

Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	

**Corporate affairs and planning**

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

<b>2008/09 key priority:</b> 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.	<b>Key political priority.</b>	Develop and start to implement a corporate action plan. [CE-for Management Team]	N/A	N/A	It has not proved necessary to formulate a corporate action plan. The main focus is on public involvement/engagement and an Empowerment and Involvement Officer Study Group has been established to progress this work. Further work is covered by priorities in the public access and involvement section below.	No
<b>2008/09 priority:</b> Identify 3% efficiency savings. (2.5% per year for 2005/09)  Proposed new wording for priority in 2009/10 to amalgamate this and the next priority below: Improve the efficiency of the Council's services in the context of changes in the economic climate and the Government's 3% efficiency saving target for Local Government. (2.5% per year for 2005/09)	CMRCP/ All	Comprehensive Spending Review (CSR) 2007 and Efficiency Savings Regime 2008/11.	The significant adverse impact of the national economic recession on the Council's finances as manifested in the Medium Term Financial Strategy.	Identify further efficiencies and take action to achieve them. [CE/DF-for Management Team]	Ongoing	Yes	Under CSR 2007 Council's have been set a <b>national</b> target to achieve 'cashable' efficiency gains of 3% on their expenditure. Although there is no <b>local</b> 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. This action will continue in 2009/10.	Yes
<b>2008/09 priority:</b> 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	N/A	Experience has shown that there is no universal methodology and that each review needs to be approached on its own merits.	No

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#### Corporate affairs and planning (continued)

<b>2008/09 priority:</b> Conform with procurement best practice. (2006/09)	CMEI/ All	National Procurement Strategy.		Via our Procurement Officer Study Group, we plan to:			No	
				Explore with other local authorities service specific opportunities for joint procurement. <b>[CSD-Neil Lawley]</b>	Ongoing	Yes		This is ongoing. There is an expectation that Services when engaging in procurement will consider the opportunities for joint procurement as part of the assessment process. This is an ongoing activity that will continue beyond 31 March 2009.
				Adopt and implement new contract standing orders. <b>[CSD-Wendi Batteson]</b>	Complete	N/A		
				Explore the wider benefits of using the South East Centre of Excellence Business Portal. <b>[CSD-Neil Lawley]</b>	Complete	N/A		
<b>Proposed new 2009/10 priority:</b> Achieve best value through robust procurement.	CMEI/ All	New Use of Resources regime (2008/09+)	The significant adverse impact of the national economic recession on the Council's finances as manifested in the Medium Term Financial Strategy.	Review and implement the Government's action plan for sustainable procurement where cost effective and appropriate.	Ongoing	Yes	This action will continue in 2009/10	
				Review the feasibility of using Construction Line's pre-accreditation service and implement if shown to be cost effective.	Ongoing	Yes	This action will continue in 2009/10	
<b>2008/09 priority:</b> 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. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	Performance is 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 action covered by ongoing priority "Recycle a larger proportion of household waste".	
				Further develop the improvement in our planning services. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	Yes	We have: Streamlined our approach to better managing applications in progress Introduced the Planning Applications Validation System Implemented the new Householder Permitted Development regime. Reviewed consultation and notification procedures Continued to develop the Uniform system. Further action covered by ongoing priority "Improve the speed of determining planning applications."	
				Redress the adverse movement in performance over the speed of processing of new benefit claims and changes in circumstances. <b>[DF-Paul Griffin]</b>	Ongoing	See comment	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. Further action covered by ongoing priority "Achieve high performance in both accuracy of calculating benefit due and speed of processing".	
				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). <b>[CSM-Julie Beilby + DHH-Phil Beddoes + DPTL-Robert Styles &amp; Lindsay Pearson + DF-Paul Griffin + CE/CSD- for Management Team]</b>	Ongoing	N/A	Substantially these will be completed by 31 March 2009 with just some ongoing actions continuing into 2009/10.	

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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.

<b>2008/09 priority:</b> 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. <b>[DF-Paul Griffin + DHH-Phil Beddoes + CSD-Charlie Steel + DPTL-Robert Styles]</b>	Ongoing	Yes	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 subject to funding. 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.	Yes
				Implement the use of CRM software in licensing and development control. <b>[CSM-Julie Beilby + ITM-Alan Burch + CSD-Wendi Batteson + DPTL-Lindsay Pearson]</b>	Ongoing	Yes	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. This action is expected to continue in 2009/10.	
				Implement improvements to the fabric and layout of our customer reception at Tonbridge Castle. <b>[CSM-Julie Beilby + CSD-John De Knop]</b>	Ongoing	Yes	Contract awarded site works scheduled to start 15 December. Anticipated completion June 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. <b>[CSM-Julie Beilby + CSD-Katie Iggulden]</b>	Ongoing	Yes	Agreed with KCC that Gateway will be established at Tonbridge Castle, opening June 2009.	
				Further improve information for people with disabilities about how to access a range of our services. <b>[CSM-Julie Beilby + CE-Linda Moreau]</b>	Complete	N/A	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.	

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#### Public access and involvement (continued)

Continued... <b>2008/09 priority:</b> Improve how we manage customer contacts and customer care. (2006/09)				Respond to specific findings of mystery shopping and residents' surveys to improve telephone and written communications. <b>[CSM-Julie Beilby]</b>	Ongoing	Yes	The results of a summer 2008 Mystery Shopping exercise have been considered and a new Customer Charter/Standards agreed. A campaign is required to reinforce these Standards to staff. To continue in 2009/10	
				Undertake an Equalities Impact Assessment covering face to face service delivery and implement improvements. <b>[CSM-Julie Beilby]</b>	N/A	Yes	To be undertaken in 2009/10.	
<b>2008/09 priority:</b> 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. <b>[CSM-Julie Beilby + CSD-Bruce Hill]</b>	Complete	N/A		Yes
				Enhance the role of members of the Customer Contact Project Board in overseeing complaints handling within their Services. <b>[CSM-Julie Beilby]</b>	Not Started	Yes	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><b>2008/09 priority:</b> Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless. (2000/09)</p>	<p>CMES&amp;II/ ITM</p>	<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. <b>[CSM-Julie Beilby + ITM-Alan Burch]</b></p>	Ongoing	Yes	<p>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 subject to funding. 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.</p>	<p>Yes</p>
				<p>Implement the use of CRM software in licensing and development control. <b>[CSM-Julie Beilby + ITM-Alan Burch + CSD-Wendi Batterson + DPTL-Lindsay Pearson]</b></p>	Ongoing	Yes	<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. This action is expected to continue in 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. <b>[DHH-Jane Heeley + ITM-Alan Burch]</b></p>	Ongoing	Yes	<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. <b>[ITM-Alan Burch]</b></p>	Ongoing	Yes	<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. <b>[ITM-Alan Burch]</b></p>	Not started	No	<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 and is on hold. Suggest removal from the improvement actions.</p>	

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#### Public access and involvement (continued)

<b>2008/09 priority:</b> Improve, cost effectively, the public's influence over services provided by the Council and by other organisations. (2005/09)	CMCD/ All	Local Government White Paper (2006)  Local Government & Public Involvement in Health Act (2007) and associated guidance.  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 21: Build more cohesive, empowered and active communities.		Complete the pilot, internet based, survey of young people at a local school. <b>[CSD-Bruce Hill + DPTL-Robert Styles + ITM-Alan Burch]</b>	Not started	Yes	Progress is dependent upon access to a school that is willing to cooperate on this project.	Yes
				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. <b>[CSD-Bruce Hill + DPTL-Robert Styles]</b>	Not started	Yes	See above.	
				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. <b>[CSD-Bruce Hill + ITM-Alan Burch]</b>	Complete	N/A	Promotion has taken place to publicise internally the results of our 2008 staff survey. This activity will continue for the foreseeable future although not as an improvement action beyond 2008/09.	
				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. <b>[CE/CSD-for Management Team + CSD-Bruce Hill]</b>	Ongoing	Yes	The field work of the Place Survey is complete and results are expected to be available nationally in March 2009. An Empowerment and Involvement OSG has been established to progress the other parts of this work. This will continue into 2009/10.	
<b>2008/09 priority:</b> Ensure the Council meets its obligations fully in respect of minority interests. (2003/09)	CMCD/ CE	Government Policy.  Comprehensive Area Assessment (2008/09+)  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 15: Address the disadvantages that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief.	CPA - Inspectors Report (2004).	Implement the Diversity Policy's action plan for 2008/09. This will include:				Yes
				- Completing the Tonbridge Easy Access Guide to cover the whole borough. <b>[CE-for Management Team]</b>	Complete	N/A		
				- Improving the way in which we communicate with and involve disability access groups and individuals. This will include: • 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. <b>[CE-Paul Fowler]</b>	Ongoing	Yes	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. This will continue into 2009/10.	
				- Services considering Equalities Impact Assessments, when undertaking policy reviews, to identify and plan to overcome any barriers to service delivery for minority groups. <b>[CE-for Paul Fowler]</b>	Ongoing	Yes	Draft assessment framework has been developed. Anticipate that an Equality Impact Assessment (EIA) of Customer Services will be undertaken by April 2009. EIAs to continue in 2009/10.	
				- Updating our Consulting Hard to Reach Groups - A Good Practice Guide. <b>[CE-Paul Fowler]</b>	Complete	N/A		
				Update the Race Equality Scheme for 2008/11. <b>[CE-for Management Team]</b>	Complete	N/A		
<b>2008/09 priority:</b> Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements. (2004/09)	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. <b>[DPTL-Steve Medlock &amp; Mike O'Brien]</b>	Ongoing	Yes	Current phase to be completed by 31 March 2009. Further improvement works planned for 2009/10.	Yes

