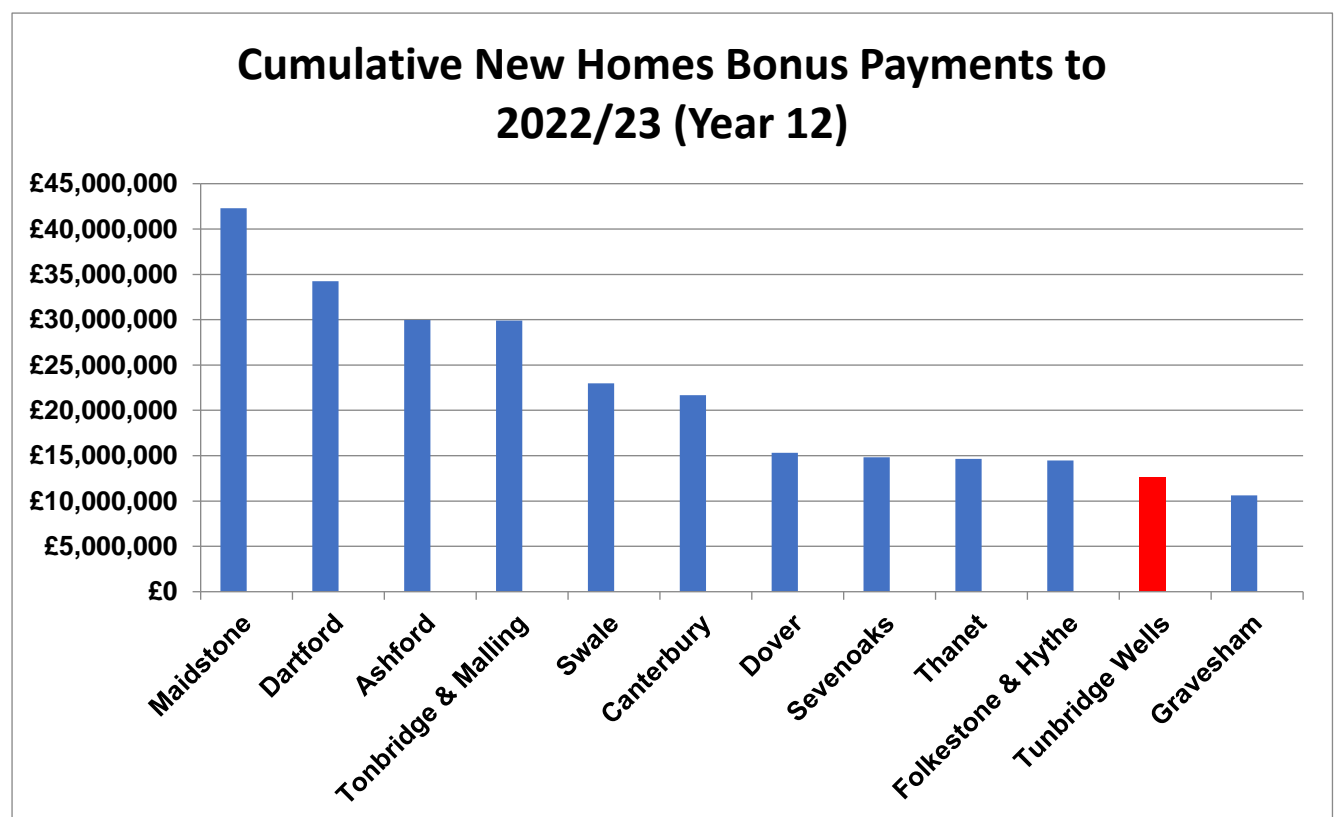
New Homes Bonus (NHB)

- 2.8 The NHB scheme was introduced by the Government in 2011 as a “powerful, predictable, permanent incentive to reward the delivery of housing growth”, funded by a £900 million top-slice of Revenue Support Grant.
- 2.9 Since 2011 various amendments have been made to dilute the financial incentive and in advance of consulting on changes the Government announced that in effect the current scheme will be phased out. The official position remains that no decision has been made on the future of NHB.
- 2.10 The Council expected to just receive the remaining legacy payment of £222,000 in 2022/23 but the lack of progress by the Government in implementing a replacement scheme has resulted in a further year of NHB of £923,994 being awarded. This is illustrated below:

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

2.11 Since the creation of NHB this Council has received tens of millions of pounds less funding from NHB than neighbouring councils who have delivered far greater levels of house building which is shown below:



Retained Business Rates

- 2.12 In July 2020 HM Treasury undertook a call for evidence on the fundamental review of the business rates system. The revaluation of business rates was put back to April 2023 and is to be based on the property market on 1 April 2021 so will reflect the impact of the Covid-19 pandemic on the commercial rental market.
- 2.13 There was a further delay by the Government in resetting the business rates baseline, that determines the Settlement Funding Assessment for local authorities. Councils were invited to make submissions for business rates pools for 2022/23 and this council's bid as part of the Kent Business Rate pool was successful.
- 2.14 The continuation of the Kent Business Rate Pool using the existing baseline will enable this Council to continue to retain a greater share in the proceeds of business rates growth for a further year. The retained business rate growth share is shown below:

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

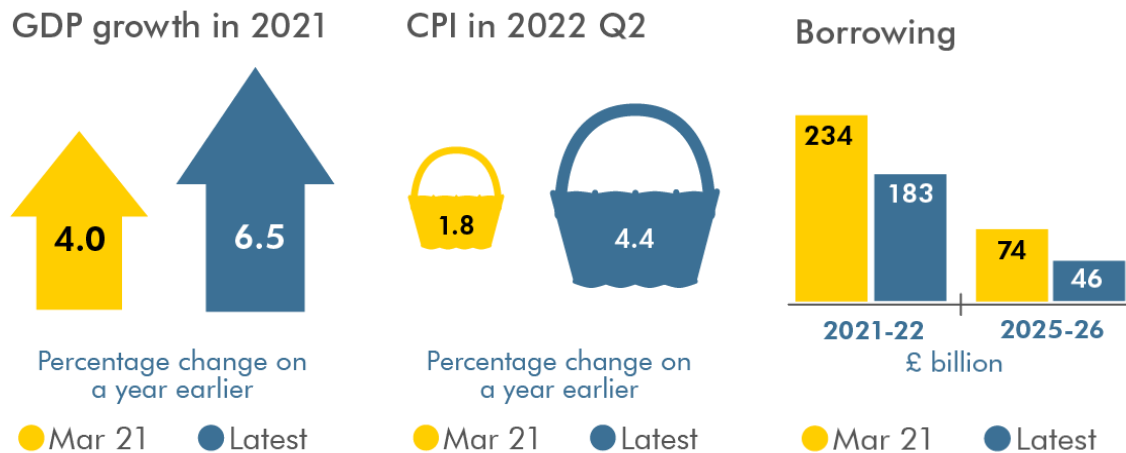
- 2.15 The Council has prudently not included the proceeds of business rates growth within the base budget and transfers any receipts into reserves at year end.

Financial Strategy – Covid-19 Pandemic

- 2.16 The Covid-19 Pandemic is a health and financial emergency and unlike other events there is no historical data on which to make reliable forecasts. The crisis is continuing to effect council budgets across the sector as a result of increases in expenditure and reductions in income from sales, fees and charges (SFCs) along with disruption to the overall economy.
- 2.17 From the outset of the crisis the s151 Officer formulated a financial strategy to reflect the fluid nature of the situation, to update projections monthly with Cabinet retaining the ability to revise the budget on a quarterly basis reflecting:
- Actual monthly outturn of income and expenditure compared to budget forecasts,
 - Economic data including unemployment, collection rates, business activity and local footfall; and
 - Government support packages and other announcements.
- 2.18 This approach still holds true and accords with the Government's advice that councils should not make drastic budgetary decisions due to the pandemic and should use their reserves as the government will provide councils with the funds needed.

National Economic Forecasts

2.19 Prior to the emergence of the highly infectious omicron coronavirus variant the Office for Budget Responsibility (OBR) published their Economic and Fiscal Outlook for October 2021. The economic forecasts show a strong recovery from last year's recession and a reduction in borrowing but with much higher levels of inflation.

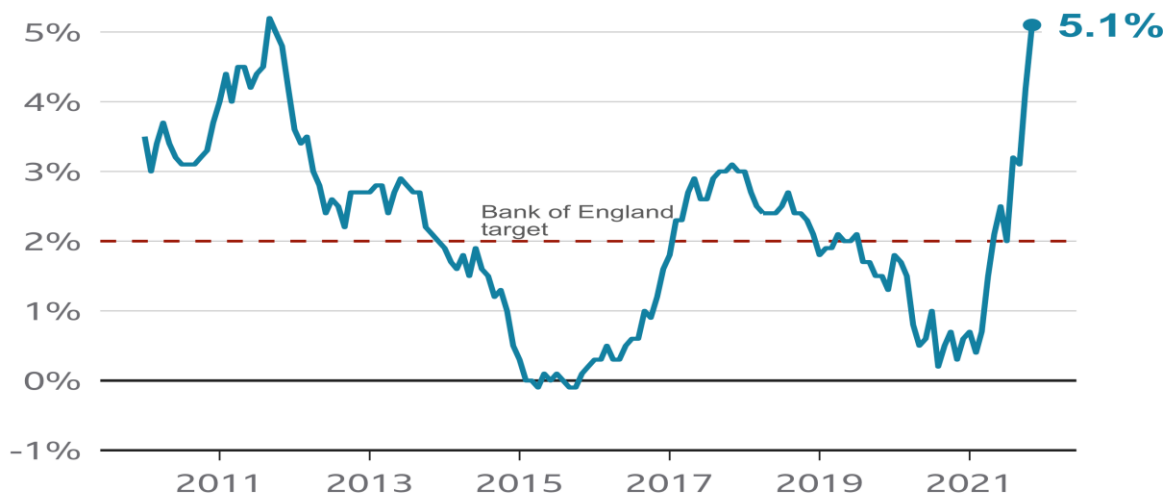


2.20 On 15 December 2021 the Office of National Statistics announced that the Consumer Prices Index (CPI) annual rate to November 2021 had increased to 5.1 per cent. This is the highest rate for 10 years and the indexation of council external contracts is already approaching 10 per cent whilst the ability to increase council tax is effectively capped at 2.6 per cent.

2.21 The CPI compared to the Bank of England's target is shown below.

UK inflation rises to 5.1%

Consumer Prices Index

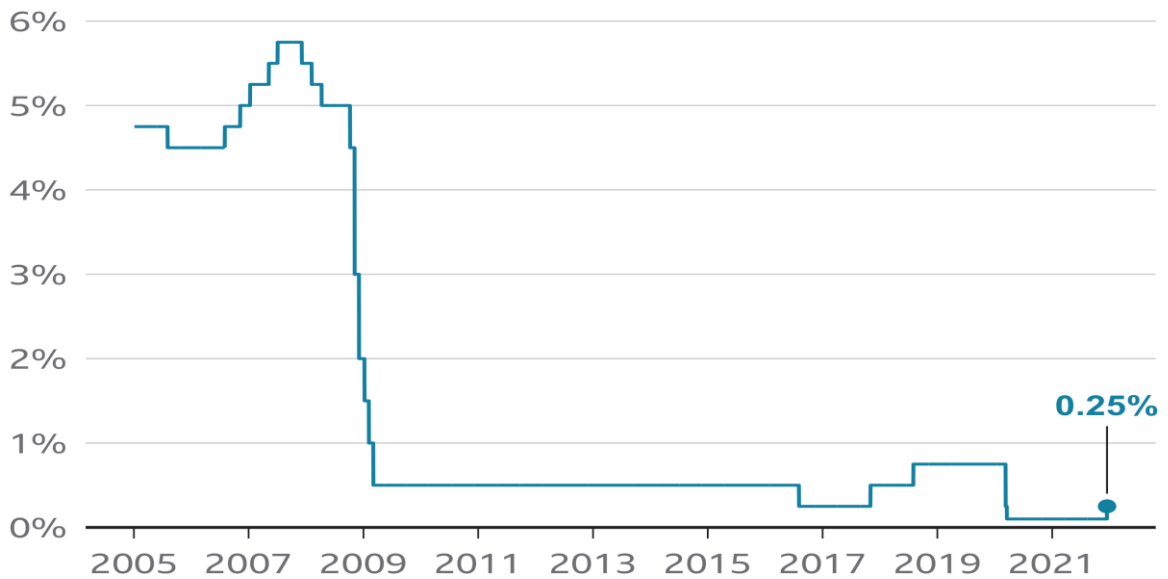


Source: Office for National Statistics



2.22 In response to surging inflation the Bank of England raised interest rates on 16 December 2021, for the first time in more than three years.

Interest rates rise to 0.25%



Source: Bank of England

BBC

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

Local Economic Forecasts

2.24 The impact of coronavirus varies depending on the type of business and location of operation. The borough has been very resilient during previous recessions with the impact being less severe and the rate of recovery quicker than the national situation. However, disruption from the pandemic is being combined with labour shortages and supply chain issues which continues to create huge uncertainty and pressure points for residents and local businesses.

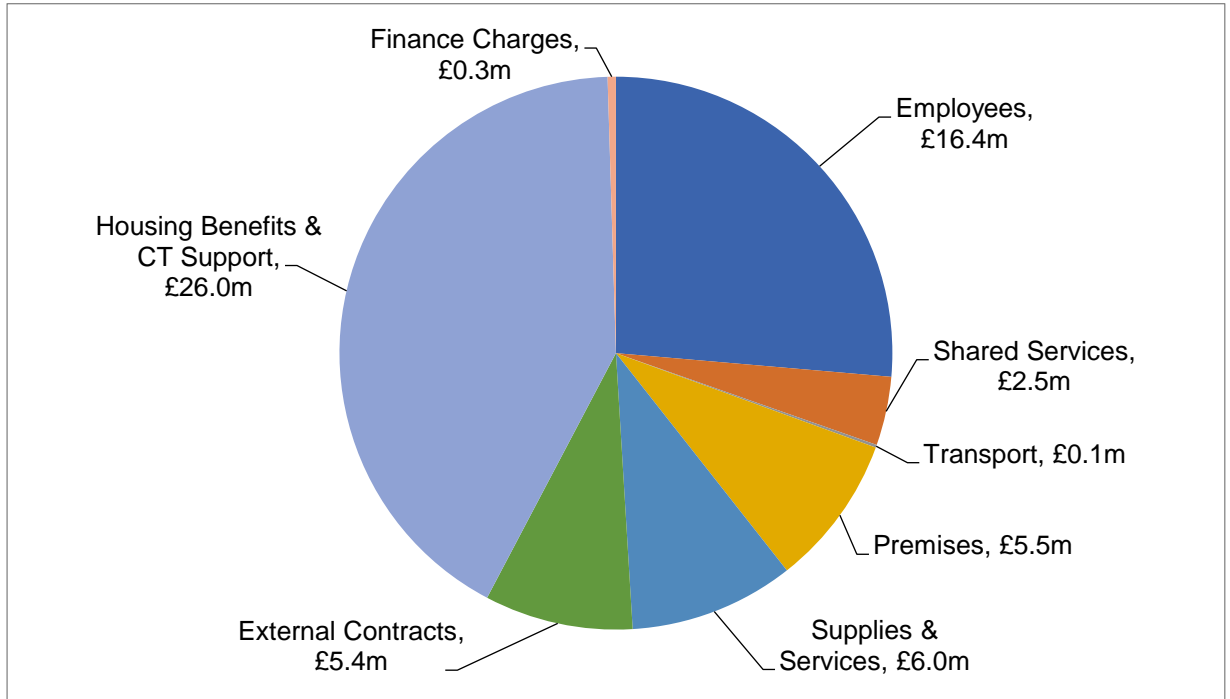
2.25 A summary of local economic data is shown below:

- Council Tax collection rates to November 2021 are up 0.13 per cent.
- Business Rates collection rates to November 2021 are down 5.22 per cent.
- Unemployment Rate for November 2021 for the borough is 2.9 per cent (2,110 claimants) and the 3rd lowest in Kent where the average is 4.2 per cent.
- Empty business properties were 338 in November 2021 compared to 314 properties pre-covid.

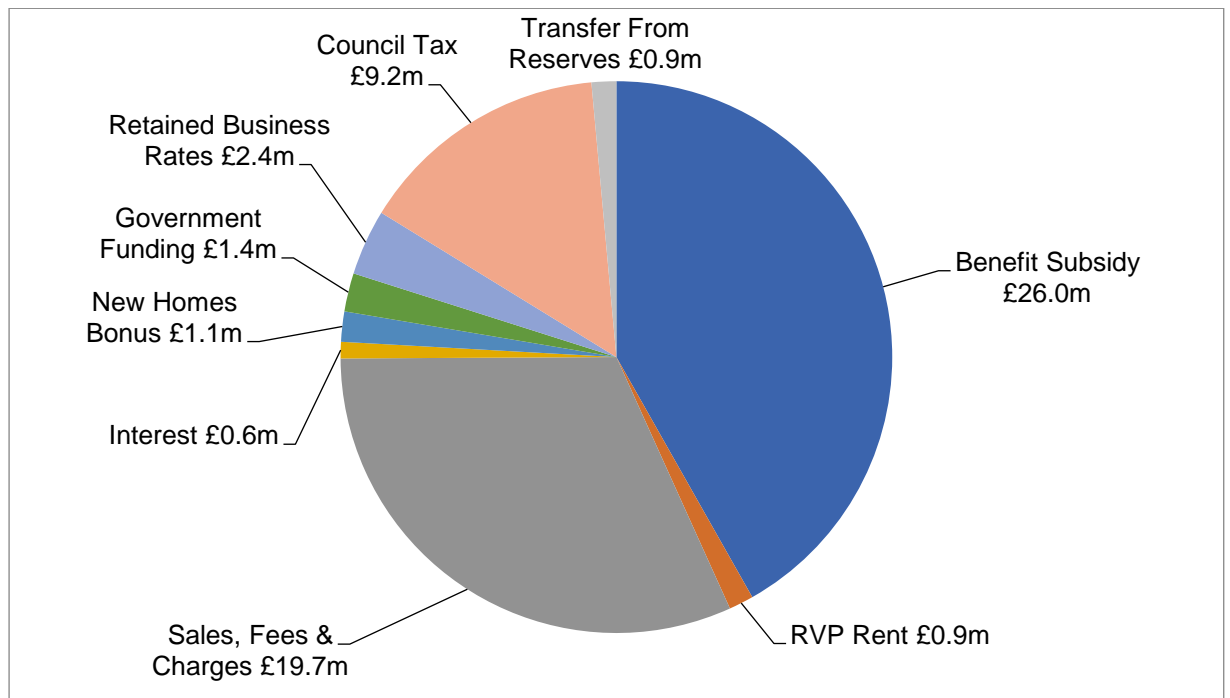
Budget Breakdown

2.26 The Council provides a diverse range of services across the Borough which is estimated to cost £62.2 million. The services are provided either by contractors, through partnership with other councils or by directly employing staff. The budget is based on an approved establishment of 326.39 Full Time Equivalents (FTEs). The following pie charts show the revenue expenditure and how this is to be funded.

Pie Chart of 2022/23 Revenue Expenditure



Pie Chart of 2022/23 Revenue Income



2.27 A breakdown of the budget by service is provided in Appendix B. A subjective breakdown of the budget per cost centre is available on the Council's website.

Major Budget Variances

2.28 The current year's budget forms the base budget upon which projections are made for the medium-term to reflect the Council's Five-Year Plan and other strategies. The projection model has been updated to reflect expected changes at this time and is summarised in Appendix A.

2.29 The key variances over the current budget are shown below:

Budget as at February 2022	£000s
Employment Costs	380
Transport	0
Premises	102
Business Rates	0
Supplies and Services	0
Contracts	315
The Amelia Scott Opening	292
Fees and Charges - Various	(403)
Fees and Charges - Crematorium	274
Fees and Charges - Car Parking	(667)
Management Fee - Sports Centre	(290)
Miscellaneous	56
Investment Income	(83)
Council Tax Increase	(441)
Collection Fund Surplus	(209)
Minimum Revenue Provision	34
Revenue Support Grant	0
New Homes Bonus	(1,146)
Lower Tier Services Grant	(106)
2022/23 Services Grant	(164)
Remove Reserve Funding (2021/22)	3,000
Budget Gap to be funded from Reserves	944

Budget Strategy

2.30 There remains a deficit forecast for 2022/23 of £944,000 which will be funded from reserves. In normal times the use of general reserves is unsustainable over the longer-term which led Cabinet in 2012 to set a definition of a balanced budget as follows:

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

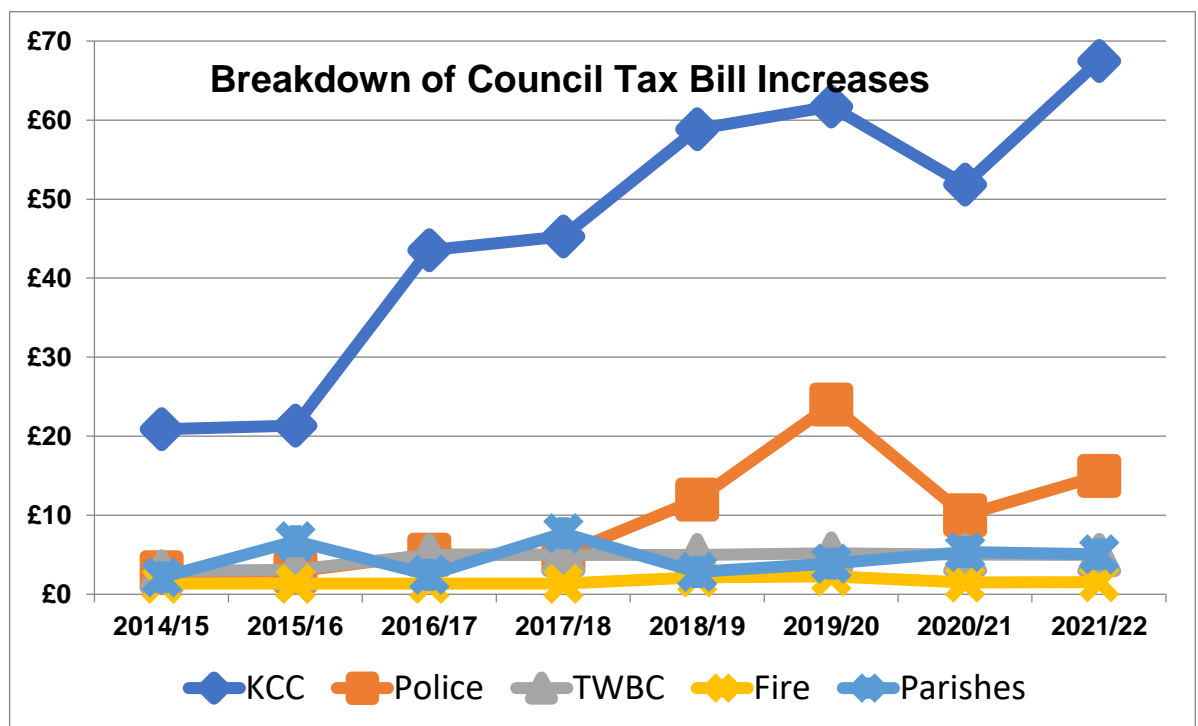
2.31 These are not normal times, and the Council will need to continue to meet as a priority; the impact of the ongoing pandemic, the Council’s responsibilities under the Civil Contingencies Act 2004 and the provision of statutory services.

Council Tax Strategy

2.32 One source of funding for the provision of local services is council tax. This Council has historically had a policy of very low council tax levels and the strategy is for council tax to increase up to the threshold (the ‘cap’) for triggering a referendum.

2.33 In previous years, the most efficient authorities such as this Council have been able to increase council tax up to £5.00 a year rather than the cap of 2 per cent. This has been confirmed in the Provisional Local Government Settlement 2022/23. The Government assumes this Council will increase council tax by the maximum permitted in their assessment of this Council’s available financial resources.

2.34 The Government has set different ‘caps’ for the various authorities who make up the council tax charge appearing on the bills for this borough, this is shown below:



- 2.35 The MTF5 assumes that Council Tax will increase by £5 annually. It will be for Full Council in February each year to decide the level of council tax.

Fees and Charges

- 2.36 For the fees and charges which are not imposed by central government these were set by Cabinet on 2 December 2021.

Car Parking Charges

- 2.37 There are no plans to increase pay and display car parking charges.

Staff Savings and Efficiencies

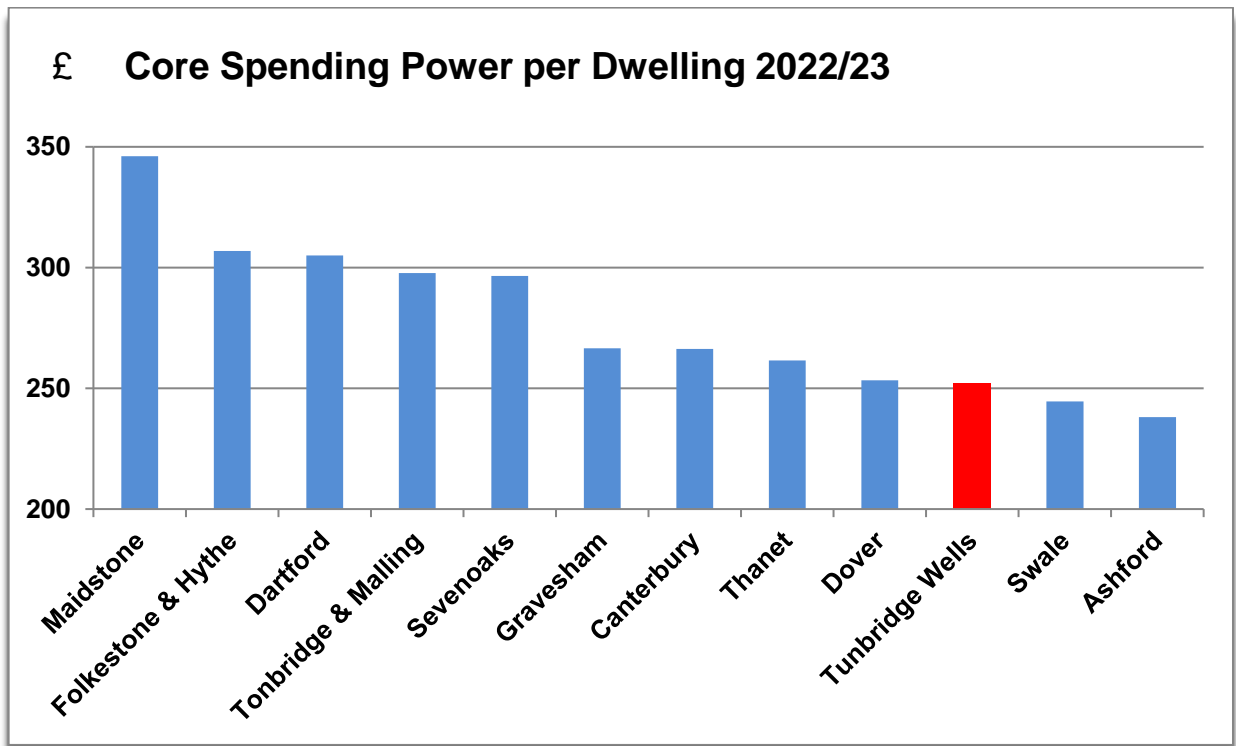
- 2.38 Directors/Heads of Services and Portfolio Holders have been busy trying to identify further efficiency options to reduce the cost of their services and to increase income. After a decade of austerity and lower spending power than neighbouring councils the scope for further savings has been exhausted based on current policies and levels of service delivery. This situation was supported by the Financial Benchmarking exercise reported to Cabinet in October 2021 which confirmed that the council has the leanest net cost base of the comparator group.
- 2.39 The major changes to the range and level of services provided which will be required to balance the budget are dependent on officers being provided with a political mandate that identifies those services to be reviewed and reduced. Major changes to services should be informed by evidence of demand (which is disrupted at this time due to the continuing pandemic) and subject to public consultation and in the case of staffing changes adhere to formal employment procedures.

Digital Transformation

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

Spending Power

- 2.41 The Government has developed a universal benchmarking indicator called 'Spending Power' to enable comparisons between councils of the income they receive from national and local taxpayers. This indicator appears to be the best available for identifying how much each council receives per household to provide local services. The graph below shows that using the Government's own calculation TWBC has the third lowest spending power in Kent at just £252 per household (£248 in 2021/22).



Capital and Revenue Reserves

2.42 The Medium-Term Financial Strategy maintains the following as an adequate level of reserves:

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

2.43 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 2022/23 but a sustainable budget for the future.

Capital Programme

2.44 At the Full Council meeting on 24 February 2021 the capital programme for 2021/22 to 2024/25 was approved.

2.45 Over the course of the past year the Council has made significant efforts to dispose of surplus land and property identified in the Asset Management Plan (AMP) with a view both to deliver capital receipts and to reduce operational running costs. The AMP provides a framework for further such work over the coming year and this work will be funded from a proportion of the capital receipts received (subject to the necessary approval).

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- 2.46 The four-year capital programme will be rolled forward for another year. Any subsequent additions will be considered using the formal application approval process throughout the year.
- 2.47 Below is a summary of new applications to the capital programme which will require Full Council to agree in principle the additional total gross project funding of £2,140,500. The decision to procure each scheme and the source of funding will be determined by the s151 Officer.

New Schemes	Total Gross Project Cost £	2022/23 Gross Cost £	Earmarked Reserve Funding £	Cap & Rev Initiatives Res. Funding £
A LIST - Health & Safety Related, Revenue or Capital Income Stream, S106 funded or Political Priority				
Camden Centre Roof	204,000	204,000		(204,000)
Theatre Lighting Desk	32,000	32,000		(32,000)
Parking Electric Van	24,500	24,500	(24,500)	
Assembly Hall LED Lighting	88,000	88,000	(88,000)	
TOTAL	348,500	348,500	(112,500)	(236,000)
B LIST - Service/Property Improvements				
Dowding House	924,000	231,000		(231,000)
Camden Centre Lift	45,000	45,000		(45,000)
Town Hall Lift	43,000	43,000		(43,000)
Theatre Lift	40,000	40,000		(40,000)
Town Hall Switchgear	55,000	55,000		(55,000)
Town Hall Security System	30,000	30,000		(30,000)
Council Chamber Furniture	30,000	30,000		(30,000)
Cinderhill Additional Plot & Amenity Buildings	625,000	625,000		(625,000)
TOTAL	1,792,000	1,099,000	0	(1,099,000)
TOTAL	2,140,500	1,447,500	(112,500)	(1,335,000)

- 2.48 The significant recurring cost of; planned maintenance, responsive repairs and the above capital investment in the Council's Civic Buildings, Car Parks and Leisure Centres is not financially sustainable over the medium-term and a solution that provides value for money needs to be determined.
- 2.49 The Council has no external debt but with reserves largely allocated it will be necessary to commence borrowing to fund additional capital schemes. The Council does have the potential for using new capital receipts, building up usable reserves and access to internal and external borrowing. The determination as to which source of funding is most appropriate is a technical judgement that will be made by the s151 Officer.

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2.50 In addition to the revenue and capital budgets, the Council has earmarked reserves which form part of the Budget and Policy Framework and are available to fund the specific purpose of the reserve in accordance with the virement procedure rules. The projected balances of these reserves are shown below and assume that the revenue budget is balanced after 2023/24 without further utilisation of reserves.

	31-Mar-21 Actual	31-Mar-22 Forecast	31-Mar-23 Forecast	31-Mar-24 Forecast	31-Mar-25 Forecast	31-Mar-26 Forecast
	£000's	£000's	£000's	£000's	£000's	£000's
General Fund	4,301	4,301	4,301	4,301	4,301	4,301
Earmarked Reserves	13,662	9,339	7,049	5,562	4,726	3,995
2021/22 Budget Deficit	0	-1,518	-1,518	-1,518	-1,518	-1,518
2022/23 Budget Deficit	0	0	-944	-944	-944	-944
Grant Volatility (CFund adj)	15,398	2,602	1,301	0	0	0
Capital Grants & Contributions	2,781	2,781	2,781	2,781	2,781	2,781
Capital Receipts Reserve	3,118	1,000	1,000	1,000	1,000	1,000
Amelia Scott Capital Receipt	7,680	7,680	7,680	7,680	7,680	7,680
Amelia Scott Capital Spend	-7,474	-7,680	-7,680	-7,680	-7,680	-7,680
Total Reserves	39,466	18,505	13,970	11,182	10,346	9,615
Outstanding Financing						
33 Monson Road	-1,496	-1,425	-1,354	-1,282	-1,211	-1,140
Dowding House	-1,960	-1,870	-1,781	-1,692	-1,603	-1,514
The Lodge, Calverley Park	-489	-468	-447	-426	-404	-382
Royal Victoria Place	-966	-924	-882	-840	-798	-756
Waste Bins & Caddies	-598	-532	-465	-399	-333	-267
Civic Site Essential Works	-95	-1,922	-1,845	-1,768	-1,691	-1,614
Amelia Scott (additional funding)	0	-2,000	-1,920	-1,840	-1,760	-1,680
Total Outstanding Financing	-5,604	-9,141	-8,694	-8,247	-7,800	-7,353

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

- 2.51 The Council does not have any external debt but with borrowing costs at very low levels the s151 Officer has the flexibility to take advantage of this situation and borrow as an alternative to utilising capital receipts.

Budget Calculations and Adequacy of Reserves

- 2.52 In accordance with Section 25 of the Local Government Act 2003 the Chief Financial Officer is required to report formally to the Council on the robustness of the estimates and adequacy of reserves. It should be noted that Section 26 of the Act gives the Secretary of State power to set a minimum level of reserves for which an authority must provide in setting its budget.
- 2.53 At the time of writing this report I have had regard to the CIPFA Resilience Index, and Financial Benchmarking and I am satisfied with the robustness of the estimates.
- 2.54 Fundamental changes to the range of services provided by the council will be required to contain expenditure to within much lower levels of income. To make informed decisions further time is needed to allow the disruption from the pandemic to settle and to interpret the data from the appetite of the public to use and pay for council services. The level of changes to services goes beyond efficiencies and will require clear political policy decisions to provide officers with the mandate needed to cost and consult on potential options and to provide the necessary professional advice.
- 2.55 With regards to the adequacy of the reserves the Council must act within the medium-term to bring the cost and demand of providing local services to within the level of income that can be generated and to balance the revenue budget without reliance on reserves. The government is providing financial support to councils during the pandemic, but this source of income cannot be relied upon to continue.
- 2.56 The Council will also need to reduce the drain on reserves from its properly assets and to identify an agreed way forward with regards to the Town Hall and Assembly Hall Theatre. In October 2021 Full Council approved the establishment of a capital budget to enable the conversion of the Town Hall for co-working.
- 2.57 Assets which can be sold and are either generating little income or which are underutilised should be identified for disposal to replenish the Council's reserves and to help fund the Capital Programme. In July 2021 Cabinet approved funding and established a working group to bring forward proposals from a schedule of council assets to generate capital receipts or to consider their repurposing.
- 2.58 Historically the Council has delivered a supply of capital receipts to help fund the capital programme, but this supply has stalled, and no receipts have been achieved in 2021/22. A method of cross-party decision-making is required to ensure those assets approved as surplus to requirements are delivered.



Lee M Colyer FCPFA

Director of Finance, Policy and Development (S151 Officer)

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

Risk Factors

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

Risk Area	Management
Covid-19 Pandemic	The pandemic is a health emergency which resulted in the greatest recession in a century. Further economic and health restrictions will continue to have significant and fundamental budgetary implications.
Climate Emergency	<p>In July 2019 Full Council declared a climate emergency. A climate cross-party task force has been established and a dedicated report is due with actions to make the Borough carbon neutral by 2030.</p> <p>A budget of £150,000 has been set aside for a carbon assessment survey of the council’s assets.</p> <p>The cross-party group agreed to lobby central government to provide additional resources and to grant the necessary freedoms to deliver the above ambition.</p>
Labour Shortages	Numerous parts of the economy are exposed to critical shortages of essential skills and professions. Where possible the council will work with its contractors and across the sector to manage any disruption.
Growth	<p>The Government is clear that local authorities have a responsibility to grow their local economies through new housing and businesses.</p> <p>The private sector is very selective in identifying those areas in which to invest and there is tough competition between destination towns. The borough needs to be viewed as ‘open for business’ and receptive to growth if it is to retain and attract residents and businesses and to deliver wider economic benefits.</p> <p>It is important to avoid a lack of confidence by the private sector to invest in the borough.</p>
Market Failure	The Council is required to procure services and is reliant on a free and competitive market to obtain best value. In some circumstances contractors may be unwilling or unable to take on the risk of providing services without significant cost increases in existing or new contracts.

