

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

**Corporate affairs and planning**

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

<p><b>2009/10 priority:</b>                      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). (2005/10)</p>	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	During the course of the year 2009/10, the Council set a target of finding savings of £600,000. All but circa £30,000 have been identified and approved by Members at the time of writing. Options are being progressed to find the remaining £30,000. At the same time, the MTFS is being updated to reflect anticipated cuts in government grant and the potential restrictions on council tax increases. At the time of writing, it is anticipated that a further tranche of savings will need to be found over the next couple of years. Initial estimates are an additional £700,000 to £800,000. Management Team are presently planning how this might be taken forward.
<p><b>2009/10 priority:</b>                      Achieve best value through robust procurement. (2006/10)</p>	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.	Complete the review of, and implement, the Government's action plan for sustainable procurement where cost effective and appropriate. [Procurement OSG-for Management Team]	Ongoing	Review of Sustainable Procurement Policy complete.
				Implement use of Kent County Council's select list of approved contractors to obtain the benefits of third party (KCC) accreditation. [Procurement OSG-for Management Team]	Complete	

**2009/10 priorities for improvement - half-year progress**

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**Public access and involvement**

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

<b>2009/10 priority:</b> Improve how we manage customer contacts and customer care. (2006/10)	CMES&II/ All	IEG Priority Outcomes (ODPM 2005).  Local Government White Paper (2006)	Commitments made in: - Customer Services Strategy (2006/09)	Introduce the on-line booking and payments system for the Easter and summer Activate holiday schemes. <b>[DPTL-Stephen Gregg + ITM-Alan Burch]</b>	Ongoing	Payment system completed, final checks being undertaken. System to be implemented for 2010 Easter Activate.
				Expand the range of online services to include, subject to evaluation: payment for leisure activities, booking bulky refuse collections, summer Playscheme bookings, booking children's parties and Tonbridge Castle box office. <b>[DPTL-Stephen Gregg + DHH-Phil Beddoes + CSD-Charlie Steel + ITM-Alan Burch]</b>	Ongoing	Activate youth programme developed and fully tested to go live for Easter 2010 programme. LSBU leisure activity payments under evaluation. Bulky refuse commenced. Playscheme specification completed and quotation obtained but funding unlikely to be available. Children's parties not started. Castle box office payments via external provider completed for Festival of Music & Fireworks. Overall partial completion by 31 March 2010.
				Implement the use of CRM software to cover selected processes in: development control, pest control, environmental protection, food hygiene and health and safety. <b>[CSD-Charlie Steel + ITM-Alan Burch + DPTL-Lindsay Pearson + DHH-Jane Heeley]</b>	Ongoing	Will be partially completed by 31 March 2010.
				Complete improvements to customer facilities at Tonbridge Castle and open Gateway. <b>[CSD-John DeKnop &amp; Charlie Steel]</b>	Complete	
				Explore further opportunities to deliver services in partnership with other agencies via the Tonbridge Gateway and at other shared locations. <b>[CSD-Katie Iggulden &amp; Charlie Steel]</b>	Ongoing	Should be completed by 31 March 2010.
				Reinforce application of the new Customer Charter and standards to staff. <b>[CSD-Charlie Steel]</b>	Complete	
				Respond to specific findings of mystery shopping and residents' surveys to improve telephone and written communications. <b>[CSD-Charlie Steel]</b>	Ongoing	Should be completed by 31 March 2010. Surveys undertaken in accordance with timetables set in agreement with partners or as corporately directed.
				Undertake an Equalities Impact Assessment covering face to face service delivery and implement improvements. <b>[CSD-Charlie Steel]</b>	Ongoing	Likely to be completed by 31 March 2010.
<b>2009/10 priority:</b> Respond better to complaints from the public. (2003/10)	CMRCP/ CSD	Yes – LG Ombudsman and Cabinet Office.	BVPI General Survey (2003/04).	Enhance the role of members of the Customer Contact Project Board in overseeing complaints handling within their Services. <b>[CSD-Charlie Steel]</b>	Not Started	Unlikely to be completed by 31 March 2010.
<b>2009/10 priority:</b> Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless. (2000/10)	CMES&II/ ITM	National Strategy for Local E-Government (ODPM 2002).  IEG Priority Outcomes (ODPM 2004).  Licensing Act 2003.  White Paper (2006)	E-Government Strategy and IEG Return.  CPA - Inspectors Report (2004).	Introduce the on-line booking and payments system for the Easter and summer Activate holiday schemes. <b>[ITM-Alan Burch + DPTL-Stephen Gregg]</b>	Ongoing	Payment system completed, final checks being undertaken. System to be implemented for 2010 Easter Activate.
				Expand the range of online services to include, subject to evaluation: payment for leisure activities, booking bulky refuse collections, summer Playscheme bookings, booking children's parties and Tonbridge Castle box office. <b>[DPTL-Stephen Gregg + DHH-Phil Beddoes + CSD-Charlie Steel + ITM-Alan Burch]</b>	Ongoing	Activate youth programme developed and fully tested to go live for Easter 2010 programme. LSBU leisure activity payments under evaluation. Bulky refuse commenced. Playscheme specification completed and quotation obtained but funding unlikely to be available. Children's parties not started. Castle box office payments via external provider completed for Festival of Music & Fireworks. Overall partial completion by 31 March 2010.
				Implement the use of CRM software in development control. <b>[CSD-Charlie Steel + ITM-Alan Burch + DPTL-Lindsay Pearson]</b>	Not started	
				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>	Ongoing	EHHS continues to work with IT Services to look for opportunities to take forward electronic communications with residents and customers. Key tasks for 2009/10 to be identified.
				Continue to improve the quality and accuracy of electronic information and services available on our main website, including an updated A-Z of our services for example. <b>[ITM-Alan Burch]</b>	Ongoing	Continual improvement and therefore completion by 31 March 2010 although an updated A-Z database is unlikely to be an example.