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### Planning and development

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

<b>2008/09 priority:</b> 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.  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 6: Develop the conditions for business success in the UK and PSA 20: Increase long term housing supply and affordability.	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. <b>[DPTL – Brian Gates]</b>	Complete	N/A	Both plans adopted 22 April 2008. Significant contribution towards the Provisional award of £1.4m Housing and Planning Delivery Grant.	Yes
				Take forward the preparation of the Managing Development and the Environment DPD (MDE DPD) to draft plan stage. <b>[DPTL – Brian Gates]</b>	Ongoing	Yes	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. <b>[DPTL-Brian Gates &amp; Robert Styles]</b>	Ongoing	N/A	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.	
				Progress MDE DPD through to submission and Public Examination. <b>[DPTL-Brian Gates]</b>	Not started	Yes	Pre-submission consultation programmed for March/April 2009 with submission in June/July and Public Examination in the autumn of 2009.	
				Commence preparation of Character Area Appraisals SPD. <b>[DPTL-Brian Gates]</b>	Not started	Yes	Aiming at adoption in 2010 following adoption of MDE DPD.	
<b>2008/09 key priority:</b> Enhance the vitality of Tonbridge town centre. (2004/09)  <b>Proposed new wording for key priority in 2009/10:</b> Promote and support the sustainable regeneration and economic development of Tonbridge town centre.	CMPT/ CE/DPTL	Town centre focus enshrined in planning policy.  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 6: Develop the conditions for business success in the UK.	<b>Key political priority.</b> Discussions with local groups (eg: 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. <b>[DPTL-Brian Gates]</b>	Complete	N/A	Adopted by Council 22 April 2008.	Yes
				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. <b>[DPTL-Steve Medlock]</b>	Ongoing	See comment	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. <b>[DPTL-Steve Humphrey]</b>	Ongoing	Yes	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)

<b>2008/09 priority:</b> 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:				Yes
				Continue to fund additional staff resources. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	Yes	Embedded in MTFS. We are managing resource levels to reflect the volume of business. To continue in 2009/10.	
<b>2008/09 priority:</b> 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. <b>[ITM-Alan Burch + DPTL-Lindsay Pearson &amp; Brian Gates &amp; Mike Ingram]</b>	Ongoing	Yes	Continues with payment of consultancy costs for LDF module. Work is in hand to implement the current version of the LDF module during 2008/9 with a view to implementing a further, public facing part of the module during 2009/10 - provided a that a satisfactory version of the module is made available by Idox.	Yes
				Introduce new software to improve the presentation of, and public access to, LDF documents on our website. <b>[DPTL-Brian Gates]</b>	Ongoing	Yes	Intending to use Uniform LDF Module for analysis of comments, but will still need to present the adopted Plans on the Website. To continue in 2009/10.	
				Fine tune application processes after implementation of the national standard planning application form (1APP) and associated new validation process. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	Yes	We have: Streamlined our approach to better managing applications in progress Implemented the new Householder Permitted Development regime. Reviewed consultation and notification procedures Continued to develop the Uniform system.	
<b>2008/09 priority:</b> 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. <b>[DPTL- Robert Styles &amp; Lindsay Pearson]</b>	Ongoing	Yes	Contributions secured for children's play improvements at Leybourne Lakes Country Park, Tonbridge Racecourse Sportsground, and for the all-weather pitch incorporating community use at Tonbridge School. It is envisaged that each of these projects will be implemented in 2009/10.	Yes
				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. <b>[DPTL-Lindsay Pearson &amp; Brian Gates &amp; Robert Styles]</b>	Ongoing	No	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.	

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### Transport and land drainage

<b>Overall aims:</b> - To provide good parking management. - To achieve better management of local land drainage. - To promote improvements in transportation.
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<b>2008/09 priority:</b> Ensure parking is managed to meet the needs of drivers, visitors, businesses and residents. (2004/09)	CMPT/ DPTL		Residents' Panel (2005) identified car parking availability and enforcement (8/30) as a priority for improvement.  Political priority.  Commitment(s) made in Community Strategy (2006-09).  Local Transport Plan.	Begin a post implementation review of the various zones of the Local Parking Plan for central Tonbridge. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	This is a rolling programme of reviews of each zone – 18 months after implementation.	Yes
				Implement Local Parking Plans for Snodland, Borough Green and East Malling. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	Borough Green is substantially complete, consultation is complete in Snodland and East Malling will follow after that.	
				Review the existing West Malling Parking Plan. <b>[DPTL-Mike O'Brien]</b>	Not started	Yes	This is programmed to commence later this year following the completion of the Snodland Parking Plan.	
				Implement phase five of the Parking Action Plan covering a further set of individual on-street parking problem sites. <b>[DPTL-Mike O'Brien]</b>	Not Started	Yes	Phase 4(a) is currently underway and Phase 4(b) will follow towards the end of the year. Phase 5 will be undertaken in 2009/10.	
				Continue implementing the phased programme of improvements in the borough's off-street car parks. <b>[DPTL-Steve Medlock]</b>	Ongoing	Yes	Current phase to be completed by 31 March 2009. Next phase to be undertaken in 2009/10.	
<b>2008/09 priority:</b> Reduce the risk of flooding of residential and commercial premises. (2008/09)	CMPT/ DPTL	DEFRA high level targets. The Pitt Review of the summer floods 2007.  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 28: Secure a healthy natural environment for today and in the future.	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. <b>[DPTL-Steve Medlock]</b>	Ongoing	See comment	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.	Yes
				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. <b>[DPTL-Steve Medlock]</b>	Ongoing	Yes	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. <b>[DPTL-Steve Medlock]</b>	Not started	See comment	This scheme will be reviewed in the 2008/09 Capital Plan Review.	
				Analyse the emerging Water and Flood Bill (the Government's response to the Pitt Review), prepare advice on the financial and operational implications for the Borough Council and implement statutory requirements when the Bill is enacted. <b>[DPTL – Steve Medlock]</b>	Not started	See comment	We have the resources in 2009/10 to analyse and prepare advice on the implications of the Bill for the Borough Council. Further resources are dependent on this analysis/advice.	

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#### Transport and land drainage (continued)

<b>2008/09 priority:</b> Work in partnership to improve the efficiency and sustainability of transport in the Borough. (2005/09)	CMPT/ DPTL	Kent Community Strategy (April 2006).  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 5: Deliver reliable and efficient transport networks that support economic growth.	Residents' Panel (2005) identified traffic congestion (2/30) as a priority for improvement.  Community Strategy (2006-09).	Work in partnership with KCC to adopt a Tonbridge & Malling Cycling Strategy. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	KCC anticipate commencing the public consultation during the next three months with a view to adopting the strategy in early 09/10.	Yes
				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. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	This work is underway in line with KCC's programme reported to the Joint Transportation Board. This year's program to be completed by the end of March 2009. The draft programme for 09/10 will be reported to the Joint Transportation Board in December 08.	
<b>2008/09 priority:</b> Improve access to and parking at West Malling station. (2003/09)	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. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	This relies on private developer momentum and is not likely to be completed by the end of March 2009.	Yes
				KCC plan to produce a detailed design of the station forecourt in liaison with ourselves, Network Rail and Southeastern Railways. <b>[DPTL-Mike O'Brien]</b>	Not started	No	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.	

## Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

### Housing

<b>Overall aim:</b> - To improve the availability and quality of housing for those most in need.
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<p><b>2008/09 key priority:</b> Add to the supply of affordable housing and reduce the incidence of homelessness. (2004/09)</p> <p><b>Proposed new wording for key priority in 2009/10:</b> Secure a continuing supply of affordable housing and work to prevent homelessness.</p>	CMH/ DHH/ DPTL	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).	<b>Key political priority</b>  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).	<b>Affordable housing</b>	Adopt the Housing Supplementary Planning Document for developers. <b>[DHH-Chief Housing Officer + DPTL-Brian Gates]</b>	Complete	N/A	Affordable Housing SPD adopted July 2008 following public consultation.
				Begin to implement the action plan to meet the accommodation needs of gypsies and travellers. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	Preparatory work underway with KCC to secure a replacement and expand Coldharbour site utilising CLG grant.	
				Review our list of preferred housing association partners. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	List reviewed following latest round of partner liaison meetings. To be reviewed annually hereafter.	
				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. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	Preparatory work underway led by Tunbridge Wells Borough Council.	
				Adopt the findings of the Strategic Housing Market Assessment for the purposes of updating the Housing Strategy. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	Findings of the Strategic Housing Market Assessment to be presented to the Strategic Housing Advisory Board on 5-Jan-09.	
				<b>Homelessness</b>				
				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. <b>[DHH-Chief Housing Officer]</b>	Complete	N/A	New housing options team established 17-Mar-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.	
				Further progress, via the Kent Choice Based Lettings Partnership, the development of choice based lettings. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	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.	
				Review the allocations policy to ensure that it continues to meet the needs of homeless households and others in need. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	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-Oct-08 and will end on 12-Jan-09.	
								Yes

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	

#### Housing (continued)

<p>Continued...</p> <p><b>2008/09 key priority: Add to the supply of affordable housing and reduce the incidence of homelessness. (2004/09)</b></p> <p><b>Proposed new wording for key priority in 2009/10: Secure a continuing supply of affordable housing and work to prevent homelessness.</b></p>		<p>- Delivering positive shared outcomes in health and homelessness, (2005). - Settled homes; changing lives, (2003).</p> <p>Housing Green Paper 2007. Homes for the future, more affordable, more sustainable.</p> <p>Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 20: Increase long term housing supply and affordability.</p>		<p>Progress actions contained in the West Kent Homelessness Strategy Action Plan. <b>[DHH-Chief Housing Officer]</b></p>	Ongoing	Yes	<p>TMBC is continuing to work with Sevenoaks DC and Tunbridge Wells BC 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>	
				<p>Seek to further reduce the use of Bed and Breakfast and other forms of temporary accommodation in accordance with the Government's timetable and targets. <b>[DHH-Chief Housing Officer]</b></p>	Ongoing	Yes	<p>2010 target to reduce use of temporary accommodation achieved in September 2008. Ongoing monitoring to ensure this position is maintained.</p>	
				<p>Seek to develop a package of measures to assist homeowners and tenants who are threatened with homelessness during the economic downturn. <b>[DHH-Chief Housing Officer]</b></p>	Ongoing	Yes	<p>Explore the use of mortgage rescue schemes and expand the use of rent deposit bonds in the private sector.</p>	
				<p>Develop new initiatives to maintain the supply of affordable housing during the economic downturn. <b>[DHH-Chief Housing Officer]</b></p>	Ongoing	Yes	<p>Consider the options of intermediate rent and rent to HomeBuy schemes.</p>	

**Determining our 2009/10 priorities for improvement**

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
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**Housing (continued)**

<p><b>2008/09 priority:</b> Improve sub-standard housing and the energy efficiency of existing and new housing provision. (2004/09)</p>	<p>CMH/ DHH</p>	<p>Regulatory Reform Order 2002  Housing Act 2004</p>	<p>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).</p>	<p><b>Decent homes standard</b></p>			<p>Yes</p>			
				<p>Work with west Kent partners to establish the feasibility of developing a Landlord Accreditation Scheme to improve standards in the private sector. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>No</p>		<p>Preparatory work underway, including a review of current schemes/best practice in Kent. A Kent-wide scheme is under development. Membership of any schemes will incur annual revenue costs.</p>		
				<p>Implement the first year of a three-year programme of private sector renewal using our share of the funding from the Regional Housing Board. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>		<p>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.</p>		
				<p><b>Enforcement</b></p>				<p>Private Sector Housing enforcement policy agreed by Members at the 19 May 2008 meeting of Strategic Housing Advisory Board.</p>		
				<p>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. <b>[DHH-Chief Housing Officer]</b></p>	<p>Complete</p>	<p>N/A</p>				
				<p>Review the Houses in Multiple Occupation (HMO) licensing scheme to ensure it continues to be cost effective. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>			<p>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.</p>	
				<p>Ensure the potential of the private rented sector in Tonbridge &amp; Malling is maximised. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>			<p>The recent review of the private sector (Rugg review) has highlighted a number of ways forward to improve the private rented sector. These are likely to be taken up by Govt in a new Green paper.</p>	
				<p><b>Energy efficiency</b></p>					<p>Photovoltaic scheme at Brionne Gardens in Tonbridge for six properties completed in July 2008.</p>	
				<p>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. <b>[DHH-Chief Housing Officer]</b></p>	<p>Complete</p>	<p>N/A</p>				
				<p>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. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>				<p>Warm Homes project visits by surveyor to be undertaken in November 2008.</p>
				<p>Develop an up to date position on energy efficiency and fuel poverty in housing, for inclusion in the Housing Strategy 2008/11. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>				<p>Draft energy efficiency and fuel poverty strategy developed. A further revision is required to include the findings of the fuel poverty survey for NPI187.</p>
				<p>Explore further renewable energy initiatives with our housing association partners. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>				<p>In discussion with Hyde Housing Association for a renewables scheme in a new build development in the Borough.</p>
<p>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. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>	<p>Kent-wide Home Visitor Scheme scheduled for February 2009 in the Tonbridge and Malling borough.</p>							

**Determining our 2009/10 priorities for improvement**

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
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**Housing (continued)**

<p><b>2008/09 priority:</b> Improve support and assistance to vulnerable, elderly and disabled households to enable independent living. (2003/09)</p>	<p>CMH/ DHH</p>	<p>Learning Disability White Paper – Valuing People, (2003). Civil Partnerships Act, 2004 Kent Supporting People Strategy, (2005/10). Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 16: Increase the proportion of socially excluded adults in settled accommodation and employment, education or training. PSA 17: Tackle poverty and promote greater independence and wellbeing in later life.</p>	<p>Commitment(s) made in: - TMBC Community Strategy (2006/09). - TMBC Housing Strategy (2005/08).</p>	<p><b>Home Improvement Agency and Disabled Facilities grants</b></p>			<p>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. The budget is under increasing pressure largely due to an increase in efficiency by Russet Homes' tenants. RSL allocation is currently at over 70% of spend.</p> <p>Following a Scrutiny Report, the HIA changed from an in-house agency to an external agency, "in-touch", in August 2008.</p> <p>In touch propose to develop a West Kent HIA covering Tonbridge &amp; Malling, Tunbridge Wells, Sevenoaks and Maidstone. It will be important to play a key supporting role in this development to ensure T&amp;M is well represented and at the fore of new initiatives.</p>	<p>Yes</p>
				<p>Review the process for providing grants to adapt the homes of disabled people to provide a more streamlined service by the various agencies involved. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>		
				<p>Determine the Home Improvement Agency's position as an in-house provider or external agency. <b>[DHH-Chief Housing Officer]</b></p>	<p>Complete</p>	<p>N/A</p>		
				<p>To work with and monitor the external Home Improvement Agency (HIA) delivered by in touch and to maximise opportunities for Tonbridge &amp; Malling clients through the proposed West Kent HIA. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>		
				<p><b>Enabling new supported housing</b></p>				
				<p>Progress the development of supported accommodation for young people. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>		
				<p>Progress with our housing association partners a west Kent review of accommodation in the borough for older people. <b>[DHH-Chief Housing Officer]</b></p>	<p>Not Started</p>	<p>See comment</p>		
				<p>Further develop, with partners, accommodation with support for people with mental health needs. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>		
				<p><b>Partnership working</b></p>				
				<p>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. <b>[DHH-Chief Housing Officer]</b></p>	<p>Ongoing</p>	<p>Yes</p>		

### Determining our 2009/10 priorities for improvement

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#### Housing – benefit payments

**Overall aim:**  
- To provide financial assistance through the timely and accurate processing of claims for Housing and Council Tax Benefit.