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Property Assets	The cost of maintaining property assets is currently around 10 per cent of the Net Revenue Budget and annually consumes around £1- £3 million in capital expenditure. Despite this some property assets have reached the end of their useful life and are at risk of further responsive costs to keep them operational.
Planning Inquiry Costs	Whilst the primacy of planning is paramount, decisions taken by the Planning Committee can lead to formal planning inquiries which have the potential for substantial costs to arise which are not budgeted for.
Business Rates Retention Scheme	Part of the Council's funding is now linked to the amount of business rates due in the Borough. However, the Government has also transferred the liability for business rate appeals already in the system. To help mitigate the impact of appeals the Council maintains a Grant Volatility Reserve and is part of a Kent Business Rate Pool.
Economic Conditions	The majority of the Council's income is derived from sources which are subject to the prevailing economic conditions. Economic conditions can also alter the demand for council services and those provided by partners and the 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 pensions, National Insurance and the introduction of an apprentice levy have been included where known but such further changes can have a significant cost. Demand for some professionals exceeds supply and this is exacerbated by the higher salaries available in London and parts of the private sector which can now be earned without the need to commute daily.
Parking Income	Dependent on usage and the economic environment.
Planning and Licensing Income	Dependent on the economy and the impact of legislative changes which limit the full recovery of the cost of providing these services.
Crematorium Income	Dependent on mortality rates and competition.
Contracts	Dependent on inflation indices and a competitive market.
Utilities	Global supply and demand plus above inflation price rises.

Land Charges	The Infrastructure Bill was approved, paving the way for Local Land Charges to be centralised into a single computer system. The Land Registry are scheduled to take over the main income collection from 2023/24.
Investment Returns	New cash deposits are dependent on interest rates and levels of balances. Property investments are dependent on the type of asset and rental demands.
Targeted Options to Reduce Net Expenditure	Assumes that savings identified are delivered and there are no unintended consequences.
Capital Receipts	Capital is tied up in non-operational assets which if released will help to reduce the use of cash reserves to fund the capital programme.
Government Policy and Announcements by Ministers	There has been a significant increase in the volume of legislation and announcements which can undermine strategic planning and compromise budget assumptions.
Capital Programme	Major capital schemes carry a significant risk which is managed through the Council's Strategic Risk Register. The funding of capital can also have a significant impact on the revenue budget where external borrowing is required.

National Policy and Legislative Changes

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

- The health and financial measures required for the impact of, and recovery from the Pandemic
- The Final Local Government Finance Settlement 2022/23; and
- The White Paper on 'Levelling Up' and reforming Local Government Finance.

3. Options Considered

3.1 The budget-setting process is well rehearsed and has largely been successful in delivering a balanced budget and engaging with the public. There may be other alternatives but ultimately the Council must produce a budget which meets its statutory responsibilities.

4. Preferred Option and Reason

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

5. Consultation on Options

5.1 A budget survey was undertaken for six weeks along the lines of previous years and generated 310 (575 in 2021/22) responses from across the borough. The budget survey is designed to raise public awareness of the services provided by the council and the challenges it faces to balance income and expenditure whilst having limited local decision-making. To encourage participation the budget survey has been kept relatively straightforward and consistent, although further detailed financial information is available on the council's website.

5.2 The public was asked whether they supported the budget strategy of temporarily using reserves as an alternative to cuts to services.

Outcome: 87 per cent of the public who responded supported the strategy of temporarily using reserves as an alternative to cuts to services.

5.3 The public were asked whether they supported an increase in Council Tax by £5 a year for 2022/23 and for 2023/24.

Outcome: 62 per cent of the public who responded supported the increase in Council Tax of £5 for 2022/23 and 60 per cent supported the same increase for 2023/24.

5.4 The public were also asked whether they supported an increase in Council Tax greater than £5 a year.

Outcome: 57 per cent of the public who responded did not support an increase in Council Tax greater than £5 a year.

5.5 The respondents indicated that they would support a reduction in most council services from 2023/24 if necessary, to balance the budget without further government support apart from:

- Community Centres
- Community Safety and CCTV
- Recreation including sports and leisure centres
- Public Conveniences

5.6 The respondents significantly reduced the level of funding for the following services compared to the proposed budget for 2022/23:

- Committee, mayoral and member services
- The Amelia Scott
- Planning and Building Control
- Property and development programme

5.7 There was strong support for the principle of setting fees and charges locally (69 per cent) rather than being determined by central government which results in services such as Planning and Licencing being subsidised by local council tax payers.

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5.8 There was agreement on the importance of climate change and recognition that action would require savings from existing budgets and increases in income to fund the local response to the climate emergency.

5.9 The results of the budget survey are contained in Appendix C.

6. Implementation

6.1 The budget will be agreed by Cabinet in February and proposed for approval by Full Council in February 2022.

7. Appendices and Background Documents

Appendices:

- Appendix A: Medium-Term Budget Projections
- Appendix B: Budget by Service
- Appendix C: Budget Consultation Survey Responses
- Appendix D: Budget response from the Town Forum

Background Papers:

- None

8. Cross Cutting Issues

Issue	Implications	Sign-off
Legal including Human Rights Act	The Local Government and Finance Act 1992 requires Councils to approve their budget and set the Council Tax. Failure or delay in setting a legal budget/council tax could have a number of significant consequences/implications for the Council including a significant loss of revenue, the obligation to provide statutory services and making payments to precepting authorities. There would also be a risk of statutory reports served by the Chief Financial Officer and/or Monitoring Officer, intervention by the external auditor or Secretary of State and risk of judicial review. In some limited	Director of Finance, Policy and Development, 26 December 2021.

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	circumstances, there may be personal liability for Members.	
Finance and other resources	This report forms part of the Council's Budget and Policy Framework.	Director of Finance, Policy and Development, 26 December 2021.
Staffing establishment	Where savings proposals impact on staff then this will be managed in accordance with Human Resources policies.	Director of Finance, Policy and Development, 26 December 2021.
Risk management	An assessment of the risk factors underpinning the budget will accompany the final budget report. The Strategic Risk Register also includes a risk on funding streams which is being monitored by Cabinet and the Audit and Governance Committee.	Director of Finance, Policy and Development, 26 December 2021.
Environment and sustainability	The budget has regard to the environmental sustainability priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2021.
Community safety	The budget has regard to the community safety priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2021.
Health and Safety	The budget has regard to the Health and Safety obligations and priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2021.
Health and wellbeing	The budget has regard to the health and wellbeing priorities within the Five-Year Plan.	Director of Finance, Policy and Development, 26 December 2021.

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Equalities	Changes to service delivery may impact on equalities; however, heads of service will ensure that an equality assessment is in place where this has been identified.	Director of Finance, Policy and Development, 26 December 2021.
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MEDIUM-TERM BUDGET PROJECTIONS

Year	Annual (Surplus/ Deficit £000s)	Explanation	
1	2022/23	944	Legacy of the pandemic and high inflationary pressures
2	2023/24	2,969	Legacy of the pandemic and end of government grants
3	2024/25	3,033	Expenditure rising faster than income
4	2025/26	3,621	Expiry of Grounds Maintenance Contract
5	2026/27	3,872	Expenditure rising faster than income
6	2027/28	6,237	Expiry of Waste and Leisure Contracts
NET CUMULATIVE FORECAST		20,676	IF LEFT UNMANAGED

Major Assumptions

- 1 Council Tax increases by £5 per year and the taxbase grows by 2 per cent annually.
- 2 Fees and Charges recovery continues and income increases by 3 per cent.
- 3 No increase in car parking charges or net income.
- 4 Employment costs increase by 3 per cent annually.
- 5 Inflationary pressures on contracts of 4 per cent per annum.
- 6 Establishment increases of £300,000 for each market review of pay and £100,000 for each pension revaluation.
- 7 Centralisation of Local Land Charges from 2023/24 will result in a net loss of £100,000.
- 8 Market difficulties in procuring new waste and leisure contracts are projected to be an extra £2m and £290,000 respectively.
- 9 The package of Government Grants for 2022/23 are not continued.

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BUDGET PER SERVICE

Budget Code	Description	2021/22 Budget 1	2022/23 Budget 1	Variance
		£	£	£
5001	Chief Executive	181,820	183,070	1,250
5002	Director of Finance, Policy & Development	149,660	145,550	(4,110)
5003	Director of Change & Communities	132,740	133,660	920
5010	Head of Finance & Procurement	479,560	(372,210)	(851,770)
5011	Mid Kent Client Services	1,958,270	2,071,460	113,190
5012	Head of HR, Customer Service & Culture	1,995,630	2,264,830	269,200
5013	Head of Housing, Health & Environment	4,908,490	5,548,220	639,730
5018	Head of Economic Development & Property	424,330	318,380	(105,950)
5020	Head of Planning	1,191,910	1,090,300	(101,610)
5024	Head of Policy & Governance	1,306,780	1,408,990	102,210
5025	Head of Facilities & Community Hubs	1,218,210	1,327,110	108,900
5026	Head of Digital Services & Communications	818,850	830,980	12,130
Budget sub-total per Service		14,766,250	14,950,340	184,090
5032	Capital Adjustments	290,040	324,460	34,420
5035-7	Net Investment Income	(450,420)	(555,500)	(105,080)
5046/9	Transfer (from) to reserves	(1,935,040)	(943,540)	991,500
Net Budget Requirement		12,670,830	13,775,760	1,104,930
5040	Retained Business Rates & Government Grants	(4,171,040)	(4,625,680)	(454,640)
5042	Council Tax	(8,564,290)	(9,005,430)	(441,140)
5043	Collection Fund (Surplus)/Deficit	64,500	(144,650)	(209,150)
Revenue Budget		0	0	0

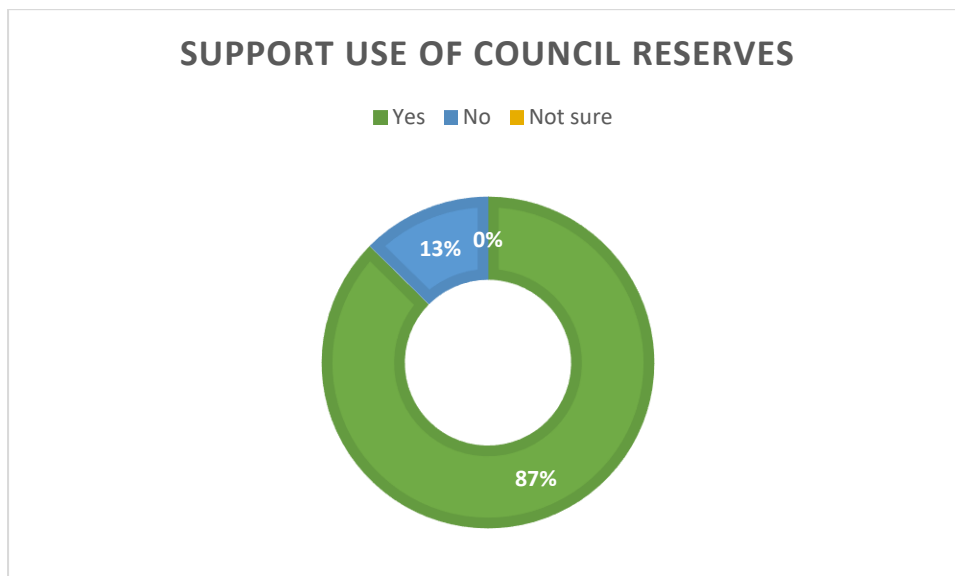
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Budget survey to inform service planning for 2023/24

Use of council reserves

The COVID-19 Pandemic, labour shortages and inflation increases have caused significant cost pressures for the council, while parking income, leisure centre income and theatre ticket sales are still recovering from the pandemic. It is very difficult to predict how the economy will move into 2022/23, but we currently have a draft budget gap of £2 million, on net revenue costs of £14.7m.

The 2021/22 budget provided for £3m of reserves to be used to balance the revenue budget, but government grants and one-off cost savings have enabled us to halve this. The council therefore still has sufficient reserves to fund a budget shortfall of £2 million for 2022/23, but it does mean that investment in council assets will no longer be possible. The alternative is to cut services, but at a time when residents still need help, the economy is unstable and the pandemic is still making consultation with residents more complex, we would like to know if you would support the use of reserves through 2022/23 to meet these budget pressures.



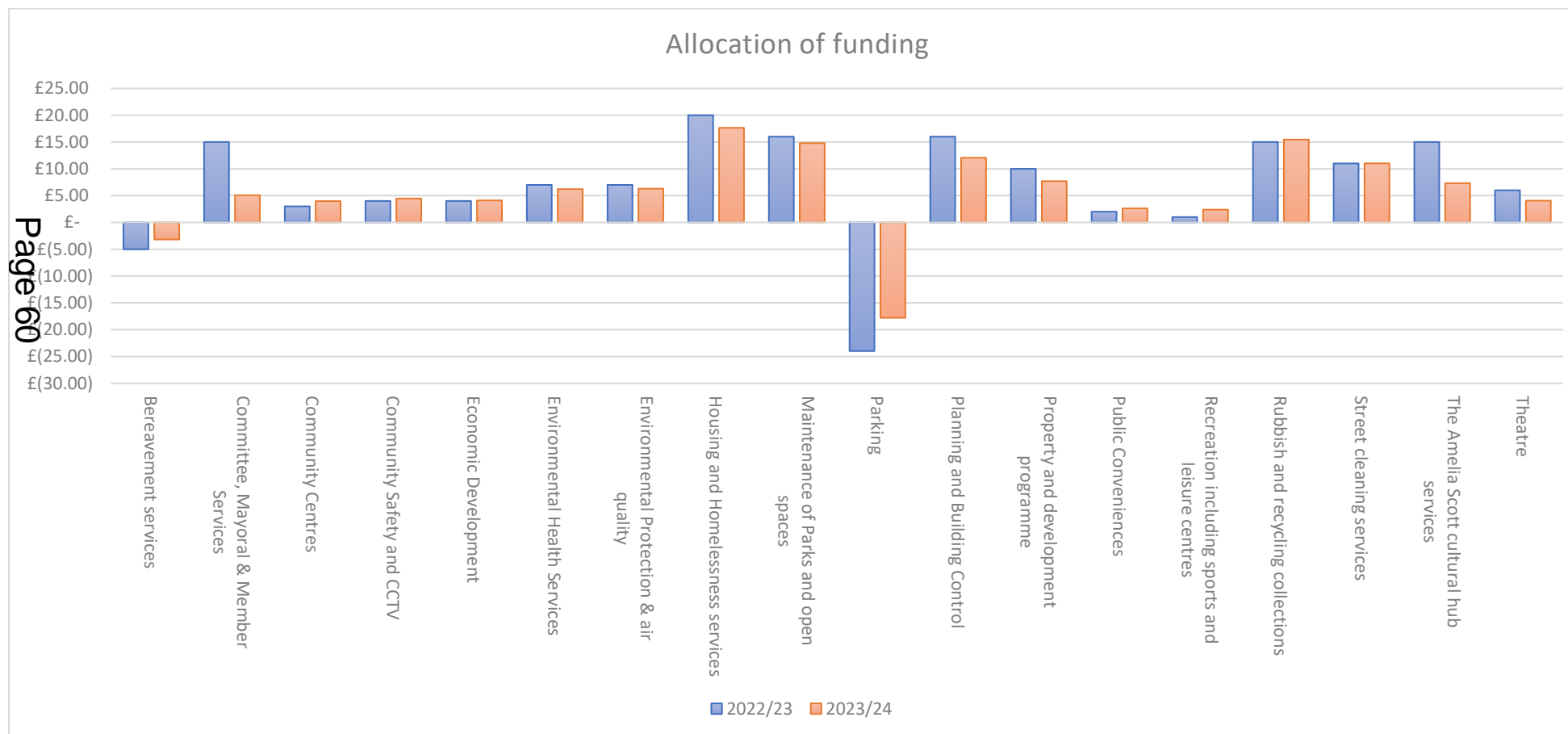
How would you allocate £100 across these services in 2023/24?

The table below shows the draft budget for 2022/23.

Budgets with a minus (-) sign indicate an income contribution. You will see that £19 in every £100 will be funded from reserves in 2022/23.

The council would like to know which services you would like us to protect into 2023/24 and which services you would be prepared to manage without.

In the 'Your budget' column below, enter amounts to show where you would allocate £100 of council expenditure or income to save or generate £19.



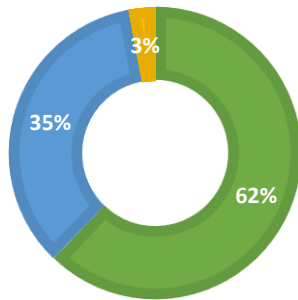
Council Tax increase

The basic amount of Council Tax in the borough is currently the fourth lowest in Kent at £188.75 for a Band D property (52p per day).

The amount by which Council Tax can increase is set by government at a maximum of 2% or £5, whichever is greater. The council has thus far assumed an increase of £5 (under 10p per week) in the budget for 2022/23.

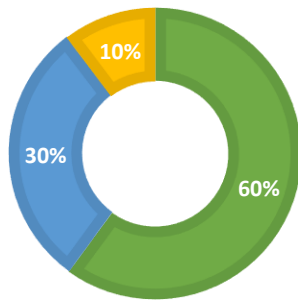
SHOULD THE COUNCIL INCREASE COUNCIL TAX FOR 2022/23

■ Yes ■ No ■ Not sure



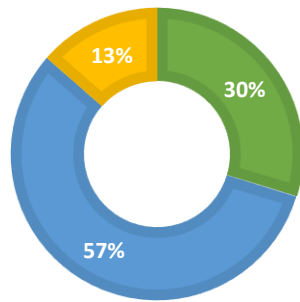
SHOULD THE COUNCIL INCREASE COUNCIL TAX FOR 2023/24

■ Yes ■ No ■ Not sure



WOULD YOU SUPPORT AN INCREASE IN COUNCIL TAX OF MORE THAN £5

■ Yes ■ No ■ Not sure

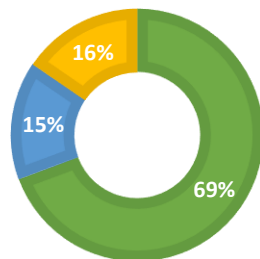


Fees set by central government

Some services do not cover their costs as the fees and charges for these services are set by government.

WOULD YOU SUPPORT THE COUNCIL BEING ABLE TO SET CHARGES LOCALLY FOR SERVICES

■ Yes ■ No ■ Not sure

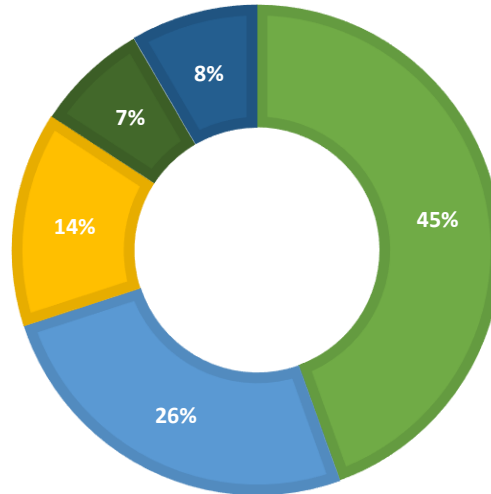


Climate change

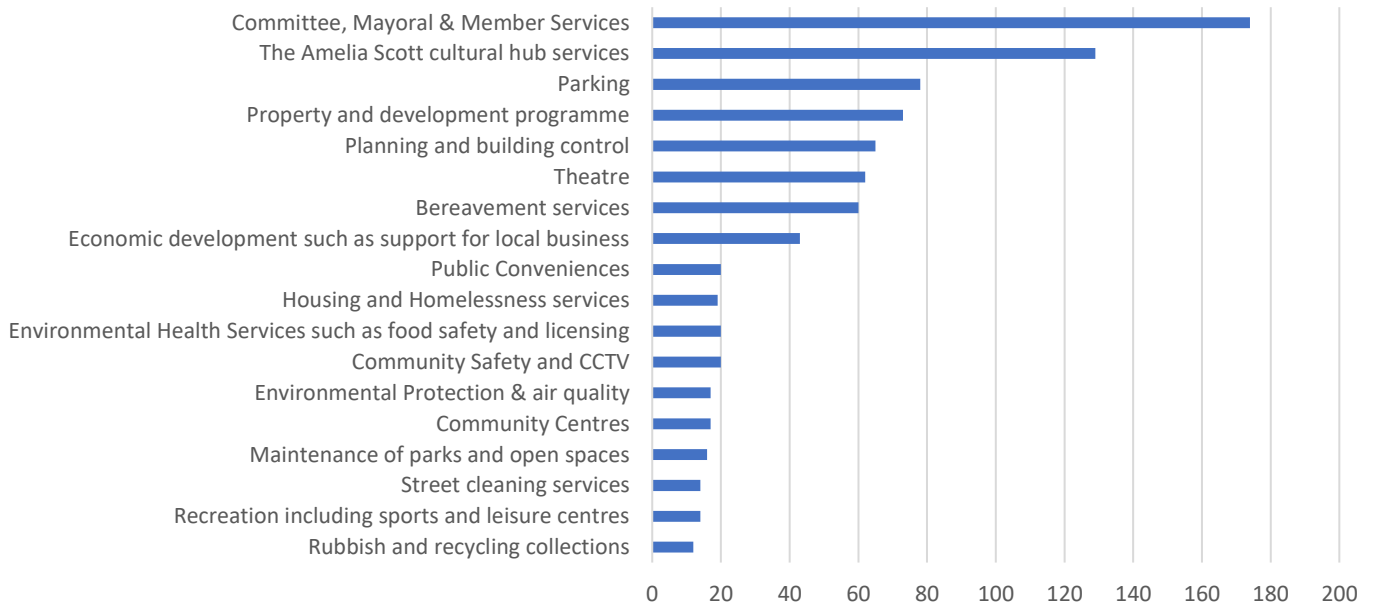
Tunbridge Wells Borough Council have acknowledged the climate change emergency and wish to ensure that the council is carbon neutral by 2030.

HOW IMPORTANT OR UNIMPORTANT IS THE ISSUE OF CLIMATE CHANGE TO YOU PERSONALLY?

Very important Fairly important Neither important nor unimportant Fairly unimportant Very unimportant

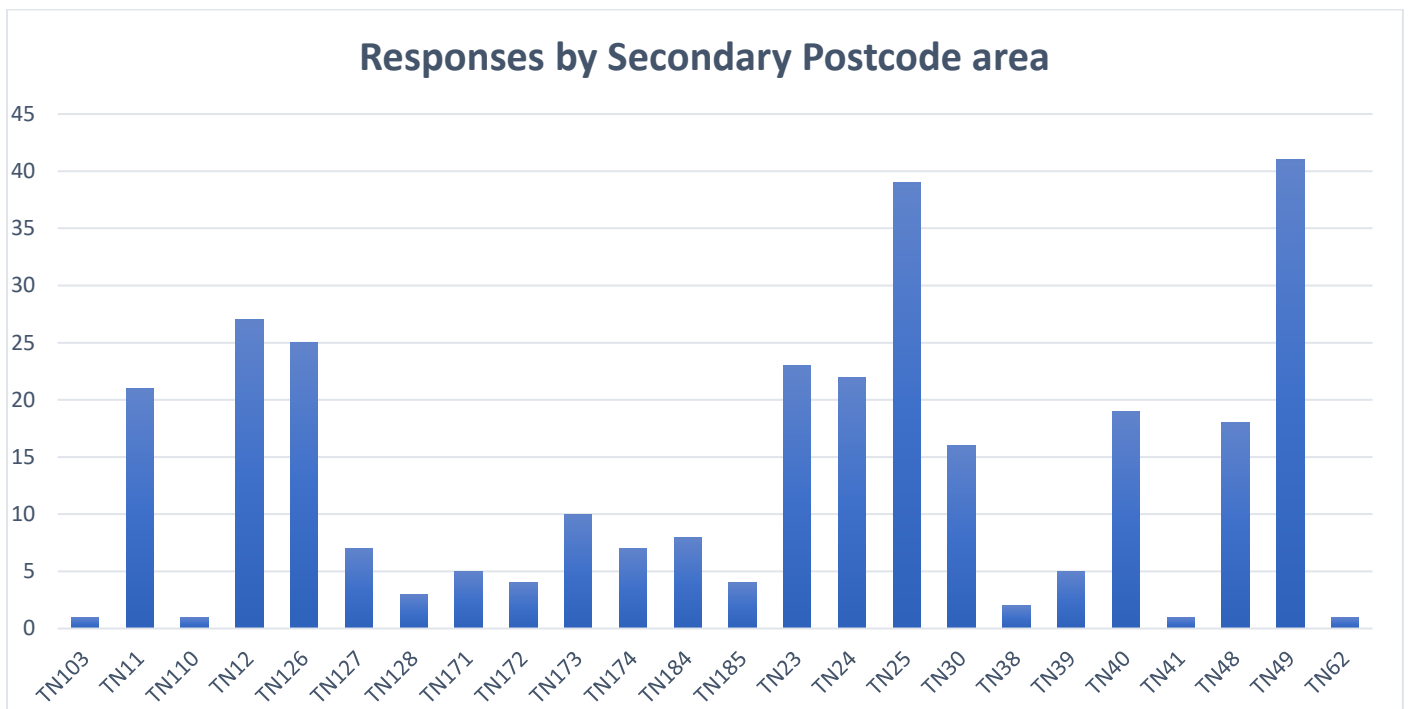
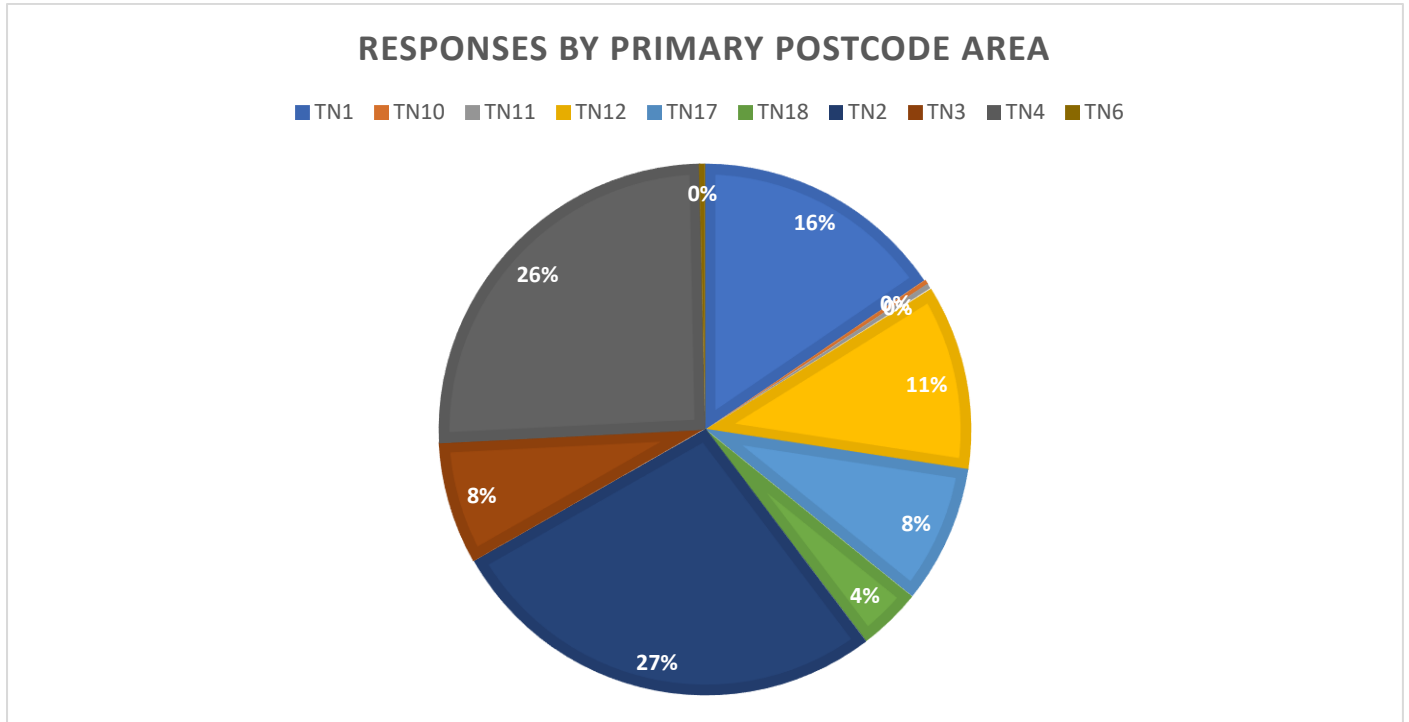


Which services would you be willing to reduce/remove or increase the prices for, in order to redirect funds to support climate change initiatives?

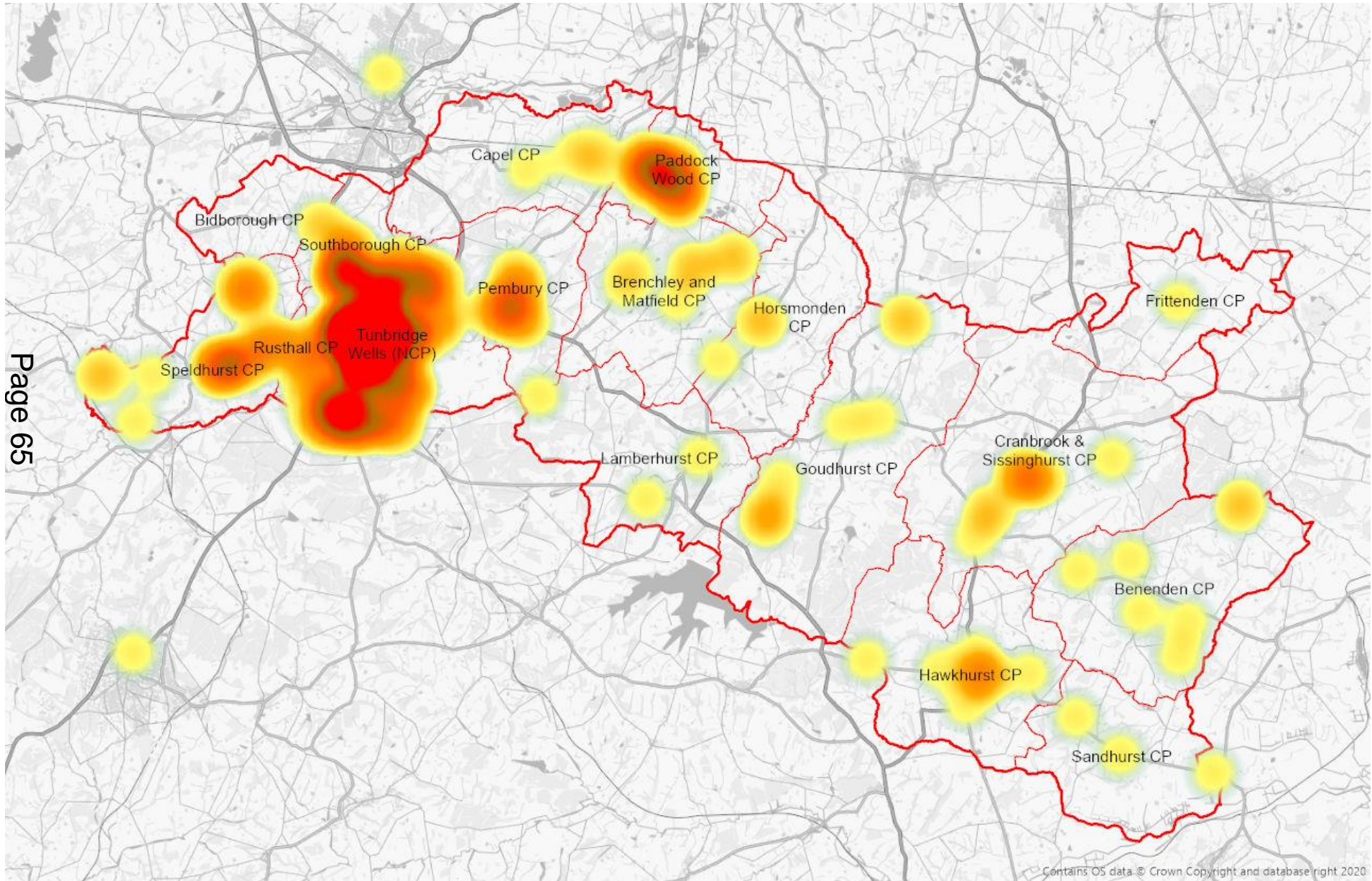


What is your postcode?

