

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Corporate affairs and planning

Overall aim:
- To continuously improve our services in terms of value for money.

2008/09 key priority: Identify the opportunities and benefits for Tonbridge and Malling flowing from the Local Government and Public Involvement in Health Act (2007) (2007/09)	Leader/All	Local Government and Public Involvement in Health Act (2007) and associated guidance.	Key political priority.	Develop and start to implement a corporate action plan. [CE-for Management Team]	Ongoing	An Empowerment and Involvement Officer Study Group has been established to progress the public engagement parts of this work. It is now doubtful whether it will be necessary to formulate a corporate action plan.
2008/09 priority: Identify 3% efficiency savings. (2.5% per year for 2005/09)	CMRCP/ All	Comprehensive Spending Review (CSR) 2007 and Efficiency Savings Regime 2008/11.		Identify further efficiencies and take action to achieve them. [CE/DF-for Management Team]	Ongoing	Under CSR 2007 Council's have been set a national target to achieve 'cashable' efficiency gains of 3% on their expenditure. Although there is no local target the guidance issued indicates that we would be required to save £600,000 per year for us to achieve this level. We are required to submit an estimate of the likely efficiency gains to be achieved in October each year and an outturn statement in July each year. We are continuing to prepare quarterly efficiency monitoring statements although there is now no individual target for local authorities as good practice and in order to further embed and demonstrate value for money. Regular reports are submitted to Members and progress is being made in achieving efficiencies.
2008/09 priority: Improve the efficiency of the Council's services. (2005/09)	CMRCP/ All	Comprehensive Spending Review (CSR) 2007 and Efficiency Savings Regime 2008/11.		Establish and implement a fresh approach to performance reviews, with a greater emphasis on efficiency. This is in line with the Local Government and Public Involvement in Health Act (2007). [CE/CSD-for Management Team]	Complete	Experience has shown that there is no universal methodology and that each review needs to be approached on its own merits.
2008/09 priority: Conform with procurement best practice. (2006/09)	CMEI/ All	National Procurement Strategy.		Via our Procurement Officer Study Group, we plan to:		
				Explore with other local authorities service specific opportunities for joint procurement. [CSD-Neil Lawley]	Ongoing	This is ongoing. There is an expectation that Services when engaging in procurement will consider the opportunities for joint procurement as part of the procurement assessment process.
				Adopt and implement new contract standing orders. [CSD-Wendi Batteson]	Complete	
2008/09 priority: Achieve and maintain positive 'direction of travel' for selected priority performance indicators. (2006/09)	Leader/All	CPA – revised methodology confirmed in Local Government White Paper (2006)	CPA - Inspectors Report (2004)	Sustain improvement in the performance of our recycling service. [DHH-Phil Beddoes]	Ongoing	Service performance improving. Full year effect of fully implemented Green Waste Scheme will see recycling/composting rate rise from 40% (07/08) to about 49% (08/09). Target for 2008/09 = 46.3%.
				Further develop the improvement in our planning services. [DPTL-Lindsay Pearson]	Ongoing	Performance dipped marginally in light of two major changes in statutory process at the beginning of 2008/09 and mid year making the processing of applications initially more complex. Recovery of performance in light of experience of these new considerations.
				Redress the adverse movement in performance over the speed of processing of new benefit claims and changes in circumstances. [DF-Paul Griffin]	Ongoing	Good progress is being made but improvement will be 'dampened' by the increase in caseload caused by the economic downturn. Caseload is now at an all time high.
				Progress the improvement plans based on the 2006/07 BVPI satisfaction survey results following adoption of the former satisfaction BVPIs as Local Performance Indicators (LPIs). [CSM-Julie Beilby + DHH-Phil Beddoes + DPTL-Robert Styles & Lindsay Pearson + DF-Paul Griffin + CE/CSD-for Management Team]	Ongoing	Substantially these are likely to be completed by 31 March 2009 although given their wide ranging nature there are likely to be some actions that continue into 2009/10.

2008/09 priorities for improvement - half-year progress

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Public access and involvement

Overall aim:
 - To improve the public's access to, and influence over, services provided by the Council and the Council's role in representing the public.

2008/09 priority: Improve how we manage customer contacts and customer care. (2006/09)	CMES&II/ All	IEG Priority Outcomes (ODPM 2005). Local Government White Paper (2006)	Commitments made in: - Customer Services Strategy (2006/09)	Expand the range of online services to include: benefit applications, booking bulky refuse collections, job applications to the Council, and our Summer Playscheme and Activate programmes. Activate provides holiday activity programmes for children and young people. [DF-Paul Griffin + DHH-Phil Beddoes + CSD-Charlie Steel + DPTL-Robert Styles]	Ongoing	i) Job applicants are now able to apply on-line and receive immediate electronic confirmation of receipt of their application. ii) On-line booking and payment system developed and trialled for Activate and will be implemented for the 2009 Easter programme. Following implementation of new arrangements for Activate consideration will be given to the Summer Playscheme. iii) Progress with on-line booking for Bulky Refuse has been suspended whilst options through our CRM supplier Lagan and Veolia are investigated further. iv) The eBenefits software (that enables, inter alia, online benefit applications) has been installed. However, the various modules of the software are being introduced incrementally. Telephone benefit applications are now possible and the online benefit application module is scheduled to come into operation before the end of March 2009.
				Implement the use of CRM software in licensing and development control. [CSM-Julie Beilby + ITM-Alan Burch + CSD-Wendi Batteson + DPTL-Lindsay Pearson]	Ongoing	Complete for licensing where new scripts have been added to enable Customer Services staff to deal with a range of common issues. Ongoing for development control where progress includes training for front-line staff, access to the new planning portal and extending the call handling system to DC's admin team. Expected to continue into 2009/10.
				Implement improvements to the fabric and layout of our customer reception at Tonbridge Castle. [CSM-Julie Beilby + CSD-John De Knop]	Ongoing	Tenders awaited, buildings works scheduled for January – June 2009. Anticipated that project will be completed by summer of 2009.
				Explore further opportunities to deliver services in partnership with other agencies at shared locations, including with KCC at Tonbridge Castle and in Borough Green. [CSM-Julie Beilby + CSD-Katie Iggulden]	Ongoing	KCC have committed to a significant contribution to the works at Tonbridge Castle.
				Further improve information for people with disabilities about how to access a range of our services. [CSM-Julie Beilby + CE-Linda Moreau]	Ongoing	Corporate publications such as Here & Now, the A to Z Guide to Services and refuse and recycling leaflets are automatically produced in Large Print, Braille or Audio versions for residents who have requested copies in these formats. The versions are also available online. All Council publications include a statement (in large print) explaining that copies are available in alternative formats.
				Respond to specific findings of mystery shopping and residents' surveys to improve telephone and written communications. [CSM-Julie Beilby]	Ongoing	The Mystery Shopping exercise has been completed during Summer 2008, with results recently available. Report and action plan due to be reported to Management Team early November.
2008/09 priority: Respond better to complaints from the public. (2003/09)	CMRCP/ CSD	Yes – LG Ombudsman and Cabinet Office.	BVPI General Survey (2003/04).	Revise and publish the documentation that sets out our complaints system in the context of CRM, including taking account of the latest LGO guidance about complaints made by or on behalf of children and young people. [CSM-Julie Beilby + CSD-Bruce Hill]	Complete	
				Enhance the role of members of the Customer Contact Project Board in overseeing complaints handling within their Services. [CSM-Julie Beilby]	Not started	Plan to start March 2009 – deferred due to other corporate priorities across Executive Services and Central Services.

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Public access and involvement (continued)

<p>2008/09 priority: Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless. (2000/09)</p>	CMES&II/ ITM	<p>National Strategy for Local E-Government (ODPM 2002). IEG Priority Outcomes (ODPM 2004). Licensing Act 2003. White Paper (2006)</p>	<p>E-Government Strategy and IEG Return. CPA - Inspectors Report (2004).</p>	<p>Expand the range of online services to include: benefit applications, booking bulky refuse collections, job applications to the Council, our Summer Playscheme and Tonbridge Castle box office. [CSM-Julie Beilby + ITM-Alan Burch]</p>	Ongoing	<p>Job applications completed. Benefits applications will soon be available. Activate completed and needs trialling prior to commencing Summer Playscheme. Ongoing discussions with contractor re bulky refuse. Castle box office not started. Unlikely that all will be completed by 31/3/09 due to other priorities and funding issues.</p>
				<p>Implement the use of CRM software in licensing and development control. [CSM-Julie Beilby + ITM-Alan Burch + CSD-Wendi Batteson + DPTL-Lindsay Pearson]</p>	Ongoing	<p>Complete for licensing where new scripts have been added to enable Customer Services staff to deal with a range of common issues. Ongoing for development control where progress includes training for front-line staff, access to the new planning portal and extending the call handling system to DC's admin team. Expected to continue into 2009/10.</p>
				<p>Continue to implement the Planning and Regulatory Services On-line (PARSOL) "e-Environmental Health Service Delivery Standards" to improve customer service. [DHH-Phil Beddoes & Jane Heeley + ITM-Alan Burch]</p>	Ongoing	<p>EHHS continuing to work with IT services to look for opportunities to take forward and increase electronic communications with residents/customers.</p>
				<p>Continue to improve the quality and accuracy of electronic information and services available on our main website, including development of an improved A-Z database for example. [ITM-Alan Burch]</p>	Ongoing	<p>Continual improvements but A-Z database unlikely to be achieved this year due to other priorities.</p>
				<p>Evaluate the feasibility, costs and timescales of implementing the Government Connect online authentication system to provide citizens with personal account information, e.g. council tax and benefits details. [ITM-Alan Burch]</p>	Not started	<p>The Government Connect online authentication system has now been abandoned in favour of using the system provided by the Government Gateway but no suppliers or authorities appear to have implemented this yet. Project will not be completed this year.</p>
<p>2008/09 priority: Improve, cost effectively, the public's influence over services provided by the Council and by other organisations. (2005/09)</p>	CMCD/ All	<p>Local Government White Paper (2006) Local Government & Public Involvement in Health Act (2007) and associated guidance.</p>		<p>Complete the pilot, internet based, survey of young people at a local school. [CSD-Bruce Hill + DPTL-Robert Styles + ITM-Alan Burch]</p>	Not started	<p>All preparations for the survey, which covers several of the Council's key priorities, are complete. We are exploring options to run the survey with a pilot school before rolling it out to others.</p>
				<p>Offer to other schools in the borough our internet based survey and analysis of young people's views about a range of issues associated with some of the Council's key priorities. [CSD-Bruce Hill + DPTL-Robert Styles]</p>	Not started	<p>See above.</p>
				<p>Promote the Council's consultation database to provide managers and staff with direct electronic access to the results of Residents' Panel and other Council satisfaction surveys. [CSD-Bruce Hill + ITM-Alan Burch]</p>	Ongoing	<p>This will take place as new survey results (e.g. staff and sixth Residents Panel) are added to the database later in 2008. It will continue as an activity for the foreseeable future although not as an improvement action beyond 2008/09.</p>
				<p>Implement the aspects of The Local Government and Public Involvement in Health Act corporate action plan that relate to public engagement, including the Place Survey. [CE/CSD-for Management Team + CSD-Bruce Hill]</p>	Ongoing	<p>The Place Survey is under way. An Empowerment and Involvement OSG has been established to progress the other parts of this work.</p>