<p><b>2008/09 priority:</b> Achieve high performance in both accuracy of calculating benefit due and speed of processing. (2003/09)</p>	<p>CMRCP/ DF</p>	<p>Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 17: Tackle poverty and promote greater independence and wellbeing in later life.</p>	<p>Improve on our national (2001/02) mid-range performance for accuracy of processing.</p>	<p>Undertake relevant actions from the Improvement Plan based on the results of the 2006/07 Benefits BVPI Satisfaction Survey. <b>[DF-Paul Griffin]</b></p>	<p>Ongoing</p>	<p>See comment</p>	<p>The ability to address issues concerning the accuracy of processing is making slow progress. Progress has been hampered by staffing issues (eg. 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. Until such time as additional staffing resources might be available, a vacant Benefits Assistant post has been filled (as from 01-Dec-08). The new postholder will, as part of her duties, undertake accuracy checks. Unfortunately, as this is not a new staffing resource, this could impact on processing times as the postholder, by virtue of doing accuracy checks, will have less time for processing work. Any actions that would involve additional expenditure are not covered by 2009/10 budgets.</p>	<p>Yes</p>
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### Determining our 2009/10 priorities for improvement

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#### Leisure and arts

<b>Overall aim:</b> - To develop leisure and cultural services for local people and visitors
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<b>2008/09 priority:</b> Enable the whole community, including those most in need, to more fully enjoy leisure and cultural activities. (2001/09)	CMLFCY/ CLO	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. Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 18: Promote better health and wellbeing for all.	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. <b>[DPTL-Robert Styles]</b>	Ongoing	See comment	Consultation complete and reported to Leisure & Arts Advisory Board. Final adoption to be considered by Policy Overview Committee in January 2009.	Yes
				Complete a DDA access audit of Tonbridge Farm Sportsground. <b>[DPTL-Robert Styles]</b>	Complete	N/A	Site visit and audit carried out in liaison with the Tonbridge & Malling Access group. Draft audit and improvement recommendations completed and reported to January 2009 L&AAB.	
				Implement DDA improvements to Tonbridge Swimming Pool's wet changing facilities. <b>[DPTL-Robert Styles]</b>	Ongoing	N/A	Final design complete and to be reported to L&AAB in January 2009. Quotations being sought and work anticipated for completion in March 2009.	
				Complete a DDA access audit of the Tonbridge Castle Grounds <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				Implement the priority improvements within the approved Tonbridge Farm Sportsground Disability Discrimination Act Access Audit. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
<b>2008/09 priority:</b> 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. <b>[DPTL-Robert Styles]</b>				Yes
				– 2008 Tonbridge Festival of Music and Fireworks <b>[DPTL-Robert Styles]</b>	Complete	N/A	Survey completed with results and improvement recommendations to be reported to March 2009 L&AAB.	
				– 2009 Tonbridge Festival of Music & Fireworks.	Complete	N/A	2008 Survey completed and will be used to inform 2009 programme. Reported to January 2009 L&AAB.	
				– 2009 Activate and Summer Playscheme Programmes.	N/A	Yes	To be undertaken in 2009/10.	
				– Tonbridge Farm Sportsground. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				Review and enhance the operation of customer panels, including establishment of a new panel for Tonbridge Racecourse Sportsground. <b>[DPTL -Robert Styles]</b>	Ongoing	Yes	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'. <b>[DPTL-Robert Styles]</b>	Ongoing	N/A	Recruitment of new panel members is promoted at each leisure facility and will be included within the 2009 Leisure Guide.	

### Determining our 2009/10 priorities for improvement

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#### Leisure and arts (continued)

<b>2008/09 priority:</b> Improve the quality and sustainability of the Council's leisure facilities and services. (2004/09)	CMLFCY/ CLO	"Sport & Recreation" report (Audit Commission – 2002).	Citizens' Panel (Eighth survey – 2002) re charges. Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Leisure Services Business Unit business plan.	Implement those actions in the Leisure BVR Improvement Plan for 2008/09 that are relevant to this priority. These include:				Yes
				- Bringing forward future capital plan schemes for consideration. <b>[DPTL-Robert Styles]</b>	Complete	N/A	Schemes to be considered as part of corporate review of capital plan.	
				- Use of LSBU reserves to enhance the facilities. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Use of reserve subject to approval of Leisure Management Review Group.	
				- Ongoing use of IT to enhance the service. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	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.	
				Undertake energy saving measures at our leisure centres. <b>[DPTL-Robert Styles]</b>	Ongoing	N/A	Energy saving measures recommended by the Carbon Trust will be completed in 2008/09.	
				Complete the plant condition survey at Tonbridge Swimming Pool. <b>[DPTL-Robert Styles]</b>	Not started	N/A	Following a corporate review it has been agreed that the plant condition survey will not be progressed.	
				Replace the irrigation system at Poult Wood Golf Centre. <b>[DPTL-Robert Styles]</b>	Ongoing	N/A	Contract commenced and will be completed in 2008/09.	
				Evaluate the conversion of squash courts to a fitness studio at Larkfield Leisure Centre. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Evaluation complete. Recommendation to F&PAB in January for further evaluation in 2009/10 to seek partnership funding.	
				Evaluate the refurbishment/replacement of the maintenance building at Poult Wood Golf Centre. <b>[DPTL-Robert Styles]</b>	Complete	N/A	Scheme approved. Options to reduce cost of scheme currently being considered.	
				Evaluate the provision of toilets for the Larkabout indoor children's play area at Larkfield Leisure Centre. <b>[DPTL-Robert Styles]</b>	Not started	See comment	Evaluation deferred in light of financial constraints. Evaluation may be required in 2009/10 linked to review of crèche and pre-school provision at LLC.	
				Install a new sewage system for the public toilets at Haysden Country Park. <b>[DPTL-Robert Styles]</b>	Complete	N/A		
				Investigate external funding opportunities including the Parks for People and Play Builder Initiative. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10	
				Review Administration staffing arrangements across the Leisure Services Business Unit. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10	
				Review provision of pre-school and crèche facilities at Larkfield Leisure Centre and Angel Centre. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10	
				Evaluate refurbishment of community toilets and changing facilities at the Angel Centre. <b>[DPTL-Robert Styles-John DeKnop]</b>	N/A	Yes	To be undertaken in 2009/10	
				Evaluate the refurbishment of Tonbridge Farm Pavilion. <b>[DPTL-Robert Styles-John DeKnop]</b>	N/A	Yes	To be undertaken in 2009/10	
				Implement the refurbishment works to the Tonbridge Swimming Pool Pumping Station. <b>[DPTL-Mike McCulloch]</b>	N/A	Yes	Works to take place during Christmas 2009 closedown period.	
				In partnership with Tonbridge School refurbish the Schools' existing all weather pitch and secure community use. <b>[DPTL-Robert Styles]</b>	N/A	See comment	Subject to outcome of Capital Plan Review and planning permission.	
Maintain involvement in the Wrotham School All Weather Pitch Steering Group to help bring forward a dual use facility for School and community use. <b>[DPTL-Robert Styles]</b>	N/A	See comment	Subject to securing external funding and planning permission.					
Progress refurbishment works to the maintenance building at Poult Wood Golf Centre. <b>[DPTL-Robert Styles]</b>	N/A	Yes						

### Determining our 2009/10 priorities for improvement

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#### Leisure and arts (continued)

<b>2008/09 priority:</b> Improve security/health and safety at leisure facilities. (2003/09)	CMLFCY/ CLO	Linked to Crime Reduction.	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.	Complete the enhancement of CCTV coverage and lighting at Tonbridge Farm Sportsground. <b>[DPTL-Robert Styles-Mike McCulloch]</b>	Ongoing	N/A	Planning approval granted and works will be completed in 2008/09.	Yes
				Adopt new by-laws for our Country Parks to assist in enforcing anti-social behaviour controls and ensuring the safety of users. <b>[DPTL-Robert Styles + CE-Mark Raymond + CSD-Wendi Batterson]</b>	Ongoing	Yes	Schedule of proposed by-laws being developed in liaison with Legal Services. To continue in 2009/10.	
				Evaluate the upgrading of CCTV in Larkfield Leisure Centre's and Tonbridge Swimming Pool's car parks in the light of anti-social behaviour. <b>[DPTL-Robert Styles]</b>	Not started	See comment	Evaluation deferred in light of financial constraints.	
				Inspect and effect immediate stabilisation to memorials within Tonbridge's closed churchyards. <b>[DPTL-Robert Styles]</b>	Complete	N/A	Memorials stabilised.	
				Evaluate improvements to the paths at Tonbridge Cemetery. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Evaluation progressing and repairs will be progressed as required.	
				Provide additional CCTV at Leybourne Lakes Country Park as part of the new children's play facilities. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				Bring forward and implement proposals to address health and safety concerns regarding the tombs in St Peters & St Pauls Closed Churchyard. <b>[DPTL-Robert Styles]</b>	N/A	See comment	To be undertaken in 2009/10. Funding requirement dependent on option selected to address concerns.	
<b>2008/09 priority:</b> Improve public access to the countryside and public open spaces across the borough. (2004/09)	CMLFCY/ CLO	Green Flag Park Award Programme. Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 18: Promote better health and wellbeing for all.	Commitment(s) made in: - 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. <b>[DPTL-Robert Styles &amp; Brian Gates]</b>	Ongoing	No	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.	Yes
				Purchase Quarry Hill Wood, Tonbridge. <b>[DPTL-Robert Styles + CSD-Katie Iggulden]</b>	Complete	N/A		
				Complete the children's play improvement scheme at Tonbridge Farm Sportsground. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Progressing on a phased basis. Tenders currently being progressed for new play area and Ball Court refurbishment.	
				Consult on and adopt a management plan for Tonbridge Racecourse Sportsground. <b>[DPTL-Robert Styles]</b>	Complete	N/A		
				Retain the Green Flag Awards for Leybourne Lakes and Haysden country parks. <b>[DPTL-Robert Styles]</b>	Complete	N/A		
				Provide a new ball court at Tonbridge Racecourse Sportsground. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Tender currently being progressed, including replacement ball court at Tonbridge Farm. Works to progress spring/summer 2009.	
				Complete and adopt a management plan for Tonbridge Farm Sportsground based on the standards of the Green Flag Park Award. <b>[DPTL-Robert Styles]</b>	Not started	Yes	Will be progressed in 2009/10 following completion of on-site improvement works.	
				Seek local Nature Reserve designation for Haysden Country Park. <b>[DPTL-Robert Styles]</b>	Complete	N/A		
				Achieve the Green Flag Award for Leybourne Lakes and Haysden country parks and Tonbridge Racecourse Sportsground. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10	
				Review and amend the Haysden Country Park Management Plan <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10	
Progress improvements to Quarry Hill Wood, Tonbridge including works to trees and fencing. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10					