**2009/10 priorities for improvement - half-year progress**

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**Public access and involvement (continued)**

<p><b>2009/10 priority:</b> Improve, cost effectively, the public's influence over services provided by the Council and by other organisations. (2005/10)</p>	<p>CMCD/ All</p>	<p>Local Government White Paper (2006)</p>		<p>Complete a comprehensive analysis of the 2008/09 Place Survey, including comparative data for other councils that will identify both areas of good performance and those that can be improved. <b>[CSD-Bruce Hill]</b></p>	Ongoing	<p>Completion expected by end of October 2009.</p>
		<p>Local Government &amp; Public Involvement in Health Act (2007) and associated guidance.</p>		<p>Undertake a Tonbridge &amp; Malling Residents' Panel survey that focuses on the cleanliness of our streets and public areas; the top priority for improvement in a 2008/09 survey. <b>[DHH-Phil Beddoes + CSD-Bruce Hill]</b></p>	Ongoing	<p>Residents' Panel Survey undertaken over summer 2009. Results presently being evaluated. Headline survey results expected by end of October 2009.</p>
		<p>Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 21: Build more cohesive, empowered and active communities.</p>		<p>Undertake a Tonbridge &amp; Malling Residents' Panel survey that focuses on customers' experience and satisfaction in accessing Council services, including satisfaction with complaints handling. <b>[CSD-Charlie Steel &amp; Bruce Hill]</b></p>	Not started	<p>Unable to be completed by 31 March 2010. Will need to be rescheduled.</p>
				<p>Continue to fulfil any public engagement requirements stemming from The Local Government and Public Involvement in Health Act that apply during 2009/10. <b>[CE/CSD-for Management Team]</b></p>	Not started	<p>No new requirements have yet emerged during 2009/10.</p>
<p><b>2009/10 priority:</b> Ensure the Council meets its obligations fully in respect of minority interests. (2003/10)</p>	<p>CMCD/ CE</p>	<p>Government Policy. Comprehensive Area Assessment (2008/09+)</p>	<p>CPA - Inspectors Report (2004).</p>	<p>Combine all of the statutory schemes into one comprehensive Equalities Scheme. <b>[CE-Mark Raymond]</b></p>	Complete	<p>Combined statement adopted at Council 2 November 2009.</p>
		<p>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.</p>		<p>Update and implement the Diversity Policy's action plan for 2009/10. This will include 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 Management Team + CE-Mark Raymond]</b></p>	Ongoing	<p>To be assessed in the light of the recent introduction of the new Equalities Framework for Local Government.</p>
<p><b>2009/10 priority:</b> Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements. (2004/10)</p>	<p>CMCD/ All</p>	<p>DDA 1995.</p>		<p>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></p>	Ongoing	<p>Current phase of works to be completed by 31 March 2010.</p>

**2009/10 priorities for improvement - half-year progress**

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**Planning and development**