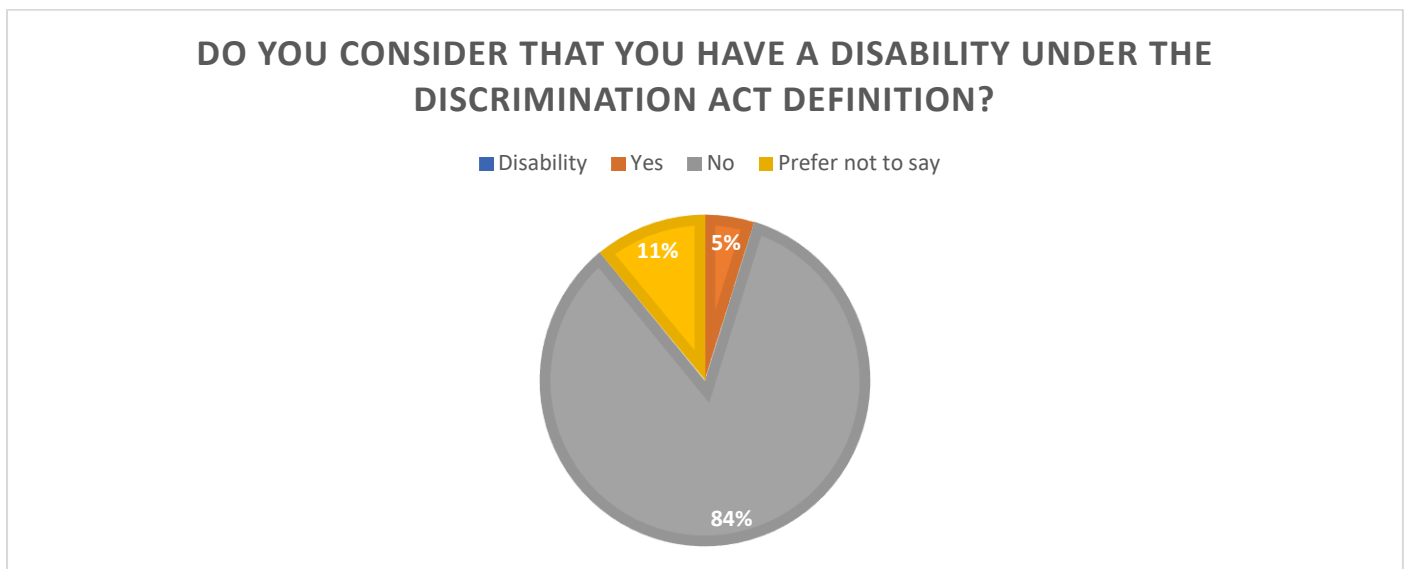
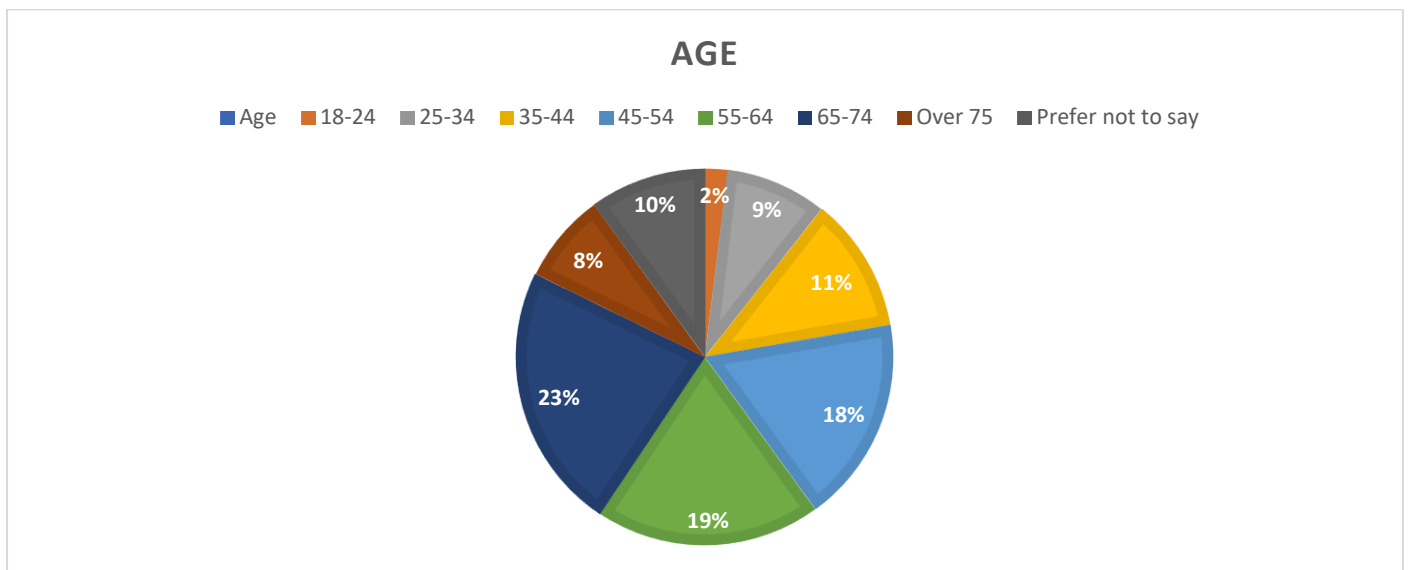
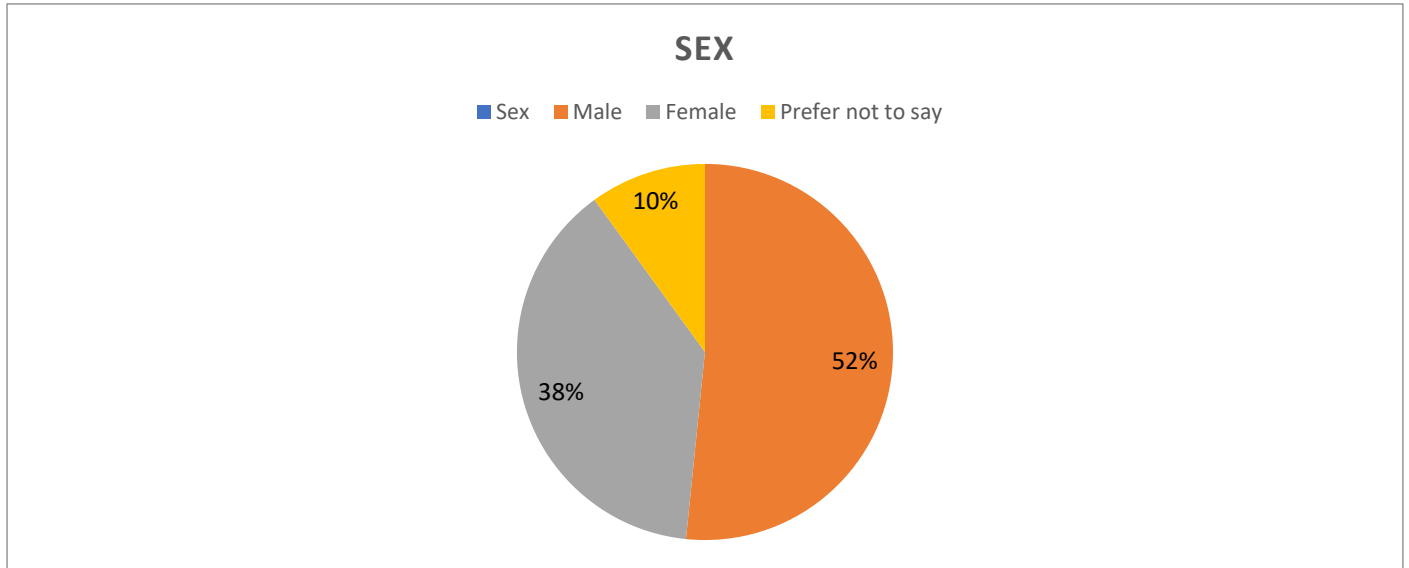
This will enable us to understand if we have received representative responses from across the borough.



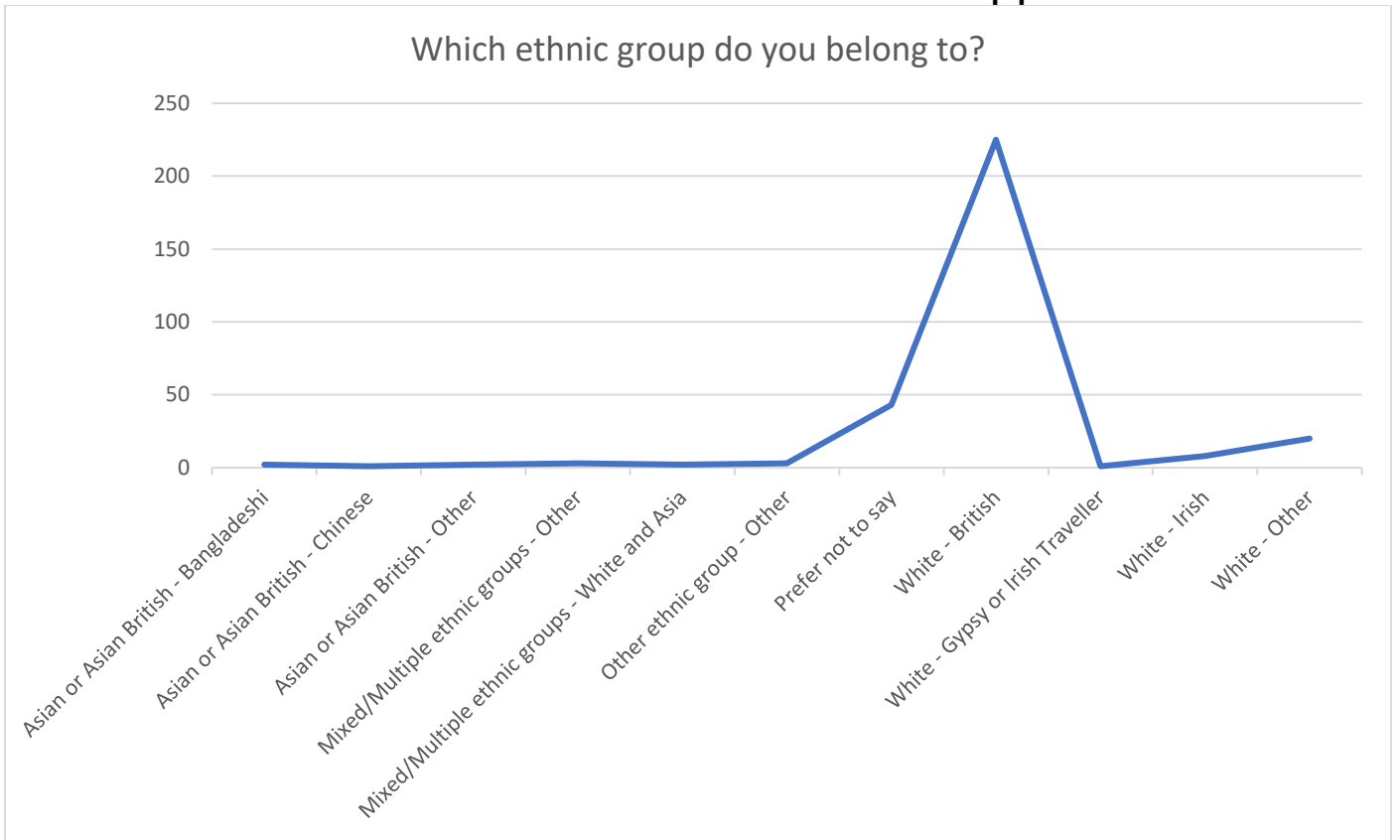
Responses by area



Demographics



Appendix C



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Response of the Town Forum to TWBCs Draft 2022/23 Budget

We are responding to your consultation on the budget for the year 2022/23. We note that your major concern is a short fall of £2m and that you propose to balance your budget by taking this sum from reserves.

In view of the short time between now and the start of the fiscal year, and in the absence of our finding any increase in revenue (though we do put forward two areas where more finance might be forthcoming below) we are forced to agree to this. However, we feel that you will be in the same position a year hence, and will again be proposing to raid the reserves in order to balance the budget for 2023/24, with reserves perilously close to exhaustion. These reserves were largely made when we transferred our housing stock over to Town and Country Housing, and represent capital accumulation over many years : once again we touch on this point below. It is too late now, but the Council does have a policy of using capital to finance revenue operations only under certain circumstances, and your action breaches the spirit of those rules, if not the rules them selves.

The Town Forum

We represent the central part of the Town, being made up by about 60 members who represent residents associations (Warwick Park), business groups (Camden Road traders), old people (Age Concern), charities (Royal British Legion), the total wider membership being in the order of 6,000. We are the nearest thing to a Town Council (such as Southborough) or a rural parish council. We have no statutory standing, though we could have if we so wished.

The general feeling we sense amongst our members is one of not being consulted about matters which effect the centre of the Town, especially housing and traffic.

Housing

Though they are not troubled by central government's decision to "dump" thousands of houses on our precious greenfields, they are concerned by the absence of any policy to provide low cost rented housing (rented is stressed since without exception the developers who are building the houses at the behest of central government are doing so for sale) for young key workers. They see a future where Tunbridge Wells will lack skilled workers, young people, teaching assistants, carers, policemen etc on which we depend to build a viable community.

What they want is bed-sit accommodation in units of about 20-25, grouped around a central gym, no provision for cars, but a cycle rack. The rental stream flowing from this would be in the region of £200k pa. The derelict cinema site might not provide a venue, being too costly, but the Council does already have a £120m portfolio of buildings, and starting with this something could be done.

They are not seeking charity : other councils are actively following such a strategy. In some instances in partnership with organisations such as the Grosvenor Estates, or even Town and Country Housing (you will remember that the reserves mentioned above arose from an earlier era, when we provided council housing), Another example is the west London council of Four Elms who are taking advantage of the derelict train sheds in their borough to provide rented housing for key workers.

Car Traffic

Another matter of grave concern is traffic levels in the centre of the Town. The level of traffic in the town centre continues to be of concern to all, since it limits the increase in walking and cycling which is at the centre of TWBC position for the future. Street parking is central to this problem, and we recommend a review of the residents parking scheme: finances, operation and enforcement and a reduction in "free" parking spots. This would encourage more use of the Town's multi-story car parking facilities, provide incentives for residents to use these facilities for their second and third cars and increase revenues further from this source. We also would ask you to speed up the introduction of electric charge points, since most town centre residents do not have the ability to charge their electric cars, and this is a disincentive to their acquiring one. Here again, this is a further stream of additional revenue.

We urge you to put up the cost of residents parking to at least something in the region of what a garage costs, say £700pa. This increase should go some way towards meeting your target of increased revenue.

Councillors and Committees

There is a view amongst our members that the number of councillors is too great at 48: you will soon be in a position to reduce this to 39. But we urge you not to lose sight of why they are there: they should provide the interface between those governed and the governors. For various reasons, this interface is broken. Partly this is because your consultation process is placing the finished article before the public, and not the alternatives you considered to get to that finished article. Also, the time you give the public to consider the matter is too short: this Budget consultation has a time frame of about two weeks: this allows us time only to consult our Management committee, and not the membership.

Councillors

The questionnaire which went out to the public has proved useful to us in writing this response. We wonder if its use by the Leader to find out the views of the councillors might help in sensing where they stand in advance of a vote in Council? We think that on two matters, Safety and the Environment, our members would be reluctant to see any cuts: indeed, they would support modest increases in cost.

Also, on contracts, there is a widespread view among the members that some of the more recent ones have been very badly drawn up, leading to TWBC having to bear the cost of price increases which rightly should have been borne by the contractor. We instance the increase in cost at the Amelia Scott as an example.

Is the process of matching committees to key tasks being done? We note that whilst there are seven heads of services and two directors, no mention is made in the names of the committees of either of the two matters of most concern to our members.

We would like to see evidence that the process of matching the committee structure to the officer structure is being examined in the light of our changed circumstances, forced reduction in expenditure and increased demands for services.

Officers

We believe that there is a system for assigning responsibilities from the chief executive down through the ranks of director, chief officers etc. We believe that there is an appraisal system which annually assess performance against agreed targets, and that remuneration is based on that assessment. We think that this process is key to being able to say to our members that the number of officers employed is not excessive, and that the pay scale is in line with neighbouring councils.

Conclusion

Whilst we are unable to find for you the missing millions which you seek to match your budget shortfall, we hope that we have provided you with some ideas for improving performance, breaking down the barrier which exist between our members and the Town Council and finally the actions you should take if you are to avoid having to consider using reserves in order to balance the budget for 2023/2024.

14 January 2022

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Property Transactions Report

For Cabinet on 10 February 2022

Summary

Lead Member: Councillor Tom Dawlings – Leader of the Council and Portfolio Holder for Finance, Governance and Property

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

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

Report Author: John Antoniadis, Estates Manager

Classification: Part Exempt

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

Wards Affected: All

Approval Timetable	Date
Management Board	05 January 2022
Portfolio Holder	11 January 2022
Finance & Governance Cabinet Advisory Board	25 January 2022
Cabinet	10 February 2022

This report relates to the following corporate priorities:

- A Prosperous Borough – by making the best use of land and property assets for the benefit of residents and in encouraging future growth and investment by marketing opportunities that the Borough owns.
- A Confident Borough – by empowering communities and residents through the release of Council assets; working with parish and town councils and community groups to enable them to take control of their services; enabling residents to take control of their futures through an active asset programme of change and evolution.

Recommendation

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

- That the report be noted.

1. Introduction and Background

- 1.1 This report informs Cabinet of the property transactions completed under delegated authority for the period 1 July 2021 to 31 December 2021 in accordance with the requirements of the Constitution.
- 1.2 The Constitution of the Council provides for delegated authority in respect of commercial properties.
- 1.3 Commercial properties are defined for this purpose as being all land and buildings owned by the Council or in which it has an interest and which are managed on a commercial basis but excluding land and buildings which are held by the Council in order to discharge or fulfil its statutory functions where different considerations may apply.
- 1.4 Under the delegation outlined in the Constitution the following powers are exercised including the service of any necessary statutory or other notices, subject to the provisos set out below:
- (i) to negotiate and agree rent reviews;
 - (ii) to terminate, renew or re-let leases and licences as appropriate;
 - (iii) to grant new leases or licences;
 - (iv) to grant licences to assign or to sub-let;
 - (v) to vary the terms of leases;
 - (vi) to grant wayleaves, easements or rights of way; and
 - (vii) to grant or refuse to give consents or approvals under covenants or other provisions where permission must be sought from the Council under the terms of any leases, tenancies, licences or similar documents.

Provisos

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

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- 1.6 Set out in the tables in Appendix A and Exempt Appendix A are the property transactions undertaken with delegated authority for the period from 1 July to 31 December 2021 as required to be reported to Cabinet under the delegation.
- 1.7 This report also serves to update Cabinet on the lease management for the Royal Victoria Place.
- 1.8 This report further seeks to update Cabinet on any property transactions undertaken by Tunbridge Wells Property Holdings Ltd.

2. Property Transactions

- 2.1 Appendix A and Exempt Appendix A set out all the property transactions completed under delegation as outlined above.
- 2.2 Property Disposals/Transfers - During the second six months of the calendar year, the Council has disposed of one property asset namely transfer of unused part of first floor (flying freehold) of 33 Monson Road. The purpose of this transfer was to remove a blight on the investment identified when the asset was original purchased. The Estates team took the opportunity on the re-letting of the unit to remove the blight. Details are given in Appendix A of this report.
- 2.3 Lease & Licence Renewals/New Leases – Seventeen new lettings/ licences were granted, equating to a net revenue increase of £29,136.48 per annum. Breakdowns with explanations are given in Exempt Appendix B of this report.
- 2.4 Rent Reviews – Seven rent reviews were completed, securing a net annual rental increase of £8,551.91.
- 2.5 Property Acquired by TWBC – No properties were acquired during this period.
- 2.6 Other Matters Completed with Delegated Authority – Three matters were completed under this heading. One relating to an assignment of a lease, the other a licence to underlet and the final item a licence to carryout works.
- 2.7 New Assured Shorthold Tenancies Granted by Tunbridge Wells Property Holdings Limited – Ten new ASTs were granted as listed.
- 2.8 Royal Victoria Place - Sub-lettings from British Land for retail units and commercialisation. The lease from TWBC to British Land provides that, in the event of income (as defined under the lease) being greater than the initial rent, then the tenant will pay an increased rental sum. TWBC have set up a process whereby British Land advise the Council of changes in the sub-tenancies for review by Finance on an annual basis, upon receipt of British Lands' formal accounts. No changes in the tenancy schedule were completed during the subject period.

3. Appendices and Background Documents

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

- Appendix A: List of Property Disposals/Transfers which have taken place
- Exempt Appendix A: List of Lease and License Renewals/New Leases, Rent Reviews and Other Matters

4. Consultation on Options

4.1 Management Board approved this report for noting on 05 January 2022.

5. Cross Cutting Issues

A. Legal (including the Human Rights Act)

- (a) Legal – Legal advice was sought for all transactions and all necessary legal documentation was approved by Legal Services before completion.
- (b) Human Rights Act – There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.

Claudette Valmond, Interim Head of Legal partnership

Interim Monitoring Officer for Tunbridge Wells Borough Council

B. Finance and Other Resources

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

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

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

C. Staffing

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

Nicky Carter, Head of HR, Customer Service and Culture

D. Risk Management

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

John Antoniadis, Estates Manager

E. Environment and Sustainability

No impact

John Antoniadis, Estates Manager

F. Community Safety

There are no consequences of concern arising from this report.

Terry Hughes, Community Safety Manager

G. Equalities

No specific issues.

John Antoniadis, Estates Manager

H. Data Protection

No specific issues.

John Antoniadis, Estates Manager

I. Health and Safety

No specific issues.

Mike Catling, Corporate Health and Safety Advisor

J. Health and Wellbeing

No specific issues.

Rebecca Bowers

Health Improvement Team Leader

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APPENDIX A

Property Disposals/Transfers	Date Completed	Price (£)
33 Monson Road – Transfer of Unused Part of First Floor (flying freehold)	16 th August 2021	0.00
Total		0.00

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Asset Management Plan 2022/23

For Cabinet on 10 February 2022

Summary

Lead Member: Councillor Tom Dawlings – Portfolio Holder for Finance and Governance

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

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

Report Author: John Antoniadis, Estates Manager

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	05 January 2022
Portfolio Holder	11 January 2022
Finance & Governance Cabinet Advisory Board	25 January 2022
Cabinet	10 February 2022

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 2017 - 22. 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 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 within the Five Year Plan. It also recognises the importance of the declaration of a Climate Emergency by Full Council in July 2019, with the Asset Management Plan being critical to support a reduction in carbon emissions from its own estate.

Recommendations

Officer recommendations as supported by the Portfolio Holder:

1. That Cabinet approves the AMP for 2022/23 for consideration and adoption of full Council.

1. Introduction and Background

- 1.1 The Asset Management Plan (AMP) for the period 2022/23 provides a management strategy for the Council's property assets. It details the principles, procedures and mechanisms to be adopted that effectively and efficiently manage the Property Asset Portfolio. It summarises the value and composition of the current portfolio and evaluates specific actions for the previous financial year relating to the Council's property estate and identifies the main portfolio ambitions for 2022/23. The AMP has been produced in January 2022 part way through the financial year and therefore figures and details will change as the year progresses. Some figures are subject to updating as the year progresses and will be added to this report as the report is finalised.
- 1.2 The portfolio is currently valued at £102.35M (31/03/2021).
- 1.3 So far this financial year the Council has negotiated lease renewals, new lettings and rent reviews to an increased value of approximately £86.5K (13/01/2022) annually on Council property, excluding transfers to the new property company. Property and Estates Services have established and will support the activities of Tunbridge Wells Property Holdings Ltd.
- 1.4 All property rentals that are subject to an annual rental increase at the RPI were increased over this financial year to date, resulting in a rental increase of £9.65K (13/01/2022) per annum (included in the figure given in 1.3). These reviews are usually based on the previous year's RPI figure which was 2.9% for April 2020/21.
- 1.5 Vacant space on the portfolio has been reduced by letting or licensing space to reduce occupation liabilities and to achieve rental income. Property and Estates continues with the disposal of surplus land held by the Council from the review that was commenced a few years ago, continuing to identify and dispose of specific sites for development for affordable housing, for private residential development or other regenerative purposes.
- 1.6 The Planned Maintenance Programme for the financial year 2021/22 will have completed works to the value of £625K to ensure compliance with statutory requirements and to carry out priority repairs and upgrades to maintain assets and as indicated in the 10 year PMP additional planned maintenance expenditure will be required to maintain assets and prevent dilapidation.
- 1.7 Capital projects to the value of £9.722M have been progressed or completed 2021/22.
- 1.8 Capital receipts to the value of £2.6M (13/01/2022) have been received from the disposal of surplus land and assets of which £1.74M was passed to Southborough Town Council for the land they owned as part of the Bright Ridge/Speldhurst Road, Southborough disposal.
- 1.9 No property assets have been acquired during this period.

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- 1.10 The AMP outlines the forward projection and management strategy for the Property Asset Portfolio in 2022/23. It identifies the aims and objectives for next year.
- 1.11 Following the declaration of global climate and biodiversity emergencies by the Council in July 2019 the Climate Emergency Advisory Panel contracted Laser to produce a Carbon Audit and a Carbon Reduction Plan. The initial results of this work in respect of the Councils estate are set out under sustainability in the cross-cutting considerations of this covering report. Recommendations arising from this work have been included in the revised draft AMP 2022/23. The AMP will be critical in identifying, planning, and delivering on energy saving and carbon reduction interventions.

2. Options Considered

- 2.1 **Option 1:** That Full Council approves and adopts the Asset Management Plan 2022/23. The consultation started on 20 December 2021 and will end on 31 January 2022.
- 2.2 **Option 2:** To not approve and adopt the AMP.

3. Preferred Option and Reason

- 3.1 **Option 1:** That Full Council approves and adopts the Asset Management Plan 2022/23.
- 3.2 Adoption of the Asset Management Plan will help the authority to improve its efficiency and focus on delivering its objectives, aiding the decision-making process. The Asset Management Plan is a requirement of the Constitution and of local government statute.

4. Consultation on Options

- 4.1 The AMP is going through the due process in accordance with the Constitution.
- 4.2 Cabinet has approved the AMP to be released for public consultation which started on 20 December 2021 and will end on 31 January 2022.
- 4.3 Management Board approved the AMP on 05 January 2022 for consideration of F & G Cabinet Advisory Board.

5. Implementation

- 5.1 Finance & Governance Cabinet Advisory Board will need to consider the AMP before any recommendation is made to Cabinet.

6. Appendices and Background Documents

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

- Appendix A: Plan Document
- Appendix B: Text for Ten Year Maintenance Plan
- Appendix C: 10 year PMP
- Appendix D: Asset Register (Investment)
- Appendix E: Asset Register (Operational)
- Appendix F: Asset Register (Non-Operational)

7. Cross Cutting Issues

A. Legal (including the Human Rights Act)

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

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

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

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

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

Human Rights Act

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

Claudette Valmond, Interim Head of Legal partnership

Interim Monitoring Officer for Tunbridge Wells Borough Council

B. Finance and Other Resources

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

Jane Fineman, Head of Finance, Procurement and Parking

C. Staffing

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

Nicky Carter, Head of HR, Customer Service and Culture

D. Risk Management

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

John Antoniadou, Estates Manager

E. Environment and Sustainability

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

To achieve this ambition the following actions are recommended: -

- Recognise the scale of emission reduction required to achieve the objective.
- Provide clear policy direction relating to the property portfolio, estate rationalisation and long-term use of buildings.
- Develop a clear pathway in terms of the property portfolio to achieve the Council's ambition on being carbon neutral by 2030
- An assessment of each project including maintenance schemes to identify the impacts on carbon emission, cost effectiveness of retrofits, energy reduction measures etc. to

Agenda Item 8

make an informed decision on meeting the ambition of being carbon neutral by 2030. Including the long-term financial implications and reputational risks of not meeting this goal.

Karin Grey, Sustainability Manager

F. Community Safety

There are no consequences of concern arising from this report.

Terry Hughes, Community Safety Manager

G. Equalities

Decision-makers are reminded of the requirement under the Public Sector Equality Duty (s149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

The Draft Asset Management plan includes proposals and projects which have the potential to support the aims of the duty to advance equality of opportunity and foster good relations with regard to:

- Property and projects – maintenance programmes that could impact on access for protected characteristics;
- Delivering the Amelia Scott project;
- Working with the Parish and Town Councils to progress community facility projects;
- Cranbrook and Paddock Wood;
- Managing the asset portfolio in accordance with the Council's Corporate Priorities and the Five Year Plan; Medium Term Financial Strategy; and the Cultural Strategy;
- Managing the asset portfolio to deliver the needs of the Council's services;
- Ongoing support for regeneration of Royal Tunbridge Wells, Cranbrook, Southborough and Paddock Wood Town Centres and working with land owners and Town and Parish Councils to progress potential opportunities including the provision of new community facilities for Cranbrook and Paddock Wood;
- Monitoring changes in compliance legislation relevant to the property portfolio and maintain and manage accordingly to ensure statutory compliance;
- Supporting development initiatives in Royal Tunbridge Wells, Cranbrook and Paddock Wood central areas.

One of the aims of the Property Management Strategy is to ensure that the portfolio is managed in accordance with the Council's Equalities Policy, with Equalities Impact Assessments being undertaken as and when appropriate. An EQIA has already been completed on the Council's five year plan and the Amelia Scott project which is referred to in the draft Asset Management Plan.

John Antoniadis, Estates Manager

H. Data Protection

No specific issues.

John Antoniadou, Estates Manager

I. Health and Safety

No specific issues.

Mike Catling, Corporate Health and Safety Advisor

J. Health and Wellbeing

No specific issues.

Rebecca Bowers

Health Improvement Team Leader

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Asset Management Plan 2022/23

Contents

1. Introduction – Function of the Asset Management Plan
2. The Council's Property Asset Portfolio
3. Summary of Property Portfolio Asset Management for 2021/22
4. Forward Projection and Management Strategy for Property Asset Portfolio 2022/23

Appendices

1. Property Management Strategy
2. Mechanisms for Achieving the Aims and Objectives of the AMP
3. External and Internal Influences
4. Land Asset Strategy
5. Ten Year Property Maintenance Plan (attached to this agenda at Appendix B)
6. Carbon Emissions for the Councils top ten sites
7. Asset Register (attached to this agenda as follows):

Appendix C – Asset Register – Investment

Appendix D – Asset Register – Operational

Appendix E – Asset Register – Non-Operational

1 Introduction – Function of the Asset Management Plan

The Asset Management Plan (AMP) defines how the Council managed, maintained, acquired and disposed of the Council's property assets over the past financial year and identifies the objectives for the 2022/23 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 contributing to the Council's revenue and capital receipts;
- Manage the asset portfolio to deliver the needs of the Council's services;
- Maximise asset value and asset use through strategic maintenance and operational planning;
- To identify, plan and deliver energy saving and carbon reduction interventions in line with the Council's Climate Emergency declaration and Five-Year Plan;
- 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 Asset Management Strategy is summarised at Appendix 1 with the mechanisms for achieving the aims and objectives of the AMP set out at Appendix 2 including the consultation processes for adoption of the AMP.

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

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

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

The AMP will support the Council in the delivery of its corporate priorities through ensuring that the portfolio is dynamically managed with focus directed towards priority areas of urgent major repair to relevant assets, investment, disposal of surplus assets, repurposing,

redeveloping and refurbishing of existing assets with potential. The AMP will develop a clear pathway for its portfolio to achieve the Council's ambition on being carbon neutral by 2030. It will ensure that asset performance is in support of the Five Year Plan and identified corporate priorities. This is evidenced by a rationalisation review that has been undertaken of the larger non-operational land assets over the past 8 years, which has successfully disposed of non-performing surplus land assets to generate capital income. Maintenance costs will be kept to a sustainable level and strategic decisions will be based on delivering services, ensuring best consideration and optimising financial return.

2 The Council's Property Asset Portfolio

The current asset portfolio was valued at £102.35 million at 31 March 2021, with an annual rental income of £1.97 million (which includes all income from rents, other rents and wayleaves) and had an annual maintenance budget of £1.024 million (2021/22). The income to capital value ratio reflects the nature of the portfolio and the fact that it is held in the majority as an operational portfolio to enable the Council to deliver its key priorities.

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

Maintenance across the portfolio is divided between Planned and Responsive currently at an approximate 60/40 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 7. The current Property Asset Portfolio comprises 64 commercial investments, 150 operational assets of which 13 are allotment sites, 2 assets under development to deliver The Amelia Scott and 275 non-operational assets. The commercial investment assets comprise those assets that are let to third parties on commercial terms and are therefore subject to the clauses within their leases for opportunities to maximise income or exploit potential development opportunities.

With regards to the 2020 carbon audit (based on 2018/19 data) of the Council's own estate and operations, the buildings contributed 68% of the total carbon emissions. With the Tunbridge Wells Sports Centre and the Town Hall contributing 31% and 24% respectively of the total building's emissions. Appendix 6 details the emissions for the Council's top ten assets.

3 Summary of Property Portfolio Asset Management 2021/22

Over the past financial year, the Council has negotiated lease renewals, new lettings and rent reviews to an increased value of approximately £86,500 (13/01/2022) annually on Council property, excluding transfers to the property company. The Council will continue to support the activities of Tunbridge Wells Property Holdings Ltd.

All property rentals that are subject to an annual rental increase at the RPI were increased over this financial year, resulting in a rental increase of approximately £9,650 (13/01/2022) per annum (included in the figure given above). These reviews are usually based on the previous year's RPI figure which was 2.9 per cent for April 2020/21.

Vacant space on the portfolio has been reduced by letting or licensing space to reduce occupation liabilities and to achieve rental income. However, the retail portfolio element has been impacted by the general decline in the retail market. Notwithstanding the decline the vacant unit at 33 Monson Road (the former ASK restaurant) has been re-let. Similarly the vacant unit of 65/67 St John's Road has also been re-let.

The Council is continuing with the disposal of surplus land held by the Council, continuing to identify and dispose of specific sites for development for residential development. In this financial year the Council has disposed of land realising a total capital receipt of £2.6 million of which £1.74 million was passed to Southborough Town Council for the land they owned as part of the Bright Ridge/Speldhurst Road, Southborough disposal.

As part of the partnership with KCC, the Council is completing the redevelopment of the former Museum and Library building and former Adult Education buildings to develop the Amelia Scott Cultural hub. This is due to complete early in the 2022/23 financial year.

The Planned Maintenance Programme for the financial year 2021/22 completed works to the value of £625,000 to ensure compliance with statutory requirements and to carry out priority repairs and upgrades to maintain assets and prevent dilapidation. Reactive Maintenance was undertaken to the value of approximately £374,000.

Capital projects to the value of £9.722 million have been progressed or completed in this financial year.

The Council can demonstrate significant contributions to its priorities through property asset management over the last financial year (2021/22). The Council has:

Estate Management

- Increased rental income from Council property assets by approximately £86,500 (13/01/2022) per annum.
- Raised the profile of the property assets and worked them to achieve maximum return financially or by delivery for Corporate Priorities. The Council has worked with partners to accommodate business or community needs.

Appendix A

- Structured proactive management of the Royal Victoria Place lease including Meadow Road Car Park and continued to work with British Land to maximise the capital and revenue value of this asset.
- Continued to maximise the rental income from the property portfolio by proactively managing rent reviews and exploiting viable opportunities for rental and capital income.
- Provided professional support to Tunbridge Wells Property Holdings Limited in reviewing and updating assured shorthold tenancies (ASTs).

Strategic Asset Management

- Negotiated a further capital receipt from the disposal of surplus land assets at Sychem Lane, Five Oak Green and Land at Bright Ridge/Speldhurst Road, Southborough producing the sum of £2.6 million of which £1.74 million was passed to Southborough Town Council for the land they owned as part of the Bright Ridge/Speldhurst Road, Southborough disposal.
- Successfully worked with Kent County Council to progress the development of The Amelia Scott (formerly known as the Tunbridge Wells Cultural and Learning 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 including the provision of new community facilities for Cranbrook and Paddock Wood.
- Continued to monitor changes in compliance legislation relevant to the property portfolio and maintain and manage accordingly to ensure statutory compliance.
- Continued to update the compliance information and continued to review and where necessary update the asset compliance risk assessments, management plans and registers and carry out any necessary remedial work identified and plan for future corrective measures to improve health and safety compliance to be in line with current regulations. This has been prioritised to cover Fire Risk, Asbestos, Legionella control and Electrical Safety but will broadly cover all levels of building compliance requirements for all assets.
- Continued the review of published data to meet the Government's transparency objectives on property targets.

Property and Projects

- Prepared management and compliance for the operation of The Amelia.
- Continued with a programme of R22 refrigerant gas phase-out on the Council's air conditioning plant.
- Progressed and or completed the capital projects to various assets within the portfolio.
- Completed a full condition survey of all built assets.
- Commenced the procurement process for a property consultancy arrangement for professional services.

Appendix A

- Procured, via a government framework, and commenced data transfer and implementation of a Property Asset Management System that integrates with other Council IT systems, including GIS and provides Housing and Finance information.
- Carried out £1.024 million focussed planned, cyclical and reactive maintenance prioritising Health & Safety, Statutory Compliance, and structural issues.
- Delivered Projects from the Capital Programme as amended post COVID-19, where some projects were held back due to funding constraints.
- Facilitated safe and compliant building shutdowns, ongoing compliance and reopening arising from the ever changing COVID-19 situation.
- Facilitated a COVID -19 Testing Centre at AHT and Camden Centre.

Development

- Managed the Development Programme budget to provide specialist professional advice to undertake initial works facilitating redevelopment and delivery of Council priority projects. The overall budget is £12.77 million (inclusive of the £10.8m expended costs on Calverley Square project).
- Continued to work in partnership with Kent County Council to facilitate the delivery and opening of the Southborough Hub.
- Continued to work in partnership with Kent County Council to deliver The Amelia Scott.
- Completed the successful Funding Applications and refurbishments to Housing for Crescent Road property refurbishment.
- Continued to work with PWTC and Cranbrook to deliver their hubs.
- Completed a number of carbon reduction related Funding Applications.

4 Forward Projection and Management Strategy for the Property Asset Portfolio 2022/23

The Council will build on these achievements during 2022/23 in the following areas:

Estate Management

- Review all rents and licence fees due to be reviewed in 2022/23 to optimise the increase in income due for that financial year.
- Manage all existing leases and grant new leases to optimise the return from rental income and to ensure that proper care, maintenance and use is made of the property assets.
- Identify targets and performance indicators to demonstrate the efficient and effective management of the property asset portfolio to ensure maximum capital and operational benefit and to present these to Management Board and Cabinet where appropriate as part of the Property Transaction Reports.

Appendix A

- Develop a clear pathway of carbon reduction for its portfolio to support in delivering on the Council's ambition on being carbon neutral by 2030.
- Seek viable opportunities to work with local community groups to improve community facilities and encourage localism.

Strategic Asset Management

- Continue to explore and secure new property investment opportunities within the Borough for expansion of the property investment portfolio and explore any potential benefits of expanding/varying the investment criteria taking into account market changes as they unfold.
- Review the tenure, existing use, obsolescence and strategy of all operational property assets to identify opportunities for increased income, operational use or asset disposal.
- Continue to work with Tunbridge Wells Target Shooting Club on the future of the site.
- Review the disposal options for the surplus Gateway building as services are relocated into The Amelia Scott.
- Manage assets to support the delivery of the corporate priorities, the Five Year Plan and the recently declared Climate Emergency ambition to make the Council's operations carbon neutral by 2030.
- Continue to review the asset base of non-performing land and property assets identifying assets for disposal to realise capital return and finalise disposal of outstanding identified sites. (See Appendix 4 for approach).
- Continue to dispose of surplus land identified including Land at Blackthorn Avenue, Tunbridge Wells and Land at Benhall Mill Road, Tunbridge Wells.
- Explore the impact of obsolescence on the Council's operational portfolio and acquire, dispose of and develop the asset portfolio to reflect this.
- Continue to identify refurbishment and development opportunities within the Council's asset portfolio and act on these to achieve the Council's objectives.
- Continue to look to acquire assets to assist in the delivery of the Council's objectives.
- Review and revise the asset management plan in accordance with the results of the Property Performance Indicators.
- Support the implementation of the Sports and Active Recreation Strategy 2016-2021 and continue to explore the acquisition and disposal of sites to deliver the sports strategy.
- Continue to work with British Land to increase the capital and revenue value of the Royal Victoria Place shopping centre.
- Continue to work with other developers to deliver place shaping and regeneration to the borough.