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Leisure and arts (continued)

<p><b>2008/09 key priority:</b> Give priority to involving and meeting the needs of young people. (2003/09)</p> <p><b>Proposed new wording for key priority in 2009/10:</b> Involve, safeguard and meet the needs of children and young people.</p>	CMLFCY/ CLO	<p>“Game Plan” report (ODPM 2002).</p> <p>Department of Culture Media &amp; Sport - reports of Policy Action Team on social exclusion.</p> <p>Government “Youth Matters” Green Paper (2005)</p> <p>Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 12: Improve the health and wellbeing of children and young people.</p> <p>PSA13: Improve children and young people’s safety.</p> <p>PSA 22: Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport.</p>	<p><b>Key political priority.</b></p> <p>Residents’ Panel (2005) identified facilities and activities for teenagers (4/30) as a priority for improvement.</p> <p>Commitment(s) made in:</p> <ul style="list-style-type: none"> <li>- Borough Leisure Strategy (2001/06).</li> <li>- Local Cultural Strategy (2002/07).</li> <li>- Community Strategy (2006-09).</li> <li>- Scrutiny Review Action Plan.</li> <li>- CPA Improvement Plan.</li> <li>- LSBU Business Plan.</li> </ul>	<b>Planning and policy</b>				Yes
				Review the Tonbridge & Malling Youth Agreement in partnership with KCC’s Youth Service. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	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. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Two schemes at Aylesford and Ditton to be progressed in 2008/09, in liaison with local Parish Councils. Remaining two schemes to be progressed in 2009/10 at Leybourne and Hildenborough.	
				Review the Council’s Corporate Child Protection Policy in accordance with our Safeguarding Children Framework. <b>[DPTL-Robert Styles]</b>	Complete	N/A	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. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	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.	
				Complete annual review of the Council’s Corporate Child Protection Policy in accordance with our Safeguarding Children Framework. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10	
				Extend the Y2 Crew Summer Scheme to serve the parishes in the north west of the Borough ie. Borough Green and Wrotham. <b>[DPTL-Robert Styles]</b>	N/A	See comment	Subject to securing external funding.	
				<b>Involving young people</b>				
				Complete, via the internet, a pilot quantitative survey of young people at a local school, in line with our Consultation Strategy. <b>[DPTL-Robert Styles + CSD-Bruce Hill + ITM-Alan Burch]</b>	Not started	Yes	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. <b>[DPTL-Robert Styles + CSD-Bruce Hill]</b>	Not started	Yes	See above.	
<b>Marketing and communications</b>								
Develop and introduce an on-line booking and payments system for the Summer Activate holiday scheme and the Summer Playscheme. <b>[DPTL-Robert Styles + ITM-Alan Burch]</b>	Ongoing	See comment	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 2009 Summer Playscheme subject to funding.					

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	

#### Leisure and arts (continued)

<p>Continued...</p> <p><b>2008/09 key priority:</b> Give priority to involving and meeting the needs of young people. (2003/09)</p> <p><b>Proposed new wording for key priority in 2009/10:</b> Involve, safeguard and meet the needs of children and young people.</p>				<b>Activities at our leisure centres</b>			
				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	Yes	Further grant funding from PCT confirmed in principle. Purchase of additional equipment and increased programme/marketing by end of 2008/09. Advertisement placed for Community Exercise Instructor role funded by PCT.
				Introduce Sunday Swim School classes. [DPTL-Robert Styles]	N/A	Yes	To be undertaken in 2009/10.
				Evaluate the introduction of a Junior Excel brand for 4-10 year olds. [DPTL-Robert Styles]	N/A	Yes	To be undertaken in 2009/10.
				<b>Activities in the community</b>			
				Evaluate the provision of a new children's play area at Leybourne Lakes Country Park. [DPTL-Robert Styles]	Complete	N/A	Design of new play area and interactive play features approved by Members and will be installed in summer 2009. Funded entirely from developer contributions.
Install the new children's play area at Leybourne Lakes Country Park [DPTL-Robert Styles]	N/A	Yes	To be undertaken in 2009/10.				

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Street scene and open space environment

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

<p><b>2008/09 key priority:</b> 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 Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 28: Secure a healthy natural environment for today and in the future.</p>	<p><b>Key political priority.</b> Residents' Panel (2005) identified clean streets and public areas (1/30) as the top priority for improvement.  Commitment(s) made in - Amenity &amp; Street Cleansing Best Value Improvement Plan (2001/06). - Scrutiny Committee Review 2002. - Cabinet adoption of Action Plan 2002. - Community Strategy (2006-09).</p>	<b>Operational cleansing services</b>				<p>Yes</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. <b>[DPTL-Steve Medlock &amp; Robert Styles]</b></p>	Ongoing	See comment	<p>Improvements to the Town Lock area to accompany new developments along Medway Wharf Road are planned for 2009/10. The emerging design for the redevelopment of the Botany area includes new public space along the Botany Stream. To continue into 2009/10 subject to Capital Plan Review.</p>		
				<p>Develop further options for the recycling of street litter. <b>[DHH-Phil Beddoes]</b></p>	Ongoing	Yes	<p>Additional bins with can recycling facility installed. Options for street litter bins with paper recycling facility being piloted. This action will continue in 2009/10</p>		
				<b>Enforcing the law</b>					
				<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. <b>[CE-Mark Raymond + DHH-Phil Beddoes]</b></p>	Ongoing	Yes	<p>Action Plan renewed and subject of report to Local Environmental Management Advisory Board on 27 October 2008. To continue in 2009/10.</p>		
				<p>Work with the police and parish councils to extend environmental enforcement activities, including the serving of fixed penalty notices for littering offences. <b>[CE-Mark Raymond + DHH-Phil Beddoes]</b></p>	Ongoing	Yes	<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. This action will continue in 2009/10</p>		
				<p>Work with the Clean Kent Enforcement team to increase formal enforcement activity. <b>[DHH-Jane Heeley &amp; Phil Beddoes]</b></p>	Ongoing	Yes	<p>Improved coordination with Clean Kent Team as well as joint training initiatives undertaken. This action will continue in 2009/10</p>		
				<b>Work with other agencies and voluntary organisations</b>					
				<p>Work with our partner, Kent Highway Services, to sponsor specific roundabouts in the borough. <b>[DPTL-Steve Medlock]</b></p>	Ongoing	Yes	<p>This action will continue in 2009/10</p>		
				<p>Work with our county partners, within the framework of Kent Agreement 2, to improve the street scene. <b>[DHH-Phil Beddoes]</b></p>	Ongoing	Yes	<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. This action will continue in 2009/10</p>		
<b>Working with our communities</b>									
<p>Work on new PACT initiatives. <b>[DHH-Phil Beddoes + CE-Mark Raymond]</b></p>	Ongoing	Yes	<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. To continue in 2009/10.</p>						
<p>Work with community and business leaders in Snodland to improve the town's street scene. <b>[DHH-Phil Beddoes]</b></p>	Ongoing	Yes	<p>Cleaner Snodland Group set up. Action Plan prepared and being implemented. This action will continue in 2009/10</p>						

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	

#### Street scene and open space environment (continued)

<b>2008/09 priority:</b> Enhance the amenity and appearance of locations borough-wide. (2006/09)	CMPT/ DPTL	National planning and Heritage guidance on Design in development and Conservation.	Emerging LDF contains policies on environmental enhancement and design quality.	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'. <b>[DPTL-Steve Medlock]</b>	Ongoing	See comment	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. To continue into 2009/10 subject to Capital Plan Review.	Yes
				Implement local enhancement schemes at Woodlands Parade, Ditton. <b>[DPTL-Steve Medlock]</b>	Ongoing	See comment	This scheme will be reviewed in the 2008/09 Capital Plan Review.	
				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. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	Yes	PDG funds support for Kent Design. Some element of design training/active site visiting to be instituted late 2008/09 - early 2009/10.	
				Work with our partner, Kent Highway Services, to sponsor specific roundabouts in the borough. <b>[DPTL-Steve Medlock]</b>	Ongoing	Yes	Further opportunities to be considered in 2009/10 depending on commercial interest.	
				Promote a number of schemes with Parish Councils using funding from the Council's Community Partnerships Initiatives budget. These include:				
				– Bone Alley, East Malling - footpath lighting scheme. <b>[DPTL-Steve Medlock]</b>	Ongoing	Yes	Timescale for implementation depends upon Parish Council. Unlikely to be complete by 31 March 2009.	
				– Mereworth - new bus stop in The Street, Mereworth. <b>[DPTL-Steve Medlock]</b>	Complete	N/A	Scheme implemented in association with Parish Council.	
				– Shipbourne - parking hard standing at the Common. <b>[DPTL-Steve Medlock]</b>	Complete	N/A	Scheme designed and implemented in association with Parish Council.	
				– Trottiscliffe - overspill car park at the church. <b>[DPTL-Steve Medlock]</b>	Not started	Yes	Timescale for implementation depends upon Parish Council. Unlikely to be complete by 31 March 2009.	
Audit the external appearance of our premises and ensure they present a positive image to our residents and customers. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	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. This action will continue in 2009/10					