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

<b>2009/10 priority:</b> Progress preparation of the Local Development Framework. (2003/10)	CMPT/ DPTL	Local Development Framework preparation at centre of new planning system and linked to Community Plan.	Political priority. Residents' Panel (2005) identified development control in existing towns and villages (9/30) as a priority for improvement.	Progress MDE DPD through to submission and Public Examination. <b>[DPTL-Brian Gates]</b>	Ongoing	Plan submitted at the end of July. Public Hearing Programmed for the end of November. Inspector's Report by March 2010. Adoption April 2010.
		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.	Need to maintain sound basis for planning decisions and investment opportunities.	Commitment(s) made in Community Strategy (2006-09).	Commence preparation of a series of Character Area Appraisals (Supplementary Planning Document) to safeguard the character of local towns, villages and the landscape. <b>[DPTL-Brian Gates]</b>	Ongoing
<b>2009/10 key priority:</b> Promote and support the sustainable regeneration and economic development of Tonbridge town centre. (2004/10)	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.	Work in partnership with the Environment Agency and others to bring forward the implementation of a detailed enhancement scheme for the Town Lock area of Medway Wharf Road. <b>[DPTL- Steve Medlock]</b>	Ongoing	Project spans several financial years and will continue beyond 31 March 2010. Currently on Capital Plan List B.
			LD Issues Report identifies Tonbridge town centre for an 'Area Action Plan'.	Subject to economic conditions and feasibility to secure the detailed design and implementation programming for the Botany redevelopment scheme. <b>[DPTL-Steve Humphrey]</b>	Ongoing	The proposals for the comprehensive development of the Botany in partnership with Sainsbury are subject to review in view of current market and financial conditions and will be revisited early in 2010 - the comment remains to pursue this scheme but it relies significantly on viability testing.
			Residents' Panel (2005) identified local shopping facilities (10/30) as a priority for improvement.	Complete improvements to customer facilities at Tonbridge Castle and open Gateway. <b>[CSD-John DeKnop &amp; Charlie Steel]</b>	Complete	
			Commitment(s) made in Community Strategy (2006-09).	Explore further opportunities to deliver services in partnership with other agencies via the Tonbridge Gateway and at other shared locations. <b>[CSD-Katie Iggulden &amp; Charlie Steel]</b>	Ongoing	Should be completed by 31 March 2010.

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**Planning and development (continued)**

<b>2009/10 priority:</b> Improve the speed of determining planning applications. (2003/10)	CMPT/ DPTL	Planning Delivery Grant (PDG) aims to increase performance.	Best Value Review identified speed and communication as areas for improvement.	Use some retained PDG and new HPDG to fund staff. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	Forms part of MTFS until 2015/16.
				Fine tune application processes in the light of: - Local experience in implementing the national standard planning application form (1APP) and associated revised validation processes. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	
				- The Planning Act 2008. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	
				- The Government's response to the Killian-Pretty Review of Development Control. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	
<b>2009/10 priority:</b> Improve public access to the planning process. (2003/10)	CMPT/ DPTL	Central theme of new planning system.	Best Value Review identified public access as area for improvement.	Use some retained PDG and new HPDG to further upgrade the Uniform system. <b>[ITM-Alan Burch + DPTL-Lindsay Pearson &amp; Brian Gates]</b>	Complete	
				Improve the quality of data available to the public by fine tuning application processes in the light of: - Local experience of the implementation of the national standard planning application form (1APP) and associated revised validation processes. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	
				- The Planning Act 2008. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	
				- The Government's response to the Killian-Pretty Review of Development Control. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	
<b>2009/10 priority:</b> Encourage developer contributions in support of community leisure facilities. (2003/10)	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 needs generated by new developments, including the provision of facilities in conjunction with schemes identified in the Capital Plan where appropriate. <b>[DPTL-Martin Guyton &amp; Stephen Gregg &amp; Darren Lanes &amp; Lindsay Pearson]</b>	Ongoing	Projects progressed during 2009/10 with funding from developer contributions include refurbishment of all-weather pitch at Tonbridge School and upgrade of main path and tennis courts at Tonbridge Racecourse Sportsground.