Property and Projects

- Review the 10-year planned maintenance programme in consultation with the respective heads of service and management team, to provide an immediate, medium

Appendix A

and long-term maintenance strategy for the Council's assets, coordinating with the Estates team to ensure effective and efficient portfolio management.

- Continue to work with the contractors to deliver an efficient and cost-effective service across both planned and responsive maintenance requirements having regard to the future potential obsolescence of identified property assets on the estate.
- Continue to onboard and develop the Property Asset Management System and integrate with requirements of the Estates, Facilities, GIS, Housing, Finance and Theatre Teams. Potential expansion to use by the Grounds Maintenance Team.
- Utilise Property Asset Management System for improved Statutory Compliance, and to provide better management information for Strategic Asset Management, Planned Maintenance Programme etc.
- Continue to operate and manage the property maintenance and servicing term contracts commenced January 2020 to deliver, best value and statutory compliance ensuring the best use of available budgets to meet current and future portfolio maintenance needs.
- Continue 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 develop the proposal to replace the life-expired buildings on the Benhall Mill Road Depot site and maximise the development potential of that site.
- Continue the significant capital programme of backlog maintenance repairs to the Town Hall, Assembly Hall Theatre and 9-10 Calverley Terrace.
- Review the condition of Great Hall car park and programme the necessary works to maintain the integrity of this asset.
- Deliver improvements to Torrington Car Park.
- Undertake a detailed carbon assessment for each project to identify costs and savings including the financial and the trajectory pathway impacts of not meeting the climate emergency ambition.
- Continue to successfully progress the reduction of carbon emissions from local authority operations and managing its property assets to achieve the targets set out in the Corporate Carbon Descent Plan including rolling out the delivery of LED lighting in TWBC multi-storey car parks, having regards to the requirements to emerge from the declaration of a Climate Emergency ambition to make the Council's operations carbon neutral by 2030.
- Ensure that the property strategy and maintenance programmes support the Council's commitment to sustainability with budgetary constraints identified and clearly set out.
- Work alongside Parking colleagues to develop future maintenance strategy for Royal Victoria Place and Meadow Road car parks, currently managed by British Land.
- Provide speedy professional and cost-effective response to changes in the COVID-19 situation.
- Onboard The Amelia Scott building, The Pantiles Car Park, Yew Tree Car Park and the additional Housing lease in properties into the Planned Maintenance programme.

Development

- Review the current maintenance requirements and future development options for the Mount Pleasant Avenue car park, Great Hall car park, Town Hall, Assembly Hall Theatre and 9/10 Calverley Terrace (and car park) assets.
- Opening of The Amelia Scott.
- Continue to review opportunities and apply for grant funding, where appropriate, to support upgrades to the property portfolio to enable the ambition of being carbon neutral by 2030 to be progressed.
- Progress the potential development of various property assets in the portfolio.
- All developments, land acquisitions and management of green spaces will include an assessment for carbon reduction and opportunities for meeting the Councils carbon neutral ambition.
- Work with the Parish and Town Councils to progress community facility projects in:
 - Cranbrook
 - Paddock Wood
- Progress with the acquisition of designated land for recreation use including use of statutory powers if required.
- Progress a tender exercise to find a suitable Co working Partner to operate space within the Town Hall.
- Work with public and private sector organisations on a number of sites including continuing to build on successful relationships with KCC, Nevill Estate, British Land, Targetfollow and AXA PPP to secure objectives within corporate priorities of the borough.

Appendix 1 - Property Management Strategy

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

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

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

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

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

Property & Estates Team

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

Management Board

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

Development Programme Structures

Programme Management Board

The Programme Management Board (PMB) manages and monitors the effective prioritisation of the Development, Community and Transformation Programmes within budgetary and resource constraints in order to optimise Programme delivery.

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

Development Programme

Development Programme Officers Group (DOG)

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

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

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

Management Board (The Amelia Scott-Steering Board internal)

The Amelia Scott is a standing item on the Management Board agenda. Officers in attendance: Chief Executive, Director of Finance, Policy and Governance (S 151 Officer), Director of Change and Communities, Head of Human Resources, Customer Services and Culture and officers as appropriate. Management Board meets regularly to review project programme, budget, design and delivery and make critical project decisions.

The project is governed by the joint KCC/TWBC Project Board.

The Amelia Scott Capital Works Group (internal)

This internal Capital Works Group reports to Management Board.

Officers in attendance: Director of Change and Communities, Head of Human Resources, Customer Services and Culture, Corporate Property Manager, and Amelia Project Manager.

The internal Capital Works Group meets weekly to review the project, to report into Management Board.

The Amelia Scott Member Oversight Panel (internal)

The Amelia Scott Member Oversight Panel (ASMOP) comprises representatives from each of the political groups and is a working group of Cabinet. ASMOP will seek to ensure that all political groups remain apprised of progress and the key issues associated with the project. Members will receive monthly Project Reports that are reported to the Board and will receive feedback from the Board as well as informing future Board decisions. It has no delegated decision-making powers and its advice and recommendations will be reported to the relevant decision maker(s).

Property Asset Oversight Panel

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

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

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

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

Estates/Finance Review Meetings

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

Royal Victoria Place Officer Group

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

RVP Maintenance Group

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

Compliance Management Group

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

Land Asset Strategy Group

Chaired by the Corporate Property Manager, this group meets monthly to review the land asset disposal programme and reports into the Development Officers Group.

Affordable Housing Group

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

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

Data Management

The data management approach is informed by the principles of the Council's Data Quality Policy. The Council has purchased and is currently implementing the introduction of a new Property Asset Management System (PAMS). Data is held as part of the IDOX Uniform Estates Management System, which is linked to the GIS system. The Council continues to review the use and content of its Estate data system to ensure that it is used to its full potential. In 2022-23 this will continue to be migrated to the new PAMS as will dates in respect of ongoing maintenance on Council land and buildings which is held on an Access Database System and monitored by Property & Estates. Each building is surveyed on a regular five yearly cycle and the building elements are individually assessed for condition to enable the Ten Year Planned Maintenance Programme to be determined. Post 2021-22 financial year the PAMS will be the main management tool.

Income due and received in respect of Rent and Licence Fees are monitored and collected through the Financial Management System. The Estates Manager is responsible for any arrears and will monitor accordingly. By working closely with Finance and Legal teams, Property and Estates assures that rental, service charge and maintenance provisions in leases and licences are observed. Control is maintained on income streams and expenditure in this way.

It is intended to consolidate the systems that hold property and asset related data into one combined system that overcomes gaps or mismatches in the supply of full and accurate information.

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

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

Consultation Process

The Asset Management Plan is considered annually by:

- The Portfolio Holder for Finance and Governance
- The Management Board
- The Finance and Governance Cabinet Advisory Board (CAB)
- Cabinet
- Council

It is also subject to internal and external consultation.

Statutory Powers

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

Appendix 3 - External and Internal Influences

National Context

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

The property market has, over the course of the past year, been impacted by the COVID-19 pandemic, the UK leaving the European Union, changes to the high street and a slowing down of the global economy and this has resulted in an increase in vacant property, a general reduction in asking rents, an increase in tenant defaults, softening of yields and increased construction costs and uncertainty in the construction sector.

The UK economy remains one large recession short of its pre-COVID-19 trajectory. The success of the vaccination programme and the re-opening of businesses resulted in demand generally exceeding supply in some sectors of the economy but falling short in others. Many firms now are expecting and preparing for a different economy with a protracted period of change. Inflation is expected to increase. The annual CPI forecast is 4.6% in April 2022.

There is still uncertainty over the pace and path of the recovery, especially in light of the growing number of infections as well as the behaviour of the virus in the UK.

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

The Town and Country Planning (Use Classes) (Amendment) (England) Regulations 2020 (July 2020) took effect on 1 September 2020. The new regulations revoke Use Classes A, B1 and D and introduce three new overarching Use Classes: Class E (Commercial, Business and Services), Class F1 (Learning and Non-Residential Institutions) and Class F2 (Local Community). Several former uses also now fall outside of these new Use Classes and are now deemed Sui Generis. The purpose of these changes are to give more flexibility in movements between uses and is in response to changing market challenges faced by owners and occupiers.

Regional/County

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

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

MKS

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

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

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

Partnership Working

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

Legislation

Localism

The Localism Act 2011 meant to offer more opportunity for smaller groups and local governments' lowest tiers to exercise powers locally. The legislation is wide ranging and deals with multiple community issues. One particular change was the introduction of a

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

Local Context

The Asset Management Plan should be read in conjunction with the Council's Five-Year Plan 2017-2022 and associated plans and strategies. These documents can be read on the Council website, whose mission is as follows:

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

The Council's Five-Year Plan 2017-2022 accounts for issues identified through the community planning process and through regular consultation and surveys with residents. In property terms the Asset Management Plan is a strategy that delivers improvements in all areas and services for the purpose of meeting local community needs.

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

Sustainability

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

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

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

Economic Position

Instability in the global economy, where major adjustments continue, is in marked contrast with the local property market. The local effect of global instability converts mainly into a corset upon the growth in property rents and capital values. The national context is of

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historically low interest rates with weak banks, a gradual removal of quantitative easing, and record investment in the FTSE 250. Uncertainty over the UK's future relationship with the EU is generally seen as being likely to accentuate a general pattern of low growth and is likely to apply for the whole period of the AMP 2022/23. Furthermore the significant adverse affects of COVID-19 are affecting all sectors of the economy and it is likely that this will still be the case in 2022.

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

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

Market impact is anticipated in the following areas:

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

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

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

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

Performance Management and Monitoring

The following performance indicators are reported to Cabinet:

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

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

Transparency

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

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

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

Appendix 4 – Land Asset Strategy

The Council reviewed and disposed of various assets listed in previous AMPs during 2014/15, 2015/16 and 2016/17. The Council has completed these reviews of the non-performing land and property assets identified in previous Asset Management Plans. In 2022/23 the Council will process outstanding actions from those reviews and continue to review all assets towards a leaner and more productive estate.

2022/23 Sites to be Reviewed

The Council will identify sites appropriate for disposal.

Feasibility studies will be undertaken of the assets. Subject to full analysis including the potential for planning permission, a recommendation for lease or sale will be made to the Finance & Governance Cabinet Advisory Board, or the Section 151 Officer in consultation with the Portfolio Holder for Finance and Governance.

The feasibility studies will be undertaken in two stages:

Stage 1 - Feasibility:

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

Stage 2 - Feasibility:

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

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

Asset Disposals in 2021/22

The following asset disposals were completed in 2021/22:

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Address	Status
Land at Sychem Lane, Five Oak Green	Sold
Land at Bright Ridge/Speldhurst Road, Southborough	Sold
33 Monson Road -Transfer of Unused Part of First Floor (flying freehold)	Sold

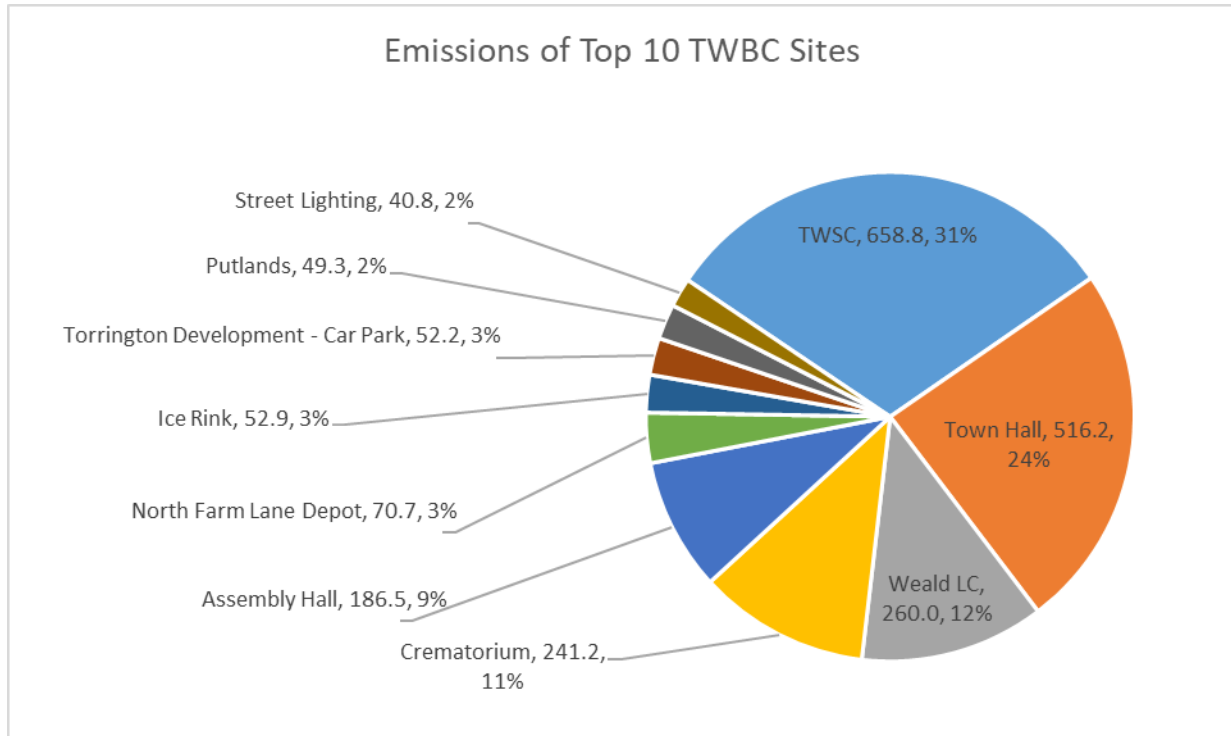
Appendix 5 – Ten Year Property Maintenance Plan

The Ten-Year Maintenance Plan as detailed in the following pages is the result of the most recent condition surveys in 2020 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.

Periodically the Council undertakes elemental surveys of the entire portfolio. This process was last completed in 2019/20. A future programme of surveys will include a 5 year cycle of elemental condition surveys, alongside detailed surveys of building elements whose priority is indicated by elemental surveys and statutory obligation.

The maintenance for Royal Victoria Place (RVP) and Meadow Road car parks comes under a service charge cost due to the long leasehold interest terms.

Appendix 6 - Carbon Emissions for the Councils top ten sites:



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Appendix B Planned Maintenance Programme 2022-2032

Background

Planned maintenance programmes for the last few years have been made in the context of the Council's Approved 5 Year Plan 2017-22. This includes the Calverley Project. The maintenance strategy for a number of key properties in the Corporate Estate, (Town Hall, Assembly Halls, 9/10 Calverley amongst others), was therefore to retain the value of the property in readiness for disposal and to ensure compliance with statutory obligations. Mid 2021 the Civic Complex Working Group confirmed the Town Hall and Assembly Hall Theatre would be retained.

The condition of the TWBC estate has deteriorated over several years where the optimum required investment has not been possible due to budgetary pressures on Council funding. The emphasis has as a consequence changed from planned preventative maintenance to reactive response maintenance as building elements fail.

The Calverley Project decision at the end of 2019 and historic funding issues has resulted in an increased maintenance backlog and a high reactive spend, in excess of 40%. The strategy of this Asset Management Plan is to address this and endeavour to meet the Audit Commission's benchmark of 70% planned, 30% reactive and reduce backlog subject to funding.

As an example: the historic condition surveys for the Town Hall alone from 2014 indicated an average required annual planned maintenance spend of £180,000 per annum from 2014-2020, totalling £900,000. The actual spend of c£400,000 total over this period has resulted in a backlog of maintenance issues, as well as some secondary damage as a result of the building element failures.

Current 2020-21 budgets are:	Amount in £
Planned Maintenance	625,000
Responsive Repairs	189,520
Maintenance/ Servicing Plant	114,080

Fire & Security	70,560
Total	999,160

Note the 10-year planned maintenance budget required, developed from Condition Surveys for 2021-31 averages £6m per annum.

Recent Activity

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

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

The Council procured, in October 2020 via the government GCloud Framework, a Property Asset Management System (TF Cloud supplied by Technology Forge) to be used to manage Property Management Information.

The process of migrating data into TF cloud and integrating with other Council systems including GIS, Housing, Finance, Facilities etc. is ongoing and the system modules will be brought into use in phases during 2021-22. The Aecom Condition Survey data has been uploaded, along with basic Property & Estates data.

Current Activity

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

Full Asbestos Management Surveys for the whole portfolio were completed in 2020-21, and the Statutory reviews undertaken in 2021-22. Full structural surveys of Council managed car parks have been undertaken in 2021 with a further programme to continue these to be put in place using PAMS.

The PAMS system has been directly linked to the Council's Geographical Information System (GIS) facilitating integration with Land Registry, Planning & Conservation, Land Ownership and others, as well as coordinating with Central Government data. Housing & Finance tenancy data was added late 2021 and is used for billing and other information. Facilities run the responsive maintenance Helpdesk through PAMS. Next modules to be added include the Contractor Portal to integrate statutory compliance testing and maintenance work records with our Maintenance Term Contractors and other suppliers.

Future Activity

The information collated from the foregoing will be reviewed alongside the rest of the Asset Management Plan, including any indications of continued building occupation arising from further political decisions, such as the building sharing strategy for the Town Hall. With the migration of data from and linkages to several other Council systems into the PAMS still taking place the attached Planned Maintenance Programme is based upon historic spend and the elemental condition surveys.

Available funds will limit the extent of Planned Maintenance able to be completed and therefore increase both reactive and backlog maintenance. Actual maintenance spend will be based on a Risk Management approach and in practice will likely be restricted to items 1-3 below.

Risks associated with maintenance will be managed in the following order of priority:-

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

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

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

The key outcomes to be achieved from undertaking maintenance are:

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

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Planned Maintenance Programme 2022-2032

Site	Total Planned 10 year spend	Condition D - action required 2022-23	Condition C - anticipated failure 2023-27	Condition B - anticipated failure 2027-32	Notes
Total	£ 64,524,769.25	£ 8,189,737.10	£ 33,321,498.91	£ 23,013,533.24	
Gateway - 8 Grosvenor Road	£ 10,600.00	£ 10,600.00	£ -	£ -	assumes disposal mid 2022
Crescent Road Car Park	£ 163,982.00	£ 27,387.00	£ 50,945.00	£ 85,650.00	
Royal Victoria Place Car Park	£ 3,260,120.49	£ 416,210.00	£ 1,265,680.00	£ 1,578,230.49	
C002 Car Park Meadow Road	£ 2,999,424.20	£ 270,210.71	£ 2,250,983.00	£ 478,230.49	
C006 Multi-Storey Car Park, Linden Park Rd	£ 127,315.59	£ 41,500.00	£ 72,940.00	£ 12,875.59	
C008 & C024 Car Park The Tanyard	£ 185,348.68	£ 1,930.00	£ 32,800.00	£ 150,618.68	
C010 Surface Car Park - Beech Street	£ 66,689.50	£ 2,330.00	£ 13,400.00	£ 50,959.50	
C011 02 Car Park Between 24 And 28 Stone Street	£ 30,194.88	£ 2,470.00	£ 4,110.00	£ 23,614.88	
C011 Car Park Adjacent 23 Stone Street	£ 13,251.13	£ 2,750.00	£ 5,519.50	£ 4,981.63	
C012 Surface Car Park - Camden Road	£ 88,528.00	£ 2,230.00	£ 9,800.00	£ 76,498.00	
Surface Car Park - Little Mount Sion	£ 25,970.00	£ 1,770.00	£ 4,650.00	£ 19,550.00	
C015 01 & 03 WC and Surface Car Park - Brenchley	£ 96,521.60	£ 3,410.00	£ 29,583.00	£ 63,528.60	
C016 01 Surface Car Park, Balcombe Hill	£ 29,070.00	£ 1,870.00	£ 2,200.00	£ 25,000.00	
C019 Surface Car Park, Regal Car Park	£ 53,806.00	£ 2,500.00	£ 7,000.00	£ 44,306.00	
C020 Surface Car Park, Northgrove Road	£ 42,784.00	£ 1,870.00	£ 3,700.00	£ 37,214.00	
C021 01, 02 & C022 Surface Car Park - Paddock Wood East & West and WC	£ 231,395.91	£ 17,750.00	£ 99,945.00	£ 113,700.91	
C029 Coach Park - West Station	£ 100,154.00	£ 2,370.00	£ 42,500.00	£ 55,284.00	
E001-01-10 Nos 9 -19 Colebrook Industrial Estate	£ 45,613.00	£ 13,475.00	£ 18,458.00	£ 13,680.00	
E002 - E006, H002 & H003. 30 - 36 Crescent Road	£ 831,737.84	£ 135,583.00	£ 620,285.00	£ 75,869.84	
E007 & E007 02 The Wesley Centre & Offices	£ 125,205.36	£ 12,650.00	£ 31,194.00	£ 81,361.36	
29-31 Monson Road	£ 191,347.36	£ 18,220.00	£ 91,207.00	£ 81,920.36	
E014 03 - 3A Rowan Tree Road	£ 129,134.45	£ 16,750.00	£ 87,384.45	£ 25,000.00	
E014 04 - 4A Rowan Tree Road	£ 101,878.24	£ 14,500.00	£ 72,378.24	£ 15,000.00	
E014 Rowan Tree Surgery	£ 230,627.72	£ 24,300.00	£ 120,172.72	£ 86,155.00	
E017 Community Centre, Showfields Rd	£ 281,976.01	£ 36,280.00	£ 150,148.01	£ 95,548.00	
E020 Chalybeate Spring	£ 24,983.34	£ 3,664.00	£ 9,319.34	£ 12,000.00	
E021 Council Depot, North Farm Lane	£ 2,275,701.93	£ 414,600.00	£ 1,400,440.93	£ 460,661.00	
E022 TN2 (former YMCA)	£ 1,213,168.48	£ 193,000.00	£ 795,168.48	£ 225,000.00	
H001 - 40 Church Road	£ 8,197.06	£ 1,040.00	£ 1,895.30	£ 5,261.76	
H014 02,03 - 2 & 2A Southfield Road	£ 170,354.73	£ 6,280.00	£ 86,694.45	£ 77,380.28	
H017 & H017 02 Cinder Hill Wood Gypsy Caravan Site	£ 256,780.49	£ 12,568.46	£ 62,085.09	£ 182,126.94	
H045 Dowding House	£ 1,089,323.66	£ 170,275.00	£ 563,730.75	£ 355,317.91	
L001 01,02,03 Kent & Sussex Crematorium	£ 1,139,828.72	£ 129,680.00	£ 543,111.22	£ 467,037.50	
L001 and L002 Tunbridge Wells Borough Council Cemetery And Crematorium	£ 1,114,582.71	£ 190,833.00	£ 471,099.70	£ 452,650.01	
L004 01,03,04,06 WC, Cafe & Stores Calverley Grounds	£ 129,792.94	£ 30,543.00	£ 50,146.76	£ 49,103.18	
L007 01,02,04 The Nevil Cricket Ground and Buildings	£ 2,826,171.57	£ 319,769.00	£ 1,953,004.34	£ 553,398.23	
L008-01 Changing Rooms - Bayham Road Recreation Ground	£ 137,490.81	£ 12,100.00	£ 83,001.32	£ 42,389.49	
L011, 01 - 06 Hawkenbury Recreation Ground and Buildings	£ 1,693,174.57	£ 73,771.00	£ 368,951.96	£ 1,250,451.61	
L012 01 Changing Room, Hilbert Recreation Ground	£ 90,989.18	£ 8,671.00	£ 48,704.47	£ 33,613.71	
L016 01,02 Gardeners Cottage & Old Laundry	£ 95,767.79	£ 12,800.00	£ 60,967.79	£ 22,000.00	
L026 The Museum, Cranbrook	£ 294,593.67	£ 29,211.00	£ 124,387.21	£ 140,995.46	
LE005 Dunorian Park, Boat Store, Kiosk, Cafe, WC, Groundkeeper, Car Park	£ 153,732.59	£ 13,250.00	£ 66,259.71	£ 74,222.88	
T001 WC, Crane Lane	£ 34,778.24	£ 7,200.00	£ 22,578.24	£ 5,000.00	
T007 WC - The Green	£ 34,014.91	£ 4,947.00	£ 24,067.91	£ 5,000.00	
T010 WC, The Street, Sissinghurst	£ 21,152.36	£ 3,520.00	£ 7,107.40	£ 10,524.96	
Z028 Tourist Information Centre	£ 23,017.61	£ 3,834.00	£ 5,359.61	£ 13,824.00	
C013 Surface Car Park - Warwick Road	£ 29,966.20	£ 26,666.20	£ 300.00	£ 3,000.00	
E016 01 Camden Centre	£ 2,597,149.76	£ 419,200.00	£ 1,307,292.49	£ 870,657.27	
E018 The Garden Hall Club	£ 575,022.37	£ 85,818.00	£ 405,497.94	£ 83,706.43	
H013 01-05 - 58 A,B,C,D London Road	£ 99,173.42	£ 1,240.00	£ 62,933.42	£ 35,000.00	
L006 01, 02 & 05 Pavilion Grosvenor Recreation Ground inc buildings	£ 43,421.15	£ 780.00	£ 35,699.73	£ 6,941.42	
L009 01 & 02 WC, & Pavilion Cadogen Recreation Ground	£ 85,561.52	£ 1,230.00	£ 62,031.52	£ 22,300.00	
T012 WC, Wellington Rocks	£ 84,279.74	£ 7,844.00	£ 30,715.74	£ 45,720.00	
Town Hall Yard Car Park	£ 2,799,370.61	£ 572,000.00	£ 2,201,848.21	£ 25,522.40	
L030 Putlands Sports & Leisure Centre	£ 3,469,721.79	£ 104,652.74	£ 884,063.44	£ 2,481,005.61	
A001 02 Surface Car Park, 9 & 10 Calverley Terrace	£ 7,069.95	£ 1,428.00	£ 3,141.95	£ 2,500.00	
A001 9 & 10 Calverley Terrace	£ 1,378,140.73	£ 383,143.00	£ 494,187.73	£ 500,810.00	
C004 Great Hall Car Park	£ 1,839,902.97	£ 352,651.00	£ 544,667.26	£ 942,584.71	
C028 Car Park Mount Pleasant Avenue	£ 37,423.20	£ 4,216.00	£ 12,226.80	£ 20,980.40	
H006 19 Rankine Road	£ 153,045.55	£ 3,948.00	£ 19,686.79	£ 129,410.76	
H010 57, The Pantiles, 10 Sussex Mews (ex 57A)	£ 341,117.62	£ 14,484.00	£ 71,273.78	£ 255,359.84	
H011 59A The Pantiles, 11 Sussex Mews (ex 59)	£ 214,227.37	£ 5,430.00	£ 27,078.18	£ 181,719.19	
H012 61, 61A, 61B The Pantiles, 12 Sussex Mews	£ 368,857.91	£ 7,658.00	£ 38,245.25	£ 322,954.66	
L002 06,07,08,09 Cemetery Depot - Garages, Stores, Storage Building & Workshops	£ 809,427.47	£ 183,237.00	£ 106,660.39	£ 519,530.08	
L013 01 Rusthall Pavilion	£ 265,306.57	£ 3,850.00	£ 19,024.35	£ 242,432.22	
L014 St Johns Recreation Ground inc Pavillion & WC	£ 364,274.45	£ 33,352.00	£ 159,668.07	£ 171,254.38	
L028 Tunbridge Wells Sports Centre	£ 10,634,760.48	£ 1,473,961.00	£ 7,230,458.14	£ 1,930,341.34	
L031 Weald Sports Centre	£ 4,613,873.69	£ 579,852.00	£ 2,541,715.01	£ 1,492,306.68	
Torrington Car Park	£ 8,424,646.97	£ 744,534.00	£ 3,252,793.56	£ 4,427,319.41	
A003 Tunbridge Wells Borough Council, Town Hall inc Assembly Halls	£ 2,998,754.45	£ 456,090.00	£ 1,975,224.26	£ 567,440.19	

Notes:

Amelia Centre maintenance excluded
Housing properties list increase excluded
Figures from 2019-20 condition surveys uplifted by BCIS indices
Future of several buildings undecided
No Carbon reduction works included
Approved Capital Programme works excluded
Deferred Capital Programme works excluded
Unapproved Capital Programme applications for 2022-23 excluded

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Tunbridge Wells Borough Council

Asset Register - Investment

Report Generated: 23-12-2021

Asset Grouping								
Investment Commercial	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	1 19 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/545	E001	F	Industrial unit	1000625 54398	560361	142091
	2 11 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/537	E001	F	Industrial unit	0100086 63649	560383	142127
	3 9 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/535	E001 01	F	Industrial unit	1000625 54340	560372	142122
	4 10 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/536	E001 02	F	Industrial unit	0100086 63649	560383	142127
	5 12 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/538	E001 03	F	Industrial Unit	1000625 54341	560391	142107
	6 13 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/539	E001 04	F	Industrial unit	1000625 54342	560388	142104
	7 14 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/540	E001 05	F	Industrial unit	1000625 54343	560384	142101
	8 15 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/541	E001 06	F	Industrial unit	0100000 65603	560379	142100
	9 17 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/543	E001 07	F	Industrial unit	0100000 65604	560373	142098
	10 16 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/542	E001 07	F	Industrial unit	0100000 69146	560375	142100

**Investment
Commercial**

11	18 Colebrook Industrial Estate Tunbridge Wells Kent TN2 3DG	EM/544	E001 08	F	Industrial unit	1000625 54408	560367	142092
12	33 Crescent Road Tunbridge Wells Kent TN1 2LZ	EM/280	E004	F	Retail. End of terrace. Victorian building. Vacant.	1000625 42700	558734	139470
13	35 Crescent Road Tunbridge Wells Kent TN1 2LZ	EM/282	E005	F	Retail. Mid terrace. Victorian building.	1000612 00263	558741	139477
14	36 Crescent Road Tunbridge Wells Kent TN1 2LZ	EM/283	E006	F	Retail. End of terrace. Victorian building. Vacant.	1000612 00264	558744	139479
15	The Wesley Centre Commercial Road Paddock Wood Tonbridge Kent TN12 6DS	EM/731	E007	F	Community. Single storey Community hall and offices.	0100086 64390	566957	144946
16	29-31 Monson Road Tunbridge Wells Kent TN1 1LS	EM/234	E011/E01 2	F	Offices. End of terrace.	0100086 69927	558592	139526
17	Rowan Tree Surgery Rowan Tree Road Tunbridge Wells Kent TN2 5PX	EM/339	E014 01	F	Doctors surgery. Single storey. End of terrace building.	0100000 70905	557459	138229
18	3A Rowan Tree Road Tunbridge Wells Kent TN2 5PX	EM/336	E014 03	F	Residential. Mid terrace. 1st and 2nd floor maisonette. Leased to housing association. Let on AST.	1000612 11622	557478	138225
19	4A Rowan Tree Road Tunbridge Wells Kent TN2 5PX	EM/338	E014 04	F	Residential. End of terrace. 1st and 2nd floor maisonette. Leased to housing association. Let on AST.	1000612 11623	557471	138227
20	Shopping Centre Car Park Market Square Ely Court And Common Areas Royal Victoria Place Tunbridge Wells Kent TN1 2SS	EM/224	E015	F	Major retail shopping centre including acquisition of some adjoining freehold interests incorporated into head lease for additional rental payment. Sold on long lease. Various sub-leases.	0100000 68616	558625	139781
21	The Garden Hall Club Wood Street Tunbridge Wells Kent TN1 2QS	EM/229	E018	F	Community. Single storey structure.	1000625 43376	558896	139856
22	The Forum The Common Tunbridge Wells Kent TN4 8YU	EM/306	E024	F	Recreation. 1930's detached building.	0100086 60484	558126	138850

Investment Commercial									
23	65 St Johns Road Tunbridge Wells Kent TN4 9TT	17/00433/ASSET	E027	F	Retail unit. Single storey.	0100241 39326	558186	140440	
24	67 St Johns Road Tunbridge Wells Kent TN4 9TT	17/00434/ASSET	E028	F	Retail unit. Single storey.	0100241 39327	558187	140439	
25	33 Monson Road Tunbridge Wells Kent TN1 1LS	17/00442/ASSET	E030	F	Restaurant. Single storey unit with conservatory frontage. Held on balance sheet as Investment Property.	1000625 42205	558587	139550	
26	69 St Johns Road Tunbridge Wells Kent TN4 9TT	17/00435/ASSET	E030	F	Retail unit. Single storey.	0100241 39328	558186	140444	
27	Apartment 10 Grove Hill House 21 - 27 Grove Hill Road Tunbridge Wells Kent TN1 1SA	18/00461/ASSET	H0018 01	LLH	Residential apartment within former office block converted to residential. Leased to TWPH Limited. Sub-let on an AST.	0100000 67144	558548	139166	
28	Apartment 13 Grove Hill House 21 - 27 Grove Hill Road Tunbridge Wells Kent TN1 1SA	18/00463/ASSET	H0018 02	LLH	Residential apartment within former office block converted to residential. Leased to TWPH Limited. Sub-let on an AST.	0100000 67147	558544	139127	
29	Apartment 18 Grove Hill House 21 - 27 Grove Hill Road Tunbridge Wells Kent TN1 1SA	18/00462/ASSET	H0018 03	LLH	Residential apartment within former office block converted to residential. Leased to TWPH Limited. Sub-let on an AST.	0100000 67152	558548	139166	
30	Apartment 23 Grove Hill House 21 - 27 Grove Hill Road Tunbridge Wells Kent TN1 1SA	19/00470/ASSET	H0018 04	LLH	Residential apartment within former office block converted to residential. Leased to TWPH Limited. Sub-let on an AST.	0100000 67157	558548	139166	
31	25 Monson Road Tunbridge Wells Kent TN1 1LS	EM/232	H004	F	Residential. Mid terrace house. Leased to TWPH Limited. Sub-let on an AST.	1000612 08358	558601	139533	
32	North Farm House Dowding Way Tunbridge Wells Kent TN2 3UY	EM/552	H005	F	Residential. Detached house formerly known as Nightstop.	1000625 54309	559653	141740	
33	Packs In The Wood Hilbert Road Tunbridge Wells Kent TN2 3SE	EM/105	H008	F	Residential. Detached house with garden. Vacant.	0100086 63213			
34	59, 59B & 59C St Johns Road Tunbridge Wells Kent TN4 9TT	12/00301/ASSET	H009	F	Retail and residential. Shop and flats.	0100086 61742	558191	140412	

Investment Commercial									
35	59 St Johns Road Tunbridge Wells Kent TN4 9TT	EM/140	H009 01	F	Retail. End of terrace. Lock up shop. Return frontage. Shop sold on long lease. TWBC retain freehold.	0100086 61675	558190	140418	
36	59B St Johns Road Tunbridge Wells Kent TN4 9TT	EM/141	H009 02	F	Residential. First floor Flat. Flat sold on long lease. TWBC retain freehold.	0100086 61604	558191	140412	
37	59C St Johns Road Tunbridge Wells Kent TN4 9TT	EM/142	H009 03	F	Residential. Second floor flat. Flat sold on long lease. TWBC retain freehold.	0100000 65874	558191	140412	
38	57A The Pantiles Tunbridge Wells Kent TN2 5TE	EM/311	H010 02	F	Residential. Ground floor flat. Leased to TWPH Limited. Sub-let on an AST.	0100000 66978	558076	138675	
39	10 Sussex Mews Tunbridge Wells Kent TN2 5QJ	EM/312	H010 03	F	Residential. Lower ground floor flat. Property sold on long lease. TWBC retain freehold.	1000612 15150	558082	138670	
40	Land And Buildings Including 57-61 The Pantil Tunbridge Wells Kent TN2 5TE	12/00302/ASSET	H010 H011 H012	F	Residential. Properties in the Pantiles including Corn Exchange.	1000625 55056	558076	138675	
41	59 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/313	H011 01	F	Residential. Occupies first and second floor maisonette. Leased to TWPH Limited. Sub-let on an AST.	1000612 15743	558072	138668	
42	59A The Pantiles Tunbridge Wells Kent TN2 5TE	EM/314	H011 02	F	Residential. Ground floor flat. Flat sold on long lease.	0100086 71534	558072	138668	
43	11 Sussex Mews Tunbridge Wells Kent TN2 5QJ	EM/547	H011 03	F	Residential. Lower ground floor flat. Property sold on long lease. TWBC retain the freehold.	1000612 15151	558069	138663	
44	61 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/315	H012	F	Retail. Ground floor rooms Let to Art Society.	1000625 55097	558064	138664	
45	61A The Pantiles Tunbridge Wells Kent TN2 5TE	EM/316	H012 01	F	Residential. First floor flat. Flat sold on long lease. TWBC retain the freehold.	0100000 66979	558064	138664	
46	12 Sussex Mews Tunbridge Wells Kent TN2 5QJ	EM/548	H012 03	F	Residential. Lower ground floor flat. Property sold on long lease. TWBC retain the freehold.	1000612 15152	558065	138660	