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Recycling and waste collection

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

<b>2008/09 priority:</b> Recycle a larger proportion of household waste. (1999/2009)	CMES/ DHH	Statutory targets set via BVPI.  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 28: Secure a healthy natural environment for today and in the future.	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. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	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. This action will continue in 2009/10	Yes
				Develop and introduce a range of initiatives aimed at minimising domestic waste produced in the borough. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	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 October 2008 received a report/presentation on action being taken. This action will continue in 2009/10	
				Further increase the number of recycling sites/banks. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	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. This action will continue in 2009/10	
				Continue to work with KCC to ensure provision of a household waste recycling centre in the borough. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	KCC have advised that capital provision for new site has been provided. KCC continue to evaluate site options. This action will continue in 2009/10	
				Complete a review of new opportunities arising from the commissioning of the Allington waste-to-energy plant and implement the resulting improvements. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	Officers continue to work with KCC Waste Management to maximise opportunities. This action will continue in 2009/10	
				Complete the review and re-structure of refuse and recycling collection rounds to improve the efficiency and cost-effectiveness of the service. <b>[DHH-Phil Beddoes]</b>	Ongoing	N/A	Review nearly completed and expected to be implemented Feb/March 2009.	
				Further increase the provision of litter bins with recycling facilities. <b>[DHH-Phil Beddoes]</b>	Ongoing	Yes	Additional "dual use" recycling bins introduced. Officers considering option to recycle paper. This action will continue in 2009/10	
				Review and develop services to ensure compliance with new hazardous and Waste Electrical and Electronic Equipment (WEEE) legislation. <b>[DHH-Phil Beddoes]</b>	Ongoing	See comment	Kent districts and Kent Waste Partnership reviewing options, legal requirements, associated costs and implementation requirements.	

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
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#### Public and environmental health

<b>Overall aims:</b> - To protect and improve public health. - To protect and enhance the built and natural environment.
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<b>2008/09 key priority: Promote, encourage and provide opportunities for healthy living. (2004/09)</b>	CMLFCY/ CLO	"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. Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 12: Improve the health and wellbeing of children and young people. PSA 16: Increase the proportion of socially excluded adults in settled accommodation and employment, education or training. PSA 18: Promote better health and wellbeing for all. PSA 25: Reduce the harm caused by alcohol and drugs.	<b>Key Political Priority</b> 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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="4" style="background-color: #e0e0e0;"><b>Improving people's health</b></td> </tr> <tr> <td style="padding: 2px;">Develop our relationship with the West Kent Primary Care Trust to enhance our public health role. <b>[CE-for Management Team]</b></td> <td style="padding: 2px; text-align: center;">Ongoing</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">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.</td> </tr> <tr> <td colspan="4" style="background-color: #e0e0e0;"><b>Physical activity and exercise</b></td> </tr> <tr> <td style="padding: 2px;">Work with KCC in adopting a borough cycling strategy to be funded within the Local Transport Plan. <b>[DPTL-Mike O'Brien]</b></td> <td style="padding: 2px; text-align: center;">Ongoing</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">KCC anticipate commencing the public consultation during the next three months with a view to adopting the strategy in early 09/10.</td> </tr> <tr> <td style="padding: 2px;">Continue to expand the Lifestyles Referral Programme funded by the Big Lottery Fund's Chances 4 Change programme. <b>[DPTL-Robert Styles]</b></td> <td style="padding: 2px; text-align: center;">Ongoing</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">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.</td> </tr> <tr> <td colspan="4" style="background-color: #e0e0e0;"><b>Smoking</b></td> </tr> <tr> <td style="padding: 2px;">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 &amp; 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. <b>[DHH-Jane Heeley]</b></td> <td style="padding: 2px; text-align: center;">Ongoing</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">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.</td> </tr> <tr> <td colspan="4" style="background-color: #e0e0e0;"><b>Obesity</b></td> </tr> <tr> <td style="padding: 2px;">Work with other local authorities to develop a Kent-wide healthy eating award. <b>[DHH-Jane Heeley]</b></td> <td style="padding: 2px; text-align: center;">Ongoing</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">Kent local authorities discussing options for new award.</td> </tr> <tr> <td colspan="4" style="background-color: #e0e0e0;"><b>Sexual health</b></td> </tr> <tr> <td style="padding: 2px;">Monitor via the Health Policy Board progress towards achieving improvements, including the appointment of additional out-reach sexual health workers. <b>[CE-Mark Raymond]</b></td> <td style="padding: 2px; text-align: center;">Complete</td> <td style="padding: 2px; text-align: center;">N/A</td> <td style="padding: 2px;">Health Policy Board regularly monitors health improvement targets. Out reach workers now in post.</td> </tr> <tr> <td colspan="4" style="background-color: #e0e0e0;"><b>Mental health and emotional well-being</b></td> </tr> <tr> <td style="padding: 2px;">Support a programme dealing with young people suffering a bereavement of a family member or friend, subject to available funding. <b>[CE-Mark Raymond]</b></td> <td style="padding: 2px; text-align: center;">Not started</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">SLA being prepared by Malling LCSP to enable Choosing Health funding to be drawn down enabling project to proceed.</td> </tr> <tr> <td style="padding: 2px;">Further develop, with partners, accommodation with support for people with mental health needs. <b>[DHH-Chief Housing Officer]</b></td> <td style="padding: 2px; text-align: center;">Ongoing</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">Four units of self-contained accommodation with support are now available in partnership with Russet Homes and the Richmond Fellowship. This action will continue in 2009/10</td> </tr> <tr> <td colspan="4" style="background-color: #e0e0e0;"><b>Well-being of ageing population</b></td> </tr> <tr> <td style="padding: 2px;">Work with partners to meet the needs of the vulnerable and the elderly including health and housing and seek to enhance the support provided to such groups by the voluntary sector. <b>[CE-Mark Raymond]</b></td> <td style="padding: 2px; text-align: center;">N/A</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">To be undertaken in 2009/10.</td> </tr> </table>	<b>Improving people's health</b>				Develop our relationship with the West Kent Primary Care Trust to enhance our public health role. <b>[CE-for Management Team]</b>	Ongoing	Yes	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.	<b>Physical activity and exercise</b>				Work with KCC in adopting a borough cycling strategy to be funded within the Local Transport Plan. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	KCC anticipate commencing the public consultation during the next three months with a view to adopting the strategy in early 09/10.	Continue to expand the Lifestyles Referral Programme funded by the Big Lottery Fund's Chances 4 Change programme. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	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.	<b>Smoking</b>				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. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	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.	<b>Obesity</b>				Work with other local authorities to develop a Kent-wide healthy eating award. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	Kent local authorities discussing options for new award.	<b>Sexual health</b>				Monitor via the Health Policy Board progress towards achieving improvements, including the appointment of additional out-reach sexual health workers. <b>[CE-Mark Raymond]</b>	Complete	N/A	Health Policy Board regularly monitors health improvement targets. Out reach workers now in post.	<b>Mental health and emotional well-being</b>				Support a programme dealing with young people suffering a bereavement of a family member or friend, subject to available funding. <b>[CE-Mark Raymond]</b>	Not started	Yes	SLA being prepared by Malling LCSP to enable Choosing Health funding to be drawn down enabling project to proceed.	Further develop, with partners, accommodation with support for people with mental health needs. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	Four units of self-contained accommodation with support are now available in partnership with Russet Homes and the Richmond Fellowship. This action will continue in 2009/10	<b>Well-being of ageing population</b>				Work with partners to meet the needs of the vulnerable and the elderly including health and housing and seek to enhance the support provided to such groups by the voluntary sector. <b>[CE-Mark Raymond]</b>	N/A	Yes	To be undertaken in 2009/10.	Yes
<b>Improving people's health</b>																																																																					
Develop our relationship with the West Kent Primary Care Trust to enhance our public health role. <b>[CE-for Management Team]</b>	Ongoing	Yes	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.																																																																		
<b>Physical activity and exercise</b>																																																																					
Work with KCC in adopting a borough cycling strategy to be funded within the Local Transport Plan. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	KCC anticipate commencing the public consultation during the next three months with a view to adopting the strategy in early 09/10.																																																																		
Continue to expand the Lifestyles Referral Programme funded by the Big Lottery Fund's Chances 4 Change programme. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	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.																																																																		
<b>Smoking</b>																																																																					
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. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	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.																																																																		
<b>Obesity</b>																																																																					
Work with other local authorities to develop a Kent-wide healthy eating award. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	Kent local authorities discussing options for new award.																																																																		
<b>Sexual health</b>																																																																					
Monitor via the Health Policy Board progress towards achieving improvements, including the appointment of additional out-reach sexual health workers. <b>[CE-Mark Raymond]</b>	Complete	N/A	Health Policy Board regularly monitors health improvement targets. Out reach workers now in post.																																																																		
<b>Mental health and emotional well-being</b>																																																																					
Support a programme dealing with young people suffering a bereavement of a family member or friend, subject to available funding. <b>[CE-Mark Raymond]</b>	Not started	Yes	SLA being prepared by Malling LCSP to enable Choosing Health funding to be drawn down enabling project to proceed.																																																																		
Further develop, with partners, accommodation with support for people with mental health needs. <b>[DHH-Chief Housing Officer]</b>	Ongoing	Yes	Four units of self-contained accommodation with support are now available in partnership with Russet Homes and the Richmond Fellowship. This action will continue in 2009/10																																																																		
<b>Well-being of ageing population</b>																																																																					
Work with partners to meet the needs of the vulnerable and the elderly including health and housing and seek to enhance the support provided to such groups by the voluntary sector. <b>[CE-Mark Raymond]</b>	N/A	Yes	To be undertaken in 2009/10.																																																																		