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**Transport and land drainage**

<p><b>Overall aims:</b></p> <ul style="list-style-type: none"> <li>- To provide good parking management.</li> <li>- To achieve better management of local land drainage.</li> <li>- To promote improvements in transportation.</li> </ul>
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<p><b>2009/10 priority:</b> Ensure parking is managed to meet the needs of drivers, visitors, businesses and residents. (2004/10)</p>	CMPT/ DPTL		<p>Residents' Panel (2005) identified car parking availability and enforcement (8/30) as a priority for improvement.</p> <p>Political priority.</p> <p>Commitment(s) made in Community Strategy (2006-09).</p> <p>Local Transport Plan.</p>	Complete a post implementation review of the various zones of the Local Parking Plan for central Tonbridge. <b>[DPTL-Mike O'Brien]</b>	Complete	
				Complete a post implementation review of the Local Parking Plan for Borough Green. <b>[DPTL-Mike O'Brien]</b>	Not Started	Should be completed by 31 March 2010.
				Implement Local Parking Plans for Snodland and East Malling and commence studies for Aylesford. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Snodland - complete. East Malling – ongoing. Aylesford local parking plan will not commence until 2010/11.
				Begin a review of the West Malling Local Parking Plan. <b>[DPTL-Mike O'Brien]</b>	Not Started	Locations that have not yet received a first round local parking plan assessment will feature in the programmes before there is a revisitation review of locations such as West Malling where there is already an endorsed parking plan in place. Consequently, this action should be deferred until 2011/12.
				Implement Phase 5 of the Parking Action Plan covering a further set of individual on-street parking problem sites. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Should be substantially complete by 31 March 2010.
				Continue implementing the phased programme of improvements in the borough's off-street car parks. <b>[DPTL-Steve Medlock]</b>	Ongoing	Current phase of works to be completed by 31 March 2010.
<p><b>2009/10 priority:</b> Reduce the risk of flooding of residential and commercial premises. (2008/10)</p>	CMPT/ DPTL	<p>DEFRA high level targets.</p> <p>The Pitt Review of the summer floods 2007.</p> <p>Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 28: Secure a healthy natural environment for today and in the future.</p>	<p>Community Strategy 2006/09.</p>	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	Project spans several financial years and will continue beyond 31 March 2010.
				Analyse the emerging Flood and Water Bill (the Government's response to the Pitt Review), prepare advice on the financial and operational implications for the Council and implement statutory requirements when the Bill is enacted. <b>[DPTL – Steve Medlock]</b>	Ongoing	The final contents of the Bill and whether it will be enacted during the current session of Parliament are currently unclear. This action is certain to slip into 2010/11.

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**Transport and land drainage (continued)**

<b>2009/10 priority:</b> Work in partnership to improve the efficiency and sustainability of transport in the borough. (2005/10)	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).	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 2009/10, and agreed by the Joint Transportation Board. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Should be complete by 31 March 2010.
				Devise, in partnership with KCC, a Medway Valley Transportation Strategy with a focus on accessibility, public transport access and congestion alleviation in the A20 corridor. <b>[DPTL-Mike O'Brien]</b>	Ongoing	The output of work in liaison with Kent Highway Services will span over several financial years.
				Secure development contributions in accordance with the revised Medway Valley Transportation Strategy. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	This work parallels the previous action.
				Work in partnership with KCC to adopt and deliver a Tonbridge & Malling Cycling Strategy. <b>[DPTL-Mike O'Brien]</b>	Ongoing	Should be complete by 31 March 2010.
<b>2009/10 priority:</b> Improve access to and parking at West Malling station. (2003/10)	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	The start date is dependant on the landowner's decision.
				KCC plan to produce a detailed design of the station forecourt in liaison with ourselves, Network Rail and Southeastern Railway. <b>[DPTL-Mike O'Brien]</b>	Ongoing	KCC is being encouraged to commission the associated design and procedural work with Network Rail. This will be a project that spans several financial years.