**Investment
Commercial**

47	8 Dudley Road Tunbridge Wells Kent TN1 1LF	EM/219	H016	F	Residential. End of terrace house divided into 4 flats. Leased to TWPH Limited. Each flat sub-let on an AST.	0100086 61285	558419	139613
48	2 John Street Tunbridge Wells Kent TN4 9RU	17/00436/ASSET	H044	F	Residential. Common parts. Leased to TWPH Limited.	0100241 39383	558183	140438
49	Apartment 1 2 John Street Tunbridge Wells Kent TN4 9RU	17/00437/ASSET	H044 01	F	Residential apartment. Leased to TWPH Limited. Sub-let on an AST.	0100241 39384	558186	140444
50	Apartment 2 2 John Street Tunbridge Wells Kent TN4 9RU	17/00438/ASSET	H044 02	F	Residential apartment. Leased to TWPH Limited. Sub-let on an AST.	0100241 39385	558191	140435
51	Apartment 3 2 John Street Tunbridge Wells Kent TN4 9RU	17/00439/ASSET	H044 03	F	Residential apartment. Leased to TWPH Limited. Sub-let on an AST.	0100241 39386	558186	140443
52	Apartment 4 2 John Street Tunbridge Wells Kent TN4 9RU	17/00440/ASSET	H044 04	F	Residential apartment. Leased to TWPH Limited. Sub-let on an AST.	0100241 39387	558188	140434
53	Apartment 5 2 John Street Tunbridge Wells Kent TN4 9RU	17/00441/ASSET	H044 05	F	Residential apartment. Leased to TWPH Limited. Sub-let on an AST.	0100241 39388	558185	140438
54	Crematorium Lodge Benhall Mill Road Tunbridge Wells Kent TN2 5JH	EM/369	L001	F	Residential. Semi detached house. Leased to TWPH Limited. Sub-let on an AST.	1000611 96363		
55	Cemetery Lodge Benhall Mill Road Tunbridge Wells Kent TN2 5JH	EM/370	L002 02	F	Residential. Detached gothic style building. Leased to TWPH Limited. Sub-let on an AST.	1000611 96362	559279	137801
56	Calverley Park Cafe Mount Pleasant Avenue Tunbridge Wells Kent TN1 2SH	EM/288	L004 01	F	Cafe. Single storey detached building.	0100086 69931	558655	139294
57	Bowling Pavilion & Green Calverley Grounds Mount Pleasant Avenue Tunbridge Wells Kent TN1 1QY	EM/290	L004 02	F	Single storey detached building.	0100086 69932	558778	139197
58	I Smile Dental Practice The Lodge Mount Pleasant Avenue Tunbridge Wells Kent TN1 1QY	18/00464/ASSET	L004 09	F	Dentist surgery. Single storey brick building with tiled pitched roof.	1000625 41987	558544	139268
59	Dunorlan Park Cafe Pembury Road Tunbridge Wells Kent TN2 3QN	EM/245	L005 01	F	Cafe. 1/2 Storey structure. Part on stilts.	1000625 54212	559891	139593

Investment Commercial	60	Boat Kiosk Dunorlan Park Pembury Road Tunbridge Wells Kent TN2 3QN	04/00016/EM	L005 02	F	Recreation. A purpose built single storey kiosk and pontoon having a steel frame and timber cladding under a flat pitched profile steel covered roof.	0100000 65901	560020	139544
	61	Boat Store Dunorlan Park Pembury Road Tunbridge Wells Kent TN2 3QN	04/00015/EM	L005 03	F	Recreation. A purpose built single storey boat store of stone construction under a flat pitched profile steel covered roof.	0100000 67979	560106	139393
	62	Refreshment Kiosk Grosvenor Recreation Ground Auckland Road Tunbridge Wells Kent TN1 2JB	07/00002/EM	L006 05	F	Cafe. Refreshment kiosk.	0100000 67189	559147	140706
	63	Culverden Stadium Culverden Down Tunbridge Wells Kent TN4 9SG	EM/93	L022	F	Recreation. Football ground with stands and buildings.	0100000 65904	557542	140747
	64	Rifle Club Warwick Park Tunbridge Wells Kent TN2 5TA	04/00906/EM	L040	F	Recreation. Shooting range land. Lease to Tunbridge Wells Target Shooting Club.	0100086 71507	559051	138199

Tunbridge Wells Borough Council

Asset Register - Operational

Report Generated: 23-12-2021

Asset Grouping								
Operational Allotments	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	1 Allotments Sandhurst Road Tunbridge Wells Kent TN2	EM/89	M001	F	Allotments. Functional Allotments.	0100000 68636	559690	141023
	2 Allotments Southwood Road Rusthall Tunbridge Wells Kent TN4	EM/124	M003	F	Allotments. Cultivated Allotment Gardens. Transferred to Rusthall Parish Council.	0100000 68637	555802	140204
	3 Ferrars Allotments Cornford Lane Tunbridge Wells Kent TN2	EM/258	M006	F	Allotments. Functional Allotments.	0100000 68638	560498	139884
	4 Allotments Eridge Road Tunbridge Wells Kent TN4	EM/364	M007	F	Allotments. Functional Allotments.	0100000 68631	557235	137820
	5 Hawkenbury Allotments Halls Hole Road Tunbridge Wells Kent TN2 4TU	EM/302	M008	F	Allotments. Functional Allotments.	0100000 65217	560029	139009
	6 Allotments Hilbert Road Tunbridge Wells Kent TN1	EM/107	M010	F	Allotments. Functional Allotments.	0100000 68641	559521	140318
	7 Charity Farm Allotments King George V Hill Tunbridge Wells Kent	EM/171	M011	F	Allotments. Functional Allotments.	0100000 68634	559335	140333
	8 Allotments Hilbert Road Tunbridge Wells Kent TN1	EM/175	M012	F	Allotments. Functional Allotments.	0100000 68641	559521	140318
	9 Allotments Reynolds Lane Tunbridge Wells Kent TN4	EM/94	M013	F	Allotments. Functional allotments.	0100000 68635	557881	140697

Operational Allotments	10	Land At Allotments Between And To The Rear Of 174-178 Upper Grosvenor Road Tunbridge Wells Kent TN1	EM/641	M014	F	Allotments. Not Functional.	1000625 42842	559040	140801
	11	Allotments Cunningham Road Tunbridge Wells Kent TN4	EM/529	M016	F	Allotments. Functional Allotments.	0100000 68630	558714	141393
	12	Allotments Merrion Way Tunbridge Wells Kent TN4 9JL	EM/79	M017	F	Allotments. Functional Allotments.	0100086 68696	558812	141148
	13	Barnetts Wood Allotments Andrew Road Southborough Tunbridge Wells Kent TN4 9DN	14/00386/ASSET	M018	F	Allotments. Functional Allotments.	0100000 68629	559168	141736

Operational Car Parks	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY	
	14	Car Park 9 - 10 Calverley Terrace Crescent Road Tunbridge Wells Kent TN1 2LU	EM/276	A001 02	F	Car Park. Private Car Park, Barrier Controlled. Part leased to Kent Police and South East Ambulance Service.	1000625 42960	558594	139466
	15	Crescent Road Multi Story Car Park Crescent Road Tunbridge Wells Kent TN1 2LU	EM/235	C001 01	F	Car Park. Multi Storey Car Park.	0100086 68493	558647	139480
	16	Car Park Meadow Road Tunbridge Wells Kent TN1 2YG	EM/218	C002	F	Car Park. Pay And Display Car Park, Multi Storey. Subject to lease with British Land.	0100000 72902	558469	139843
	17	Town Hall Yard Car Park Monson Way Tunbridge Wells Kent TN1 1LS	EM/657	C003	F	Car Park. Private Car Park. Multi Storey. Top floor leased to Town & Country Housing Group.	0100000 65329	558589	139496
	18	Great Hall Car Park Mount Pleasant Road Tunbridge Wells Kent TN1 1QQ	EM/285	C004	F	Car Park. Public Car Park. Pay And Display.	0100000 68613	558545	139216
	19	Torrington Car Park Vale Road Tunbridge Wells Kent TN1 1DJ	EM/272	C005	F	Car Park. Public Car Park. Multi Storey.	0100000 65824	558382	139206
	20	Car Park Linden Park Road Tunbridge Wells Kent TN2 5QZ	EM/318	C006	F	Car Park. Part Underground. Pay And Display Car Park.	0100000 68090	558112	138634
	21	Car Park John Street Tunbridge Wells Kent TN4 9RU	EM/131	C007	F	Car Park. Pay and Display.	0100000 68089	558154	140424

Operational Car Parks									
22	Car Park The Tanyard Cranbrook Kent TN17 3HU	EM/400	C008	F	Car Park. Free Public Car Park. Leased to Cranbrook and Sissinghurst Parish Council.	0100086 67859	577766	135968	
23	Car Park Beech Street Tunbridge Wells Kent TN1 2RU	EM/169	C010	F	Car Park. Tarmac Pay and Display Car Park.	0100000 68611	558843	140008	
24	Car Park Adjacent 23 Stone Street Tunbridge Wells Kent TN1 2QU	EM/655	C011	F	Car Park. Permit Holders only.	0100000 68617	558924	139943	
25	Car Park Between 24 And 28 Stone Street Tunbridge Wells Kent TN1 2QT	EM/227	C011 02	F	Car Park. Permit Holders only.	0100000 68618	558940	139901	
26	Car Park Camden Road Tunbridge Wells Kent TN1 2QZ	EM/170	C012	F	Car Park. Tarmac. Short Stay Pay and Display Car Park.	0100000 68614	558933	139992	
27	Car Park Warwick Road Tunbridge Wells Kent TN1 1YL	EM/308	C013	F	Car Park. Permit Holders only.	0100086 70495	558386	138926	
28	Car Park Little Mount Sion Tunbridge Wells Kent TN1	04/00007/EM	C014	F	Car Park. Pay and display car park.	0100000 66513	558375	138885	
29	Car Park Warwick Road Tunbridge Wells Kent TN1 1YL	EM/309	C014	F	Car Park. Pay and Display Public Car Park.	0100086 70495	558386	138926	
30	Car Park Adjacent To White House High Street Brenchley Tonbridge Kent TN12 7NQ	EM/723	C015	F	Car Park. Free Car Park.	0100086 69397	567894	141764	
31	Public Car Park Adjacent 47 High Brooms Road Southborough Tunbridge Wells Kent TN4	EM/63	C017	F	Car Park. Permit Holders only.	0100000 67848	559064	141583	
32	Car Park Yew Tree Road Southborough Tunbridge Wells Kent TN4 0BA	EM/57	C018	F	Car Park. Pay and Display Car Park.	0100000 64850	558204	141963	
33	Regal Car Park High Street Cranbrook Kent TN17 3DN	EM/661	C019	F	Car Park. Free Public Car Park. Leased to Cranbrook and Sissinghurst Parish Council.	0100000 68625	577464	135867	
34	Part Of Regal Car Park High Street Cranbrook Kent TN17 3DN	11/00003/TEN	C019	L	Car Park. Part of Regal Car Park. Leased to TWBC from Co-op.	0100000 68625	577464	135867	

**Operational
Car Parks**

35	Car Park Northgrove Road Hawkhurst Cranbrook Kent TN18	EM/379	C020	F	Car Park. Free Public Car Park	0100000 68092	575967	130646
36	Car Park East Commercial Road Paddock Wood Tonbridge Kent TN12 6EN	EM/517	C021 01	F	Car Park. Public Pay And Display Car Park	0100000 68628	567035	145035
37	Car Park West Commercial Road Paddock Wood Tonbridge Kent TN12 6EL	EM/515	C022	F	Car Park. Public Pay & Display Car Park. Boundary hedges maintained by Parish Council.	0100086 69746	566969	145094
38	Part Of The Car Park The Tanyard Cranbrook Kent TN17 3HU	EM/399	C024	F	Car Park. Free Public Car Park. Leased to Cranbrook and Sissinghurst Parish Council.	0100086 67859	577766	135968
39	Car Park Mount Pleasant Avenue Tunbridge Wells Kent TN1 1QY	EM/284	C028	F	Car Park. Leased Car Park To PPP. Pay and Display Parking For the Public during weekends.	0100000 68091	558516	139311
40	West Station Coach Park Linden Park Road Tunbridge Wells Kent TN2 5QL	EM/662	C029	F	Car Park. Pay and Display Public Car Park.	0100000 63853	558045	138446
41	Car Parking Area Carriers Road Cranbrook Kent TN17 3JX	EM/416	C035	F	Car Park. Free Car Park. Let to Parish Council.	0100000 64005	577597	136281
42	Car Park Royal Victoria Place Tunbridge Wells Kent TN1 2SS	EM/726	E015 01	F	Car Park. Pay and Display Public Car Park.	0100000 68616	558625	139781
43	Car Park Dunorlan Park Pembury Road Tunbridge Wells Kent TN2 3QN	EM/248	L005	F	Car Park. Free Tarmac Car Park For Visitors.	0100000 64442	560054	139648
44	Car Park Carriers Road Cranbrook Kent TN17 3JX	EM/417	L035 01	F	Car Park. Small unofficial parking area in Carriers Road, Cranbrook. Let to Parish Council.	1000625 52324	577619	136181
45	Car Park Union House Eridge Road Tunbridge Wells Kent TN4 8HF	95/00001/EM	T004	L	Car Park. An open, surface level public car park. There are 55 spaces.	0100000 68620	557943	138601
46	Basement Car Park Union House Eridge Road Tunbridge Wells Kent TN4 8HF	EM/654	T004	L	Car Park. Underground Pay and Display Car Park.	0100000 68620	557943	138601

Operational Cemeteries	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	47 Tunbridge Wells Borough Cemetery Benhall Mill Road Tunbridge Wells Kent TN2 5JJ	EM/371	L001	F	Cemetery and Crematorium. Maintained Burial Ground.	0100000 69543	559272	137695
	48 Kent & Sussex Crematorium Benhall Mill Road Tunbridge Wells Kent TN2 5JJ	EM/368	L001	F	Cemetery and Crematorium. Crematorium Complex.	1000625 54872	559059	137643
	49 Crematorium Offices And Garages Kent & Sussex Crematorium Benhall Mill Road Tunbridge Wells Kent TN2 5JJ	04/00014/EM	L001 02	F	Cemetery and Crematorium. Offices and Garages forming part of the complex.	1000625 54872	559059	137643
	50 Tunbridge Wells Borough Cemetery And Crematorium Benhall Mill Road Tunbridge Wells Kent TN2 5JH	11/00002/ASSET	L001 AND L002	F	Cemetery and Crematorium. Tunbridge Wells Borough Cemetery Crematorium and Memorial Gardens.	0100000 69543	559272	137695
	51 Benhall Mill Depot Benhall Mill Road Tunbridge Wells Kent TN2 5JH	EM/374	L002	F	Land. Yard Area.	0100241 35478	559339	137744
	52 Chapel Tunbridge Wells Borough Cemetery Benhall Mill Road Tunbridge Wells Kent TN2 5JJ	EM/372	L002 01	F	Cemetery and Crematorium. Chapel. Detached Gothic Style Building.	0100000 69544	559197	137663
	53 Woodbury Park Cemetery Woodbury Park Road Tunbridge Wells Kent TN4 9NH	EM/148	L017	F	Cemetery. Not used.	0100000 68646	558540	140158

Operational Commercial	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	54 Land At Royal Victoria Place Tunbridge Wells Kent TN1	14/00400/ASSET	E015 03	F	Land. Rear of building 7-11 Grosvenor Road. Forms part of RVP Shopping Centre.	0100086 69140	558617	139729
	55 Tourist Information Centre 1 The Corn Exchange The Pantiles Tunbridge Wells Kent TN2 5TE	14/00425/TEN	Z028	L	Tenancy at Will of Unit 1 to TWBC for Tourist Information Centre.	0100000 65702	558108	138706

Operational
Community

Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
56 Former Tunbridge Wells Adult Education Centre Monson Road Royal Tunbridge Wells Kent TN1 1LS	19/00477/ASSET		F	Former Adult Education Centre. The freehold of this building has now been transferred to Tunbridge Wells Borough Council from Kent County Council. This will now become the Amelia Scott.	1000625 42278	558521	139557
57 Mount Ephraim Tunbridge Wells Kent TN4	10/00089/EM		F	Panorama	0100086 68815	557826	139338
58 Day Centre Dowding House Commercial Road Paddock Wood Tonbridge Kent TN12 6DP	EM/508	E008	F	Community. Single Storey Detached Structure.	0100086 69659	566852	144927
59 Camden Centre 2 Market Square Royal Victoria Place Tunbridge Wells Kent TN1 2SW	EM/905	E016 01	F	Community. Community Centre.	0100086 70063	558743	139800
60 Calvary Church 1 Market Square Royal Victoria Place Tunbridge Wells Kent TN1 2SW	05/00001/EM	E016 02	F	Church. Church building.	0100086 61124	558743	139800
61 Community Centre Showfields Road Tunbridge Wells Kent TN2 5PR	EM/351	E017	F	Community. Single storey detached building.	1000625 55289	557497	138187
62 TN2 Greggs Wood Road Tunbridge Wells Kent TN2 3LZ	06/00004/EM	E022	L	Community. YMCA Community Building.	0100000 68390	560088	140946
63 Mary Caley Recreation Ground Ashley Gardens Rusthall Tunbridge Wells Kent TN4	EM/127	L018	F	Recreation. Formal Playground Area With Swings etc.	0100000 67772	556099	140064
64 Recreation Ground Allandale Road Tunbridge Wells Kent TN2 3TY	EM/109	L019	F	Recreation. Grass Area With Play Equipment.	0100000 68440	559942	140975
65 The Museum Carriers Road Cranbrook Kent TN17 3JX	EM/413	L026	F	Museum. Part of Large Detached Tudor Building.	1000625 52471	577537	136189
66 Access Road Leading To The Museum Carriers Road Cranbrook Kent TN17 3JX	12/00337/ASSET	L026 02	F	Road. Access road from Carriers Road to the museum.	0100000 64005	577597	136281

Operational Community	67 Assembly Hall Theatre Crescent Road Tunbridge Wells Kent TN1 2LU	EM/273	L027	F	Theatre. Part of Civic Building Complex.	1000625 43196	558536	139472
	68 Former Tunbridge Wells Library/Museum Monson Way Tunbridge Wells Kent TN1 1JN	EM/121	L029	F	Former Museum and Library. The freehold of this building has now been transferred to Tunbridge Wells Borough Council from Kent County Council. This will now become the Amelia Scott.	1000625 41601	558495	139551

Operational Housing	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	69 30 Crescent Road Tunbridge Wells Kent TN1 2LZ	EM/277	E002	F	Temporary Accomodation. End of terrace. Victorian building.	1000625 42698	558723	139461
	70 31 Crescent Road Tunbridge Wells Kent TN1 2LZ	EM/278	E003	F	Temporary Accomodation. Mid terrace victorian building.	1000625 42699	558726	139464
	71 40 Church Road Paddock Wood Tonbridge Kent TN12 6HB	EM/21	H001	F	Residential. Mid Terrace House.	1000611 91590	567252	145011
	72 32 Crescent Road Tunbridge Wells Kent TN1 2LZ	EM/279	H002	F	Temporary Accomodation. Mid Terrace Victorian Building.	0100086 61029	558730	139467
	73 34 Crescent Road Tunbridge Wells Kent TN1 2LZ	EM/281	H003	F	Residential. End Terrace House. Vacant.	1000612 00262	558737	139474
	74 19 Rankine Road Tunbridge Wells Kent TN2 3BJ	EM/2	H006	F	Residential. Semi Detached House.	1000612 10944	559718	141448
	75 172 Sandhurst Road Tunbridge Wells Kent TN2 3TQ	EM/4	H007	F	Residential. Mid Terrace House.	1000612 12082	559528	141146
	76 57 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/310	H010 01	F	Residential. First And Second Floor Maisonette. Let on Secure Tenancy.	1000625 55056	558076	138675
	77 59 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/530	H011	F	Residential. Storage Cupboard In Basement.	1000612 15743	558072	138668
	78 59 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/532	H011	F	Residential. Storage Cupboard In Basement.	1000612 15743	558072	138668

Operational Housing	79	59 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/531	H011	F	Residential. Storage Cupboard In Basement.	1000612 15743	558072	138668
	80	59 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/533	H011 01	F	Residential. Storage cupboard in basement.	1000612 15743	558072	138668
	81	59 The Pantiles Tunbridge Wells Kent TN2 5TE	EM/534	H011 01	F	Residential. Storage Cupboard In Basement.	1000612 15743	558072	138668
	82	61B The Pantiles Tunbridge Wells Kent TN2 5TE	EM/317	H012 02	F	Residential. Second Floor Flat. Let on Secure Tenancy.	0100000 69610	558064	138664
	83	58A London Road Southborough Tunbridge Wells Kent TN4 0PR	EM/22	H013 02	F	Residential. Victorian Conversion Flat.	1000612 07220	558109	142233
	84	58B London Road Southborough Tunbridge Wells Kent TN4 0PR	EM/23	H013 03	F	Residential. Victorian Conversion Flat.	1000612 07221	558109	142233
	85	58C London Road Southborough Tunbridge Wells Kent TN4 0PR	EM/24	H013 04	F	Residential. Victorian Conversion Flat.	1000612 07222	558109	142233
	86	58D London Road Southborough Tunbridge Wells Kent TN4 0PR	EM/25	H013 05	F	Residential. Victorian Conversion Flat.	1000612 07223	558109	142233
	87	2 Southfield Road Tunbridge Wells Kent TN4 9UL	EM/97	H014	F	Residential. End Terrace House.	1000612 13333	558161	140800
	88	2A Southfield Road Tunbridge Wells Kent TN4 9UL	EM/97.1	H014 03	F	Residential. Flat in end terrace house.	1000612 13332	558161	140800
	89	1 Pennyfields Cranbrook Kent TN17 3BZ	EM/20	H015	F	Residential. End Terrace House.	1000611 89555	577830	135564
	90	Cinder Hill Wood Gypsy Caravan Site Five Wents Matfield Tonbridge Kent TN12 7EF	EM/550	H017	F	Residential. 4 Plots With Amenity Blocks.	0100086 64185	565306	142453
91	59 Dudley Road Tunbridge Wells Kent TN1 1LE	12/00316/TEN	H022	L	Residential. Property leased from Town and Country Housing.	1000612 01361	558263	139586	
92	65 Greggs Wood Road Tunbridge Wells Kent TN2 3JQ	12/00314/TEN	H023	L	Residential. Property leased from Town and Country Housing.	1000612 04001	560030	140926	

Operational Housing	93	41 Hornbeam Avenue Southborough Tunbridge Wells Kent TN4 9XT	12/00313/TEN	H027	L	Residential. Property leased from Town and Country Housing.	1000612 06038	559683	142034
	94	35 Greggs Wood Road Tunbridge Wells Kent TN2 3JJ	12/00315/TEN	H028	L	Residential. Property leased from Town and Country Housing.	1000612 03971	559971	140798
	95	Dowding House Commercial Road Paddock Wood Tonbridge Kent	17/00443/ASSET	H045	F	Residential building	0100086 64382	566852	144927
	96	Gardeners Cottage Dunorlan Pembury Road Tunbridge Wells Kent TN2 3QB	EM/250	L016 01	F	Residential. Detached House. Let on Secure Tenancy.	1000621 11187	559989	139831
	97	29 Willow Tree Road Tunbridge Wells Kent TN2 5PU	14/00373/TEN	XX	L	Residential. Property leased from Town and Country Housing.	1000612 17272	557470	138366
	98	Flat 5 3 Molyneux Park Road Tunbridge Wells Kent TN4 8DG	14/00374/TEN	XX	L	Residential. Property leased from Town and Country Housing.	0100086 59885	557896	139557

Operational Offices	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY	
	99	9 - 10 Calverley Terrace Crescent Road Tunbridge Wells Kent TN1 2LU	04/00008/EM	A001	F	Offices. Detached structure with basement and 3 upper floors.	1000625 42960	558594	139466
	100	Tunbridge Wells Borough Council Town Hall Mount Pleasant Road Tunbridge Wells Kent TN1 1RS	EM/265	A003	F	Civic Building. Part Of Town Hall Civic Building Complex.	0100086 60629	558497	139473
	101	8 Grosvenor Road Tunbridge Wells Kent TN1 2AB	07/00001/EM	A004	F	Offices. Gateway - One stop shop providing Council and other public and voluntary sector services. Declared surplus.	1000625 43130	558494	139727
	102	Tunbridge Wells Borough Council Council Depot North Farm Lane Tunbridge Wells Kent TN2 3EE	12/00331/ASSET	E021	F	Depot. Council depot, offices and access road.	0100000 65729	560333	142668

Operational Parks	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
103	Reynolds Lane Wildlife Site Reynolds Lane Tunbridge Wells Kent TN4	14/00380/ASSET	B123	F	Land. Leisure/Woodland open space.	0100086 68748	557734	141101

Operational Parks								
104	The Grove Buckingham Road Tunbridge Wells Kent TN1 1TQ	EM/319	L003	F	Recreation. Public Recreation Ground.	0100086 70463	558573	138946
105	Calverley Grounds Mount Pleasant Avenue Tunbridge Wells Kent TN1 1QY	EM/286	L004	F	Recreation. Public Park With Tennis/Bowling Facils.	0100086 69930	558684	139253
106	Dunorlan Park Pembury Road Tunbridge Wells Kent TN2 3QN	EM/244	L005	F	Recreation. Public Park With Lake, Cafe Etc.	0100000 64442	560054	139648
107	Boating Lake Dunorlan Park Pembury Road Tunbridge Wells Kent TN2 3QA	EM/247	L005	F	Recreation. Boating Lake.	0100000 66574	559987	139842
108	Grecian Temple Dunorlan Park Pembury Road Tunbridge Wells Kent TN2 3QN	07/00003/EM	L005 05	F	Statue. The temple is an ornate summer house built in a Grecian Style in the late 19th Century.	0100000 64442	560054	139648
109	Grosvenor Recreation Ground Upper Grosvenor Road Tunbridge Wells Kent TN1 2JB	EM/99	L006	F	Recreation. Public Recreation Ground.	0100000 69403	559215	141094
110	Pavilion Grosvenor Recreation Ground Upper Grosvenor Road Tunbridge Wells Kent TN1 2JB	EM/102	L006 01	F	Recreation. Single Storey Detached Structure.	0100000 69403	559215	141094
111	Land Adjacent To Electricity Sub Station Rochdale Road Tunbridge Wells Kent TN1 2JB	14/00367/ASSET	L006 07	F	Recreation. Land adjacent to 65 Rochdale Road and forming part of Grosvenor Recreation Ground.	0100241 36898	559094	140566
112	Colebrook Recreation Grounds Apple Tree Lane Tunbridge Wells Kent TN2 3BT	10/00091/EM	L010	F	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.	0100000 68649	559727	141608
113	Hawkenbury Recreation Ground And Land Hawkenbury Road Tunbridge Wells Kent TN2 5AP	13/00341/ASSET	L011 11	F	Recreation. Recreation land and land at High Woods Lane.	0100000 67122	559781	138571
114	Hilbert Recreation Ground Hilbert Road Tunbridge Wells Kent TN1	EM/108	L012	F	Recreation. Public Recreation Ground, Football Pitches.	0100000 67728	559310	140785
115	Land Lying To South Side Of Addison Road Tunbridge Wells Kent TN2 3GG	14/00368/ASSET	L012 04	F	Recreation. Amenity land adjacent to Hilbert Recreation Ground.	0100241 35279	559312	140939

Operational Parks	116	St Johns Recreation Ground Beltring Road Tunbridge Wells Kent TN4 9RG	EM/95	L014/00/01/02/03/04/05/06	F	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.	010000067727	557926	140722
	117	St Marks Recreation Ground Frant Road Tunbridge Wells Kent TN2 5LS	EM/444	L015	F	Recreation. Recreation Ground With Rugby Pitches.	010000064461	558370	137448
	118	The Hunters Play Area (Showfields) Hunters Way Tunbridge Wells Kent TN2 5QD	EM/721	L035 02	F	Recreation. Land To Be Used As Public Open Space.	010000068657	557600	138061

Operational Public Conveniences	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	119 Public Conveniences Crescent Road Multi Story Car Park Crescent Road Tunbridge Wells Kent TN1 2UL	04/00006/EM	C001	F	Public Convenience. Single storey purpose built toilet block.	010000069609	558655	139523
	120 Public Conveniences High Street Brenchley Tonbridge Kent TN12 7NQ	EM/633	C015 03	F	Public Convenience. Single Storey Detached Building.	010008669396	567892	141777
	121 Tunbridge Wells Borough Council Public Conveniences Car Park East Commercial Road Paddock Wood Tonbridge Kent TN12 6EN	EM/632	C021	F	Public Convenience. Single Storey Detached Building.	010000069611	567020	145056
	122 Public Conveniences Tunbridge Wells Borough Cemetery Benhall Mill Road Tunbridge Wells Kent TN2 5JJ	EM/628	L002 03	F	Public Convenience. Single Storey Building Attached To Crem.	010000067971	559198	137630
	123 Public Conveniences Tunbridge Wells Borough Cemetery Benhall Mill Road Tunbridge Wells Kent TN2 5JJ	EM/373	L002 03	F	Public Convenience. Detached Single Storey Structure.	010000067971	559198	137630
	124 Public Conveniences Calverley Grounds Mount Pleasant Avenue Tunbridge Wells Kent TN1 1QY	EM/292	L004 06	F	Public Convenience. Single Storey Detached Structure.	010000069601	558551	139273
	125 Public Conveniences Dunorlan Park Pembury Road Tunbridge Wells Kent TN2 3QN	EM/246	L005 04	F	Public Convenience. Single Storey Detached Structure.	010000067169	559925	139660

Operational Public Conveniences	126	Public Conveniences Grosvenor Recreation Ground Auckland Road Tunbridge Wells Kent TN1 2JB	EM/626	L006 02	F	Public Convenience. Part Of Single Storey Pavillion.	0100000 69605	559070	140606
	127	Public Conveniences Hawkenbury Recreation Ground Hawkenbury Road Tunbridge Wells Kent TN2 5AP	EM/325	L011 05	F	Public Convenience. Single Storey Detached Structure.	0100000 67123	559869	138478
	128	Public Conveniences St Johns Recreation Ground Beltring Road Tunbridge Wells Kent TN4 9RG	EM/627	L014 02	F	Public Convenience. Single Storey Detached Structure.	0100000 69608	558017	140659
	129	Public Conveniences Maidstone Road Matfield Tonbridge Kent TN12 7LW	EM/480	T007	F	Public Convenience. Single Storey Detached Structure.	0100086 69395	565771	141644
	130	Public Conveniences Sissinghurst Road Sissinghurst Cranbrook Kent TN17 2JA	EM/432	T010	L	Public Convenience. Single Storey Detached Building.Licensed to TWBC by Parish Council.	0100000 67168	579225	137519
	131	Public Conveniences The Common Tunbridge Wells Kent TN4 8AH	EM/625	T012	F	Public Convenience. Single Storey Detached Structure	0100000 67170	557760	139211

Operational Sports Facilities	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY	
	132	Land Forming Access To Cadogan Playing Fields St Johns Road Tunbridge Wells Kent TN4 9PH	EM/903	B021	F	Land. Small strip of land giving part access to playing field.	0100000 68648	558384	141242
	133	Pavilion Grosvenor Recreation Ground Upper Grosvenor Road Tunbridge Wells Kent TN1 2JB	EM/101	L006 06	F	Recreation. Semi Derelict Corrugated Metal Shed.	0100000 69403	559215	141094
	134	Pavilion Nevill Ground Nevill Gate Tunbridge Wells Kent TN2 5ES	EM/354	L007	F	Recreation. Detached Pavillion.	0100086 69845	558844	138336
	135	Blue Mantle Stand Nevill Cricket & Athletic Ground Nevill Gate Tunbridge Wells Kent TN2 5ES	04/00013/EM	L007 02	F	Recreation. New spectator's stand.	0100086 69845	558844	138336
	136	Nevill Ground Nevill Gate Tunbridge Wells Kent TN2 5ES	EM/353	L007 05/06	F	Recreation. Public Recreation Ground With Hockey Pitch and Grandstand.	0100086 69845	558844	138336
	137	Recreation Ground Bayham Road Tunbridge Wells Kent TN2 5HX	04/00017/EM	L008 01	F	Recreation. Changing Room/Shed at Recreation Ground.	0100000 65263	559120	137458

Operational Sports Facility	138	Cadogan Playing Fields St Johns Road Tunbridge Wells Kent TN4 9PH	EM/74	L009	F	Recreation. Playing Field Marked As Football Pitch with toilets.	0100000 68648	558384	141242
	139	Pavilion Cadogan Playing Fields St Johns Road Tunbridge Wells Kent TN4 9UY	EM/902	L009 01	F	Recreation. Sports pavilion.	0100000 69596	558407	141169
	140	Colebrook Pavilion Apple Tree Lane Tunbridge Wells Kent TN2 3BT	04/00003/EM	L010	F	Recreation. Single storey pavilion.	0100000 67719	559851	141571
	141	Hawkenbury Pavilion And Car Park Hawkenbury Recreation Ground Hawkenbury Road Tunbridge Wells Kent TN2 5BW	04/00010/EM	L011 01	F	Recreation. Single storey pavilion.	0100241 35237	560065	138439
	142	Hawkenbury Recreation Ground Hawkenbury Road Tunbridge Wells Kent TN2 5AP	EM/324	L011 06	F	Recreation. Public Park, Football/Bowling Facilities.	0100000 67122	559781	138571
	143	Changing Rooms Hilbert Recreation Ground Hilbert Road Tunbridge Wells Kent TN1	EM/106	L012 01	F	Recreation. Detached Single Storey Building.	0100000 67728	559310	140785
	144	Rusthall Pavilion Southwood Road Rusthall Tunbridge Wells Kent TN4	EM/125	L013 01	F	Recreation. Detached Single Storey Structure.	0100000 67549	555867	140264
	145	Recreation Ground Southwood Road Rusthall Tunbridge Wells Kent TN4	EM/126	L013 05	F	Recreation. Formal Recreation Ground, Grassed.	0100000 69600	555815	140367
	146	Tunbridge Wells Sports Centre St Johns Road Tunbridge Wells Kent TN4 9TX	EM/73	L028	F	Sports Centre. Sports Centre/Swimming Pool.	0100086 62216	558128	141357
	147	Putlands Sports & Leisure Centre Mascalls Court Road Paddock Wood Tonbridge Kent TN12 6NZ	04/00009/EM	L030	L	Sports Centre. Purpose built sports centre.	1000625 45644	567067	144157
148	Weald Sports Centre Angley Road Cranbrook Kent TN17 2PJ	EM/901	L031	F	Recreation. Sports centre.	0100086 66393	577284	136585	
149	Play Area St Marks C Of E Primary School Ramslye Road Tunbridge Wells Kent	15/00409/TEN	L048	L	Lease of part of the recreation area	0100000 68655	556996	138122	
150	Tunbridge Wells Lawn Tennis Club Nevill Gate Tunbridge Wells Kent TN2 5ES	EM/355	L07/07	F	Recreation. Tennis Courts And Pavilion.	0100000 66152	558764	138416	

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Tunbridge Wells Borough Council