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Public and environmental health (continued)

<b>2008/09 priority:</b> 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:	Deliver the first year of the two-year programme of healthy living initiatives for young people in Snodland, East Malling and Trench ward. <b>[CE-Mark Raymond]</b>	Complete	N/A	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.	Yes
			- West Kent Health Improvement & Modernisation Programme (HIMP).	Develop a programme of healthy eating initiatives in Snodland, East Malling and Trench ward, subject to funding. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	Choosing health funding in place and YWCA engaged to deliver project which will commence shortly. To continue in 2009/10.	
			- Public Health Best Value Review Improvement Plan (2003). - Community Strategy (2006-09).	Deliver the second year of the two-year programme of healthy living initiatives for young people in Snodland, East Malling and Trench ward. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	To continue in 2009/10.	
<b>2008/09 priority:</b> 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. <b>[DHH- Jane Heeley]</b>	Complete	N/A	Training partnership now includes Tunbridge Wells BC/Sevenoaks DC. A report to Local Environmental Management Advisory Board on 27 October 2008.	Yes
				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. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	Joint working on safety issues relating to asbestos control, work-place transport and work at height being progressed.	
<b>2008/09 priority:</b> 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. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	Variable speed limit on M20 J4-5 due to go live early 2009. Additional continuous monitoring site to be established in 2009.	Yes
<b>2008/09 priority:</b> Improve air quality at Tonbridge High Street; Watlingbury 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:				Yes
				- Roll out the Freedom Pass scheme to other schools across the borough. <b>[DPTL-Mike O'Brien + DHH-Jane Heeley]</b>	Complete	N/A		
				- 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. <b>[DPTL-Mike O'Brien + DHH-Jane Heeley]</b>	Ongoing	Yes	The work, which we are encouraging and supporting, is being carried out by KCC. It will continue in 2009/10.	
				Work with KCC to implement options identified in the Tonbridge Central Area Action Plan for improving air quality in Tonbridge High Street. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	Officer working group (TMBC/KHS) established.	
Undertake a further Updating and Screening Assessment of local air quality. <b>[DHH-Jane Heeley]</b>	Ongoing	Yes	Work commenced – to be completed by 30 April 2009.					

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Community safety

<b>Overall aims:</b> - To reduce crime and disorder and the fear of crime. - To promote and improve public safety.
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<b>2008/09 key priority:</b> <b>Reduce:</b> Anti-social behaviour Criminal damage Offences against the person Substance misuse Environmental crime (2002/09)	CMCD/ CE	National crime reduction targets. Kent Community Strategy (April 2006) Kent Agreement Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 13: Improve children and young people's safety. PSA 23: Make communities safer. PSA 25: Reduce the harm caused by alcohol and drugs.	<b>Key political priority.</b> 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)	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. <b>[CE-Mark Raymond + DHH-Phil Beddoes]</b>	Ongoing	Yes	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. To continue in 2009/10.	Yes
<b>Proposed new wording for key priority in 2009/10:</b> <b>Work with partners to increase community safety by tackling:</b> - acquisitive crime - anti-social behaviour - perception of crime - substance misuse - violent crime				Continue to work with our partners to help the victims of domestic abuse and change abusers' behaviour. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	Funding provided from CSP to Womens Support Service. CSPs 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. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Yes	This initiative continues and Aylesford Parish Council has purchased Speed Watch equipment this year.	
				Support the development of new PACTs across the borough. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	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. To continue in 2009/10.	
				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. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	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. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	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 took place in West Malling on 5 December 2008. To continue in 2009/10.	

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	

#### Community safety (continued)

<p>Continued...</p> <p><b>2008/09 key priority:</b> Reduce: Anti-social behaviour Criminal damage Offences against the person Substance misuse Environmental crime (2002/09)</p> <p><b>Proposed new wording for key priority in 2009/10:</b> Work with partners to increase community safety by tackling: acquisitive crime anti-social behaviour perception of crime substance misuse violent crime</p>				Extend Alcohol Control Zones to additional locations in the borough to prevent under-age drinking in public places. <b>[CE-Mark Raymond]</b>	Complete	N/A	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. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	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. <b>[CE-Mark Raymond]</b>	Not started	Yes	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.				
<p><b>2008/09 priority:</b> Reduce the fear of crime. (2003/09)</p>	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. <b>[CE-Mark Raymond &amp; Linda Moreau]</b>	Complete	N/A	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 newspaper Here and Now produced to convey a safer borough message. Communications Strategy completed. Alcohol awareness campaign developed and implemented by sub group.	Yes			
				Implement relevant actions from the Community Safety Strategy and 2009/10 Action Plan. <b>[CE-Mark Raymond]</b>	N/A	Yes	To be undertaken in 2009/10.				
<p><b>2008/09 priority:</b> Increase activity programmes for young people in areas of highest social deprivation. (2004/09)</p>	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. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	Lease now in place from KCC. Funding bid submitted. Work will continue beyond April 2008. Target date for completion is autumn 2009.	Yes			
				Fund Kent Fire & Rescue Service and the voluntary sector in training and supporting young people at risk of offending. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	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. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	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. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Tender currently being progressed including new facilities at both sites. Works to be progressed spring/summer 2009.				

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Local economy

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

<b>2008/09 priority:</b> Contribute to improving the West Kent economy. (2003/09)	CMCD/ CE	Kent Community Strategy (April 2006). Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 7: Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions.	Commitment(s) made in Community Strategy (2006/09).	Establish a new group to be the ‘voice’ for west Kent business. <b>[CE-Mark Raymond]</b>	Not started	See comment	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.	Yes
				Implement the Leader Programme to support farming and other rural businesses in west Kent. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	Implementation of programme will continue over next five years.	
<b>2008/09 priority:</b> 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. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	We will continue to respond to requests for assistance from parish councils. However it is the parish councils themselves who will normally take the lead in the production of such plans where these are considered a local priority.	No
<b>2008/09 priority:</b> 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. <b>[DPTL-Robert Styles]</b>	Complete	N/A	Potential partnership opportunities with private sector operators currently being considered.	Yes
				Develop an annual programme of events at Tonbridge Castle, including a Medieval Fair. <b>[DPTL-Robert Styles]</b>	Complete	N/A		
				Further develop marketing and other tourism initiatives in partnership with the Heart of Kent Consortium. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				Develop the programme for the 2009 Festival of Music & Fireworks including a Sunday afternoon matinee performance for children. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	

## Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

### Community leadership

<b>Overall aims:</b> - 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.
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<b>2008/09 priority:</b> Make Tonbridge & Malling a better place in which to live. (2001/09)  <b>Proposed new wording for key priority in 2009/10:</b> Achieve with our partners the priorities set out: in the Sustainable Community Strategy for Tonbridge and Malling (2009/12) in the Local Area Agreement and arising from work of the Borough's Local Strategic Partnership.	CMCD/ CE	Requirement to produce a Community Strategy.  Duty to involve – Local Government and Public Involvement in Health Act (2007)  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 21: Build more cohesive, empowered and active communities.	Political priority to achieve improvement via joint working/West Kent Partnership.	Undertake, with our partners, Year 1 actions in implementing Kent Agreement 2. <b>[CE-for Management Team]</b>  Commence consultation on the next Tonbridge and Malling Community Strategy for the period 2009/11. <b>[CE-Mark Raymond + CSD-Bruce Hill]</b>  Undertake, with our partners, Year 2 actions in implementing Kent Agreement 2. <b>[CE-for Management Team]</b>  Draft and publish a new Sustainable Community Strategy for the Borough to cover the period 2009 to 2011. <b>[CE-for Management Team]</b>  Focus the work of the Local Strategic Partnership on issues of key concern within the Borough. <b>[CE-for Management Team]</b>	Ongoing  Ongoing  N/A  Ongoing  Ongoing	N/A  N/A  Yes  Yes	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. Expected to be complete by 31 March 2009.  Consultation with Residents' Panel, parish councils, community and other groups completed on schedule. National Place Survey results expected 9 March 2009.  To be undertaken in 2009/10.  To continue in 2009/10.  To continue in 2009/10.	Yes
<b>2008/09 key priority:</b> 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)  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 27: Lead the global effort to avoid dangerous climate change.	<b>Key political priority.</b>	Undertake Year 1 actions in the Climate Change Strategy. <b>[CE-for Management Team &amp; Mark Raymond]</b>  Implement energy saving measures at our leisure centres as set out in our Capital Plan. <b>[DPTL-Robert Styles]</b>  Undertake Year 2 actions in the Climate Change Strategy. <b>[CE-for Management Team &amp; Mark Raymond]</b>	Ongoing  Ongoing  N/A	N/A  N/A  Yes	Half year progress reported to Community Development Advisory Board on 15/10/08. 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 our Council offices to raise staff awareness. Completion expected by 31 March 2009.  Energy saving measures recommended by 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 CO <sub>2</sub> generation. Specification for implementation of variable speed drives under consideration. Quotations to be sought January 2009 and works to be completed by 31 March 2009.  To be undertaken in 2009/10.	Yes

### Determining our 2009/10 priorities for improvement

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		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Community leadership (continued)

<b>2008/09 priority:</b> 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). Duty to involve – Local Government and Public Involvement in Health Act (2007) Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 21: Build more cohesive, empowered and active communities.	Political priority.	Focus the work of the West Kent Partnership on key strategic issues facing west Kent, including economic development. <b>[CE-Mark Raymond]</b>	Ongoing	Yes	WKP now acting as a strategic partnership following development of T&M LSP and will continue to meet in 2009/10.	Yes
				Undertake, with our partners, Year 1 actions in implementing Kent Agreement 2. <b>[CE-for Management Team]</b>	Ongoing	Yes	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 in 2009/10.	
				Take forward relevant improvement actions arising from the Local Government and Public Involvement in Health Act (2007). <b>[CE-for Management Team]</b>	Ongoing	Yes	OSG in place to consider relevant actions.	
				Develop a Local Strategic Partnership for Tonbridge & Malling. <b>[CE-for Management Team]</b>	Complete	N/A	First meeting of LSP held on 15/10/08.	

#### Partnerships

<b>Overall aim:</b> - To deliver, with others, benefits beyond those possible from the Council's resources.
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<b>2008/09 priority:</b> 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. <b>[CE-Mark Raymond]</b>	Complete	N/A	Smaller grants to other bodies withdrawn for 2009/10 due to financial constraints.	No
<b>2008/09 priority:</b> 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). <b>[DPTL-Brian Gates]</b>	Ongoing	Yes	Project now established and fully staffed. First projects being developed and implemented. Progress reported to MVCP.	Yes
				Work with MVCP to: - Deliver an enhanced programme of events at the Council's country parks to encourage community involvement. <b>[DPTL-Robert Styles]</b>	Complete	N/A	Events included Wildlife Activity Days, Bat Walks and Bird Walks.	
				- Promote the School Education Pack and the Council's country parks as educational resources. <b>[DPTL-Robert Styles]</b>	Complete	N/A		
				- Assist in delivering additional youth opportunities to complement and enhance the existing Junior Ranger Scheme at Leybourne Lakes Country Park. <b>[DPTL-Robert Styles]</b>	Complete	N/A		
				- Deliver year two of the school grounds environmental improvement programme. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				- Undertake a user survey and develop a site management plan for Holly Hill woods. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				- Deliver a programme of community events at the Council's country parks. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	

## Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

### Resources – Personnel & Organisational Development

<b>Overall aims:</b> - To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves. - To improve the Council's ability to achieve its strategic and operational objectives through its: <b>Organisational structure.</b> <b>Performance Management System.</b> - To improve health and safety in Council premises and activities.
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Proposed new 2009/10 priority: Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs.	Leader/ CSD	New Use of Resources regime (2008/09+)	The significant adverse impact of the national economic recession on the Council's finances as manifested in the Medium Term Financial Strategy.	Develop and start to implement a Workforce Planning Strategy.	N/A	Yes	To be undertaken in 2009/10.	New in 2009/10
Proposed new 2009/10 priority: Improve our corporate Health and Safety Management System and practices.	Leader/ DHH		External review by our insurer identified risks and corresponding improvement actions.	Implement the Action Plan produced following an audit by Zurich Municipal.	Ongoing	Yes	To continue in 2009/10.	New in 2009/10

### Resources – Finance

<b>Overall aims:</b> - 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.
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<b>2008/09 priority:</b> Further improve on the prompt collection of monies due to the Council. (2003/09)	CMRCP/ DF		Introduce electronic payment mechanisms.	Develop and introduce an on-line booking and payments system for the Summer Activate holiday scheme and the Summer Playscheme. <b>[DPTL-Robert Styles + ITM-Alan Burch]</b>	Ongoing	See comment	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 subject to funding.	Yes
			Further improve on our national 2001/02 top quartile performance for Council Tax collection (BV9) and mid-range performance for Business Rate collection (BV10).	Implement a direct debit payment option, via the new direct debit software, to recover housing benefit overpayment debts. <b>[DF-Paul Griffin &amp; John Pickup]</b>	Not started	Yes	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.	

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress				Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	Comment	

#### Resources – Information technology

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

<b>2008/09 priority:</b> 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. <b>[CSM-Julie Beilby + ITM-Alan Burch + CSD-Wendi Batteson + DPTL-Lindsay Pearson]</b>	Ongoing	Yes	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 This action will continue in 2009/10	Yes
				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. <b>[ITM-Alan Burch]</b>	Complete	N/A	The technology is available for this if/when required for Councillors, home-workers or mobile workers.	
				Subject to approval, procure and virtualise the central server environment to reduce the number and cost of central servers. <b>[ITM-Alan Burch]</b>	Ongoing	Yes	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. <b>[ITM-Alan Burch]</b>	Ongoing	Yes	Approval obtained for the purchase of data and device encryption software. Implementation will be this year and next year.	
<b>2008/09 priority:</b> 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. <b>[ITM-Alan Burch]</b>	Ongoing	Yes	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.	Yes
				Evaluate options for remote access to council networks from any other council offices in Kent. <b>[ITM-Alan Burch]</b>	Ongoing	No	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. Suggest removal from the improvement actions.	
				Implement a new Kent-wide public services network to provide greater bandwidth and improved security on a cost effective basis. <b>[ITM-Alan Burch]</b>	Ongoing	Yes	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. <b>[ITM-Alan Burch]</b>	Ongoing	N/A	The GCSx physical connection is due for installation in January 2009. T&M compliance with security standards is being addressed. Due for completion by end of March 2009.	

### Determining our 2009/10 priorities for improvement

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress			Carry forward priority to 2009/10?
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Covered by 09/10 budgets?	

#### Resources – Property

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

<b>2008/09 priority:</b> 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. <b>[DPTL-Robert Styles]</b>	Ongoing	Yes	Progressing on a phased basis. Tender currently being progressed for new play area. Works to be progressed spring 2009.	Yes
			Commitment(s) made in: – Borough Leisure Strategy (2001/06). – Local Cultural Strategy (2002/07). – Leisure Services Business Unit business plan. – Capital Plan. – BRREP. Mystery Shopping results.	Evaluate the refurbishment/replacement of the maintenance building at Poult Wood Golf Centre. <b>[DPTL-Robert Styles]</b>	Complete	N/A	Scheme approved. Design finalised to incorporate reduction in specification. Project subject to tender in January 2009 for commencement in April 2009.	
				Evaluate the conversion of squash courts to a fitness studio at Larkfield Leisure Centre. <b>[DPTL-Robert Styles]</b>	Ongoing	See comment	Evaluation complete. Recommendation to F&PAB in January for further evaluation in 2009/10 to seek partnership funding.	
				Evaluate the provision of toilets for the Larkabout indoor children's play area at Larkfield Leisure Centre. <b>[DPTL-Robert Styles]</b>	Not started	See comment	Evaluation deferred in light of financial constraints. Evaluation may be required in 2009/10 linked to review of crèche and pre-school provision at LLC.	
				Evaluate the refurbishment of community toilets and changing facilities at Angel Centre. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				Evaluate the refurbishment of Tonbridge Farm Pavilion. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	
				Progress the refurbishment works to the maintenance building at Poult Wood Golf Centre. <b>[DPTL-Robert Styles]</b>	N/A	Yes	To be undertaken in 2009/10.	