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Housing

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

<p><b>2009/10 key priority: Secure a continuing supply of affordable housing and work to prevent homelessness. (2004/10)</b></p>	<p>CMH/ DHH/ DPTL</p>	<p>Housing Act 2004. Housing Corporation Investment Strategy (2008/11). South East Regional Housing Strategy (GOSE, 2006/09). Homelessness Act 2002. "More than a Roof" report (DTLR 2002). Homelessness Code of Guidance (2006). ODPM: - Reducing B&amp;B use and tackling homelessness: what's working, (2003) - Achieving positive outcomes in homelessness, (2003). Housing Corporation &amp; ODPM - Effective co-operation on tackling homelessness, nominations, agreements and exclusions, (2004). ODPM: - Housing Associations and homelessness briefing, (2005).</p>	<p><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).</p>	<p><b>Affordable housing</b> Develop new initiatives to maintain the supply of affordable housing during the economic downturn. <b>[DHH-Janet Walton + DPTL-Lindsay Pearson]</b></p>	Ongoing	Close working ongoing with RSL partners, developers, HCA, KCC Supporting People Team to ensure that progress remains on target.
		<p>Develop, with our partners, a housing strategy for west Kent to benefit from joint working and economies of scale. <b>[DHH-Janet Walton]</b></p>	Not started	Action amended July 2009. To focus on the development of a West Kent Housing Strategy Action Plan, as opposed to a full strategy. Members advised July 2009. Sevenoaks DC will lead – time scale TBC.		
		<p>Adopt the findings of the Strategic Housing Market Assessment in updating the Housing Strategy and through the planning process. <b>[DHH-Janet Walton + DPTL-Lindsay Pearson]</b></p>	Ongoing	SHMA adopted June 2009.		
		<p>Continue to implement the action plan to meet the accommodation needs of gypsies and travellers. <b>[DHH-Janet Walton]</b></p>	Ongoing	Outcome of funding bid for the expansion of an existing site expected in November, along with determination of planning application.		
		<b>Homelessness</b>		<p>Implement in Tonbridge and Malling the Kent-wide approach to Choice Based Lettings prior to the Government's 2010 target. <b>[DHH-Janet Walton]</b></p>	Complete	Implemented April 2009.
		<p>Implement the housing allocations policy updated in 2008/09. <b>[DHH-Janet Walton]</b></p>	Complete	Implemented April 2009.		
		<p>Continue to progress actions contained in the West Kent Homelessness Strategy Action Plan. <b>[DHH-Janet Walton]</b></p>	Ongoing	Review of WK HS Action Plan underway and scheduled for implementation July 2010.		
		<p>Work with partners to update and deliver the West Kent Homelessness Strategy. <b>[DHH-Janet Walton]</b></p>	Not started	Review of Strategy deferred for one year. Now due July 2011.		



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Housing (continued)

Continued... 2009/10 key priority: Secure a continuing supply of affordable housing and work to prevent homelessness. (2004/10)		- Delivering positive shared outcomes in health and homelessness, (2005). - Settled homes; changing lives, (2003).  Housing Green Paper 2007. Homes for the future, more affordable, more sustainable.  Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 20: Increase long term housing supply and affordability.		Work to further reduce the use of Bed and Breakfast and other forms of temporary accommodation in accordance with the Government's timetable and targets. [DHH-Janet Walton]	Complete	Government target (41 households at March 2010) currently met and exceeded. Work ongoing to ensure continued reduction.
				Assist homeowners and tenants who are threatened with homelessness during the economic downturn by:		
				- Maximising take-up of the Government's Mortgage Rescue Scheme. [DHH-Janet Walton]	Ongoing	National roll-out of scheme considerably slower than originally expected, however one mortgage rescue has now been completed with a number of others in the pipeline. The completed rescue enabled the customer to remain in their home on a shared-equity basis and was the first of its kind in Kent. Scheme well promoted on Council web site.
				- Expanding the use of rent deposits and deposit bonds in the private sector subject to managing the associated risk. [DHH-Janet Walton]	Ongoing	Full review of Rent Deposit/Deposit Bond policy and procedures approved by Members May 2009.
2009/10 priority: Improve sub-standard housing and the energy efficiency of existing and new housing provision. (2004/10)	CMH/ DHH	Regulatory Reform Order 2002  Housing Act 2004	Residents' Panel (2005) identified affordable/decent standard of housing as the top priority for improvement taking account of their own direct experience and circumstances.  Consultation/research re the Private Sector House Condition Survey (2006).  Commitment(s) made in TMBC Housing Strategy (2005/08).	<b>Decent homes standard</b>		
				Evaluate and recommend an Accreditation Scheme for the borough to improve standards in the private rented sector. [DHH-Janet Walton]	Ongoing	Original time scale for submitting recommendations deferred to May 2010.
				Lead and oversee the second year of the North and West Kent Private Sector Renewal Partnership's three year programme using funding from the Regional Housing Board. [DHH-Janet Walton]	Ongoing	Partnership meeting monthly to oversee progress.
				<b>Enforcement</b>		
				Carry out work to identify the landlords of any licensable HMOs and work with them on the submission of license applications. [DHH-Janet Walton]	Ongoing	Completion expected by March 2010.
				<b>Energy efficiency</b>		
				Continue to promote access to benefit, fire safety and energy efficiency advice, as well as energy efficiency and fuel poverty assessments by a Kent Energy Centre surveyor, as part of the Warm Homes project. [DHH-Janet Walton]	Ongoing	Customers who responded to Fuel Poverty survey to be contacted during November. Completion expected by March 2010.
				Develop an up to date position on energy efficiency and fuel poverty in housing, for inclusion in the Housing Strategy. [DHH-Janet Walton]	Ongoing	Draft Energy Efficiency & Fuel Poverty Statement and Action Plan to be considered by Climate Change OSG in November.
				Explore further renewable energy initiatives with our housing association partners. [DHH-Janet Walton]	Ongoing	Partners did not respond to initial invitation to explore further initiatives. To be pursued further. Unlikely to be completed by March 2010.
Monitor progress by local housing associations towards ensuring that their housing stock meets the decent homes standard by 2010. [DHH-Janet Walton]	Ongoing	Outcome scheduled to be reported to Strategic Housing Advisory Board in November 2010.				
Jointly procure with partner authorities in the North and West Kent Private Sector Renewal Partnership a managing agent for the partnership's energy related activities. [DHH-Janet Walton]	Complete					