Asset Register - **Non Operational**

Report Generated: 23-12-2021

Asset Grouping								
Non-Operational Land	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	1 Land At Corner Of Liptraps Lane And Apple Tree Lane Tunbridge Wells Kent TN2	EM/70	B006	F	Land. Piece of land within fence.	0100000 64545	559740	141117
	2 Land On Corner Of Chestnut Lane And Birch Close Matfield Tonbridge Kent TN12 7JL	EM/483	B015	F	Land. Area of land on corner of Chestnut Lane and Birch Close.	1000625 45794	565972	142189
	3 Land Adjacent To 1 Brendon Close Tunbridge Wells Kent TN2 3NP	14/00376/ASSET	B019 05	F	Land. Area of land adjacent to car port of 1 Brendon Close.	0100000 64362	559758	140143
	4 Road Salomons Road Rusthall Tunbridge Wells Kent TN4 8PG	EM/210	B071	F	Land. Piece of waste land adjacent to number 11. Road is adopted highway.Waste land transferred to Rusthall Parish Council 13.08.2015.	0100000 64303	556357	139754
	5 Footpath Fremlin Close Rusthall Tunbridge Wells Kent TN4	EM/204	B075	F	Footpath to Bowen Road.	0100900 55090	555828	139936
	6 Land Adjacent To 15 Parsonage Road Rusthall Tunbridge Wells Kent TN4 8TA	14/00387/ASSET	B122	F	Land. Grass and path.	0100086 69385	555968	140061
	7 Pumping Station Cleeve Avenue Tunbridge Wells Kent TN2 4TY	14/00401/ASSET	B127	F	Land. Pumping station.	0100241 37196	560007	138797
	8 Land Adjacent To Tunbridge Wells Boys Grammar School St Johns Road Tunbridge Wells Kent TN4 9XB	14/00403/ASSET	B129	F	Land adjacent to TW Boys Grammar School	0100086 62060	558237	141497

Non-Operational Land

9	Land To Rear Of St Stephens Court Stanley Road Tunbridge Wells Kent	15/00415/ASSET	B132	F	Small parcel of land to the rear of St Stephens Court and St Barnaby's Church	0100086 61401	558844	140201
10	Land Along Langton Road Langton Green Tunbridge Wells Kent	15/00417/ASSET	B134	F	Two small pieces of land. One at Rusthall Common the second on the corner of Langton Road and Tea Garden Lane.	0100086 68385	554747	139163
11	Kevin Lynes Site North Farm Lane Tunbridge Wells Kent TN2 3EE	14/00366/ASSET	B136	F	Land. Former travellers site.	0100086 63648	560264	142609
12	Road At Wickham Gardens Rusthall Tunbridge Wells Kent	EM/672	C025	F	Road. Maintainable at public expense.	0100086 68840	556545	140042
13	Footpath Between 31and 48 Oakfield Road Matfield Tonbridge Kent TN12 7LB	EM/498	F006	F	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.	1000611 93650	565998	141535
14	Grass And Paved Areas At Showfields Showfields Road Tunbridge Wells Kent TN2 5PR	EM/340	F013	F	Land. Large amenity area, grass/concrete slabs.	0100241 35465	557440	138210
15	Footpath Between 21 And 23 Bowen Road Tunbridge Wells Kent TN4 8SU	14/00358/ASSET	F036	F	Footpath. Footpath between 21 and 23 Bowen Road and Fremlin Close	0100086 70132	555837	140064
16	Footpath Buckingham Road Tunbridge Wells Kent TN1 1TQ	14/00393/ASSET	F038	F	Footpath. Part of the footpath adjacent to The Grove.	0100000 64397	558601	138907
17	Footpath Adjacent To Orchard Lodge Dorothy Avenue Cranbrook Kent TN17	14/00396/ASSET	F039	F	Footpath. Footath adjacent to and to the rear of Orchard Lodge leading to Kirby Close.	0100000 64014	578057	135754
18	Land At North Farm Road Tunbridge Wells Kent TN2	14/00398/ASSET	F040	F	Road. Part of road and paths.	0100086 68110	559449	141538
19	Land Lying To The East Henwood Green Road Pembury Tunbridge Wells Kent TN2	14/00399/ASSET	F041	F	Land. Two pieces of land between Henwood Green Road and Beagles Wood Road.	0100086 68239	563120	140647

Non-Operational Land

20	Land At Barnetts Way Southborough Tunbridge Wells Kent	15/00406/ASSET	F042	F	Part of grass verge and road	0100086 68821	559213	141939
21	Footpath To Rear Of 25 Kirkdale Road Tunbridge Wells Kent TN1 2SB	14/00420/ASSET	F044	F	Footpath to rear of 25 Kirkdale Road	1000612 06515	558780	139919
22	Cinder Hill Wood Five Wents Matfield Tonbridge Kent TN12 7EF	EM/481	H017	F	Woodland. Large area of woodland.	0100000 71767	565361	142511
23	Parking Area Fronting 1-6 Cinder Hill Wood Five Wents Matfield Tonbridge Kent TN12 7ED	EM/484	H017 03	F	Land. Rough parking area with trees/grass.	0100000 65153	565431	142450
24	Cinder Hill Lane Five Wents Matfield Tonbridge Kent TN17	08/00345/ASSET	H017 05	F	Road. Lane leading to Caravan Site and Woodland.	0100000 65153	565431	142450
25	27 Wood Street Tunbridge Wells Kent TN1 2QS	14/00364/ASSET	H033	F	Land	1000612 17568	558928	139874
26	Land Adjacent To Clifton Cottages Clifton Road Tunbridge Wells Kent TN2 3AS	14/00357/ASSET	L010 03	F	Land. Land adjacent to Clifton Cottages and North Farm Lane. Part of Colebrook Recreation Ground but under separate Title.	0100086 63277	559540	141582
27	Land At 44 Hunters Way Tunbridge Wells Kent TN2 5QF	EM/350	L035 01	F	Car park. Concrete/tarmac car park.	1000612 06131		
28	Grass Area Rear Of 42 -60 Hawkenbury Road Tunbridge Wells Kent TN2 5BW	EM/360	L038	F	Land. Tarmac parking, grass area with swings.	1000612 04757	559757	138388
29	Recreation Ground Forest Road Tunbridge Wells Kent TN2 5DP	EM/357	L042	F	Recreation. Public recreation ground.	0100000 64334	558349	137600
30	Julian Hewitt Recreation Ground Cavendish Drive Tunbridge Wells Kent TN2	EM/321	L043	F	Residential. Grass recreation area with play equipment.	0100000 68615	558995	138566
31	Play Area To Rear Of 37 Huntleys Park Culverden Down Tunbridge Wells Kent TN4 9TD	EM/755	L047	F	Recreation. Recreation area.	1000612 00556	557665	140497
32	Land On West Side Of Hilbert Road Tunbridge Wells Kent TN1	12/00336/ASSET	M010 01	F	Land. Land between allotments and Hilbert Road registered as a separate title to K925824.	0100086 68393	559426	140333

Non-Operational Land

33	Land To Rear Of Grange Road Rusthall Tunbridge Wells Kent TN4	EM/129	M015	F	Land. Large overgrown area of uncultivated woodland to the rear of Grange Road.	0100000 64304	556759	139937
34	Land At 5-10 Southfields Speldhurst Tunbridge Wells Kent TN3 OPD	10/00033/EM	R019	F	Road. Part of road and footpaths from 5-10 Southfields. Road is adopted highway.	0100086 59463	555066	141442
35	Vale Avenue Tunbridge Wells Kent	EM/269	R038	F	Road. Tarmac road. Adopted highway. Maintained by KCC.	0100000 63929	558299	139196
36	Road And Footpath Kirby Close Cranbrook Kent TN17 3DE	14/00397/ASSET	R047	F	Footpath. Road and part of the footpath/parking area of Kirby Close.	0100000 63945	577859	135598
37	Barnetts Close Southborough Tunbridge Wells Kent	15/00423/ASSET	R051	F	Road and parking areas	0100086 68061	559254	142047
38	Land Adjacent To Public Conveniences Crane Lane Cranbrook Kent TN17 3DG	14/00362/ASSET	T001 01	F	Land. Strip of land adjacent to the public conveniences in Cranbrook.	0100086 67858	577601	135977
39	Land At Snipe Wood Romford Road Pembury Tunbridge Wells Kent TN2 4BA	EM/462	W001 01	F	Woodland. Area of woodland.	0100000 72227	564091	141628
40	Part Of Snipe Wood Romford Road Pembury Tunbridge Wells Kent TN2 4BA	EM/460	W001 02	F	Woodland. Isolated area of woodland.	0100000 72227	564091	141628
41	Land At Snipe Wood Romford Road Pembury Tunbridge Wells Kent TN2 4BA	EM/461	W001 03	F	Woodland. Isolated area of woodland.	0100000 72227	564091	141628
42	Land - Part Of High Wood High Woods Lane Tunbridge Wells Kent TN3 9AA	EM/445	W003	F	Woodland. Area of woodland.	0100000 66401	560579	138595
43	Barnetts Wood Blackthorn Avenue Southborough Tunbridge Wells Kent TN4 9YG	EM/66	W004	F	Woodland. Area of woodland. Part licenced for Grazing.	0100086 69808	559615	142180
44	Land To Rear Of Juniper Close Southborough Tunbridge Wells Kent TN4 9XS	14/00381/ASSET	W004 01	F	Land. Area of land between Juniper Close and Barnetts Wood. Separate Title to the woodland. Buffer zone between the houses and nature reserve.	0100086 68053	559648	142209

Non-Operational Land	45	Land Between Bracken Road And Gorse Road Pembury Road Tunbridge Wells Kent TN2	EM/201	W005 01	F	Land. Band of wooded area on fringe of estate.	0100086 68951	559423	139564
	46	Land To Rear Of 8 Squirrel Way Pembury Road Tunbridge Wells Kent TN2	EM/202	W005 02	F	Land. Large wooded area on fringe of estate between rear of 8 Squirrel Way and 41 Bracken Road.	0100086 68951	559423	139564
	47	Land Adjacent To Sycamore House Pembury Road Tunbridge Wells Kent TN2 3QB	EM/257	W005 04	F	Land. Wooded area on fringe of estate.	0100000 66016	560024	139935
	48	Marshleyharbour Wood Tonbridge Road Pembury Tunbridge Wells Kent TN2 4QL	EM/446	W007	F	Woodland. Area of woodland.	0100086 70026		

Non-Operational De Minimus Land	Property		Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	49	Grass Area On Corner Of Queens Road And All Saints Road Hawkhurst Cranbrook Kent TN18	EM/388	B002 01	F	Land. Grass amenity area. Triangle of land with flower beds. Road is adopted highway.	0100000 63979	576273	130387
	50	Roads And Footpaths Around All Saints Road Hawkhurst Cranbrook Kent TN18	10/00081/EM	B002 02	F	Road. Roads and footpaths. Road forms part of adopted highway.	0100000 63979	576273	130387
	51	Grass Adjacent To Oakland All Saints Road Hawkhurst Cranbrook Kent TN18 4HT	EM/387	B002 03	F	Land. Grass verge running from Oakland to the corner of All Saints Road and Queens Road.	1000611 87214	576345	130437
	52	Grass Areas At Newton Gardens Paddock Wood Tonbridge Kent TN12 6AJ	EM/512	B004 01	F	Land. 2 grass areas, trees, telephone Pole.	0100086 68565	566629	145095
	53	Footpath At 20 Newton Gardens Paddock Wood Tonbridge Kent TN12 6AJ	EM/511	B004 02	F	Footpath. Footpath and road. Footpath between 24 and 26 Newton Gardens was transferred to TCHG. Road is adopted highway.	1000611 93457	566703	145070
	54	Footpath At Newton Gardens Paddock Wood Tonbridge Kent TN12	EM/509	B004 03	F	Footpath. Tarmac footpath.	0100086 68565	566629	145095

Non-Operational De Minimus Land

55	Land Between 16 And 17 St Georges Park Tunbridge Wells Kent TN2 5NT	EM/366	B007	F	Land. Garden area of Land. Now forms part of the adopted highway system, maintainable at public expense by Kent Highway Services.	0100086 59813	557931	137572
56	Land Adjacent To The Boundary Of 39 Maidstone Road Pembury Tunbridge Wells Kent TN2 4DB	10/00007/EM	B011	F	Land. Area of land adjacent to boundary of 39 Maidstone Road.	1000612 07714	563040	141937
57	Parking And Turning Area Belfield Road Pembury Tunbridge Wells Kent TN2	10/00009/EM	B012	F	Road. Parking/turning area at the end of the road.	0100086 68230	562866	140742
58	Land Rear Of Car Park Adjacent To 76 Blackthorn Avenue Southborough Tunbridge Wells Kent TN4 9YG	12/00309/ASSET	B013	F	Land. Small area of shrubs to rear of car park adjacent to the footpath.	1000611 96866	559568	142079
59	Land Between 17 And 27 Blackthorn Avenue Southborough Tunbridge Wells Kent TN4 9YA	EM/698	B013 01	F	Land. Proposed sale area declared surplus. Part sold by auction.	0100086 68058	559397	142068
60	Grass Area Adjacent 32 Blackthorn Avenue Southborough Tunbridge Wells Kent TN4 9YG	EM/697	B013 02	F	Land. Grass Area with footpath. Proposed sale area declared surplus.	0100086 68058	559397	142068
61	Car Park Area Between 45-47 Blackthorn Avenue Southborough Tunbridge Wells Kent TN4 9YD	EM/700	B013 04	F	Car Park. Small residential car park.	1000611 96838	559477	142078
62	Footpath To Rear Of 37-61 Bright Ridge Southborough Tunbridge Wells Kent TN4 0JN	EM/44	B018 02	F	Footpath. Tarmac footpath serving rear exits.	0100000 64105	557341	141767
63	Footpath To Rear Of 67-81 Bright Ridge Southborough Tunbridge Wells Kent TN4 0JN	EM/52	B018 03	F	Footpath. Tarmac footpath serving rear exits.	1000611 97383	557292	141895
64	Land Adjacent To 6 Keel Gardens Southborough Tunbridge Wells Kent TN4 0JQ	EM/42	B018 06	F	Land. Grass recreation area adjacent to 6 Keel Gardens and parking/garage area.	0100000 64106	557368	141917
65	Grass Area Adjacent To 8 Grampian Close Tunbridge Wells Kent TN2 3NR	EM/177	B019	F	Land. Bank with bushes/trees.	1000612 03414	559829	140152
66	Grass Area To Rear Of 54 Pennine Walk Tunbridge Wells Kent TN2 3NW	EM/178	B019 01	F	Land. Part of grass verge/footpath.	1000612 09920	559837	140111

Non-Operational De Minimus Land

67	Grass Area At End Of Grampian Close Tunbridge Wells Kent TN2 3NR	EM/180	B019 02	F	Land. Grass verge.	0100000 64363	559840	140131
68	Grass Area To Rear Of 50 Pennine Walk Tunbridge Wells Kent TN2 3NW	EM/179	B019 03	F	Land. Part of grass verge/footpath.	1000612 09918	559835	140101
69	Grass Area Adjacent To 12 Grampian Close Tunbridge Wells Kent TN2 3NR	EM/176	B019 04	F	Land. Grass verge on corner of Grampian Close and Sandhurst Road. Adopted highway maintainable by Kent Highway Services.	1000612 03418	559877	140182
70	Land At Bramley Drive Cranbrook Kent TN17 3BE	10/00059/EM	B020	F	Footpath. Part of footpath and road. Road is adopted highway.	0100000 63937	577675	135714
71	Land Adjacent 7 Mendip Walk Tunbridge Wells Kent TN2 3NL	EM/187	B022 01	F	Land. Bed with bushes/trees.	1000612 08092	559647	140042
72	Grass Area Fronting 1-13 Mendip Walk Tunbridge Wells Kent TN2 3NL	EM/186	B022 02	F	Land. Grass area with trees/bushes.	0100000 64359	559578	140038
73	Grass Area Opposite The Lodge Calverley Park Gardens Tunbridge Wells Kent TN1 2JN	EM/237	B023	F	Land. Flower bed with bushes and trees.	0100086 59129	559062	139519
74	Doorstep Green Open Space Oak Road Tunbridge Wells Kent TN12 6TA	EM/71	B028 02	F	Land. Grass amenity area.	0100000 65309	559566	141424
75	Site Of Cherryfields Benenden Cranbrook Kent TN17 4DH	10/00055/EM	B029	F	Road. Road and footpaths.	0100086 68871	580675	132943
76	Roadway Fronting Court Royal Eridge Road Tunbridge Wells Kent TN4 8HT	12/00333/ASSET	B031	F	Road. Strip of pavement fronting Court Royal. Adopted highway maintainable by Kent Highway Services.	1000612 01933	557166	137741
77	Grass Areas Opposite Summervale Cottage Eridge Road Tunbridge Wells Kent TN4 8HN	EM/331	B031	F	Land. Grass amenity area with path.	0100086 59862	557366	138298
78	Grass Area Adjacent To Sub Station Eridge Road Tunbridge Wells Kent TN4 8HJ	EM/349	B031	F	Land. Footpath and grass area.	1000612 01907	557719	138511

Non-Operational De Minimus Land	79	Grass Area Eridge Road Tunbridge Wells Kent TN4 8LX	EM/330	B031 01	F	Land. Large area of grass with trees.	0100000 68550	557297	137956
	80	Grass Area Rear Of 2-24 Summervale Road Tunbridge Wells Kent TN4 8JB	EM/329	B031 02	F	Land. Grass amenity area with trees.	1000612 14975	557330	138162
	81	Grass Area Fronting 120-128 Speldhurst Road Southborough Tunbridge Wells Kent TN4 0JE	EM/50	B032 01	F	Land. Large grass amenity area with trees.	1000612 13640	557454	141683
	82	Grass Area Fronting 102-108 Speldhurst Road Southborough Tunbridge Wells Kent TN4 0JD	EM/54	B032 02	F	Land. Large grass amenity area with trees.	1000612 13631	557583	141729
	83	Grass Area Fronting 128-142 Speldhurst Road Southborough Tunbridge Wells Kent TN4 0JE	EM/48	B032 03	F	Land. Grass amenity area with trees.	1000612 13644	557424	141684
	84	Grass Area Fronting 128-142 Speldhurst Road Southborough Tunbridge Wells Kent TN4 0JE	EM/49	B032 04	F	Land. Large grass amenity area, trees/lay-by.	1000612 13644	557424	141684
	85	Grass Area Fronting 118 Speldhurst Road Southborough Tunbridge Wells Kent TN4 0JD	EM/55	B032 06	F	Land. Grass amenity area.	1000612 13639	557519	141705
	86	Grass Area Corner Speldhurst Road Fronting 102 Speldhurst Road Southborough Tunbridge Wells Kent TN4 0JD	EM/56	B032 07	F	Land. Grass amenity area.	1000612 13631	557583	141729
	87	Milkhouse Cottages Sissinghurst Cranbrook Kent TN17 2JT	10/00038/EM	B034	F	Road. Road is adopted highway.	0100000 64307	579170	137649
	88	Land At Pullington Cottages Benenden Cranbrook Kent TN17 4EG	EM/682	B035	F	Land. Grass area with road and parking. Part of the road has been adopted and is maintained by Kent Highway Services.	0100000 64912	581318	132699
89	Town Meadow Frythe Way Cranbrook Kent TN17 3AU	EM/684	B036	F	Land. Grass area.	0100086 66167	577834	135711	
90	Grass Area Fronting 9-15 St Dunstans Walk Cranbrook Kent TN17	EM/677	B037	F	Land. Grass area. Adopted highway maintainable by Kent Highway Services.	0100000 63943	577616	135748	

Non-Operational De Minimus Land

91	Road, Footpath And Parking Area Adjacent 6 Cleavers Sissinghurst Cranbrook Kent TN17 2JU	10/00053/EM	B039	F	Road, part of parking area and footpath adjacent to 6 Cleavers Close. Part adopted highway.	1000611 87738	579148	137707
92	Grass Area Between 1 And 15 Boundary Road Tunbridge Wells Kent TN2 5BH	EM/703	B040 01	F	Road. Grass area and road. Road is adopted highway.	0100086 62510	559554	138461
93	Footpath Between 14 And 16 Hawkenbury Road Tunbridge Wells Kent TN2 5BJ	10/00061/EM	B040 02	F	Footpath. Footpath between numbers 14 and 16.	1000612 04743	559613	138512
94	Footpath Between 105 And 107 Forest Road Tunbridge Wells Kent TN2 5BG	10/00062/EM	B040 03	F	Footpath. Footpath between 105 and 107 and front drive between 101 and 103 Forest Road.	1000612 02534	559557	138510
95	Land On Corner Of Calverley Road And 5 Decimus Place, Calverley Park Gardens Tunbridge Wells Kent TN1 2JX	EM/294	B042	F	Land. Grass area.	0100000 63179	558878	139500
96	Land Adjacent To 11 Hilbert Road Tunbridge Wells Kent TN2 3SA	EM/670	B043	F	Land. Woodland area currently maintained by the local Bee keepers.	0100000 69565	559406	140268
97	Land Adjacent 10 Aspen Way Southborough Tunbridge Wells Kent TN4 9YB	EM/695	B044	F	Land. Grass and parking area.	1000611 95644	559482	142116
98	Grass Area Adjacent To 14-18 Beagles Wood Road Pembury Tunbridge Wells Kent TN2 4HX	EM/688	B045	F	Land. Grass area.	1000611 96063	563157	141238
99	Grass Area To Rear Of Recycling Point Regal Car Park High Street Cranbrook Kent TN17 3DN	EM/397	B047	F	Car Park. Grass area bounded by fence/stream. Responsibility transferred to Cranbrook Parish Council under lease.	0100000 68590	577530	135903
100	Grass Area Adjacent To 1 Chiltern Walk Tunbridge Wells Kent TN2 3NJ	EM/240	B048 01	F	Land. Grass area with trees/bushes.	1000611 99205	559606	139961
101	Grass Area Adjacent To 12 Chiltern Walk Tunbridge Wells Kent TN2 3NJ	EM/238	B048 02	F	Land. Large grass bank with trees.	1000611 99216	559600	139989
102	Land By Garages Adjacent To 15 Chiltern Walk Tunbridge Wells Kent TN2 3NJ	EM/188	B048 03	F	Land. Small area of land adjacent to garages.	1000611 99218	559567	139955

Non-Operational De Minimus Land

103	Grass Area Fronting 23-27 Cleveland Tunbridge Wells Kent TN2 3NG	EM/239	B052 01	F	Land. Grass bank with bushes/trees.	1000611 99542	559658	140007
104	Grass Area Fronting 43 Cleveland Tunbridge Wells Kent TN2 3NH	EM/183	B052 02	F	Land. Triangle of grass.	1000611 99562	559638	140149
105	Grass Area Adjacent To 2 Cleveland Tunbridge Wells Kent TN2 3NF	EM/242	B052 03	F	Land. Steep grass bank with bushes/trees.	1000611 99518	559662	139882
106	Land Between Garages And 40 Cleveland Tunbridge Wells Kent TN2 3NG	EM/195	B052 04	F	Land. Footpath, bed with bushes.	0100000 64357	559636	139936
107	Grass Area Adjacent To 11B Cleveland Tunbridge Wells Kent TN2 3NF	EM/241	B052 05	F	Land. Grass area with trees, footpath.	1000611 99528	559604	139922
108	Grass Area Adjacent To 42 Cleveland Tunbridge Wells Kent TN2 3NG	EM/192	B052 06	F	Land. Part of footpath/grass verge.	1000611 99561	559718	139984
109	Grass Area Adjacent 74 Cleveland Tunbridge Wells Kent TN2 3NH	EM/181	B052 07	F	Land. Grass bank with trees/bushes on corner of Cleveland and Ferndale.	1000611 99578	559698	140134
110	Grass Area Fronting 60 Cleveland Tunbridge Wells Kent TN2 3NH	EM/182	B052 08	F	Land. Grass bank with small trees/retaining wall.	1000611 99571	559663	140112
111	Grass Area Fronting 35 Cleveland Tunbridge Wells Kent TN2 3NH	EM/185	B052 09	F	Land. Grass verge/walled bed with tree.	1000611 99554	559611	140110
112	Grass Area Adjacent To 40 Cleveland Tunbridge Wells Kent TN2 3NG	EM/194	B052 10	F	Land. Part of grass verge with lamp post.	1000611 99559	559728	139978
113	Grass Area Adjacent To 46 Cleveland Tunbridge Wells Kent TN2 3NG	EM/190	B052 11	F	Land. Part of grass verge.	1000611 99564	559700	139994
114	Grass Area Fronting 39 Cleveland Tunbridge Wells Kent TN2 3NH	EM/184	B052 12	F	Land. Grass verge with tree and lamp post.	1000611 99558	559618	140138
115	Grass Area Adjacent To 44 Cleveland Tunbridge Wells Kent TN2 3NG	EM/191	B052 13	F	Land. Part of grass verge.	1000611 99563	559708	139988

Non-Operational De Minimus Land

116	Land Fronting 18 Pennine Walk Tunbridge Wells Kent TN2 3NN	EM/196	B052 14	F	Land. Tarmac triangle fronting 18 Pennine Walk.	0100000 64360	559751	140095
117	Land At Lampington Row Langton Green Tunbridge Wells Kent TN3 0JG	10/00015/EM	B054	F	Land. Road and triangle of grass with footpath. The road is adopted highway and maintainable by Kent Highway Services at public expense.	0100086 70156	554264	139511
118	Grass Verge Fronting Greenend Lampington Row Langton Green Tunbridge Wells Kent TN3 0JG	10/00031/EM	B054 01	F	Land. Verge adjoining property 'Greenend'.	0100086 70156	554264	139511
119	Tunbridge Wells Borough Council Land To Rear Of 48 Clifton Road Tunbridge Wells Kent TN2 3AT	10/00025/EM	B055 01	F	Footpath. Path between 48-50 Clifton Road and land to rear of properties.	0100241 35199	559477	141358
120	Verge Fronting 4-8 Twysden Cottages Bodiam Road Sandhurst Cranbrook Kent TN18 5LF	10/00083/EM	B057 02	F	Footpath. Verge fronting 4-8.	0100086 66624	579221	127888
121	Land At Front Of 175 Hastings Road Pembury Tunbridge Wells Kent TN2 4JY	10/00005/EM	B058	F	Road. Area of land between the front garden and pavement.	1000612 04657	563446	140430
122	Verge Fronting 8 Brampton Bank Five Oak Green Road Tudeley Tonbridge Kent TN11 0PN	10/00024/EM	B059	F	Land. Verge fronting no. 8.	0100086 64000	563165	144876
123	Land Between Front Gardens Of 9 And 10 Spring Lane Bidborough Tunbridge Wells Kent TN3 0UE	10/00012/EM	B061	F	Land. Small plot of land between the front gardens of nos. 9 and 10 adjacent to roadway.	1000612 13663	556689	143113
124	Land Adjacent To 65 South View Road Tunbridge Wells Kent TN4 9BU	EM/77	B068	F	Land. Open grass area between South View Road and Montgomery Road.	0100241 35762	558999	141403
125	Roads And Footpaths Around Bankfield Way Goudhurst Cranbrook Kent TN17 1EG	10/00073/EM	B069	F	Footpath. Roads and footpaths. Road and footpath adopted.	0100086 68076	572017	137435
126	Grass Verge Angley Road Cranbrook Kent TN17	10/00063/EM	B070	F	Land. Verge adjacent to service road off Angley Road. Adopted highway maintainable by Kent Highway Services.	0100086 68483	576924	136111
127	Angley Road Cranbrook Kent TN17	10/00064/EM	B070	F	Road. Part verge and road. Adopted highway maintainable by Kent Highway Services.	0100086 68483	576924	136111

Non-Operational De Minimus Land

128	Grass Area Fronting Grounds Of Angley School Angley Road Cranbrook Kent TN17 2PJ	EM/419	B070 01	F	Land. Part of grass bank.	0100000 72817	577594	136686
129	Grass Area Fronting St Annes To Brooklands Angley Road Cranbrook Kent TN17 2PG	EM/420	B070 02	F	Footpath. Tarmac/grass verge.	1000611 87264	576959	136126
130	Grass Area Ransom Strip To Rear Of 15 Broadcloth Cranbrook Kent TN17 3RG	EM/659	B072	F	Land. Ransom strip at end of road off Wilsons Land.	1000611 87533	577646	135431
131	Footpath Between 37-41Turner Avenue Cranbrook Kent TN17 3BX	EM/411	B079	F	Land. Small ransom strip adjoining open land off Wilsons land.	1000611 90480	577718	135431
132	Land Adjoining 8 The Limes The Street Frittenden Cranbrook Kent TN17 2DL TN17 2DL	10/00043/EM	B081	F	Land. Grass strip/verge.	0100086 67025	581444	140967
133	Frythe Way Cranbrook Kent TN17	10/00048/EM	B082	F	Road. Roads and footpaths. Part of the highway is adopted.	0100000 63933	577804	135680
134	Road And Parking Area Lurkins Rise Goudhurst Cranbrook Kent TN17	10/00075/EM	B083	F	Road. Road with parking area. Adopted highway maintainable at public expense by Kent Highway Services.	0100086 68075	571905	137473
135	Part Road, Footpath And Verge Lurkins Rise Goudhurst Cranbrook Kent TN17	10/00076/EM	B083	F	Road. Road, footpath and verge. Road is adopted highway.	0100086 68075	571905	137473
136	Land Adjoining Lilac Cottage Hartley Road Cranbrook Kent TN17 3QP	10/00044/EM	B085	F	Land. Verge fronting Lilac Cottage.	1000611 88468	576211	135123
137	Strip Of Land Adjacent To 51 Dorking Road Tunbridge Wells Kent TN1 2LN	EM/174	B086	F	Land. Piece of waste ground.	1000612 01117	559295	140424
138	Land At Mount Pleasant Paddock Wood Tonbridge Kent TN12	EM/514	B090 02	F	Land. Part road, part garden, part footpath. Adopted highway maintainable by Kent Highway Services.	0100086 68564	566782	145047
139	Henwoods Crescent Pembury Tunbridge Wells Kent TN2	10/00001/EM	B091	F	Road. Part road with verge. Majority adopted highway.	0100086 68240	562940	140699

Non-Operational De Minimus Land

140	Road And Verge Adjoining 19 Campion Crescent Cranbrook Kent TN17 3QJ	10/00056/EM	B091	F	Road. Part of road and verge adjoining no. 19. Part of the road is adopted highway.	1000611 87598	576076	134915
141	Grass Areas At Bulls Place Pembury Tunbridge Wells Kent TN2 4HJ	EM/689	B092 01	F	Land. Various grass areas.	0100086 68229	562863	140924
142	Land At Grange Road Rusthall Tunbridge Wells Kent TN4	10/00027/EM	B099	F	Road. Road, footpaths, circular verge and parking. The road and footpaths form part of the adopted highway. The circular verge is owned by TWBC.	0100000 64304	556759	139937
143	Land Adjacent To 39 Albert Street Tunbridge Wells Kent TN1 2QH	10/00002/EM	B100	F	Land. Verge adjacent to 39 Albert Street and four small pieces of land.	1000611 95034	558746	139887
144	Land Adjacent To 39 Albert Street Tunbridge Wells Kent TN1 2QH	11/00300/ASSET	B100	F	Land. Grass strip of land adjacent to 39 Albert Street.	1000611 95034	558746	139887
145	Strip Of Land Adjacent To The Firs Langton Road Langton Green Tunbridge Wells Kent TN3 0BA	12/00325/ASSET	B104 04	F	Land. Strip of land along Langton Road between The Firs and Dornden.	1000612 06784	555715	139214
146	Land Opposite 49 Birling Road Tunbridge Wells Kent TN2	12/00332/ASSET	B105	F	Land. Triangle of land maintainable as verge by TWBC.	0100086 68189	558344	137795
147	Land At 1 Brook Cottages Town Hill Lamberhurst Tunbridge Wells Kent TN3 8EN	10/00057/EM	B106	F	Land. Triangle of land fronting number 1 Brook Cottages.	0100000 69097	567423	136073
148	Land To Rear Of 18 Redleaf Close Tunbridge Wells Kent TN2 3UD	10/00092/EM	B107	F	Land. Large area of land with trees and culvert.	1000612 11092	559658	140737
149	Grass Area At Herons Way Pembury Tunbridge Wells Kent	EM/458	B108	F	Grass Verge With Tree Stump. Adopted highway maintainable by Kent Highway Services.	0100086 68411	563142	141762
150	Grass Area Fronting 41 Herons Way Pembury Tunbridge Wells Kent TN2 4DW	EM/456	B108 01	F	Land. Grass area with trees, divided by drives. Adopted highway, maintainable by Kent Highway Services.	1000612 05116	563186	141819
151	Grass Area Fronting 51 Herons Way Pembury Tunbridge Wells Kent TN2 4DW	EM/457	B108 02	F	Land. Grass area with trees, divided by drives. Adopted highway, maintainable by Kent Highway Services.	1000612 05125	563196	141779

Non-Operational De Minimus Land

152	Area Of Land Fronting 10-12 Banner Farm Road Tunbridge Wells Kent TN2 5EA	EM/320	B109	F	Part highway/footpath/grass verge. Land is adopted highway. Maintainable by Kent Highway Services.	1000611 95800	558973	138720
153	Land At 98 Queens Road Tunbridge Wells Kent TN4 9JU	14/00359/ASSET	B118	F	Land. Verge fronting 98 Queens Road.	0100086 68701	558733	140646
154	Land On South Side Of Upper Grosvenor Road Tunbridge Wells Kent TN1	14/00385/ASSET	B120	F	Land. Triangle of land on corner of Upper Grosvenor Road and Grosvenor Bridge	0100241 35306	559207	140914
155	Corner Of Garden 35 Mount Pleasant Paddock Wood Tonbridge Kent TN12 6AH	14/00361/ASSET	B124	F	Land. Corner of garden. Pavement fronting 35 Mount Pleasant.	0100086 68564	566782	145047
156	1 & 2 Hope Cottages St Johns Road Tunbridge Wells Kent TN4 9TS	15/00402/ASSET	B128	F	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.	0100000 65593	558173	140372
157	Road And Parking At Common View Tunbridge Wells Kent	15/00412/ASSET	B131	F	Roadway and parking spaces. Majority of title is adopted highway and maintainable at public expense.	0100086 68223	556141	139575
158	Land To Rear Of St Stephens Cottages Stanley Road Tunbridge Wells Kent	15/00416/ASSET	B133	F	Land to rear of St Stephens Cottage adjacent to garages.	0100086 61397	558908	140186
159	Land At St Barnabas Church Stanley Road Tunbridge Wells Kent	15/00429/ASSET	B135	F	Small strip of land.	0100000 64138	558824	140171
160	Road Fronting Balcombe Cottages Balcombes Hill Goudhurst Cranbrook Kent TN12 1AZ	10/00071/EM	C016	F	Road. Road fronting Balcombe Cottages. Adopted highway. maintainable by Kent Highway Services.	0100086 69013	572249	137591
161	Land Opposite Carolyn Balcombes Hill Goudhurst Cranbrook Kent TN17 1AT	10/00072/EM	C016	F	Road. Part of footpath opposite 'Carolyn'. Land is adopted highway and maintainable by Kent Highway Services.	1000611 87319	572138	137560
162	Road, Footpaths And Parking Areas Leybourne Dell Benenden Cranbrook Kent TN17	10/00045/EM	C026	F	Road, footpaths and parking areas. The road and footpaths are adopted highway, maintainable by Kent Highway Services.	0100086 68132	581232	132811

Non-Operational De Minimus Land

163	Land Fronting Colebrook Industrial Estate Longfield Road Tunbridge Wells Kent TN2	EM/450	E001	F	Land. Grass verge adjoining road.	0100000 64679	560053	141956
164	Colebrook Industrial Estate Access Road, Parking And Land To Rear Of Units 11-19 Tunbridge Wells Kent TN2 3DG	EM/546	E001	F	Road. Road, gravel parking and grass bank. Part of land transferred to Knights Developments Ltd and has been removed from the plan.	0100000 65605	560336	142131
165	Footpath To The Rear Of 25 - 31 Monson Road Tunbridge Wells Kent TN1 1LS	13/00355/ASSET	E010 11 12	F	Footpath. Footpath including wall to rear of the row of terrace houses. Footpath to the rear of the terrace houses.	0100000 68180	558613	139523
166	Public Open Space Five Ways Mount Pleasant Road Tunbridge Wells Kent TN1	EM/217	E023	F	Road. Paved area with Millennium clocktower. Paved area is adopted highway.	0100086 70377	558464	139681
167	285 St Johns Road Tunbridge Wells Kent TN4 9XE	05/00002/EM	E025	L	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.	0100086 62177	558234	141596
168	Footpath/Driveway Rear Of 15-25 Salisbury Road Southborough Tunbridge Wells Kent TN4 9DJ	EM/64	F001	F	Footpath. Concrete driveway to garages.	0100086 63359	559095	141819
169	Footpath To Rear Of 1-5 Silverden Cottages Silverden Lane Sandhurst Cranbrook Kent TN18 5LU	10/00087/EM	F002	F	Footpath. Footpath to rear of 1-5 and verge on corner fronting no. 1.	0100086 66433	578753	127708
170	Footpath Leading To The Ridings Paddock Wood Tonbridge Kent TN12	10/00070/EM	F003	F	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.	0100086 69144	567383	145117
171	Hawkenbury Close Tunbridge Wells Kent TN2 5BL	10/00047/EM	F005	F	Roads, footpaths with areas of verge fronting Hawkenbury Road and large amenity area. Road is adopted highway.	0100000 64313	559674	138531