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Public access and involvement (continued)

<p>2008/09 priority: Ensure the Council meets its obligations fully in respect of minority interests. (2003/09)</p>	CMCD/ CE	Government Policy.	CPA - Inspectors Report (2004).	Implement the Diversity Policy's action plan for 2008/09. This will include:		
				- Completing the Tonbridge Easy Access Guide to cover the whole borough. [CE-for Management Team]	Complete	
				- Improving the way in which we communicate with and involve disability access groups and individuals. This will include: <ul style="list-style-type: none"> Ensuring that the Council is represented at access group meetings Creating a database of contact details of volunteers to undertake DDA audits Considering holding our own annual seminar. [CE-Paul Fowler]	Ongoing	We continue to attend meetings of the Tonbridge and Malling Access Group (TMAG), Tonbridge and Malling District Partnership Group (for Adults with learning disabilities) and take part in e-enabled meetings of the Disabled and Sensory Impaired Group. We involve members of TMAG when undertaking DDA Audits. There has little interest from the above groups in holding our own annual seminar. Each group has favoured our continued support and attendance of their events.
				- Services considering Equalities Impact Assessments, when undertaking policy reviews, to identify and plan to overcome any barriers to service delivery for minority groups. [CE-for Paul Fowler]	Not started	Anticipated that an Equality Impact Assessment of Customer Services will be undertaken by April 2009.
				- Updating our Consulting Hard to Reach Groups - A Good Practice Guide. [CE-Paul Fowler]	Complete	
				Update the Race Equality Scheme for 2008/11. [CE-for Management Team]	Complete	
<p>2008/09 priority: Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements. (2004/09)</p>	CMCD/ All	DDA 1995.		Implement a further phase of the programme of enhancement works at public car parks across the borough, including improvements to help disabled people. [DPTL-Steve Medlock & Mike O'Brien]	Ongoing	Current phase to be completed by 31 March 2009. Further improvement works planned for 2009/10.

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Planning and development

Overall aim:
 - To protect and enhance the built and natural environment.

2008/09 priority: Progress preparation of the Local Development Framework. (2003/09)	CMPT/ DPTL	Local Development Framework preparation at centre of new planning system and linked to Community Plan.	Political priority. Residents' Panel (2005) identified development control in existing towns and villages (9/30) as a priority for improvement. Need to maintain sound basis for planning decisions and investment opportunities. Commitment(s) made in Community Strategy (2006-09).	Adopt the Tonbridge Central Area Plan and the Development Land Allocations DPD, in April 2008. [DPTL – Brian Gates]	Complete	Both plans adopted 22 April 2008. Significant contribution towards the provisional award of £1.4m Housing and Planning Delivery Grant.
			Take forward the preparation of the Managing Development and the Environment DPD to draft plan stage. [DPTL – Brian Gates]	Ongoing	Response to consultation on the Issues and Options reported to Members in October. Draft Plan to be reported in January 2009.	
			Adopt the Open Space Strategy. [DPTL-Brian Gates & Robert Styles]	Ongoing	The Open Space Strategy has been subjected to public consultation and the comments reported to the relevant Advisory Boards. Final adoption to be considered at Policy Overview Committee in January 2009.	
2008/09 key priority: Enhance the vitality of Tonbridge town centre. (2004/09)	CMPT/ CE/DPTL	Town centre focus enshrined in planning policy.	Key political priority. Discussions with local groups (e.g.: Chamber of Commerce) and private sector indicate need and potential for town centre development enhancement and transport improvement. LD Issues Report identifies Tonbridge town centre for an 'Area Action Plan'. Residents' Panel (2005) identified local shopping facilities (10/30) as a priority for improvement. Commitment(s) made in Community Strategy (2006-09).	Adopt the Tonbridge Central Area Plan, in April 2008. [DPTL-Brian Gates]	Complete	Adopted by Council 22 April 2008.
			Work in partnership with the Environment Agency and others to develop a detailed enhancement scheme for the Town Lock area of Medway Wharf Road, secure funding and implement the scheme. [DPTL-Steve Medlock]	Ongoing	Implementation expected to be in 2009/10 if funding can be secured from partners and developer contributions to add to the Council's earmarked funding.	
			Agree the legal partnership basis and promote a detailed design to planning stage for a major and high quality mixed use scheme to redevelop the Botany site. This includes designing leisure and community facilities and car park management arrangements for the benefit of the town centre as a whole. [DPTL-Steve Humphrey]	Ongoing	A partnership arrangement with Sainsburys is in place and elements of an overall design are underway. Detailed specifications for leisure facilities have been prepared and consideration of car parking management is continuing. Current market conditions are inevitably affecting the deliverability of the project and the feasibility is currently under review. The long term aims of the project remain.	

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Planning and development (continued)

2008/09 priority: Improve the speed of determining planning applications. (2003/09)	CMPT/ DPTL	Planning Delivery Grant (PDG) aims to increase performance.	Best Value Review identified speed and communication as areas for improvement.	Continue to use the Planning Delivery Grant (PDG) to:		
				Continue to fund additional staff resources. [DPTL-Lindsay Pearson]	Ongoing	Embedded in MTFS
				Fine tune application processes after implementation of the national standard planning application form (1APP) and associated new validation processes. [DPTL-Lindsay Pearson]	Ongoing	Continues – new iteration of guidance to applicants to be issues 2 nd half 2008/9
2008/09 priority: Improve public access to the planning process. (2003/09)	CMPT/ DPTL	Central theme of new planning system.	Best Value Review identified public access as area for improvement.	Continue to use the PDG to further upgrade the Uniform system. [ITM-Alan Burch + DPTL-Lindsay Pearson & Brian Gates & Mike Ingram]	Ongoing	Continues with payment of consultancy costs for LDF module
				Introduce new software to improve the presentation of, and public access to, LDF documents on our website. [DPTL-Brian Gates]	Ongoing	Intending to use Uniform LDF Module for analysis of comments, but will still need to present the adopted Plans on the Website
				Fine tune application processes after implementation of the national standard planning application form (1APP) and associated new validation process. [DPTL-Lindsay Pearson]	Ongoing	Continues – new iteration of guidance to applicants to be issues 2 nd half 2008/9
2008/09 priority: Encourage developer contributions in support of community leisure facilities. (2003/09)	CMLFCY/ CLO/ DPTL	Planning Policy Guidance 17 (PPG 17).	Local Development Framework (LDF). Commitment(s) made in - Borough Leisure Strategy (2001/06). - Playing Pitch Strategy (2005/12).	Continue to seek developer contributions to enhance leisure facilities to meet demands generated by new developments, in conjunction with schemes identified in the Capital Plan where appropriate. [DPTL- Robert Styles & Lindsay Pearson]	Ongoing	Contributions secured for children's play improvements at Leybourne Lakes Country Park and Tonbridge Racecourse Sportsground. Future contributions envisaged towards the all-weather pitch incorporating community use at Tonbridge School.
				Adopt the Open Space Strategy taking account of feedback from the public consultation. This will inform the Local Development Framework and assist in securing developer contributions. [DPTL-Lindsay Pearson & Brian Gates & Robert Styles]	Ongoing	The Open Space Strategy has been subjected to public consultation and the comments reported to the relevant Advisory Boards. Final adoption to be considered at Policy Overview Committee in January 2009.

2008/09 priorities for improvement - half-year progress

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Transport and land drainage

<p>Overall aims:</p> <ul style="list-style-type: none"> - To provide good parking management. - To achieve better management of local land drainage. - To promote improvements in transportation.