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		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

Housing (continued)

<p><b>2009/10 priority:</b> Improve support and assistance to vulnerable, elderly and disabled households to enable independent living. (2003/10)</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>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-Janet Walton]</b></p>	<p>Ongoing</p>	<p>Completion expected March 2010.</p>
				<p>Work with and monitor the “in-touch” HIA to ensure that Tonbridge and Malling clients are fully served by the (currently proposed) new West Kent HIA. <b>[DHH-Janet Walton]</b></p>	<p>Ongoing</p>	<p>West Kent HIA established 2009. Performance monitoring ongoing and reported to Strategic Housing Advisory Board. A new West Kent Advisory Group will replace current borough-wide advisory groups from April 2010.</p>
				<p><b>Enabling new supported housing</b></p>		
				<p>Complete the development of supported accommodation for vulnerable young people. <b>[DHH-Janet Walton]</b></p>	<p>Ongoing</p>	<p>Completion expected late 2010.</p>
				<p>Progress with neighbouring authorities and housing association partners a review of accommodation for older people in the west Kent area. This is a key recommendation in the 2008 Strategic Housing Market Assessment. <b>[DHH-Janet Walton]</b></p>	<p>Ongoing</p>	<p>Will not complete by March 2010. Led by Tunbridge Wells Borough Council on behalf of the West Kent Housing and Extra Care Project Board. Timescales TBC.</p>
				<p>Work with partners to provide seven units of accommodation for people with learning disabilities as part of the Kent Housing Private Finance Initiative (PFI). <b>[DHH-Janet Walton]</b></p>	<p>Complete</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-Janet Walton]</b></p>	<p>Ongoing</p>	<p>JARP process being replaced with a new countywide process which amalgamates existing good practice. Implementation expected by March 2010.</p>				

**2009/10 priorities for improvement - half-year progress**

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

**Housing – benefit payments**

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

<b>2009/10 priority:</b> Achieve high performance in both accuracy of calculating benefit due and speed of processing. (2003/10)	CMRCP/ DF	Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 17: Tackle poverty and promote greater independence and wellbeing in later life.	Improve on our national (2001/02) mid-range performance for accuracy of processing.	Fully implement e-benefits. This will enable claims to be submitted via the internet or telephone by claimants and by assessors in claimants' homes. It will improve both the accuracy and speed with which claims are processed. <b>[DF-Paul Griffin]</b>	Ongoing	Will be fully implemented by 31 March 2010. The project is being led by the former Systems Administrator, who has returned from maternity leave.
				Develop a range of customised training for assessors based on the results of accuracy checks. <b>[DF-Paul Griffin]</b>	Ongoing	This was started but is now on hold. A benefits assessor, with a specific remit to undertake accuracy checks, was appointed but has now left. The post remains vacant and the action is therefore unlikely to be completed by 31 March 2010.
				Enhance the capacity of the Customer Services Team to deal with a wide range of enquiries without reference to the staff of the Benefits Section. <b>[DF-Paul Griffin + CSD-Charlie Steel]</b>	Ongoing	Will not be completed by 31 March 2010 because changing legislation, procedures etc. mean that the knowledge of the Customer Services Team will have to be continually enhanced. The Principal Benefits Officer is arranging, with the Personnel and Customer Services Manager, joint, regular meetings between the staff of Customer Services and Benefits, in order to identify those areas where training is considered to be necessary.
				Continue to respond to the effects of the economic recession with the aid of the Kent Benefits Partnership. <b>[DF-Paul Griffin]</b>	Complete	The purpose of the action was to use staff provided by the Kent Benefits Partnership (under their resilience service) to supplement T&MBC staff in order to better cope with the increased workload caused by the recession. However, the Kent Benefits Partnership has ceased their resilience service.