Non-Operational De Minimus Land

172	Road And Footpath Basden Cottages Hawkhurst Cranbrook Kent TN18 4EB	10/00079/EM	F008	F	Footpath. Road and footpath with steps. Road and layby form part of the adopted highway and are maintainable by Kent Highway Services.	0100000 65096	576256	130931
173	Grass Area Adjacent 41 George Street Tunbridge Wells Kent TN2 4SR	EM/300	F009	F	Land. Paved/grass area with seats and footpath.	1000612 03166	559207	139215
174	Footpath From The Hill To Doctor Hopes Road Cranbrook Kent TN17	EM/401	F010	F	Footpath. Footpath/track part tarmac/gravel.	0100000 63941	577790	135833
175	Grass Area And Footpath At Down Avenue Lamberhurst Tunbridge Wells Kent TN3	EM/492	F011	F	Footpath. Grass footpath/verge with trees. Road is adopted highway.	0100000 64319	567410	135488
176	Road And Footpath Queens Road Hawkhurst Cranbrook Kent TN18	10/00082/EM	F015	F	Road. Road and footpaths opposite Hammonds. Road is adopted highway.	0100000 63978	576241	130687
177	Grass Area At The Corner Of 94 Mount Pleasant Paddock Wood Tonbridge Kent TN12 6AQ	EM/510	F018	F	Land. Small piece of land, footpath.	1000611 93429	566619	145047
178	Footpath From Southfield Road To Culverden Down Tunbridge Wells Kent TN4	EM/96	F020	F	Footpath. Tarmac Footpath, Poor Condition. Adopted highway and public right of way maintainable at public expense.	0100086 68734	557588	140392
179	Tanyard Lane Off Holden Road Adjacent Holden House Holden Road Southborough Royal Tunbridge Wells Kent	EM/16	F021	F	Footpath. Tarmac footpath (poor surface). Public right of way No. 0234/WS23/1. Maintainable by KCC Public Rights of Way office.	0100000 65325	557641	142295
180	Tarmac Footpath Adjacent To Rammell Playing Field Bakers Cross Cranbrook Kent TN17	EM/402	F022	F	Footpath. Tarmac footpath and bank adjacent to road. Part of footpath is adopted highway.	0100000 69350	577961	135767
181	Footpath In Front Of 17-26 Porters Wood Petteridge Lane Matfield Tonbridge Kent TN12 7LR	EM/501	F023	F	Tarmac footpath. KCC adopted highway, maintained by Kent Highway Services.	0100086 64262	566488	140996
182	Land Opposite 35-39 Calverley Street Tunbridge Wells Kent TN1 2XD	EM/230	F024	F	Footpath. Tarmac footpath with trees. Adopted highway maintainable by Kent Highway Services.	1000611 98290	558787	139672

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183	Footpath Wellington Cottages Hawkhurst Cranbrook Kent TN18 5EL	10/00086/EM	F025	F	Footpath. Footpath to rear of Wellington Cottages.	1000611 90588	575427	131801
184	Wellington Cottages Hawkhurst Cranbrook Kent TN18 5EL	10/00085/EM	F025 01	F	Road. Road with verges and footpath. Road is adopted highway.	0100000 64670	575488	131839
185	Footpath To Rear Of 66 Victoria Road Tunbridge Wells Kent TN1 2PW	12/00308/ASSET	F027	F	Footpath. Footpath to rear of number 66 Victoria Road only.	1000612 16620	558633	139822
186	Footpath To Rear Of 20 Wiltshire Way Tunbridge Wells Kent TN2 3DD	10/00040/EM	F029	F	Footpath. Footpath to the rear of 20 Wiltshire Way.	1000612 17417	559827	141372
187	Land At Weald View Pearsons Green Road Brenchley Tonbridge Kent TN12 7DA	10/00035/EM	F030	F	Footpath. Footpath fronting numbers 2-4 Weald View.	0100086 65230	569122	142419
188	Footpath Fronting 1-12 The Beeches Horns Road Hawkhurst Cranbrook Kent TN18 4QJ	10/00080/EM	F031	F	Footpath. Footpath fronting 1-12.	0100086 65787	575281	129504
189	Land Fronting 70-78 Rusthall High Street Rusthall Tunbridge Wells Kent TN4 8SG	10/00028/EM	F032	F	Land. Strip of land fronting 70-78 Rusthall High Street. Part of land adopted highway.	0100086 59399	555927	139793
190	Footpath At Sandhurst Park Tunbridge Wells Kent TN2	10/00030/EM	F033	F	Footpath. Footpath between 39 and 41 Sandhurst Park. Part of a public right of way. Maintainable at public expense by KCC PROW office.	0100086 68148	559562	140891
191	Land At Chestnut Close Frittenden Cranbrook Kent TN17 2DE	10/00054/EM	F034	F	Footpath. Footpath and layby fronting Chestnut Close. Part now adopted highway. Land fronting no. 1 does not form part of adopted highway.	0100000 63998	581260	140857
192	Church Road And Old Kent Road Paddock Wood Tonbridge Kent TN12	10/00090/EM	F035	F	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.	0100086 68578	567250	145100

Non-Operational De Minimus Land

193	Footpath To Rear Of 70-72 Victoria Road Tunbridge Wells Kent TN1 2PW	14/00389/ASSET	F037	F	Footpath. Footpath to the rear of 2 houses at 70 and 72 Victoria Road.	0100000 64164	558630	139813
194	Footpath To Rear Of 50 Norman Road Tunbridge Wells Kent TN1 2RT	15/00419/ASSET	F043	F	Footpath to rear garden of 50 Norman Road	1000612 09146	558825	140044
195	Land Fronting 59 St Johns Road Tunbridge Wells Kent TN4 9TT	15/00428/ASSET	F045	F	Footpath fronting property.	0100086 61742	558191	140412
196	Land Lying To The South Of Mount Pleasant Paddock Wood Tonbridge Kent	14/00430/ASSET	F046	F	4 small pieces of footpath	0100086 68564	566782	145047
197	Land Adjacent Hopping Hooden Horse Church Road Paddock Wood Tonbridge Kent TN12 6HB	EM/522	H001	F	Footpath. Part of tarmac footpath.	0100086 70776		
198	Parking Area Hunters Way Tunbridge Wells Kent TN2	13/00354/ASSET	L035	F	Car Park. Parking area adjacent to 44 Hunters Way and fronting recreation ground	0100086 68434	557559	138167
199	16 Napier Road Tunbridge Wells Kent TN2 5AT	12/00307/ASSET	L041	F	Land. Land at rear licensed as garden land.	1000612 08702	559665	138620
200	14 Napier Road Tunbridge Wells Kent TN2 5AT	EM/327	L041	F	Land. Area Of Land Licensed As Garden Extension.	1000612 08700	559660	138619
201	20 Napier Road Tunbridge Wells Kent TN2 5AT	EM/553	L041	F	Land. Area of land licensed as garden extension.	1000612 08706	559675	138624
202	24 Napier Road Tunbridge Wells Kent TN2 5AT	EM/554	L041	F	Land. Area of land licensed as garden extension.	1000612 08710	559683	138627
203	26 Napier Road Tunbridge Wells Kent TN2 5AT	EM/555	L041	F	Land. Area of land licensed as garden extension.	1000612 08712	559687	138628
204	28 Napier Road Tunbridge Wells Kent TN2 5AT	EM/556	L041	F	Land. Area of land licensed as garden extension.	1000612 08714	559694	138629
205	30 Napier Road Tunbridge Wells Kent TN2 5AT	EM/557	L041	F	Land. Area of land licensed as garden extension.	1000612 08716	559698	138630

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206	34 Napier Road Tunbridge Wells Kent TN2 5AT	EM/558	L041	F	Land. Area of land licensed as garden extension.	1000612 08720	559707	138632
207	32 Napier Road Tunbridge Wells Kent TN2 5AT	EM/722	L041	F	Land. Area of land licensed as garden extension.	1000612 08718	559703	138632
208	Land Adjacent To Grange Road Allotments Wickham Gardens Rusthall Tunbridge Wells Kent TN4 8TD	EM/128	M004	F	Land. Land adjacent to allotments. Cultivated allotments fenced with gate transferred to Rusthall Parish Council.	0100086 68839	556575	140046
209	Grass Verges At Sandhurst Avenue Pembury Tunbridge Wells Kent TN2 4JZ	EM/685	R001 03	F	Land. Grass verges and road. Road and verges form part of the adopted highway and are maintained by Kent Highway Services.	0100086 68237	563424	140484
210	Lomas Lane Sandhurst Cranbrook Kent TN18	EM/426	R002	F	Road. Concrete road with speed hump.	0100086 68102	581641	128245
211	Road Winstone Scott Avenue Langton Green Tunbridge Wells Kent TN3 0JJ	10/00016/EM	R003	F	Road. Road and footpath. Part adopted highway.	0100086 70157	554351	139579
212	Access Road Northfields Speldhurst Tunbridge Wells Kent TN3	10/00014/EM	R005	F	Road. Access road.	0100086 68511	555202	141579
213	Road And Footpath At Sandhurst Road And Blakeway Tunbridge Wells Kent TN2	10/00026/EM	R007	F	Road. Roadway and a triangle of land with footpath fronting 168-176 Sandhurst Road. Road is adopted highway.	0100086 68114	559567	141168
214	Part Of Road Causton Road Cranbrook Kent TN17 3ES	10/00049/EM	R008	F	Road. Part of the road and footpaths. Road is a Public Right of Way.	0100000 64016	577354	136066
215	Part Of Road And Footpath At Henwoods Crescent Pembury Tunbridge Wells Kent TN2	10/00010/EM	R010	F	Road. Part of road and footpath. Adopted highway maintainable at public expense by Kent Highway Services.	0100086 68240	562940	140699
216	Land At The Glebe Bidborough Tunbridge Wells Kent TN3 0UR	10/00011/EM	R011	F	Road. Adopted highway maintainable at public expense by Kent Highway Services.	0100086 68965	556503	143431

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217	Land Fronting 6-16 Sychem Place Five Oak Green Tonbridge Kent TN12 6TR	10/00017/EM	R012	F	Footpath. Footpath verge fronting numbers 6-16.	1000625 45392	564280	144823
218	Road Sychem Place Five Oak Green Tonbridge Kent TN12	10/00018/EM	R012	F	Road. Cul de sac road. Adopted highway maintainable at public expense by Kent Highway Services.	0100086 69194	564233	145039
219	Land Fronting 1-6 Sychem Place Five Oak Green Tonbridge Kent TN12 6TR	10/00019/EM	R012	F	Land. Verge/path fronting numbers 1-6.	0100086 64055	564250	144790
220	Bowls Place Paddock Wood Tonbridge Kent TN12 6HX	10/00065/EM	R013	F	Road. Road and footpaths.	0100086 68775	567187	145078
221	Land At Elmhurst Avenue Pembury Tunbridge Wells Kent TN2 4DA	10/00004/EM	R014	F	Road. Road and footpath. Road is adopted highway and footpath is a Public Right of Way.	0100086 68407	562951	142052
222	Henwoods Mount Pembury Tunbridge Wells Kent TN2 4BH	10/00003/EM	R015	F	Land. Road and land/verge. Road is part adopted highway.	0100086 68402	563351	140585
223	Grass Area At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/486	R016	F	Land. Grass amenity area.	0100086 69191	564443	145306
224	Grass Area At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/487	R016 01	F	Land. Small grass amenity area.	0100086 69191	564443	145306
225	Grass Area At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/488	R016 02	F	Land. Grass amenity area.	0100086 69191	564443	145306
226	Grass Area Fronting 13 Larkfield Five Oak Green Tonbridge Kent TN12 6TG	EM/489	R016 03	F	Land. Grass amenity area.	1000625 45438	564441	145271
227	Land At Larkfield Five Oak Green Tonbridge Kent TN12 6TG	10/00021/EM	R016 04	F	Road. Path and verges fronting Five Oak Green Road at junctions of Larkfield. Road is adopted highway.	0100086 69191	564443	145306
228	Footpath At Great Footway And Gibbetts Langton Green Tunbridge Wells Kent TN3	10/00013/EM	R017	F	Road. Roads, footpaths and verges the majority of which now forms part of the adopted highway system.	0100086 68755	554994	139396

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229	Land At Gipps Cross Lane Langton Green Tunbridge Wells Kent TN3 0DH	10/00020/EM	R018	F	Road. Road and footpaths/verges, the majority of which are adopted highway.	0100086 68756	554945	139292
230	Land Fronting Houses At The End Of Gipps Cross Lane Langton Green Tunbridge Wells Kent TN3 0DH	12/00326/ASSET	R018	F	Road. Land used as driveway for the two houses at the end of the road.	0100086 68756	554945	139292
231	Land Fronting Half Acre Southfields Speldhurst Tunbridge Wells Kent TN3 0PD	10/00032/EM	R019	F	Land. Triangle of land fronting property ' Half Acre'.	0100086 59350	554996	141317
232	Footpaths And Road At Falmouth Place Five Oak Green Tonbridge Kent TN12 6RD	10/00022/EM	R021	F	Road. Road, footpaths and layby. Road adopted highway.	0100086 68862	565015	145266
233	Access Road And Car Park Fronting The Co-op High Street Cranbrook Kent TN17 3DQ	10/00029/EM	R022	F	Road. Access road, car park fronting the Co-op.	0100086 67634	577404	135880
234	Right Of Way From Hastings Road Pembury Through Chalket Lane Pembury Tunbridge Wells Kent TN2 4AA	EM/453	R025	ROW	Footpath. Vehicle access. Over A21/path through fields. Right of way only.	0100086 68165	562386	139979
235	Courthope Paddock Wood Tonbridge Kent TN12	13/00340/ASSET	R026	F	Road. Part of road adjacent to MacDonald Court. Remainder of road is adopted highway.	0100086 68579	567164	144846
236	Site Of Swifts View, Quaker Drive And Angley Walk Cranbrook Kent TN17	10/00036/EM	R027	F	Road. Roads and footpath with steps. Majority of title is adopted highway.	0100000 64003	577860	136774
237	Sandhurst Close Sandhurst Cranbrook Kent TN18	10/00084/EM	R029	F	Road. Adopted highway maintainable by Kent Highway Services.	0100000 66340	579128	127831
238	Caley Road Tunbridge Wells Kent TN2	10/00039/EM	R031	F	Road. Part of Caley Road adjoining Liptraps Lane. Adopted highway maintainable by Kent Highway Services.	0100000 64324	559701	141512
239	Wiltshire Way Tunbridge Wells Kent TN2	10/00041/EM	R032	F	Road. Part of the road at Wiltshire Way. Adopted highway maintainable by Kent Highway Services.	0100086 68113	559796	141351

Non-Operational De Minimus Land

240	STREET RECORD Liptraps Lane Tunbridge Wells Kent	10/00042/EM	R033	F	Road. Rectangular piece of land fronting the access to 46-48 Liptraps Lane. Adopted highway maintainable by Kent Highway Services.	0100000 64545	559740	141117
241	Land At Broadwater Lane Tunbridge Wells Kent TN2	10/00058/EM	R034	F	Road. Part road and footpath fronting Cobbetts Ride and footpath to the rear of number 31. Adopted highway maintainable at public expense.	0100086 68441	557661	138306
242	Street Record Orchard Close Horsmonden Tonbridge Kent TN12 8LU	10/00088/EM	R035	F	Road. Adopted highway maintainable by Kent Highway Services.	0100086 68290	569824	140654
243	Site Of Wise Acre Lamberhurst Tunbridge Wells Kent TN3 8HL	10/00034/EM	R036	F	Road. Adopted highway maintainable by Kent Highway Services.	0100000 64317	567252	135119
244	Site Of Oakfields Benenden Cranbrook Kent TN17 4HD	10/00037/EM	R037	F	Road. Access road. Adopted highway maintainable by Kent Highway Services.	0100000 65117	580521	131773
245	Mount Pleasant Avenue Tunbridge Wells Kent TN1	EM/268	R039	F	Road. Private tarmac road.	0100000 64392	558495	139404
246	Orchard Crescent Horsmonden Tonbridge Kent TN12	10/00077/EM	R040	F	Road. Road is part of the adopted highway system.	0100086 69039	570325	140681
247	Access Road Clavadel Road Paddock Wood Tonbridge Kent TN12 6EW	12/00330/ASSET	R041	F	Road. Access road for car park and rear of shops and flats.	0100086 68577	567052	145040
248	Clavadel Road Paddock Wood Tonbridge Kent TN12 6EW	13/00339/ASSET	R041 01	F	Road. Part of road to rear of 13-17 Commercial Road	0100086 68577	567052	145040
249	Land Fronting Priplan House 11 - 12 Crescent Road Tunbridge Wells Kent TN1 2LU	10/00051/EM	R042	F	Footpath. Area of footpath and road fronting Priplan House. Adopted highway maintainable by Kent Highway Services.	0100086 70056	558617	139430

Non-Operational De Minimus Land

250	Land On North East Side Of London Road Tunbridge Wells Kent TN1	14/00383/ASSET	R043	F	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.	0100000 64566	558142	138820
251	Land On The East Side Of Lansdowne Road Tunbridge Wells Kent TN1	14/00384/ASSET	R044	F	Land. Strip of land crossing either side of Lansdowne Square. Adopted highway maintainable at public expense by Kent Highway Services.	0100000 64205	558853	139647
252	Land On Corner Of Broadwater Lane Tunbridge Wells Kent TN2 5RT	15/00388/ASSET	R045	F	Land. Strip of land adjacent to 1-6 Eridge Court. Adopted highway maintainable at public expense by Kent Highway Services.	0100086 68441	557661	138306
253	Road And Footpath At Granary Paddock Wood Tonbridge Kent TN12 6HJ	14/00390/ASSET	R046	F	Road. Road and part of the footpath. The road is adopted highway and maintenance for the road lies with Kent Highways Services at KCC,	0100086 68581	567535	144800
254	Land On South East Side Of Camden Road And Garden Street Tunbridge Wells Kent	15/00414/ASSET	R048	F	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.	0100086 68930	558771	139618
255	Strip Of Land Fronting Tunbridge Wells Fire Station Grove Hill Road Tunbridge Wells Kent TN1 1SD	15/00418/ASSET	R049	F	Strip of land fronting the fire station. Land is adopted highway and maintainable by Kent Highway Services at public expense.	0100241 35167	558727	139112
256	Road And Land Greenfield Close Rusthall Tunbridge Wells Kent	15/00427/ASSET	R054	F	Road and land adjacent to site. Road is adopted highway, maintainable at public expense.	0100086 68847	556172	140158
257	Grass Verge Opposite Church Of King Charles The Martyr London Road Tunbridge Wells Kent TN1 1YX	EM/307	S011	F	Land. Part of grass bank including cold bath. Land is common land and maintainable by the Commons Conservators.	1000625 42280	558201	138816

Non-Operational De Minimus Land

258	Grass Area At Corner Of London Road And Lime Hill Road Tunbridge Wells Kent TN1	EM/221	V002 01	F	Land. Area of grass verge, illuminated sign.	0100000 64566	558142	138820
259	Grass Area At Corner Of London Road Fronting Russell Hotel 80 London Road Tunbridge Wells Kent TN1 1DZ	EM/220	V002 02	F	Land. Area of grass verge, illuminated Sign.	0100086 60788	558250	139636
260	Grass Verges At Gunlands Horsmonden Tonbridge Kent TN12 8NG	EM/692	V003	F	Land. Grass verge area and part road. Part of the road is adopted highway.	0100000 63969	570236	140839
261	Land Adjacent 37 Cobbetts Ride Tunbridge Wells Kent TN2 5QG	EM/674	V004	F	Land. Grass verge area. Part adopted highway.	1000611 99722	557672	138167
262	Grass Verge 1 Ramslye Road Tunbridge Wells Kent TN4 8LT	EM/363	V006	F	Land. Grass verge with tree.	1000612 10860	557129	137909
263	Grass Areas Sweeps Hill Close Pembury Tunbridge Wells Kent TN2 4LT	EM/471	V007	F	Land. Grass verges. Road adopted highway.	0100086 68166	562951	141063
264	Grass Area Fronting Beechwood Cottage Halls Hole Road Tunbridge Wells Kent TN2	EM/259	V008	F	Land. Large grass verge.	0100000 71700	560318	139820
265	Part Of Grass Verge And Grass Bank 106 Forest Road Tunbridge Wells Kent TN2 5BE	EM/323	V009	F	Land. Part of grass verge and grass bank.	1000612 02535	559520	138524
266	Footpath From 149 Forest Road To Benhall Mill Road Tunbridge Wells Kent TN2 5EX	EM/358	V009	F	Footpath. Public dirt track. Public right of way.	1000612 02562	559217	138137
267	Verges At Gibbet Lane Horsmonden Tonbridge Kent TN12 8NA	10/00074/EM	V012	F	Footpath. Verges fronting nos. 1, 3, 5, and 7 Gibbet Lane.	0100000 63968	569934	140776
268	Land Adjacent The Old Coach House Manor Close Tunbridge Wells Kent TN4 8YB	EM/216	V013	F	Part of tarmac footpath. Adopted highway maintained by Kent Highway Services.	1000621 10514	557464	139500
269	Land At End Of Alder Close Southborough Tunbridge Wells Kent TN4 9YE	12/00321/ASSET	V11	F	Land. Small piece of land with trees and shrubs.	0100086 68060	559511	142122
270	Land Adjacent To Snipe Wood Romford Road Pembury Tunbridge Wells Kent TN2 4BB	10/00008/EM	W001 04	F	Land. Large triangle of land adjacent to road and Snipe Wood.	1000612 11483	564365	141565

Non-Operational De Minimus Land	271	Land Adjacent To The Lodge Pembury Road Tunbridge Wells Kent TN2 3QG	EM/200	W005 03	F	Land. Small wooded triangle of land.	1000621 11198	560265	140157
	272	Land Oppsite 283 Upper Grosvenor Road Tunbridge Wells Kent TN4 9EX	EM/85	W011	F	Land. Wooded bank between road and railway.	1000625 86049	559193	141125

Non-operational	Property	Est Ref	File Ref	Council Tenure	Description	UPRN	Map Ref GEOX	Map Ref GEOY
	273 Footpath Adjacent To Tunbridge Wells Adult Education Centre Monson Way Tunbridge Wells Kent TN1 1LS	15/00408/ASSET	A003 01	F	Footpath along side and rear of building situation in Monson Way	1000625 42278	558521	139557
	274 Footpath To Rear Of 38 Goods Station Road Tunbridge Wells Kent TN1 2DB	14/00407/ASSET	B077	F	Footpath at rear of 38 Goods Station Road only. TWBC has a right of way over the rest of the footpath.	1000612 03298	558649	139862
	275 STREET RECORD Frythe Close Cranbrook Kent	15/00426/ASSET	R053	F	Road, footpath and verge. Part adopted by Kent Highway Services.	0100000 63934	577895	135673

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Treasury Management Policy & Strategy 2022/23

For Cabinet on 10 February 2022

Summary

Lead Member: Councillor Tom Dawlings, Leader of the Council (Portfolio Holder for Finance & Governance)

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

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

Report Author: Clare Hazard, Accountancy Manager

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	5 January 2022
Portfolio Holder	24 January 2022
Finance & Governance Cabinet Advisory Board	25 January 2022
Cabinet	10 February 2022
Full Council	23 February 2022

Recommendations

Officer / Committee recommendations as supported by the Portfolio Holder:

1. That the Treasury Management Policy and Strategy 2022/23, as set out in Appendix A to the report, be adopted.

1. Introduction and Background

- 1.1 This report presents the Treasury Management Policy and Strategy 2022/23 and recommends that Cabinet proposes that it is adopted by Full Council.
- 1.2 The Treasury Management Policy and Strategy forms part of the Council's financial management arrangements, ensuring a framework for decisions is in place to help maintain the Council's financial position, and support the Council in delivering its priorities.
- 1.3 The Prudential Indicators, Treasury Indicators and Treasury Management Targets included within this strategy help monitor the Council's position throughout the year.

2. Treasury Management Policy & Strategy 2022/23

- 2.1 A requirement under the Chartered Institute for Public Finance and Accountancy (CIPFA) Treasury Management Code is to prepare a Treasury Management Policy and Strategy setting out the Council's policies for managing investments and borrowing.
- 2.2 Under CIPFA's Prudential Code 2017 the Council should set out Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 2.3 The suggested Treasury Management Policy and Strategy 2022/23 is presented in **Appendix A** to this report.
- 2.4 As well as this annual strategy, the CIPFA Treasury Management Code requires the Council reports as a minimum, a mid-year report and an annual treasury report.
- 2.5 This Council meets this requirement by presenting a treasury management monitoring report to Cabinet quarterly with the fourth quarter taking the form of an annual report for the year.

3. Options Considered

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

4. Preferred Option and Reason

- 4.1 To agree and approve the content of the Treasury Management Policy and Strategy 2022/23.

5. Consultation on Options

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

Recommendation from Cabinet Advisory Board

- 5.2 The Finance & Governance Cabinet Advisory Board were consulted on 25 January 2022 and agreed the following:

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

6. Implementation

- 6.1 Once the adoption of the Treasury Management Policy and Strategy has been approved by Full Council it will be put into place commencing 1 April 2022.

7. Appendices and Background Documents

Appendices:

- Appendix A: Treasury Management Policy & Strategy 2022/23

Background Papers:

- None

8. Cross Cutting Issues

A. Legal (including the Human Rights Act)

Under Section 151 of the Local Government Act 1972 (LGA 1972) the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management.

Claudette Valmond, Interim Head of Legal Partnership

B. Finance and Other Resources

The net investment interest is an important source of income for the Council's revenue budget.

Jane Fineman, Head of Finance, Procurement & Parking

C. Staffing

No implications to staffing.

Jane Fineman, Head of Finance, Procurement & Parking

D. Risk Management

The Treasury Management Policy and Strategy sets out how the Council aims to control the risks associated with treasury management. The security of the Council's investments is the top priority when making investments and is always considered before yield. ensure that the unaudited outturn net revenue remains within the Council's Medium Term Financial Strategy.

Jane Fineman, Head of Finance, Procurement & Parking

E. Environment and Sustainability

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

Jane Fineman, Head of Finance, Procurement & Parking

F. Community Safety

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

Jane Fineman, Head of Finance, Procurement & Parking

G. Equalities

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

Jane Fineman, Head of Finance, Procurement & Parking

H. Data Protection

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

Jane Fineman, Head of Finance, Procurement & Parking

I. Health and Safety

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

Jane Fineman, Head of Finance, Procurement & Parking

J. Health and Wellbeing

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

Jane Fineman, Head of Finance, Procurement & Parking

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Tunbridge Wells Borough Council

Treasury Management Policy and Strategy 2022/23



Contents

1. Introduction
2. CIPFA Requirements
3. Treasury Management Policy Statement
4. Treasury Management Practices
5. Treasury Management Strategy
6. Annual Investment Strategy
7. Minimum Revenue Provision
8. Role of the Section 151 Officer in Treasury Management

1. Introduction and Background

1.1 Background

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

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

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

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

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

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

'the management of the authority's borrowing, investments and cash flows, its banking, money market and capital market transactions;

the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks'

1.2 Reporting Requirements

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

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

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

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

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

2 CIPFA Requirements

The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management Code.

The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement stating the policies, objectives and approach to risk management of the Council's treasury management activities (Section 3).
- Creation and maintenance of suitable Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies

and objectives, and prescribing how it will manage and control those activities (Section 4).

- Receipt by Full Council of an annual Treasury Management Strategy Statement (Section 5) including the Annual Investment Strategy (Section 6) and the Minimum Revenue Provision Policy (Section 7) for the year ahead.
- Production of a mid year review report and an annual report covering activities during the previous year (this Council presents a quarterly monitoring report to Cabinet with the fourth quarter taking the form of an annual review).
- Delegation by the Council of responsibilities for implementing and regular monitoring of its treasury management policies and practices and for the execution and administration of treasury management decisions. This Council delegates responsibility for implementation and monitoring treasury management to Cabinet and responsibility for the execution and administration of treasury management decisions to the Section 151 Officer. The role of the Section 151 Officer in treasury management is described in Section 8.
- Delegation by the Council of the role of scrutiny for treasury management strategy and policies to a specific named body (this Council delegates this responsibility to the Audit and Governance Committee).

3 Treasury Management Policy Statement

The policies and objectives of the Council's treasury management activities are as follows:

This Council defines its treasury management activities as:

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

This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.

This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance management techniques, within the context of effective risk management.

4 Treasury Management Practices

The Council has created and maintains the following Treasury Management Practices (TMPs). These TMPs set out the manner in which the Council will seek to achieve its policies and objectives and how it will manage and control these activities.

TMP 1: Risk Management

TMP 2: Performance Management

TMP 3: Decision making and analysis

TMP 4: Approved instruments, methods and techniques

TMP 5: Organisation, clarity and segregation of responsibilities, and dealing arrangements

TMP 6: Reporting requirements and management information arrangements

TMP 7: Budgeting, accounting and audit arrangements

TMP 8: Cash and cash flow management

TMP 9: Money laundering

TMP 10: Training and qualifications

TMP 11: Use of external service providers

TMP 12: Corporate governance

The Treasury Management Practices are regularly updated and further details of these can be found within the Finance Section.

5 Treasury Management Strategy

5.1 Current Portfolio Position

As at 30 November 2021 the Council had £64.2 million within its investments and bank account monies. The forecast equated principal (average funds throughout the year) for 2021/22 is estimated to be £48.4 million. The forecast average interest rate to be earned in 2021/22 is estimated at 0.89% and will earn the Council approximately £432,000 in interest.

The cash profile during 2021/22 has followed a different pattern from previous years due to the continuing impact of Covid-19. The 2021/22 budget was set with a requirement of funding from reserves of £3 million, due to losses in sales, fees and charges income and this will therefore effect cash balances. However, a couple of schemes to support business throughout the pandemic have resulted in the Council holding surplus cash balances as a temporary measure.

Throughout the coronavirus pandemic the Council has been administering business grants schemes provided by the Government to support small business, and businesses in the retail, hospitality and leisure sectors. The Government provided the funding for these schemes up front and therefore, until the sums were able to be passed on to businesses, the Council held additional funds. As at 30 November 2021 the Council still held £2.7 million of these grants but it is expected that they will be paid to businesses or repaid to Government by the end of the financial year.

The Council was compensated for a loss in business rates income during 2020/21 as the Government provided eligible retail, hospitality and leisure properties with 100% business rates relief. The compensation was through the payment of Section 31 grants. The Council, as the billing authority, suffered the full loss of the business rates income in terms of cashflow, rather than just its 40% share, and was compensated for this by receiving 100% of the Section 31 grants due. It needs to repay government the 60% relating to the other preceptors, which is a sum of £16.6 million, but this will not be paid until February 2022. This has therefore increased the average funds available throughout the year.

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

The Council currently has no external borrowing. There is approval for £3.6 million of projects in the 2021/22 capital programme to be funded through borrowing but to date this has been managed through internal borrowing using surplus working capital.

5.2 Prospects for Interest Rates

The coronavirus pandemic has done huge economic damage to the UK and to economies around the world. The bank interest rate set by the Bank of England's Monetary Policy Committee was cut to 0.10% following emergency action in March 2020. At subsequent meetings it remained unchanged until the meeting held on 15 December 2021 where it was increased by 0.15% to 0.25%.

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates which are shown in the table below.

	Forecast Base Rate
Dec 21	0.25%
Mar 22	0.25%
Jun 22	0.50%
Sep 22	0.50%
Dec 22	0.50%
Mar 23	0.75%
Jun 23	0.75%
Sep 23	0.75%
Dec 23	0.75%
Mar 24	1.00%
Jun 24	1.00%
Sep 24	1.00%
Dec 24	1.00%
Mar 25	1.25%

With a high level of uncertainty, it is likely that these forecasts will be revised again over the next few months.

5.3 Borrowing Strategy

The Council currently has no external borrowing and is maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered. Against this background, and the risks within the economic forecast, caution will be adopted with the 2022/23 treasury operations. The Director of Finance, Policy & Development will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

The Council is able to borrow from a variety of sources including financial institutions, other local authorities, and insurance and pensions funds. The interest rates charged by these organisations is unaffected by the cost of borrowing from the PWLB.

Link Asset Services forecast for the PWLB borrowing rates is as follows:

	5 year	10 year	25 year	50 year
Dec 21	1.50%	1.80%	2.10%	1.90%
Mar 22	1.50%	1.90%	2.20%	2.00%
Jun 22	1.60%	1.90%	2.30%	2.10%
Sep 22	1.60%	2.00%	2.40%	2.20%
Dec 22	1.70%	2.00%	2.40%	2.20%
Mar 23	1.70%	2.10%	2.40%	2.20%
Jun 23	1.70%	2.10%	2.50%	2.30%
Sep 23	1.80%	2.20%	2.50%	2.30%
Dec 23	1.80%	2.20%	2.60%	2.40%
Mar 24	1.80%	2.20%	2.60%	2.40%
Jun 24	1.90%	2.30%	2.60%	2.40%
Sep 24	1.90%	2.30%	2.60%	2.40%
Dec 24	2.00%	2.30%	2.70%	2.50%
Mar 25	2.00%	2.40%	2.70%	2.50%

These rates include a government reduction of 0.20% which is given to authorities who provide information on their plans for long-term borrowing and associated capital spend, of which we are one.

As the table shows there is likely to be a steady rise over the forecast period. In order to borrow from the PWLB, local authorities will now be required to submit a summary of their planned capital spending and PWLB borrowing for the following three years.

The Council will consider borrowing from the following:

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

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

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

5.4 Prudential Indicators 2022/23 to 2024/25

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

The Prudential Indicators for 2022/23 to 2024/25 are set out below:

Capital Expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously:

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Capital Expenditure	11,567	17,767	3,009	854	854

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

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Capital Receipts	6,963	2,539	0	0	0
External Contributions	4,472	8,744	2,346	824	824
Earmarked Reserves	36	2,600	663	30	30
Net Financing Need	96	3,884	0	0	0
Total	11,567	17,767	3,009	854	854

The Council's Borrowing Need

This prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total historic outstanding capital expenditure which has not yet been paid for either from revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

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

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Capital Financing Requirement					
Opening CFR	5,799	5,605	9,141	8,694	8,247
Movement in CFR	-194	3,536	-447	-447	-447
Closing CFR	5,605	9,141	8,694	8,247	7,800
Movement in CFR represented by					

Net financing for year	96	3,884	0	0	0
Less MRP	-290	-348	-447	-447	-447
Movement in CFR	-194	3,536	-447	-447	-447

Core Funds and Expected Investment Balances

The application of resources to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources. Detailed below are estimates of the year end balances for each resource and anticipated day-to-day cash flow balances.

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
General fund	4,301	4,301	4,301	4,301	4,301
Reserve balances	29,060	10,423	4,693	1,906	1,070
Capital receipts	3,324	1,000	1,000	1,000	1,000
Other	2,781	2,781	2,781	2,781	2,781
Total Usable Reserves	39,466	18,505	12,775	9,988	9,152
Adjust Collection Fund Deficit	15,398	2,602	1,301	0	0
Total Core Funds	24,068	15,903	11,474	9,988	9,152
Working Capital	10,562	17,097	9,826	6,312	5,148
Investments Estimate	34,630	33,000	21,300	16,300	14,300

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, borrowing and long-term obligation costs net of investment income, against net revenue stream. As can be seen in the table below the budget does not include borrowing costs for 2021/22 onwards but these will be added in future years if the Council enters into external borrowing. The £7,210, borrowing cost incurred in 2020/21 was the interest on the final £1 million, of a £20 million loan from the Public Works Loan Board.

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Net Cost of Services	18,214	14,766	14,633	16,103	16,602
Borrowing Costs	7	0	0	0	0
Percentage	0.04%	0.00%	0.00%	0.00%	0.00%

5.5 Treasury Indicators 2022/23 to 2024/25

The Treasury Management Code requires that Local Authorities set a number of indicators for treasury performance in addition to the Prudential Indicators which fall under the Prudential Code.