<p>2008/09 priority: Ensure parking is managed to meet the needs of drivers, visitors, businesses and residents. (2004/09)</p>	CMPT/ DPTL		Residents' Panel (2005) identified car parking availability and enforcement (8/30) as a priority for improvement.	Begin a post implementation review of the various zones of the Local Parking Plan for central Tonbridge. [DPTL-Mike O'Brien]	Ongoing	This is a rolling programme of reviews of each zone – 18 months after implementation.
			Political priority.	Implement Local Parking Plans for Snodland, Borough Green and East Malling. [DPTL-Mike O'Brien]	Ongoing	Borough Green is substantially complete, consultation is underway in Snodland and East Malling will follow after that.
			Commitment(s) made in Community Strategy (2006-09).	Review the existing West Malling Parking Plan. [DPTL-Mike O'Brien]	Not started	This is programmed to commence later this year following the completion of the Snodland Parking Plan.
			Local Transport Plan.	Implement phase five of the Parking Action Plan covering a further set of individual on-street parking problem sites. [DPTL-Mike O'Brien]	Not started	Phase 4(a) is currently underway and Phase 5 will follow towards the end of the year.
				Continue implementing the phased programme of improvements in the borough's off-street car parks. [DPTL-Steve Medlock]	Ongoing	To be completed by 31 March 2009.
<p>2008/09 priority: Reduce the risk of flooding of residential and commercial premises. (2008/09)</p>	CMPT/ DPTL	DEFRA high level targets. The Pit Review of the summer floods 2007.	Community Strategy 2006/09.	Work in partnership with the Environment Agency to promote a scheme aimed at reducing the risk of flooding of properties by the Rochester Road stream in Aylesford. [DPTL-Steve Medlock]	Ongoing	Implementation dependent upon Environment Agency's capital programme. Will not be complete by 31 March 2009. Project to be based upon partnership model with Parish Council and local community.
				Continue to exercise permissive drainage powers as a Land Drainage Operating Authority in the parts of the borough where the Environment Agency and the Internal Drainage Boards do not operate. [DPTL-Steve Medlock]	Ongoing	Continuous process of responding to flood events and minimising flood risk with landowners and other agencies where appropriate.
				Implement a Capital Plan scheme at the Pen Stream in northern Tonbridge to improve both the flow and environmental conditions. [DPTL-Steve Medlock]	Not started	This scheme will be reviewed in the 2008/09 Capital Plan Review.
<p>2008/09 priority: Work in partnership to improve the efficiency and sustainability of transport in the Borough. (2005/09)</p>	CMPT/ DPTL	Kent Community Strategy (April 2006).	Residents' Panel (2005) identified traffic congestion (2/30) as a priority for improvement.	Work in partnership with KCC to adopt a Tonbridge & Malling Cycling Strategy. [DPTL-Mike O'Brien]	Ongoing	KCC anticipate commencing the public consultation during the next three months with a view to adopting the strategy by the end of March 2009.
			Community Strategy (2006-09).	Promote through KCC a range of new traffic management and road safety schemes, as set out in the Kent County Council Highway Improvement Programme for 2008/09, and agreed by the Joint Transportation Board. [DPTL-Mike O'Brien]	Ongoing	This work is underway in line with KCC's programme reported to the Joint Transportation Board. Programmed to be completed by the end of March 2009.
<p>2008/09 priority: Improve access to and parking at West Malling station. (2003/09)</p>	CMPT/ DPTL		Local Transport Plan policy to improve integration of transport nodes.	We plan to encourage a private developer to construct additional parking, accessed from the new link road. [DPTL-Mike O'Brien]	Ongoing	This relies on private developer momentum and is not likely to be completed by the end of March 2009.
				KCC plan to produce a detailed design of the station forecourt in liaison with ourselves, Network Rail and Southeastern Railways. [DPTL-Mike O'Brien]	Not started	This is not currently in programmed for completion this year, but significant developer contributions will become available over the next 2/3 years (depending on the implementation of the Leybourne Grange development) to part fund this high profile integrated transport scheme.

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Housing

Overall aim:
- To improve the availability and quality of housing for those most in need.

<p>2008/09 key priority: Add to the supply of affordable housing and reduce the incidence of homelessness. (2004/09)</p>	<p>CMH/ DHH/ DPTL</p>	<p>Housing Act 2004. Housing Corporation Investment Strategy (2008/11). South East Regional Housing Strategy (GOSE, 2006/09). Homelessness Act 2002. "More than a Roof" report (DTLR 2002). Homelessness Code of Guidance (2006). ODPM: - Reducing B&B use and tackling homelessness: what's working, (2003) - Achieving positive outcomes in homelessness, (2003). Housing Corporation & ODPM - Effective co-operation on tackling homelessness, nominations, agreements and exclusions, (2004). ODPM: - Housing Associations and homelessness briefing, (2005). - Delivering positive shared outcomes in health and homelessness, (2005).</p>	<p>Key political priority Residents' Panel (2005) identified affordable/decent standard of housing as the top priority for improvement taking account of their own direct experience and circumstances. Commitment(s) made in: - Community Strategy (2006/09). - TMBC Housing Strategy (2005/08). - Joint Homelessness Strategy (2007/10). - TMBC Capital Strategy. - TMBC Local Plan. CPA - Inspectors Report (2004).</p>	<p>Affordable housing</p>		
				<p>Adopt the Housing Supplementary Planning Document for developers. [DHH-Chief Housing Officer + DPTL-Brian Gates]</p>	<p>Complete</p>	<p>Affordable Housing SPD adopted July 2008 following public consultation.</p>
				<p>Begin to implement the action plan to meet the accommodation needs of gypsies and travellers. [DHH-Chief Housing Officer]</p>	<p>Ongoing</p>	<p>Preparatory work underway with KCC to secure a replacement and expand Coldharbour site utilising CLG grant.</p>
				<p>Review our list of preferred housing association partners. [DHH-Chief Housing Officer]</p>	<p>Ongoing</p>	<p>List reviewed following latest round of partner liaison meetings.</p>
				<p>Adopt a housing strategy for west Kent, based on the west Kent Housing Strategy Position Statement and action plan, to benefit from joint working and economies of scale. [DHH-Chief Housing Officer]</p>	<p>Ongoing</p>	<p>Preparatory work underway led by Tunbridge Wells Borough Council.</p>
				<p>Homelessness</p>		
				<p>Set up and organise an in-house team to deliver homelessness and allocations services in line with best practice, as set out in the Audit Commission's Key Lines of Enquiry. [DHH-Chief Housing Officer]</p>	<p>Complete</p>	<p>New housing options team established 17.03.08 with work streams in place to prevent and tackle homelessness. Reduction in the use of bed and breakfast and other forms of temporary accommodation - 2010 TA reduction target achieved by September 2008. Performance against LP403 (homelessness decisions within 33 working days) has improved significantly, and is consistently 100% during 2008/09 since the return of services from Russet Homes. Existing housing register applications have been thoroughly reviewed and updated, leading to a reduction of 45% in the number of applicants registered.</p>
				<p>Further progress, via the Kent Choice Based Lettings Partnership, the development of choice based lettings. [DHH-Chief Housing Officer]</p>	<p>Ongoing</p>	<p>TMBC's Choice Based Lettings scheme due to be implemented in April 2009. All customers and stakeholders have received initial information about the changes, and will be kept informed of progress during the implementation phase.</p>
<p>Review the allocations policy to ensure that it continues to meet the needs of homeless households and others in need. [DHH-Chief Housing Officer]</p>	<p>Complete</p>	<p>Revised Allocations Policy has now been approved by Members for the purpose of consultation with service users and stakeholders. The consultation period started on 20.10.08 and will end on 12.01.09</p>				
<p>Progress actions contained in the West Kent Homelessness Strategy Action Plan. [DHH-Chief Housing Officer]</p>	<p>Ongoing</p>	<p>TMBC is continuing to work with Sevenoaks D.C. and Tunbridge Wells B.C. to achieve actions contained in the West Kent Homelessness Strategy Action Plan. Projects currently being focussed on include: preventing homelessness amongst 16/17 year olds, improving quality of the three housing options services and promoting use of the private rented sector.</p>				

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Housing (continued)

Continued... 2008/09 key priority: Add to the supply of affordable housing and reduce the incidence of homelessness. (2004/09)		- Settled homes; changing lives, (2003). Housing Green Paper 2007. Homes for the future, more affordable, more sustainable.				
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Housing (continued)

2008/09 priority: Improve sub-standard housing and the energy efficiency of existing and new housing provision. (2004/09)	CMH/ DHH	Regulatory Reform Order 2002 Housing Act 2004	Residents' Panel (2005) identified affordable/decent standard of housing as the top priority for improvement taking account of their own direct experience and circumstances. Consultation/research re the Private Sector House Condition Survey (2006). Commitment(s) made in: - TMBC Housing Strategy (2005/08).	Decent homes standard		
				Work with west Kent partners to establish the feasibility of developing a Landlord Accreditation Scheme to improve standards in the private sector. [DHH-Chief Housing Officer]	Ongoing	Preparatory work underway, including a review of current schemes/best practice in Kent.
				Implement the first year of a three-year programme of private sector renewal using our share of the funding from the Regional Housing Board. [DHH-Chief Housing Officer]	Ongoing	On target to spend funding from RHB for this year, with potential to spend further re-allocation of funding from other non-performing partners in the North West Kent Partnership.
				Enforcement		
				Revise our private sector enforcement policy to reflect the Housing, Health and Safety Rating System. This includes developing a policy on the legislation to enforce the use of empty properties to meet local housing needs. [DHH-Chief Housing Officer]	Complete	Private Sector Housing enforcement policy agreed by Members at the 19 May 2008 meeting of Strategic Housing Advisory Board.
				Review the Houses in Multiple Occupation (HMO) licensing scheme to ensure it continues to be cost effective. [DHH-Chief Housing Officer]	Ongoing	The HMO fee calculation is currently being reviewed based on the actual officer time etc. taken to process an HMO application, rather than the previous estimated time.
				Energy efficiency		
				Complete the development with Russet Homes of a Photovoltaic scheme on new build development in the borough. This scheme converts energy from the sun into electricity. [DHH-Chief Housing Officer]	Complete	Photovoltaic scheme at Brionne Gardens in Tonbridge for six properties completed in July 2008.
				Promote access to benefit, fire safety and energy efficiency advice, as well as energy efficiency and fuel poverty assessments by a Kent Energy Centre surveyor, as part of the Warm Homes project. [DHH-Chief Housing Officer]	Ongoing	Warm Homes project visits by surveyor to be undertaken in November 2008.
				Develop an up to date position on energy efficiency and fuel poverty in housing, for inclusion in the Housing Strategy 2008/11. [DHH-Chief Housing Officer]	Ongoing	Draft energy efficiency and fuel poverty strategy developed. A further revision is required to include the findings of the fuel poverty survey for NI187.
Explore further renewable energy initiatives with our housing association partners. [DHH-Chief Housing Officer]	Ongoing	In discussion with Hyde Housing Association for a renewables scheme in a new build development in the Borough.				
Work with our partners in the Kent Energy Efficiency Partnership and the Kent Energy Centre on the development and implementation of the Kent-wide Home Visitor Scheme. This will provide advice on energy efficiency, benefit checks, debt issues and home improvements. [DHH-Chief Housing Officer]	Ongoing	Kent-wide Home Visitor Scheme scheduled for February 2009 in the Tonbridge and Malling borough.				