2009/10 priorities for improvement - half-year progress

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

Leisure and arts

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

<p><b>2009/10 priority:</b> Enable the whole community, including those most in need, to more fully enjoy leisure and cultural activities. (2001/10)</p>	CMLFCY/ CLO	<p>Disability Discrimination Act (1995). Department of Culture Media &amp; 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.</p>	<p>Fundamental to commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Leisure Services Business Unit Business Plan.</p>	<p>Implement priority DDA access improvements to Tonbridge Farm Sportsground. <b>[DPTL-Darren Lanes]</b></p>	Ongoing	<p>Works completed include; new paths to and around the play area; new main entrance path, additional seating; and new DDA swing – further works are programmed prior to 31 March 2010.</p>
		<p>Complete a DDA access audit of the Tonbridge Castle Grounds. <b>[DPTL-Darren Lanes]</b></p>	Ongoing	<p>Site visit complete and first draft of audit currently being written – due to be completed prior to 31 March 2010.</p>		
<p><b>2009/10 priority:</b> Increase community involvement in the delivery and design of Leisure services. (2004/10)</p>	CMLFCY/ CLO	<p>"Sport &amp; Recreation" report (Audit Commission – 2002). CPA – self assessment.</p>	<p>Commitment(s) made in: - Borough Leisure Strategy (2001/06) - Local Cultural Strategy (2002/07).</p>	<p>Implement the approved programme of consultation/market research. <b>[DPTL-Martin Guyton &amp; Stephen Gregg &amp; Darren Lanes]</b> This will include surveys of users of:</p>	Ongoing	<p>Programme ongoing and incorporating user survey at PWGC and non-user research of leisure centres. Standpoint surveys of customer satisfaction recorded monthly.</p>
				<p>- The 2009 Tonbridge Festival of Music and Fireworks. <b>[DPTL-Stephen Gregg]</b></p>	Complete	<p>Market research undertaken following festival, and reported to Leisure &amp; Arts Advisory Board.</p>
				<p>- The 2009 Activate and summer Playscheme programmes. <b>[DPTL-Stephen Gregg]</b></p>	Complete	<p>Market research undertaken following summer programmes and reported to Leisure &amp; Arts Advisory Board.</p>
				<p>- Tonbridge Farm Sportsground. <b>[DPTL-Darren Lanes]</b></p>	Ongoing	<p>Market survey transferred to, and undertaken at, Tonbridge Racecourse Sportsground – final report expected to be complete prior to 31 December 2009.</p>
				<p>Continue to review and enhance the operation of customer panels, including better marketing and establishment of a new panel for Tonbridge Racecourse Sportsground. <b>[DPTL-Martin Guyton &amp; Darren Lanes]</b></p>	Ongoing	<p>Preparation underway for the establishment of the Racecourse User Panel – first meeting due to take place in Feb/Mar 2010.</p>