The Treasury Indicators for 2022/23 to 2024/25 are set out below:

Limits to Borrowing Activity

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

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Debt	20,000	20,000	20,000	20,000
Other long-term liabilities	5,000	5,000	5,000	5,000
Total	25,000	25,000	25,000	25,000

The authorised limit for external debt represents a control on the maximum level of borrowing. It represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by Full Council. It reflects the level of external debt which, whilst not desired, could be afforded in the short term, but is not sustainable in the longer term.

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Debt	20,000	20,000	20,000	20,000
Other long-term liabilities	5,000	5,000	5,000	5,000

Total	25,000	25,000	25,000	25,000
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6 Annual Investment Strategy

6.1 Investment Policy

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

- DLUHC's Guidance on Local Government Investments
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017
- CIPFA Treasury Management Guidance Notes 2018
- CIPFA Prudential Property Investment

The Council's investment priorities will be:

- the security of capital and
- the liquidity of its investments
- return

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

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

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

In accordance with guidance from the DLUHC and CIPFA, and in order to minimise the risk to investments, the Council stipulates the minimum acceptable credit quality of counterparties for inclusion on the lending list. Furthermore, the Council recognises that ratings should not be the sole determinant of the quality of an

institution and that it is important to continually assess and monitor the financial sector in relation to the economic and political environments in which institutes operate.

The Council will invest in property within the borough that is strategically important for the economic vitality of the borough and in doing so improves the longer-term revenue and capital position of the Council.

The Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.

The Council will ensure that all the organisation's investments are covered in the capital programme and investment strategy and will set out, where relevant, the organisation's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management.

The organisation will maintain a schedule setting out a summary of existing material investments, subsidiaries, joint ventures and liabilities including financial guarantees and the organisation's risk exposure.

The borrowing of monies purely to invest or on-lend and make a return may be ultra vires and this Council will not engage in such activity.

6.2 Creditworthiness Policy

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

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

The Director of Finance, Policy and Development will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Cabinet for approval as necessary.

This Council uses Fitch as its main agency but also monitors ratings from the other agencies, Moody's and Standard and Poor's. In line with Link Asset Services the Council focuses on the short and long-term ratings of an institution. These are defined as follows:

- Long-term ratings consider periods of longer than 13 months and are a benchmark measure of the probability of default.
- Short-term ratings place greater emphasis on the liquidity necessary to meet financial commitments in a timely manner.

Link Asset Services provides the Council with information on Credit Default Swap spreads, which give an early warning of likely changes in credit ratings, which the Council also takes into account.

All credit ratings are monitored weekly and the Council is alerted to changes in ratings through its use of the Link Asset Services creditworthiness service. If a downgrade results in the counterparty no longer meeting the Council’s minimum criteria, its further use as a new investment will be withdrawn immediately.

6.3 Proposed Limits 2022/23

The proposed investment criteria and limits for 2022/23 are:

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

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

- The Council’s own banker – Lloyds Banking Group

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

Maximum Investment	Maximum Duration
£20 million	5 years

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

- Bank subsidiary and treasury operation - the Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building Societies – the Council will use all societies which meet the ratings for banks outlined above.
- Money Market Funds (rated AAA) – a maximum investment per body of £5 million up to a maximum duration of 5 years.
- Local Authorities - a maximum investment per body of £5 million up to a maximum duration of 5 years.
- UK Government DMADF account – a maximum investment of £30 million up to a maximum duration of 5 years.
- UK Government Gilts and treasury bills – a maximum investment of £10 million up to a maximum duration of 5 years.
- Bonds issued by multilateral development banks (AAA rated) – a maximum investment of £5 million up to a maximum duration of 1 year.
- Collective Investment Schemes (Pooled Funds) – on advice from Link Asset Services up to a maximum of £10 million.
- Investment in organisations for the purposes of improving the Council's Assets – following a satisfactory external credit report. A maximum investment of £5 million per body up to a maximum duration of 5 years.
- Derivatives – these will only be used for the management of risk and the prudent management of financial affairs. The Council will only use derivatives where they can clearly be demonstrated to reduce the overall level of financial risks the authority is exposed to. Additional risks presented such as exposure to derivative counterparties will be taken into account when determining the overall level of risk.

6.4 Interest Budget 2022/23

The interest income included in the 2021/22 budget was £362,000. The forecast has increased to £432,000 as at Quarter 2 due to an increase in the rate being achieved from the Property Fund investment compared to budget.

The estimated average funds available for investment in 2022/23 are £40.77 million. This includes money that it is expected to be kept in the Council's bank account

throughout the year as well as that invested. This forecast takes into account the draft budget, in which a gap of £0.944 million is proposed to be balanced through the reallocation of existing reserves.

The Council currently has £9 million worth of units in The Local Authorities' Property Fund which pays a dividend to the Council on a quarterly basis. It is expected that the Council will keep the £9 million of units with the Fund during 2022/23. An estimated rate, net of fees, of 4.00% has been applied which results in interest of £360,000.

It is estimated that, on average, a rate of 0.27% will be achieved on the remaining funds of £31.77 million resulting in interest of £85,000. The rate is low compared to the rest of the portfolio as much of this money will need to be kept short term to meet the Council's cash flow requirements. This, along with the £360,000 from the Property Fund, brings the total interest budget to £445,000, an overall average rate of interest of 1.09%.

6.5 Treasury Management Targets 2022/23

The Treasury Management targets for 2022/23 are:

- To achieve an average investment rate of 1.09% in 2022/23;
- Longer term investment decisions (in excess of one year) to be made in the context of a minimum investment rate of 0.40% in 2022/23, 0.50% in 2023/24 and 0.75% in 2024/25; and
- Overall cash flow will be managed to achieve a nil borrowing requirement although borrowing will be considered an option where it is prudent to do so.

The annual strategy and targets will need to take into account changing market conditions. Therefore, the Director of Finance, Policy and Development will make investment decisions in accordance with market conditions prevailing at the time. Changes to the general strategy position will be reported to the next appropriate Cabinet.

7 Minimum Revenue Provision

Where a Local Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. This amount is charged to the revenue budget for the repayment of debt and is known as Minimum Revenue Provision (MRP). It is also allowed to undertake additional voluntary payments if required, Voluntary Revenue Provision (VRP).

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

7.1 Minimum Revenue Provision Policy Statement

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

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

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

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

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

7.2 MRP Overpayments

A change introduced by the revised DLUHC MRP Guidance was the allowance that any charges made over the statutory MRP, voluntary provision or overpayments can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

Up until 31 March 2021 the total VRP overpayments have been £89,071. Dowding House, which was funded through borrowing, was expected to become operational during 2017/18 and therefore an MRP budget was set for 2018/19 (the year following the year in which the asset was to become operational). The opening was delayed

until 2018/19 so therefore there was no requirement to set aside MRP during 2018/19. The Council chose to make a VRP payment in 2018/19 instead as the budget was available to do this.

8 Role of the Section 151 Officer in Treasury Management

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

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- Ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed

Capital Strategy 2022/23

For Cabinet on 10 February 2022

Summary

Lead Member: Councillor Tom Dawlings, Leader of the Council (Portfolio Holder for Finance & Governance)

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

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

Report Author: Clare Hazard, Accountancy Manager

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	5 January 2022
Portfolio Holder	24 January 2022
Finance & Governance Cabinet Advisory Board	25 January 2022
Cabinet	10 February 2022
Full Council	23 February 2022

Recommendations

Officer / Committee recommendations as supported by the Portfolio Holder:

1. That the Capital Strategy 2022/23, as set out in Appendix A to the report, be adopted.

1. Introduction and Background

- 1.1 This report presents the Capital Strategy 2022/23 and recommends that Cabinet proposes that it is adopted by Full Council.
- 1.2 The Capital Strategy forms part of the Council's policy and strategy documents, providing guidance on the Council's capital programme and the use of its capital resources. Its aim is to ensure that all elected Members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.
- 1.3 The guidance in this strategy complements and supplements the Medium-Term Financial Strategy and the Treasury Management Policy and Strategy.

2. Capital Strategy 2022/23

- 2.1 The Chartered Institute for Public Finance and Accountancy (CIPFA) revised 2017 Prudential Code and Treasury Management Codes requires all local authorities to prepare a Capital Strategy report which provides the following:
 - a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - an overview of how the associated risk is managed
 - the implications for future financial sustainability
- 2.2 The Capital Strategy informs the Capital Programme and gives an indication of the likely factors that will have an impact in the budget setting process. The Capital Programme and its financing play an important role in shaping future budget considerations.
- 2.3 The suggested Capital Strategy 2022/23 is presented in **Appendix A** to this report.

3. Options Considered

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

4. Preferred Option and Reason

4.1 To agree and approve the content of the Capital Strategy 2022/23.

5. Consultation on Options

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

Recommendation from Cabinet Advisory Board

5.2 The Finance & Governance Cabinet Advisory Board were consulted on 25 January 2022 and agreed the following:

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

6. Implementation

6.1 Once the adoption of the Capital Strategy has been approved by Full Council it will be put into place commencing 1 April 2022.

7. Appendices and Background Documents

Appendices:

- Appendix A: Capital Strategy 2022/23

Background Papers:

- None

8. Cross Cutting Issues

A. Legal (including the Human Rights Act)

Under Section 151 of the Local Government Act 1972 (LGA 1972) the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management.

Claudette Valmond, Interim Head of Legal Partnership

B. Finance and Other Resources

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

Jane Fineman, Head of Finance, Procurement & Parking

C. Staffing

No implications to staffing.

Jane Fineman, Head of Finance, Procurement & Parking

D. Risk Management

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

Jane Fineman, Head of Finance, Procurement & Parking

E. Environment and Sustainability

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

Jane Fineman, Head of Finance, Procurement & Parking

F. Community Safety

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

Jane Fineman, Head of Finance, Procurement & Parking

G. Equalities

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

Jane Fineman, Head of Finance, Procurement & Parking

H. Data Protection

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

Jane Fineman, Head of Finance, Procurement & Parking

I. Health and Safety

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

Jane Fineman, Head of Finance, Procurement & Parking

J. Health and Wellbeing

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

Jane Fineman, Head of Finance, Procurement & Parking

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Tunbridge Wells Borough Council

Capital Strategy 2022/23



Contents

1. Introduction
2. The Council's Vision and Priorities
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6. Principles Supporting the Capital Strategy
7. Implementation and Managing the Capital Strategy
8. The Capital Programme
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10. Commercial Activities
11. Risk Management
12. Knowledge and Skills

1. Introduction and Background

The CIPFA revised 2017 Prudential and Treasury Management Codes requires all local authorities to prepare a Capital Strategy report, which will provide the following:

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

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

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

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

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

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

2. The Council's Vision and Priorities

Capital plan schemes should emerge from, or be designed to achieve, the Council's strategic priorities and objectives set out in The Five-Year Plan. The current Five-Year Plan runs until 2022. In the summer of 2020 new priorities and a direction of travel were expressed by the administration, with further work planned to inform

those priorities through consultation exercises. However, in May 2021 the Council held elections which moved the Council into No Overall Control, and the continued impact of the coronavirus pandemic on finances and resourcing have meant that no further consultation work has been undertaken. The future direction of travel for the Council is currently expressed as:

Sustainable Growth

- Attract new investment
- Increase housing provision
- Improve infrastructure provision

Green Environment

- Protect Biodiversity
- Promote sustainable transport
- Reduce carbon emissions

Culture and Leisure

- Strengthen and preserve the cultural and heritage offering
- Provide leisure facilities
- Protect green spaces

The current strategy as agreed sets out the overarching vision of the Council and the priorities to achieve this, as follows:

Our Borough

- To support a **prosperous** borough
- To support a **well** borough
- To support an **inclusive** borough

Our Services

- To provide **digital** choice
- To provide **quality** services
- To provide **responsive** services

Our People

- To have effective **leadership**
- To have relevant **skills**
- To have high levels of **wellbeing**

Providing Value

- To ensure **innovation** in our services
- To ensure effective **partnership** working
- To ensure we operate in a **business-like** way

The Capital Strategy is supported by a wide range of Strategies and Plans where specific improvement projects and initiatives are cascaded down into section plans across the Council. These section and other plans also cover a range of other priorities, improvements and indicators that are set and managed by individual services.

The Council's capital investment decisions should be in support of its strategic priorities and objectives along with the established criteria used to guide the inclusion of capital plan schemes, and this is an integral part of the evaluation process for each project under consideration. No project should proceed to inclusion within the Capital Programme unless it furthers achievement of the Council's strategic priorities and objectives or is health and safety related.

Two new projects have been formally agreed to be included in the current Five-Year plan. These are:

- Reviewing the future of the Town Hall
- Reviewing the future of the Assembly Hall Theatre

3. Local Context

3.1 Demographic and Economic Growth

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

The population of Tunbridge Wells borough has grown by more than the national average, and the latest Borough resident population is 118,939 (source: DLUHC 2021 Projections).

Historically, the Borough has had one of the lowest levels of unemployment in the country and the lowest levels of deprivation in the county (source: DLUHC Average Indices of Multiple Deprivation Score 2019). The 2019 Resident median weekly earnings show the borough to have the third highest in the county at £698.70 per

week (Source: ONS). National surveys consistently name the borough of Tunbridge Wells as amongst the happiest and best places to live.

3.2 Access and Commuting

A growing population and successful businesses create significant pressures on our road and rail networks. Tunbridge Wells has some of the slowest journey to work times in Kent, and commuters regularly contend with delays and congestion, which impacts on the economy. However, funding for the highways infrastructure is prioritised by central Government according to the delivery of new homes and jobs. This presents us with a problem because we are already congested, and are restricted on where we can develop. There has been significant changes in people's working patterns since the coronavirus pandemic and it remains to be seen what effects this has on the borough over the long-term.

3.3 Housing

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

3.4 Educational Needs

There is growing pressure on places and a need for a number of new primary schools and secondary schools. Tunbridge Wells borough also has a mix of further education and higher education provision which we are keen to build on. We need a range of opportunities for learners and young people, including skilled manual and technical professions.

3.5 Social and Health Inequalities

Much of Tunbridge Wells borough is prosperous and healthy, and we continue to support residents in maintaining healthy lifestyles, and access to good homes, jobs and education. However, our success also masks the social and health inequalities that exist. Some areas are in the 10 per cent most deprived in the country.

3.6 The Rural Areas

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

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

3.7 A Destination Town

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

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

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

3.8 Devolution

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

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

3.9 Covid-19 Pandemic

The pandemic has had a significant impact on local businesses and communities, and on the provision of Council services. The Council set up a community hub to provide support to the vulnerable and to those who were shielding. The Council administered business grants schemes provided by the Government to support small business, and business in the retail, hospitality and leisure sectors.

The Council followed Government advice in taking decisions for service delivery and this resulted in a number of venues being closed during various restrictions, including the Theatre, Community Centres and Tourist Information Centre, as well as the closure of the Leisure Centres by the Council's contractor. Some services experienced a spike in work including Housing, Revenues and Benefits and Environmental Health, as well as several support teams such as ICT and Finance.

3.10 Resources and Finances

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

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

The 2021/22 budget and 2022/23 draft budget have been balanced through the temporary reallocation of reserves. This will provide time to gather the data and better understand the demand for local services. This approach will provide reassurance to residents and local businesses and avoid significant changes to services during this uncertain time. Government advice to Councils is not to make drastic decisions to bring their budgets back into balance.

3.11 Climate Emergency

The Council recognises the overwhelming weight of scientific evidence pointing to man-made climate change and the harmful impacts this is having on natural habitats and ecosystems, biodiversity, and our lives in general. It recognises that it has a responsibility to take a firm lead on reducing the Council's and the wider borough's carbon emissions. However, the Council's ability to finance this has become severely

limited due to the financial effects of the pandemic and it will require Government support to implement its responsibilities. The Council has agreed to:

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

4. The Financial Context

4.1 Medium Term Financial Strategy

The MTFS together with the Council's strategic priorities and objectives are used to guide the inclusion of capital programme schemes and form the basis for any capital investment decisions. The MTFS will continue to be a major influence on the 2022/23 and subsequent Capital Programme schemes. The MTFS is updated once a year and the latest version is published on the Council's website.

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

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

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

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

4.2 Current Asset Portfolio

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

	£'000 31 Mar 20	£'000 31 Mar 21
Land & Buildings	£104,693	£102,346
Vehicles, Plant & Equipment	£2,045	£1,773
Infrastructure	£254	£240
Community Assets	£8,551	£8,566
Asset Under Construction	£1,082	£11,361
Heritage Assets	£3,627	£3,654
Investment Property	£1,690	£710
Intangible Assets	£1,079	£1,035
Total	£123,021	£129,685

4.3 Reserves

The Council had £39.466 million of usable reserves as at 1 April 2021, including £29.060 million of earmarked reserves. These reserves are available to fund the specific purpose of the reserve, in accordance with the virement procedure rules, which includes the funding of capital projects.

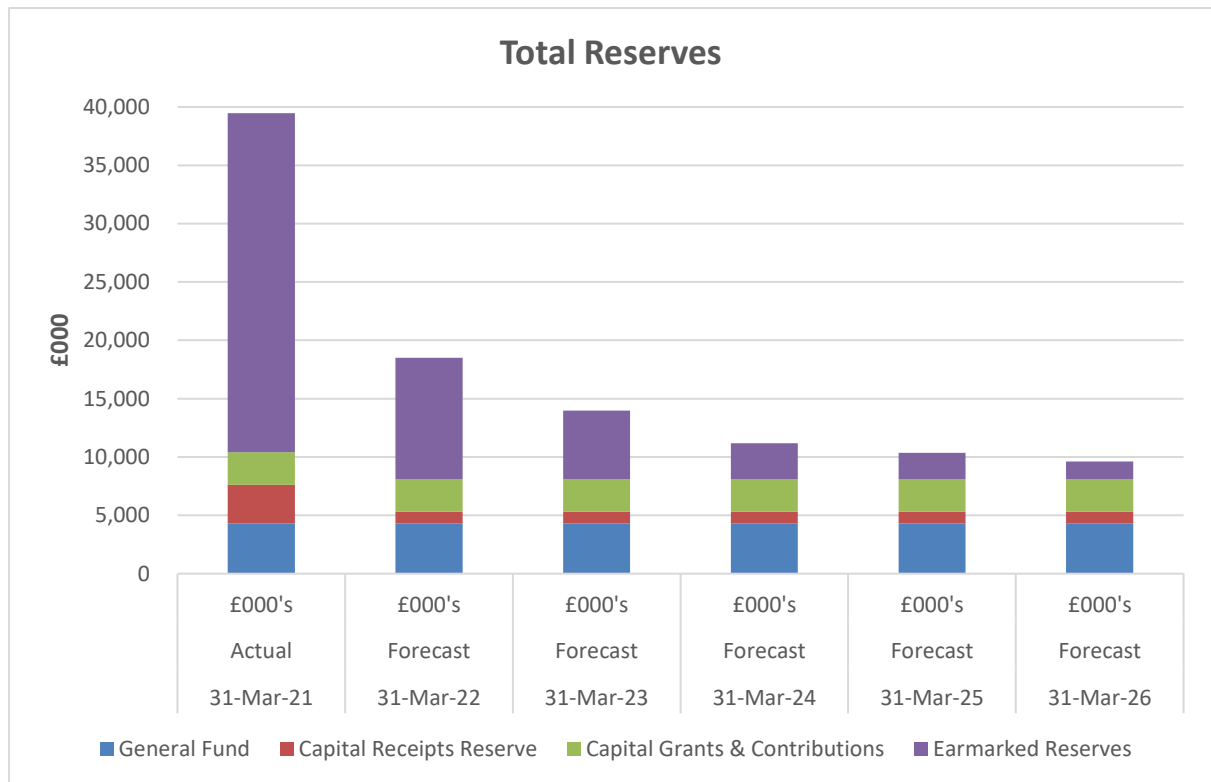
The Grant Volatility Reserve is an earmarked reserve used to manage fluctuations in Government grants from one year to the next. Its balance as at 1 April 2021 includes £15,398,000 that at year end will be used to fund the Council's share of the deficit currently held on the Collection Fund. It is committed and not available to spend despite being held in a usable reserve.

The 2021/22 budget was set on the assumption that losses from income, due to the pandemic, would be in the region of £250,000 per month, and the annual loss of

£3,000,000 would be met by a transfer from reserves. This transfer from reserves was forecast to be £1,518,000 as at Quarter 2, the reduction mainly due to additional Government funding received for 2021/22 in relation to pandemic support.

Currently it is estimated that £0.944 million will be needed to balance the 2022/23 budget. It is assumed that the revenue budget from 2023/24 is balanced without further utilisation of reserves.

The graph below shows the balance of these reserves.



5. Partnership Working

Our strategic partners help us to deliver our Five-Year Plan vision for the Borough of 'encouraging investment and sustainable growth, and enhancing quality of life for all'.

To do this, we work together with a range of different organisations, on a local and regional basis, to achieve our projects and the corporate priorities we have set out for Tunbridge Wells in our Five-Year Plan corporate strategy.

5.1 Public Sector

Kent County Council

Tunbridge Wells Borough Council has a strong strategic relationship with Kent County Council (KCC). KCC is helping us to deliver in a range of different ways

across the Five Year Plan projects, including working directly in partnership with us on the Amelia Scott, the Community Hubs, the Public Realm improvements (now completed), and the Sports Strategy. They are also significant consultees on the Local Plan, and County wide strategic documents such as the Kent and Medway Growth and Infrastructure Framework.

Parish & Town Councils

Alongside our close relationship with the County Council, we work closely with our local councils through the Parish Chairmen's Forum, and directly through some of our projects, such as the Community Hubs for Southborough (now delivered), Paddock Wood and Cranbrook, and acting as significant consultees on the Local Plan. We have also worked with our parish and town councils over the years to devolve services where appropriate, including off-street car parks, and public conveniences.

Mid Kent Services

Mid Kent Services (MKS) is a delivery vehicle for delivering shared services across Tunbridge Wells Borough Council, Maidstone Borough Council, and Swale Borough Council. The three councils work in partnership with one another to deliver outcomes across a wide range of services and have a close operational relationship. This ensures our Five-Year Plan corporate priorities of 'innovation', 'partnership' and working in a 'business-like' way, to secure 'quality' and 'responsive' services.

West Kent Partnership

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

Community Safety Partnership

The Community Safety Partnership is formed from a range of different public authorities, including the Police, the NHS and local councils in order to actively reduce crime and disorder by working together. Tunbridge Wells Borough Council is an active partner in the CSP and hosts a shared community safety partnership hub in the Town Hall. Working together with partners through the CSP is a statutory duty, but also meets the Five-Year Plan corporate priorities of a 'well' borough, an 'inclusive' borough, 'partnership' working and 'responsive' services.

West Kent Improvement Board

The West Kent Improvement Board is a partnership between local authorities within the West Kent Clinical Commissioning Group (CCG) footprint (Tunbridge Wells Borough Council being one), the West Kent CCG, and other health and social care providers in the area. Its aim is to guide and influence delivery of the Sustainability and Transformation Plan (STP) for Kent and Medway, as it applies to West Kent. Tunbridge Wells Borough Council is an active partner in the WKIB and uses its resources to help deliver public health and sports initiatives related to the STP, including delivering services under the 'One You Kent' service. This fits in with our Five-Year Plan corporate priority of ensuring a 'well' borough.

Licensing Partnership

The Licensing Partnership is a delivery vehicle for shared service delivery in licensing. There are three other authorities, alongside Tunbridge Wells Borough Council, who are members of the partnership, and they work in a collaborative way to ensure excellent service delivery. This meets with the Five-Year Plan corporate priorities of 'innovation' and 'partnership', and 'quality' and 'responsive' service delivery.

5.2 Private Sector

Tunbridge Wells Cultural Consortium (also community and third sector)

The Tunbridge Wells Cultural Consortium exists so that cultural and leisure offerings from businesses, community groups, the council and the third sector are co-ordinated and used to best effect in terms of attracting visitors and revenue to the town of Royal Tunbridge Wells. This is in line with the Borough Council's Cultural Strategy aspiration of 'being the cultural capital of West Kent'. Culture has been identified by the Borough Council as being key to securing long-term prosperity for the area, which fits in with the corporate priority of 'prosperous'.

Royal Tunbridge Wells Together Business Improvement District

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

Strategy and fits in with the corporate priority of 'prosperous' and working in 'partnership'.

Kent and Medway Economic Partnership (and SELEP)

The Kent and Medway Economic Partnership, and its parent organisation, the South East Local Economic Partnership are partnerships set up between local businesses and local authorities, with input from the education sector. The role of the partnership is to drive forward and monitor economic growth across the South East region, with Kent and Medway being a sub-region of this. Tunbridge Wells Borough Council is an active member of the Kent and Medway Economic Partnership, and sits on the KMEP Board. Active involvement in KMEP ensures the best outcomes for Tunbridge Wells, and fits in with the corporate priorities of 'prosperous' and working in 'partnership'.

5.3 Community and Third Sector

Town and Country Housing (TCH)

TCH is the main provider of social housing within the Borough and provides social housing accommodation across Kent and East Sussex. The group's headquarters are in Royal Tunbridge Wells, and the Borough Council enjoys a close strategic relationship, working together to deliver one of the projects in the Five Year Plan to improve social and health inequalities, where they are linked to housing, which also meets our corporate priority of ensuring a 'well' borough.

Royal Tunbridge Wells Town Forum

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

6. Principles Supporting the Capital Strategy

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

6.1 Strategic Priorities

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

6.2 Public Consultation

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

6.3 Partnerships

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

6.4 Procurement Strategy

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

6.5 Availability of External Funding

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

6.6 Housing

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

6.7 Use of the Council's Assets

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

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

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

6.9 Value for Money

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

6.10 Investment in IT

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

7. Implementation and Managing the Capital Strategy

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

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

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

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

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

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

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

- Prudential borrowing to be undertaken only where there are sufficient monies to meet in full the implications of capital expenditure, both borrowing and running costs
- To engage local residents in the allocation of capital resources.

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

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

Borrowing for capital purposes is governed by the Prudential Code of Borrowing, introduced in 2017. Local authorities have the freedom to borrow where they determine it to be affordable, sustainable and prudent. This enables local authorities to fund new borrowing from savings in revenue expenditure or the generation of additional revenue income, for example investment in car parking where this increases income.

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

8. The Capital Programme

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

The capital programme for 2021/22 to 2024/25 totals £22,484,000. This is based on the Quarter 2 Capital Management report, presented to Cabinet in December 2021, plus new applications for 2022/23 as set out in the Draft Budget 2022/23, also presented to Cabinet in December. The new schemes totalled a gross budget of £348,500 (A List).

	£000
Capital Programme 2021/22	£17,767
Capital Programme 2022/23	£3,009
Capital Programme 2023/24	£854
Capital Programme 2024/25	£854
Total Gross Expenditure	£22,484

Government Grants	£5,098
NLHF Lottery Grant	£1,284
Section 106 Contributions	£2,736
Other External Contributions	£3,620
External and Internal Borrowing	£3,884
Sale of Fixed Assets	£2,539
Earmarked Reserves	£2,018
Capital Initiatives Reserve	£1,305
Total Funding	£22,484

In addition to the schemes included in the table above £2,004,300 was agreed in principle as the 2021/22 B List and £1,792,000 was agreed in principle as the 2022/23 B List. These schemes will require a formal application to be approved into the capital programme.

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

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

9. Post Implementation Reviews

It is important that any issues relating to the implementation of a Capital Programme project are addressed as soon as possible; either during the project or shortly after completion. The wider issues of the effectiveness and value for money of a project are addressed through a formal system of post-implementation review. Lessons learnt inform future capital programme decision making and monitoring reports are part of a system of continuous improvement.

10. Commercial Activities

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

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

- Commercial capital investments will only be made to enhance the Council's asset portfolio and will be linked to the delivery of the Five-Year Plan.
- Consideration will be given to the economic development potential of any investment decision.
- Expert advice will be sought to ensure any investment decision is based upon sound market intelligence, forecasts for future investment returns and yields that offer sound investment return without risking capital invested.
- Any borrowing linked to investment opportunities is secured upon the potential guaranteed element of the investment return so that any liability can be met from the activity undertaken.
- Investment opportunities will always ensure that the Council's investment is protected as far as possible either through increases in capital value or from guaranteed revenue income.

11. Risk Management

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

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

12. Knowledge and Skills

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

12.1 Internal Staff

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

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

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

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

12.2 External Advisors

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

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

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CCTV Monitoring

For Cabinet on 10 February 2022

Summary

- Lead Member:** Cllr David Scott, Portfolio for Economic Development
- Lead Director:** Paul Taylor, Director of Change and Communities
- Head of Service:** Denise Haylett, Head of Facilities and Community Hubs
- Report Author:** Denise Haylett, Head of Facilities and Community Hubs
- Classification:** Partially Exempt from Disclosure – Exempt Appendix A exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended): Information relating to the financial or business affairs of any particular person including the authority holding that information

Wards Affected: All

Approval Timetable	Date
Management Board	5 January 2022
Portfolio Holder	18 January 2022
Finance & Governance CAB	25 January 2022
Cabinet	10 February 2022

Recommendations

Officer/Committee recommendations as supported by the Portfolio Holder:

1. That Cabinet give the Head of Facilities and Community Hubs delegated authority to award the new CCTV Monitoring Contract to Supplier A referred to in the Exempt Appendix, and to enter that contract with Supplier A for a period of two years from 1 June 2022 with the option of two annual extensions.
2. That Cabinet give delegated authority to the Head of Legal Services and S151 Officer to undertake all legal and financial requirements necessary to complete the CCTV Monitoring Contract.
3. That Head of Legal Services has delegated authority to negotiate and complete the contract and all ancillary documents as may be necessary.

1. Introduction and Background

- 1.1 Tunbridge Wells Borough Council (TWBC) and Tonbridge & Malling Borough Council (T & M) have a partnership arrangement to carry out Closed Circuit Television Monitoring. As part of the partnership arrangement the Council, through a private contract, manages the monitoring contract whilst TMBC manage the hardware and maintenance contract.
- 1.2 This contract expires on 31 May 2022, and TWBC is therefore looking to award a contract to a suitably experienced and qualified contractor to undertake the CCTV monitoring and operation, and the Out of Hours Service for TWBC.
- 1.3 It is important that the new contract prioritised quality. Therefore, the tender document allocated 55% of the marks to quality and 45% to price.
- 1.4 The term of the contract is 2 Years with the option of two possible annual extensions
- 1.5 Both T & M and TWBC are solely responsible for the funding of CCTV resources. No funding to date has been provided from the Police.
- 1.6 Work is being undertaken by T & M, TWBC and Sevenoaks on a joint project and we have commissioned a company to carry out the technical work and to report on the proposals to create a West Kent CCTV/Control Centre at Sevenoaks.
- 1.7 Discussions are also being held with the District Commander for our area Chief Inspector Omid Changizi and Matthew Scott Kent Police and Crime Commissioner to seek funding towards this new West Kent initiative.

2. New Contract

- 2.1 A fully compliant tender was undertaken in line with current legislation.
- 2.2 There were 28 Expressions of Interest in the contract from which we received 3 on time submissions. 4 opted out of the process, and there were 21 no responses.
- 2.3 3 submissions qualified for evaluation.
- 2.4 Supplier A scored the best overall, taking both cost and quality into consideration. The budget for this contract was based on current costs of which is approximately £250K a year.
- 2.5 This report asks that the preferred provider be awarded the new contract commencing from 1 June 2022.

3. Background to the Preferred Provider

- 3.1 The group was founded in 2002 as a manned security company. In 2013 the company acquired the asset of Remploy CCTV and successfully assigned 95% of Remploy client base to this provider.
- 3.2 The provider is the only security company in the country that has a dedicated subsidiary whose sole service is the management and provision of Control Room CCTV monitoring staff.
- 3.3 The provider currently supplies monitoring staff to 27 local authorities across the UK.

4. Options Considered

- 4.1 The following options have been identified together with the advantages and disadvantages of each. This is followed by a comparison of the estimated cost of each option:

Option 1: Do nothing

This would lead to the Council having no monitoring officers in place to monitor and capture CCTV for the TWBC and T & M. Therefore, the Council would have a 'passive' CCTV Unit.

Option 2: Award the Contract to Supplier A

This supplier meets all the criteria set and is the most cost-effective supplier.

5. Preferred Option and Reason

- 5.1 The preferred option is Option 2 – Award the Contract to Supplier A. This is the lowest cost option and gives the Council certainty of cost over the next four years,

Recommendation from Finance and Governance Advisory Board

The Finance and Governance Advisory Board were consulted on 25 January and agreed the following:

*Insert text from Finance and Governance Advisory Board minute,
or request text from Democratic Services Officer.*

6. Implementation

- 6.1 Contract Award Notice will be issued after expiry of the call-in period to Supplier A.
- 6.2 A Contract will be drawn up and issued to Supplier A to commence from 1 June 2022.

7. Appendices and Background Documents

Exempt appendices:

- Exempt Appendix A: Tender Evaluation Matrix

8. Cross Cutting Issues

A. Legal (including the Human Rights Act)

The Council has statutory power under section 1 of the Localism Act 2011 to do anything that individuals generally may do and under section 111 of the Local Government Act 1972 the Council has power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

Acting on the recommendations stated in this report is within the Council's statutory powers

Any procurement process undertaken by the Council must be in compliance with its procurement rules as detailed in the Constitution as well as all legal requirements as may be applicable from time to time.

All necessary legal documentation is to be approved by Legal. Services before completion.

Claudette Valmond, Interim Head of Legal Partnership – 12 January 2022

B. Finance and Other Resources

This tender has been through a fully compliant procurement process and has delivered savings of approximately £50,000 per annum compared to the approved budget. This will contribute to the substantial budget deficit that the council is trying to close. Further partnership working in respect of this service is being investigated and contributions from the Police and Crime Commissioner are also being sought, as they do not presently contribute financially to CCTV in the borough.

Jane Fineman, Head of Finance, Procurement & Parking - 11 January 2022

C. Staffing

There are no direct staffing issues.

Denise Haylett, Head of Facilities and Community Hubs - 7 January 2022

D. Risk Management

The cost proposal carries an element of risk in that legislative uplifts are not factored into their cost. This means that any cost increase associated with (but not limited to) the living wage, pensions or national insurance will be passed onto TWBC.

Denise Haylett, Head of Facilities and Community Hubs - 7 January 2022

E. Environment and Sustainability

I do not see that there are any specific issues for environment and sustainability.

Karin Grey, Sustainability Manager – 7 January 2022

F. Community Safety

No community safety issues of concern arise from this report

Terry Hughes, Community Safety Manager – 10 January 2022

G. Equalities

There are no significant implications identified through this report.

Jane Clarke, Head of Policy and Governance – 12 January 2022

H. Data Protection

There are significant data protection implications as a result of this tender. Any provider will be collecting and processing large amounts of personal data, including special category data, and will be operating a public surveillance function, both of which are restricted except in circumstances where there is a legal basis, and with the relevant safeguards in place.

The Council may use CCTV for the prevention of crime or for the welfare of the victims of crime subject to prior consultation with the Chief Officer of Police for the area (section 163 of the Criminal Justice and Public Order Act 1994).

Any monitoring of the public using CCTV systems must be operated in accordance with relevant data protection legislation and the principles of the Human Rights Act 1998. Alongside this, the Surveillance Camera Commissioner (which works in conjunction with the Information Commissioner) has issued a Code of Practice for the use of CCTV setting out requirements and principles which must be complied with.

Covert surveillance may only be conducted if formal authorisation is provided through the Regulation of Investigatory Powers Act 2000 (RIPA).

As part of the tender process due diligence was conducted. Both tender submissions provided a data protection impact assessment, policies on processing special category data, and records of processing activities and retention schedules. These were considered as part of the quality assessment when scoring the tenders. Specific data protection clauses will be included in the contract to ensure further protection of personal data.

Jane Clarke, Head of Policy and Governance – 11 January 2022

I. Health and Safety

No health and safety implications to this report.

Mike Catling, Health and Safety Advisor – 10 January 2022

J. Health and Wellbeing

No issues identified.

Rebecca Bowers, Health Improvement Team Leader – 10 January 2022

Urgent Business

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

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

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Date of the Next Meeting

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

To note that the next scheduled meeting is Tuesday 1 March 2022

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Exempt Items

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

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

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Exempt Appendix to Property Transaction Report July to December 2021 (Item 7)

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

The following documents are exempt from disclosure by virtue of:

Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended): Information relating to any individual.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972 (as amended).

Document is Restricted

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Exempt Appendix to CCTV Monitoring Contract (Item 11)

For Finance and Governance Cabinet Advisory Board on Tuesday 25 January 2022

Procedural Item

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