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Housing (continued)

2008/09 priority: Improve support and assistance to vulnerable, elderly and disabled households to enable independent living. (2003/09)	CMH/ DHH	Learning Disability White Paper – Valuing People, (2003). Civil Partnerships Act, 2004 Kent Supporting People Strategy, (2005/10).	Commitment(s) made in: - TMBC Community Strategy (2006/09). - TMBC Housing Strategy (2005/08).	Home Improvement Agency and Disabled Facilities grants		
				Review the process for providing grants to adapt the homes of disabled people to provide a more streamlined service by the various agencies involved. [DHH-Chief Housing Officer]	Ongoing	The RSL, Russet Homes, has agreed to cover the first £1,000 of any tenant's contribution to a DFG. This combined with the schedule of rates for shower DFG adaptations has provided a more streamlined service for Russet Homes' tenants. A review of how RSL DFG adaptations are resourced is also underway and discussions are being had with our main RSL partner and GOSE.
				Determine the Home Improvement Agency's position as an in-house provider or external agency. [DHH-Chief Housing Officer]	Complete	Following a Scrutiny Report, the HIA changed from an in-house agency to an external agency, "in-touch", in August 2008.
				Enabling new supported housing		
				Progress the development of supported accommodation for young people. [DHH-Chief Housing Officer]	Ongoing	Initial discussions have been made with possible partners including the Bridge Trust. Further contact is going to be made shortly with Porchlight who have existing supported accommodation across East Kent.
				Progress with our housing association partners a west Kent review of accommodation in the borough for older people. [DHH-Chief Housing Officer]	Not started	Awaiting appointment of Chief Housing Officer
				Further develop, with partners, accommodation with support for people with mental health needs. [DHH-Chief Housing Officer]	Ongoing	Commissioning increased provision underway with Supporting People and Russet Homes
				Partnership working		
Review the effectiveness of the Joint Assessment Referral Panel. This is a multi agency group that reviews the housing and support needs of vulnerable clients. [DHH-Chief Housing Officer]	Ongoing	All JARP cases were reviewed in July 2008 to establish which applicants are still in need of housing. List of active cases are now being reviewed on a monthly basis.				

Housing – benefit payments

Overall aim: - To provide financial assistance through the timely and accurate processing of claims for Housing and Council Tax Benefit.
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2008/09 priority: Achieve high performance in both accuracy of calculating benefit due and speed of processing. (2003/09)	CMRCP/ DF	Improve on our national (2001/02) mid-range performance for accuracy of processing.	Undertake relevant actions from the Improvement Plan based on the results of the 2006/07 Benefits BVPI Satisfaction Survey. [DF-Paul Griffin]	Ongoing	The ability to address issues concerning the accuracy of processing is making slow progress. Progress has been hampered by staffing issues (e.g. three periods of maternity leave; two of which are ongoing) and the increasing caseload caused by the economic downturn. Ideally additional staffing resource is needed to address accuracy issues but this is not feasible because of budget issues.
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2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Leisure and arts

Overall aim:
- To develop leisure and cultural services for local people and visitors

2008/09 priority: Enable the whole community, including those most in need, to more fully enjoy leisure and cultural activities. (2001/09)	CMLFCY/ CLO	Requirement to produce: - Community Strategy. Disability Discrimination Act (1995). Department of Culture Media & Sport - reports of Policy Action Team on social exclusion. "Mission Possible" the South East Plan for Sport 2004/08, Sport England. "Sport Playing Its Part - the Contribution of Sport to Community Priorities and the Improvement Agenda", Sport England.	Fundamental to commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Leisure Services Business Unit Business Plan.	Consult on and adopt the Borough Leisure & Arts Strategy for 2008/13. [DPTL-Robert Styles]	Ongoing	Consultation complete and reported to Leisure & Arts Advisory Board. Final adoption to be considered by Policy Overview Committee in January 2009.
		Complete a DDA access audit of Tonbridge Farm Sportsground. [DPTL-Robert Styles]	Complete	Site visit and audit carried out in liaison with the Tonbridge & Malling Access group. Draft audit and improvement recommendations completed and due for Member approval.		
		Implement DDA improvements to Tonbridge Swimming Pool's wet changing facilities. [DPTL-Robert Styles]	Ongoing	Works to take place in 2008/09. Consultant architect appointed. Final design to be approved. Anticipate commencement on site December 2008.		
2008/09 priority: Increase community involvement in the delivery and design of Leisure services. (2004/09)	CMLFCY/ CLO	"Sport & Recreation" report (Audit Commission - 2002). CPA - self assessment.	Commitment(s) made in: - Borough Leisure Strategy (2001/06) - Local Cultural Strategy (2002/07).	Implement the approved programme of consultation/market research, including research in respect of young people. This will include surveys of users of:		
				- Tonbridge Castle Grounds. [DPTL-Robert Styles]	Ongoing	Survey completed with results and improvement recommendations due for Member approval
				- Tonbridge Festival of Music and Fireworks [DPTL-Robert Styles]	Ongoing	Survey is currently being progressed to help determine programme for 2009 Festival.
				Review and enhance the operation of customer panels, including establishment of a new panel for Tonbridge Racecourse Sportsground. [DPTL -Robert Styles]	Ongoing	New customer panel also being introduced for Tonbridge Farm Sportsground.
				Increase the number of participants on customer panels, including representatives from 'hard to reach groups'. [DPTL-Robert Styles]	Ongoing	Recruitment of new panel members is promoted at each leisure facility.

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Leisure and arts (continued)

<p>2008/09 priority: Improve the quality and sustainability of the Council's leisure facilities and services. (2004/09)</p>	CMLFCY/ CLO	<p>"Sport & Recreation" report (Audit Commission – 2002).</p>	<p>Citizens' Panel (Eighth survey – 2002) re charges. Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Leisure Services Business Unit business plan.</p>	<p>Implement those actions in the Leisure BVR Improvement Plan for 2008/09 that are relevant to this priority. These include:</p>		
				<p>- Bringing forward future capital plan schemes for consideration. [DPTL-Robert Styles]</p>	Ongoing	Schemes to be considered as part of corporate review of capital plan.
				<p>- Use of LSBU reserves to enhance the facilities. [DPTL-Robert Styles]</p>	Ongoing	Use of reserve subject to approval of Leisure Management Review Group.
				<p>- Ongoing use of IT to enhance the service. [DPTL-Robert Styles]</p>	Ongoing	Review currently taking place in liaison with IT Services to determine cost benefit of introducing internet payments at the Council's indoor leisure facilities. Electronic booking already in place and working well.
				<p>Undertake energy saving measures at our leisure centres. [DPTL-Robert Styles]</p>	Ongoing	Energy saving measures recommended by the Carbon Trust will be completed in 2008/09.
				<p>Complete the plant condition survey at Tonbridge Swimming Pool. [DPTL-Robert Styles]</p>	Not started	Need for survey currently being reviewed corporately.
				<p>Replace the irrigation system at Poult Wood Golf Centre. [DPTL-Robert Styles]</p>	Ongoing	Contract commenced and will be completed in 2008/09.
				<p>Evaluate the conversion of squash courts to a fitness studio at Larkfield Leisure Centre. [DPTL-Robert Styles]</p>	Ongoing	Evaluation progressing.
				<p>Evaluate the refurbishment/replacement of the maintenance building at Poult Wood Golf Centre. [DPTL-Robert Styles]</p>	Complete	Scheme approved. Options to reduce cost of scheme currently being considered.
				<p>Evaluate the provision of toilets for the Larkabout indoor children's play area at Larkfield Leisure Centre. [DPTL-Robert Styles]</p>	Ongoing	Evaluation progressing.
<p>Install a new sewage system for the public toilets at Haysden Country Park. [DPTL-Robert Styles]</p>	Complete					
<p>2008/09 priority: Improve security/health and safety at leisure facilities. (2003/09)</p>	CMLFCY/ CLO	<p>Linked to Crime Reduction.</p>	<p>Direct feedback from users and customer panels. Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Leisure Services Business Unit Business Plan. - Crime & Disorder Reduction Partnership Strategy.</p>	<p>Complete the enhancement of CCTV coverage and lighting at Tonbridge Farm Sportsground. [DPTL-Robert Styles]</p>	Ongoing	Planning approval granted and works will be completed in 2008/09
				<p>Adopt new by-laws for our Country Parks to assist in enforcing anti-social behaviour controls and ensuring the safety of users. [DPTL-Robert Styles + CE-Mark Raymond + CSD-Wendi Batterson]</p>	Ongoing	Schedule of proposed by-laws being developed in liaison with Legal Services
				<p>Evaluate the upgrading of CCTV in Larkfield Leisure Centre's and Tonbridge Swimming Pool's car parks in the light of anti-social behaviour. [DPTL-Robert Styles]</p>	Not started	Evaluation deferred in light of financial constraints.
				<p>Inspect and effect immediate stabilisation to memorials within Tonbridge's closed churchyards. [DPTL-Robert Styles]</p>	Complete	Memorials stabilised. Consideration currently being given to tombs at St Peters & St Pauls.
				<p>Evaluate improvements to the paths at Tonbridge Cemetery. [DPTL-Robert Styles]</p>	Ongoing	Evaluation progressing.

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Leisure and arts (continued)

<p>2008/09 priority: Improve public access to the countryside and public open spaces across the borough. (2004/09)</p>	CMLFCY/ CLO	Green Flag Park Award Programme.	<p>Commitment(s) made in:</p> <ul style="list-style-type: none"> - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Outdoor Leisure BV Improvement Plan. 	Consult on and adopt the Open Space Strategy for the borough. [DPTL-Robert Styles & Brian Gates]	Ongoing	The Open Space Strategy has been subjected to public consultation and the comments reported to the relevant Advisory Boards. Final adoption to be considered at Policy Overview Committee in January 2009.
				Purchase Quarry Hill Wood, Tonbridge. [DPTL-Robert Styles + CSD-Katie Iggulden]	Ongoing	Completion expected during 2008/09.
				Complete the children's play improvement scheme at Tonbridge Farm Sportsground. [DPTL-Robert Styles]	Ongoing	Progressing on a phased basis. Tender currently being progressed for new play area.
				Consult on and adopt a management plan for Tonbridge Racecourse Sportsground. [DPTL-Robert Styles]	Complete	
				Retain the Green Flag Awards for Leybourne Lakes and Haysden country parks. [DPTL-Robert Styles]	Complete	
				Provide a new ball court at Tonbridge Racecourse Sportsground. [DPTL-Robert Styles]	Ongoing	Tender currently being progressed, including replacement ball court at Tonbridge Farm.
				Complete and adopt a management plan for Tonbridge Farm Sportsground based on the standards of the Green Flag Park Award. [DPTL-Robert Styles]	Not started	Will be progressed following completion of on-site improvement works.
				Seek local Nature Reserve designation for Haysden Country Park. [DPTL-Robert Styles]	Ongoing	Public Notice currently being published, following which formal Declaration will be made.
<p>2008/09 key priority: Give priority to involving and meeting the needs of young people. (2003/09)</p>	CMLFCY/ CLO	<p>"Game Plan" report (ODPM 2002). Department of Culture Media & Sport - reports of Policy Action Team on social exclusion. Government "Youth Matters" Green Paper (2005)</p>	<p>Key political priority. Residents' Panel (2005) identified facilities and activities for teenagers (4/30) as a priority for improvement. Commitment(s) made in:</p> <ul style="list-style-type: none"> - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Community Strategy (2006-09). - Scrutiny Review Action Plan. - CPA Improvement Plan. - LSBU Business Plan. 	Planning and policy		
				Review the Tonbridge & Malling Youth Agreement in partnership with KCC's Youth Service. [DPTL-Robert Styles]	Ongoing	Terms of Reference for review agreed by Youth & Children Advisory Board. New document will follow the approach of the existing agreement with a focus on partnership work, and it is planned to undertake further work with the voluntary sector.
				Implement the projects funded by our successful bid to the Big Lottery Fund's Children's Play Initiative. [DPTL-Robert Styles]	Ongoing	Two schemes at Leybourne and Hildenborough to be progressed in 2008/09, in liaison with local Parish Councils.
				Review the Council's Corporate Child Protection Policy in accordance with our Safeguarding Children Framework. [DPTL-Robert Styles]	Complete	Review completed and revised Policy now incorporates new and updated reporting procedure.
				Actively participate in the two new Local Children's Service Partnerships within the borough to provide a coordinated service to children and young people, particularly those most in need. [DPTL-Robert Styles]	Complete	The Borough Council is represented at a senior level on both the Malling and Tonbridge LCSPs. Action plans for each LCSP are being developed and linkages made with other relevant partnerships such as the Community Safety Partnership.
				Involving young people		
				Complete, via the internet, a pilot quantitative survey of young people at a local school, in line with our Consultation Strategy. [DPTL-Robert Styles + CSD-Bruce Hill + ITM-Alan Burch]	Not started	All preparations for the survey, which covers several of the Council's key priorities, are complete. We are exploring options to run the survey with a pilot school before rolling it out to others.
				Offer to other schools in the borough our quantitative survey of young people. [DPTL-Robert Styles + CSD-Bruce Hill]	Not started	See above.
				Marketing and communications		
				Develop and introduce an on-line booking and payments system for the Summer Activate holiday scheme and the Summer Playscheme. [DPTL-Robert Styles + ITM-Alan Burch]	Ongoing	On-line booking and payment system developed and trialled for Activate and will be implemented for the 2008 Easter programme. Following implementation of new arrangements for Activate consideration will be given to the Summer Playscheme.
				Activities at our leisure centres		
				Develop the Excel brand and programme, including the introduction of new activities with grant funding from the Primary Care Trust (PCT). [DPTL-Robert Styles]	Ongoing	Further grant funding from PCT confirmed in principle. Purchase of additional equipment and increased programme/marketing by end of 2008/09.
				Activities in the community		
Evaluate the provision of a new children's play area at Leybourne Lakes Country Park. [DPTL-Robert Styles]	Complete	Design of new play area and interactive play features approved by Members and will be installed in summer 2009. Funded entirely from developer contributions.				

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Street scene and open space environment

Overall aim:
 - To protect and enhance the built and natural environment.

<p>2008/09 key priority: Achieve a cleaner, smarter and better maintained street scene and open space environment. (2003/09)</p>	<p>CMES/ DHH</p>	<p>Kent Community Strategy (April 2006). Green Flag Park Award Programme</p>	<p>Key political priority. Residents' Panel (2005) identified clean streets and public areas (1/30) as the top priority for improvement. Commitment(s) made in - Amenity & Street Cleansing Best Value Improvement Plan (2001/06). - Scrutiny Committee Review 2002. - Cabinet adoption of Action Plan 2002. - Community Strategy (2006-09).</p>	<p>Operational cleansing services</p>		
				<p>Develop options for improving the appearance of public open spaces in areas surrounding the river Medway in Tonbridge, as part of the development of Tonbridge town centre. [DPTL-Steve Medlock & Robert Styles]</p>	<p>Ongoing</p>	<p>Improvements to the Town Lock area to accompany new developments along Medway Wharf Road are planned for 2009/10. The merging design for the redevelopment of the Botany area includes new public space along the Botany Stream.</p>
				<p>Develop further options for the recycling of street litter. [DHH-Phil Beddoes]</p>	<p>Ongoing</p>	<p>Additional bins with can recycling facility installed. Options for street litter bins with paper recycling facility being piloted.</p>
				<p>Enforcing the law</p>		
				<p>Complete implementation of the multi-agency Graffiti Action Plan. This includes concluding and implementing a partnership agreement with public utilities and other public bodies to achieve speedy and effective removal of graffiti from their property. [CE-Mark Raymond + DHH-Phil Beddoes]</p>	<p>Ongoing</p>	<p>Action Plan renewed and subject of report to Local Environmental Management Advisory Board on 27 October 2008.</p>
				<p>Work with the police and parish councils to extend environmental enforcement activities, including the serving of fixed penalty notices for littering offences. [CE-Mark Raymond + DHH-Phil Beddoes]</p>	<p>Ongoing</p>	<p>Street Scene OSG has considered the extension of the street scene enforcement facility, including Civil Enforcement Officers. Focussed 'hot spots' enforcement being piloted November 2008.</p>
				<p>Work with the Clean Kent Enforcement team to increase formal enforcement activity. [DHH-Jane Heeley & Phil Beddoes]</p>	<p>Ongoing</p>	<p>Improved coordination with Clean Kent Team as well as joint training initiatives undertaken.</p>
				<p>Work with other agencies and voluntary organisations</p>		
				<p>Work with our partner, Kent Highway Services, to sponsor specific roundabouts in the borough. [DPTL-Steve Medlock]</p>	<p>Ongoing</p>	<p>Will continue post 31 March 2009.</p>
				<p>Work with our county partners, within the framework of Kent Agreement 2, to improve the street scene. [DHH-Phil Beddoes]</p>	<p>Ongoing</p>	<p>Head of Waste and Street Scene Services sits on KA2 Clean Kent Delivery Group and leads on partnership with Highway Agency. Local initiatives with Highway Agency being progressed naturally by LGA.</p>
<p>Working with our communities</p>						
<p>Work on new PACT initiatives. [DHH-Phil Beddoes + CE-Mark Raymond]</p>	<p>Ongoing</p>	<p>Eleven PACTs have been established and are all operational. Issues arising from PACT discussions are fed back to the monthly co-ordinating and taking meetings of the CSP. Establishment of additional PACTs now in the control of the CSP following adoption of protocol.</p>				
<p>Work with community and business leaders in Snodland to improve the town's street scene. [DHH-Phil Beddoes]</p>	<p>Ongoing</p>	<p>Cleaner Snodland Group set up. Action Plan prepared and being implemented.</p>				

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Street scene and open space environment (continued)

<p>2008/09 priority: Enhance the amenity and appearance of locations borough-wide. (2006/09)</p>	<p>CMPT/ DPTL</p>	<p>National planning and Heritage guidance on Design in development and Conservation.</p>	<p>Emerging LDF contains policies on environmental enhancement and design quality.</p>	<p>Implement actions in the Street Scene Action Plan relating to Tonbridge town centre, including completing the design for the Town Lock Enhancement Scheme and establishing a programme of practical tasks to achieve the Action Plan's aim of 'Making the Most of the River Medway'. [DPTL-Steve Medlock]</p>	Ongoing	Town Lock improvement scheme to be implemented 2009/10. Further opportunities for small scale improvement works to be identified in association with new development and in consultation with voluntary groups.
				<p>Implement local enhancement schemes at Woodlands Parade, Ditton. [DPTL-Steve Medlock]</p>	Ongoing	This scheme will be reviewed in the 2008/9 Capital Plan Review,
				<p>Provide further training in architectural design for staff and Members in the context of Kent Design. This is a county-wide guide that provides detailed guidance on the design of new development. [DPTL-Lindsay Pearson]</p>	Ongoing	PDG funds support for Kent Design. Some element of design training/active site visiting to be instituted late 2008/9/early 2009/10 (as appropriate to facilitate productive site inspections)
				<p>Work with our partner, Kent Highway Services, to sponsor specific roundabouts in the borough. [DPTL-Steve Medlock]</p>	Ongoing	Further opportunities to be considered in 2009/10 depending on commercial interest.
				<p>Promote a number of schemes with Parish Councils using funding from the Council's Community Partnerships Initiatives budget. These include:</p>		
				<p>- Bone Alley, East Malling - footpath lighting scheme. [DPTL-Steve Medlock]</p>	Ongoing	Timescale for implementation depends upon Parish Council. Unlikely to be complete by 31 March 2009
				<p>- Mereworth - new bus stop in The Street, Mereworth. [DPTL-Steve Medlock]</p>	Complete	Scheme implemented in association with Parish Council.
				<p>- Shipbourne - parking hard standing at the Common. [DPTL-Steve Medlock]</p>	Complete	Scheme designed and implemented in association with Parish Council
				<p>- Trottiscliffe - overspill car park at the church. [DPTL-Steve Medlock]</p>	Not started	Timescale for implementation depends upon Parish Council. Unlikely to be complete by 31 March 2009
<p>Audit the external appearance of our premises and ensure they present a positive image to our residents and customers. [DHH-Phil Beddoes]</p>	Ongoing	Street Scene OSG progressing this action known as "Getting our House in Order". Monitoring of premises and property in our control being formalised to ensure a positive image is portrayed to residents and visitors.				

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Recycling and waste collection

Overall aim:
 - To protect and enhance the built and natural environment.

2008/09 priority: Recycle a larger proportion of household waste. (1999/2009)	CMES/ DHH	Statutory targets set via BVPI.	Political priority. Residents' Panel (2005) identified recycling collection from households (6/30) as a priority for improvement.	Deliver the annual action plan of the Kent Joint Municipal Waste Management Strategy. [DHH-Phil Beddoes]	Ongoing	Officers at all levels continue to support the Kent Waste Partnership (KWP) deliver its Action Plan. The plan is to be renewed by the KWP early in the New Year including progress with specific initiatives, some of which are identified in the following actions.
				Develop and introduce a range of initiatives aimed at minimising domestic waste produced in the borough. [DHH-Phil Beddoes]	Ongoing	The KWP have developed a "smart approach" to improving waste minimisation in the County. The use of sound marketing techniques is being used. Local Environmental Advisory Board on 27 th October 2008 received a report/presentation on action being taken.
				Further increase the number of recycling sites/banks. [DHH-Phil Beddoes]	Ongoing	Officers continue to work for new sites and/or opportunities to expand existing facilities. Difficulties have arisen on a site where new owners require us to move. Opportunities to relocate this site in Borough Green are proving problematic.
				Continue to work with KCC to ensure provision of a household waste recycling centre in the borough. [DHH-Phil Beddoes]	Ongoing	KCC have advised that capital provision for new site has been provided. KCC continue to evaluate site options.
				Complete a review of new opportunities arising from the commissioning of the Allington waste-to-energy plant and implement the resulting improvements. [DHH-Phil Beddoes]	Ongoing	Officers continue to work with KCC Waste Management to maximise opportunities.
				Complete the review and re-structure of refuse and recycling collection rounds to improve the efficiency and cost-effectiveness of the service. [DHH-Phil Beddoes]	Ongoing	Review nearly completed and expected to be implemented Feb/March 2009.
				Further increase the provision of litter bins with recycling facilities. [DHH-Phil Beddoes]	Ongoing	Additional "dual use" recycling bins introduced. Officers considering option to recycle paper.
				Review and develop services to ensure compliance with new hazardous and Waste Electrical and Electronic Equipment (WEEE) legislation. [DHH-Phil Beddoes]	Ongoing	Kent districts and Kent Waste Partnership reviewing options, legal requirements and implementation requirements.

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Public and environmental health

<p>Overall aims:</p> <ul style="list-style-type: none"> - To protect and improve public health. - To protect and enhance the built and natural environment.
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<p>2008/09 key priority: Promote, encourage and provide opportunities for healthy living. (2004/09)</p>	<p>CMLFCY/ CLO</p>	<p>“Game Plan” report (ODPM 2002). “Choosing Health” Government White Paper (November 2004). Kent Community Strategy (April 2006). “Mission Possible” the South East Plan for Sport 2004/08, Sport England. “Sport Playing Its Part – the Contribution of Sport to Community Priorities and the Improvement Agenda”, Sport England.</p>	<p>Key Political Priority Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Community Strategy (2006-09). Primary Care Trust objective. - LSBU Business Plan</p>	<p>Improving people’s health</p>		
				<p>Develop our relationship with the West Kent Primary Care Trust to enhance our public health role. [CE-for Management Team]</p>	Ongoing	Regular and effective liaison between the Borough Council and the PCT at both Board/Member level and at operational level via the West Kent Health Policy Board being undertaken.
				<p>Physical activity and exercise</p>		
				<p>Work with KCC in adopting a borough cycling strategy to be funded within the Local Transport Plan. [DPTL-Mike O’Brien]</p>	Ongoing	KCC anticipate commencing with the public consultation during the next three months and adopting the strategy by the end of March 2009.
				<p>Continue to expand the Lifestyles Referral Programme funded by the Big Lottery Fund’s Chances 4 Change programme. [DPTL-Robert Styles]</p>	Ongoing	Three year funding continues to be drawn down. Additional part time post in place. Increased referral numbers reported through Big Lottery Fund’s Chances 4 Change monitoring.
				<p>Smoking</p>		
				<p>Work with the West Kent Primary Care Trust and the Kent Alliance on Smoking and Health (KASH) to reduce the number of people who smoke. KASH is a multi agency partnership hosted by the Eastern & Coastal Kent Primary Care Trust. In 2008/09 there will be a stronger focus on reducing the uptake of smoking by young people across Kent. [DHH-Jane Heeley]</p>	Ongoing	Positive relationship developed with KASH officers. Officers considering what we need to do to address public health concerns relating to smoking, having regard to the government’s intention of enhancing legislative control.
				<p>Obesity</p>		
				<p>Work with other local authorities to develop a Kent-wide healthy eating award. [DHH-Jane Heeley]</p>	Ongoing	Kent local authorities discussing options for new award.
				<p>Sexual health</p>		
<p>Monitor via the Health Policy Board progress towards achieving improvements, including the appointment of additional out-reach sexual health workers. [CE-Mark Raymond]</p>	Ongoing	Health Policy Board regularly monitors health improvement targets. Out reach workers now in post.				
<p>Mental health and emotional well-being</p>						
<p>Support a programme dealing with young people suffering a bereavement of a family member or friend, subject to available funding. [CE-Mark Raymond]</p>	Not started	SLA being prepared by Malling LCSP to enable Choosing Health funding to be drawn down enabling project to proceed.				
<p>Further develop, with partners, accommodation with support for people with mental health needs. [DHH-Chief Housing Officer]</p>	Ongoing	Four units of self-contained accommodation with support are now available in partnership with Russet Homes and the Richmond Fellowship.				

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Public and environmental health (continued)

2008/09 priority: Work with other agencies to improve people's health in the poorest areas of our borough. (2003/09)	CMES/ DHH/CE		Commitment(s) made in: - West Kent Health Improvement & Modernisation Programme (HIMP). - Public Health Best Value Review Improvement Plan (2003). - Community Strategy (2006-09).	Deliver the first year of the two-year programme of healthy living initiatives for young people in Snodland, East Malling and Trench ward. [CE-Mark Raymond]	Complete	First year pilot complete and evaluated. Additional Choosing Health funding successfully bid for and in place. Phase two of project to commence subject to the adoption of an SLA to guide the work.
			Develop a programme of healthy eating initiatives in Snodland, East Malling and Trench ward, subject to funding. [CE-Mark Raymond]	Ongoing	Choosing health funding in place and YWCA engaged to deliver project which will commence shortly.	
2008/09 priority: Work with other agencies to ensure businesses comply with food and safety legislation. (2007/09)	DHH	Better Regulation Initiative	Food Safety Enforcement Plan	Expand the training partnership with West Kent College to include Tunbridge Wells Borough Council and Sevenoaks District Council. [DHH- Phil Beddoes]	Complete	Training partnership now includes Tunbridge Wells BC/Sevenoaks DC. A report to Local Environmental Management Advisory Board on 27 October 2008.
				Continue to work with the HSE to deliver the Fit 3 campaign. This will include tackling safety in warehouses and manual handling in the work environment. [DHH-Phil Beddoes]	Ongoing	Joint working on safety issues relating to asbestos control, work-place transport and work at height being progressed.
2008/09 priority: Improve air quality in the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford. (2002/09)	CMES/ DHH	National Air Quality Strategy.	Air Quality Review and Assessment TMBC.	Continue to implement the Air Quality Action Plan. For example, the Highways Agency will implement the variable speed limit and undertake additional monitoring to evaluate the effect on air quality. [DHH-Jane Heeley]	Ongoing	Variable speed limit on M20 J4-5 due to go live early 2009. Additional continuous monitoring site to be established in 2009.
2008/09 priority: Improve air quality at Tonbridge High Street; Wateringbury crossroads; London Road/Station Road, Ditton. (2005/09)	DHH	National Air Quality Strategy.	Detailed Review and Assessment of Air Quality, 2004. Further Assessment of Air Quality, Nov 2005 Updating and Screening Assessment of Air Quality, 2006	Continue to work with KCC to secure implementation of alternative transportation options and improvement schemes in the Local Transport Plan (2006/11). For example, KCC will: - Roll out the Freedom Pass scheme to other schools across the borough. [DPTL-Mike O'Brien + DHH-Jane Heeley]	Complete	
				- Draft a Public Transport Strategy for Tonbridge and Tunbridge Wells aimed at encouraging people who would otherwise drive a car through central Tonbridge to use buses or trains. [DPTL-Mike O'Brien + DHH-Jane Heeley]	Ongoing	This work is underway but may not be completed by the end of March 2009.
				Work with KCC to implement options identified in the Tonbridge Central Area Action Plan for improving air quality in Tonbridge High Street. [DHH-Jane Heeley]	Ongoing	Officer working group (TMBC/KHS) established.
				Undertake a further Updating and Screening Assessment of local air quality. [DHH-Jane Heeley]	Ongoing	Work commenced – to be completed by 30 April 2009

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Community safety

Overall aims:

- To reduce crime and disorder and the fear of crime.
- To promote and improve public safety.

<p>2008/09 key priority: Reduce: Anti-social behaviour Criminal damage Offences against the person Substance misuse Environmental crime (2002/09)</p>	CMCD/ CE	National crime reduction targets. Kent Community Strategy (April 2006) Kent Agreement	<p>Key political priority. Residents' Panel (2005) identified anti-social behaviour and disorder (3/30) and crime level (5/30) as priorities for improvement. Commitment(s) (to be) made in: - Crime & Disorder Reduction Strategy (2005/08). Community Strategy (2003-06). (2006/09)</p>	Complete implementation of the multi-agency Graffiti Action Plan. This includes concluding and implementing a partnership agreement with public utilities and other public bodies to achieve speedy and effective removal of graffiti from their property. [CE-Mark Raymond + DHH-Phil Beddoes]	Ongoing	Action Plan reviewed and subject of report to Local Environmental Management Advisory Board on 27 October 2008. Progress made with utility companies with a number of operational agreements now in place to cover protocols for graffiti removal.		
				Continue to work with our partners to help the victims of domestic abuse and change abusers' behaviour. [CE-Mark Raymond]	Ongoing	Funding provided from CSP to Women's Support Service. CSP's Violent Crime and Abuse Sub Group monitoring outcomes. Project will continue beyond April 2009.		
				Continue to provide funds to encourage a further expansion of Kent Police's speed-watch initiative. [DPTL-Mike O'Brien]	Ongoing	This initiative continues and Aylesford Parish Council has purchased Speed Watch equipment this year.		
				Support the development of new PACTs across the borough. [CE-Mark Raymond]	Ongoing	Eleven PACTs have been established and are all operational. Issues arising from PACT discussions are fed back to the monthly co-ordinating and tasking meetings of the CSP. Establishment of additional PACTs now in the control of the CSP following adoption of protocol.		
				Further extend the Safer Towns Partnership approach to other towns in the borough with the help of a co-ordinator who will focus entirely on Tonbridge and Malling. [CE-Mark Raymond]	Ongoing	Partnership to be established shortly and its further development, including a dedicated co-ordinator appointment, will extend beyond April 2009. The new Partnership will enable the benefits of the scheme, currently operating in Tonbridge town centre, to be extended to the Malling area to cover the commercial centres of Snodland, Borough Green, West Malling and Larkfield.		
				Undertake a range of new actions to raise awareness of the dangers of alcohol abuse. [CE-Mark Raymond]	Ongoing	Wide-ranging alcohol awareness campaign with the theme of 'Just the one...' developed by the CSP's perception of crime sub group and will be implemented from December 2008. The aim of the campaign will be to encourage sensible drinking and this will be achieved through a hard hitting poster campaign, through a series of community events and through the distribution of information and advice. Launch event to take place in West Malling on 5 December 2008.		
				Extend Alcohol Control Zones to additional locations in the borough to prevent under-age drinking in public places. [CE-Mark Raymond]	Complete	ACZs now formally designated in key target areas where ASB related to alcohol consumption is known to be an issue. Zones operational in Tonbridge, Leybourne, Borough Green, Platt, Wrotham, and West Malling along with an extension to the existing Snodland zone.		
				Implement those actions in the Crime & Disorder Best Value Review Improvement Plan for 2008/09 that are relevant to this priority. These include:				
				- Pursuing the availability of Health Trust data to assist the CSP in tackling violent crime. [CE-Mark Raymond]	Ongoing	Work by the PCT to achieve this likely to continue beyond April 2009.		
- Training staff and Councillors in mainstreaming crime and disorder reduction within our services. [CE-Mark Raymond]	Not started	The need for training will be reviewed in 2009/10 and the impact of regular reports to the Community Development Advisory Board on Member awareness of community safety issues.						

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Community safety (continued)

2008/09 priority: Reduce the fear of crime. (2003/09)	CMCD/ CE	Statements by Home Office/Home Secretary. Kent Community Strategy (April 2006). Kent Agreement	Commitment(s) made in: - Crime & Disorder Reduction Strategy (2002-05). (2005/08) - Community Strategy (2003-06). (2006/09)	Establish a new CSP sub-group to consider perception of crime issues and develop a CSP Communications Strategy to ensure residents are aware of the work of the CSP. [CE-Mark Raymond & Linda Moreau]	Complete	New multi-agency sub group in place and developing initiatives and publicity campaigns co-ordinated between agencies. Regular newsletters and articles in the Council's news paper Here and Now produced to convey a safer borough message. Alcohol awareness campaign developed and implemented by sub group.
2008/09 priority: Increase activity programmes for young people in areas of highest social deprivation. (2004/09)	CMLFCY/ CLO	Department of Culture Media & Sport - reports of Policy Action Team on social exclusion.	Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Community Strategy (2006-09).	Support the charitable trust in providing a multi-use community centre in East Malling. [CE-Mark Raymond]	Ongoing	Lease now in place from KCC. Funding bid submitted. Work will continue beyond April 2008. Target date for completion is Autumn 2009.
				Fund Kent Fire & Rescue Service and the voluntary sector in training and supporting young people at risk of offending. [CE-Mark Raymond]	Ongoing	Funding provided to Power Project who support young people at risk. Referrals made to the KF&RS re fire setting. Work will continue beyond April 2009.
				Develop education, prevention and enforcement activities that target under-age drinking. [CE-Mark Raymond]	Ongoing	Alcohol awareness initiative to be commenced shortly. Will continue beyond April 2009.
				Provide a new ball court and youth shelter at Tonbridge Racecourse Sportsground and renew the existing ball court at Tonbridge Farm Sportsground. [DPTL-Robert Styles]	Ongoing	Tender currently being progressed including new facilities at both sites.

Local economy

Overall aim:
- **To promote the well-being of the local economy and enhance the viability and vitality of population centres.**

2008/09 priority: Contribute to improving the West Kent economy. (2003/09)	CMCD/ CE	Kent Community Strategy (April 2006).	Commitment(s) made in Community Strategy (2006-09).	Establish a new group to be the 'voice' for west Kent business. [CE-Mark Raymond]	Not started	The West Kent Partnership is currently reviewing its economic priorities as part of a new investment strategy for the sub region. The proposal to create a business group will be reviewed as part of this process in 2009/10.
				Implement the Leader Programme to support farming and other rural businesses in west Kent. [CE-Mark Raymond]	Ongoing	Implementation of programme will continue over next five years
2008/09 priority: Improve the viability of village services. (2003/09)	CMCD/ DF/ DPTL	Kent Community Strategy (April 2006).		Help facilitate the production of local parish plans to support the vitality of our small rural towns and villages. [CE-Mark Raymond]	Ongoing	Will continue beyond April 2009.
2008/09 priority: Increase tourism within the borough. (2000/09)	CMCD/ CLO/ DPTL	"Destination South East" - a Regional Spatial Planning Strategy for Tourism (South East England Regional Assembly 2003). Kent Community Strategy (April 2006). Heart of Kent Tourism Strategy.	Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07).	Further develop marketing and other tourism initiatives in partnership with the Heart of Kent Consortium. [DPTL-Robert Styles]	Complete	Potential partnership opportunities with private sector operators currently being considered.
				Develop an annual programme of events at Tonbridge Castle, including a Medieval Fair. [DPTL-Robert Styles]	Complete	

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Community leadership

Overall aims: - To provide leadership on community issues that are beyond the remit of a single agency. - To improve the well-being of communities in Tonbridge and Malling.

2008/09 priority: Make Tonbridge & Malling a better place in which to live. (2001/09)	CMCD/ CE	Requirement to produce a Community Strategy.	Political priority to achieve improvement via joint working/West Kent Partnership.	Undertake, with our partners, Year 1 actions in implementing Kent Agreement 2. [CE-for Management Team]	Ongoing	Year 1 has involved mainly baseline setting. Local Action Plan for the borough drafted and will be subject to consideration by the T&M LSP. Will continue beyond April 2009.
				Commence consultation on the next Tonbridge and Malling Community Strategy for the period 2009/11. [CE-Mark Raymond + CSD-Bruce Hill]	Ongoing	Consultation with Residents' Panel, Parish Councils, Community and other groups on schedule to be completed by 31 December 2008.
2008/09 key priority: Make a positive local contribution to tackling the causes and effects of climate change. (2007/09)	Leader/ CE	The Council has signed the Nottingham Declaration on climate change committing us to the production of a climate change strategy. Kent Community Strategy (April 2006)	Key political priority.	Undertake Year 1 actions in the Climate Change Strategy. [CE-for Management Team & Mark Raymond]	Ongoing	Half year progress reported to Community Development Advisory Board on 15/10/09. Good progress noted overall and effective policy alignment achieved with the Council's Managing Development and the Environment DPD. Community engagement over climate change issues achieved via working with local schools and other groups including the HadLOW carbon community and Transition Town Tonbridge initiatives. Work commenced on energy saving initiatives within the Borough Council offices to raise staff awareness.
				Implement energy saving measures at our leisure centres as set out in our Capital Plan. [DPTL-Robert Styles]	Ongoing	Energy saving measures recommended by the Carbon Trust will be completed in 2008/09. Building Management System (BMS) upgrade and pool covers ordered. BMS upgrade will permit greater interrogation and control of plant and equipment (boilers/fans/motors etc) driving environmental conditions, relative humidity, temperatures etc throughout the building. Hence implementation will achieve a major reduction in energy consumption and CO2 generation.
2008/09 priority: Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council. (2005/09)	(N/A)/ CE	Local Government Act (2000).	Political priority.	Focus the work of the West Kent Partnership on key strategic issues facing west Kent, including economic development. [CE-Mark Raymond]	Ongoing	WKP now acting as a strategic partnership following development of the T&M LSP and will continue to meet beyond April 2009.
				Undertake, with our partners, Year 1 actions in implementing Kent Agreement 2. [CE-for Management Team]	Ongoing	Year 1 has involved mainly baseline setting. Local Action Plan for the borough drafted and will be subject to consideration by the T&M LSP. Will continue beyond April 2009.
				Take forward relevant improvement actions arising from the Local Government and Public Involvement in Health Act (2007). [CE-for Management Team]	Ongoing	OSG in place to consider relevant actions
				Develop a Local Strategic Partnership for Tonbridge & Malling. [CE-for Management Team]	Complete	First meeting of LSP held on 15/10/08.

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Partnerships

Overall aim:
 - To deliver, with others, benefits beyond those possible from the Council's resources.

2008/09 priority: Develop the Council's role as an enabling authority by the distribution of grants to assist community groups to lever in external funding. (2004/09)	CMLFCY/ CLO/CE		Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Community Strategy (2006/09).	Complete the Scrutiny Review of grants to larger voluntary bodies. [CE-Mark Raymond]	Complete	
2008/09 priority: Develop the Medway valley countryside management initiative. (2006/09)	CMPT/ CLO/ DPTL	Supported by major investment from the Heritage Lottery Grant.		Work with the Valley of Vision Project to bring forward projects for Year 1 of a three year plan (2008/11). [DPTL-Brian Gates]	Ongoing	Project now established and fully staffed. First projects being developed and implemented. Progress reported to MVCP.
				Work with MVCP to:		
				- Deliver an enhanced programme of events at the Council's country parks to encourage community involvement. [DPTL-Robert Styles]	Complete	Events included Wildlife Activity Days, Bat Walks and Bird Walks
				- Promote the School Education Pack and the Council's country parks as educational resources. [DPTL-Robert Styles]	Complete	
				- Assist in delivering additional youth opportunities to complement and enhance the existing Junior Ranger Scheme at Leybourne Lakes Country Park. [DPTL-Robert Styles]	Complete	

Resources – Finance

Overall aims:
 - To manage the Council's financial affairs to support its service delivery objectives.
 - To maintain the Council's high standards of financial management and probity.
 - To identify and exploit cost-effective opportunities for external funding.

2008/09 priority: Further improve on the prompt collection of monies due to the Council. (2003/09)	CMRCP/ DF		Introduce electronic payment mechanisms. Further improve on our national 2001/02 top quartile performance for Council Tax collection (BV9) and mid-range performance for Business Rate collection (BV10).	Develop and introduce an on-line booking and payments system for the Summer Activate holiday scheme and the Summer Playscheme. [DPTL-Robert Styles + ITM-Alan Burch]	Ongoing	On-line booking and payment system developed and trialled for Activate and will be implemented for the 2009 Easter programme. Following implementation of new arrangements for Activate consideration will be given to the Summer Playscheme.
				Implement a direct debit payment option, via the new direct debit software, to recover housing benefit overpayment debts. [DF-Paul Griffin & John Pickup]	Not started	It is unlikely, because of other more pressing priorities and the absence of a member of staff on maternity leave, that this improvement action will be commenced during the current financial year.

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Resources – Information technology

Overall aim:
- To improve management of information within the council.

2008/09 priority: Improve the Council's own use of technology to help provide better services to the public. (2001/09)	CMES&II/ ITM	IEG Priority Outcomes (ODPM 2004).	Political priority and IEG Return. E-Government Strategy and IEG Return.	Implement the use of CRM software in licensing and development control. [CSM-Julie Beilby + ITM-Alan Burch + CSD-Wendi Batterson + DPTL-Lindsay Pearson]	Ongoing	Complete for licensing where new scripts have been added to enable Customer Services staff to deal with a range of common issues. Ongoing for development control where progress includes training for front-line staff, access to the new planning portal and extending the call handling system to DC's admin. team. Expected to continue into 2009/10.
				Further expand the use of secure technology to Councillors as well as for home and mobile working with connection to the Council's network or specific systems. [ITM-Alan Burch]	Complete	The technology is available for this if/when required for Councillors, homeworkers or mobile workers.
				Subject to approval, procure and virtualise the central server environment to reduce the number and cost of central servers. [ITM-Alan Burch]	Ongoing	Approved and finalising tender document for procurement exercise. Completion of the project will probably take 1-2 years.
				Enhance the level of data security, both within the Council and when sent offsite. [ITM-Alan Burch]	Ongoing	Approval obtained for the purchase of data and device encryption software. Implementation will be this year and next year.
2008/09 priority: Improve the management and cost effectiveness of technology provision via shared use of resources within Kent. (2003/09)	CMF/ ITM	National Strategy for Local E-Government (ODPM 2002). IEG Priority Outcomes (ODPM 2004).	Commitment(s) made in: - Kent Connects Business Plan (2007-2010). E-Government Strategy and IEG Return.	Continue to consider shared procurement opportunities. [ITM-Alan Burch]	Ongoing	The opportunities for shared procurement are a standing item on the agenda of monthly Kent Connects meetings. Currently evaluating joint procurement of data and network security products.
				Evaluate options for remote access to council networks from any other council offices in Kent. [ITM-Alan Burch]	Ongoing	This was a Kent Connects project to solve particular difficulties within East Kent authorities and has addressed those difficulties but no easy cost effective solution has been found to address the generic action. Project is effectively on hold pending a business case and is unlikely to be completed this year.
				Implement a new Kent-wide public services network to provide greater bandwidth and improved security on a cost effective basis. [ITM-Alan Burch]	Ongoing	The KPSN network is currently being installed across Kent and T&M inter-office links will be replaced in March/April 2009 with increased bandwidth and annual savings.
				Implement a Government Connect Secure Extranet connection to the Kent network to enable secure transmission of data between local authorities and the Government. [ITM-Alan Burch]	Ongoing	The GCSx physical connection is due for installation in January 2009. T&M compliance with security standards is being addressed. Should be complete in March 2009.

2008/09 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Resources – Property

Overall aim:
 - To continue improving the match between the Council’s property holdings and its service delivery, organisational and financial needs.

2008/09 priority: Improve the fabric of our leisure facilities and access for all. (2004/09)	CMLFCY/ CLO	Disability Discrimination Act (1995). “Sport & Recreation” report (Audit Commission – 2002).	Consultation/ research: – Citizens’ Panel (Eighth survey – 2002). – Customer panels. – Working Party for People with Disabilities.	Complete the children’s play improvement scheme at Tonbridge Farm Sportsground. [DPTL-Robert Styles]	Ongoing	Progressing on a phased basis. Tender currently being progressed for new play area.
			Commitment(s) made in: – Borough Leisure Strategy (2001/06). – Local Cultural Strategy (2002/07). – Leisure Services Business Unit business plan. – Capital Plan. – BRREP.	Evaluate the refurbishment/replacement of the maintenance building at Pout Wood Golf Centre. [DPTL-Robert Styles]	Complete	Scheme approved. Options to reduce cost of scheme currently being considered.
			Mystery Shopping results.	Evaluate the conversion of squash courts to a fitness studio at Larkfield Leisure Centre. [DPTL-Robert Styles]	Ongoing	Evaluation progressing.
			Evaluate the provision of toilets for the Larkabout indoor children’s play area at Larkfield Leisure Centre. [DPTL-Robert Styles]	Ongoing	Evaluation progressing.	