2009/10 priorities for improvement - half-year progress

Aims and Priorities	CPH/ Lead Chief Officer	Basis of existing & new priorities		Improvement actions - progress		
		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment
<b>Leisure and arts (continued)</b>						
<p><b>2009/10 priority:</b> Improve the quality and sustainability of the Council's leisure facilities and services. (2004/10)</p>	CMLFCY/ CLO	"Sport & Recreation" report (Audit Commission – 2002).	<p>Citizens' Panel (Eighth survey – 2002) re charges.</p> <p>Commitment(s) made in:</p> <ul style="list-style-type: none"> <li>- Borough Leisure Strategy (2001/06).</li> <li>- Leisure Services Business Unit business plan.</li> </ul>	Evaluate further the conversion of squash courts to a fitness studio at Larkfield Leisure Centre and seek additional external funding. <b>[DPTL-Martin Guyton]</b>	Ongoing	Interim measure of conversion of single squash court to a Children's Interactive Zone approved subject to further business plan report to L&AAB in December 2009. £30,000 funding secured from Primary Care Trust. Major scheme to be reconsidered as part of ongoing capital plan process.
				Investigate external funding opportunities, including the Parks for People and Play Builder initiatives, in relation to children's play facilities. <b>[Darren Lanes]</b>	Ongoing	£50,000 secured under the Play Builder scheme for new play facilities at Leybourne Lakes Country Park (scheme now complete). £50,000 secured from Big Lottery for new Ball Court at Tonbridge Racecourse (scheme to be implemented in Nov 2009). Further external funding streams are being investigated in liaison with Medway Valley Countryside Partnership.
				Review administration staffing arrangements across the Leisure Services Business Unit. <b>[DPTL-Martin Guyton]</b>	Ongoing	Initial stage of review complete with savings in excess of £10,000pa. E-requisitioning now centralised and further savings as a consequence of proposal to outsource direct debit collection under review.
				Review provision of pre-school and crèche facilities at Larkfield Leisure Centre and the Angel Centre. <b>[DPTL-Martin Guyton]</b>	Complete	Review undertaken and recommendations approved at General Purposes Committee in September 2009. Pre-school to close from 23 July 2010. Crèche service to be relocated to Larkabout.
				Evaluate refurbishment of community toilets and changing facilities at the Angel Centre. <b>[DPTL-Martin Guyton + CSD-John DeKnop]</b>	Ongoing	Evaluation commenced and to be reported as part of Capital Plan process to F&PAB in January 2010.
				Evaluate the refurbishment of Tonbridge Farm Pavilion. <b>[DPTL-Martin Guyton + CSD-John DeKnop]</b>	Ongoing	Evaluation commenced and to be reported as part of Capital Plan process to F&PAB in January 2010.
				Refurbish Tonbridge Swimming Pool pumping station. <b>[DPTL-Steve Medlock &amp; Martin Guyton]</b>	Ongoing	Works to be progressed as part of Tonbridge Pool Christmas closure and completed by 31 March 2010.
				Work with Tonbridge School to refurbish the school's existing all weather pitch and extend its use to the local community. <b>[DPTL-Darren Lanes]</b>	Complete	Scheme completed and in use by local community clubs.
				Participate in Wrotham School's All Weather Pitch Steering Group to help bring forward a dual use facility for school and community use. <b>[DPTL-Darren Lanes &amp; Lindsay Pearson]</b>	Ongoing	Proposals for all-weather pitch and changing rooms currently under consideration.
				Refurbish the maintenance building at Poult Wood Golf Centre. <b>[DPTL-Martin Guyton]</b>	Ongoing	Contract let and work commenced 10 August 2009. Completion scheduled for 23 November 2009.
<p><b>2009/10 priority:</b> Improve security/health and safety at leisure facilities. (2003/10)</p>	CMLFCY/ CLO	Linked to Crime Reduction.	<p>Direct feedback from users and customer panels.</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>- Leisure Services Business Unit Business Plan.</li> <li>- Crime &amp; Disorder Reduction Partnership Strategy.</li> </ul>	Adopt new by-laws for our country parks to assist in enforcing anti-social behaviour controls and ensuring the safety of users. <b>[DPTL-Darren Lanes + CE-Mark Raymond + CSD-Ian Henderson]</b>	Ongoing	Initial work has been undertaken though it is anticipated that this will not be complete prior to 31 March 2010 – priority has been given to the introduction of new Dog Control Orders.
				Provide additional CCTV at Leybourne Lakes Country Park. <b>[DPTL-Darren Lanes &amp; Mike O'Brien]</b>	Complete	Completed alongside the installation of the new play area.
				Bring forward and implement proposals to address health and safety concerns regarding the tombs in St Peters & St Pauls closed Churchyard in Tonbridge. <b>[DPTL-Darren Lanes]</b>	Ongoing	Following cross service meetings it is proposed that a future programme of works will be agreed prior to 31 March 2010.
				Segregation of changing cubicles and provision of safety flooring around learner pool at Tonbridge Pool. <b>[DPTL-Martin Guyton]</b>	Ongoing	Works to be progressed during Christmas closure period.



2009/10 priorities for improvement - half-year progress

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

Leisure and arts (continued)

<p><b>2009/10 priority:</b> Improve public access to the countryside and public open spaces across the borough. (2004/10)</p>	CMLFCY/ CLO	<p>Green Flag Park Award Programme. Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 18: Promote better health and wellbeing for all.</p>	<p>Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Outdoor Leisure BV Improvement Plan.</p>	Complete a children's play improvement scheme at Tonbridge Farm Sportsground. <b>[DPTL-Darren Lanes]</b>	Complete	Opened prior to summer 2009.
				Provide a new ball court at Tonbridge Racecourse Sportsground. <b>[DPTL-Darren Lanes]</b>	Ongoing	Works have been tendered and installation is programmed for November 2009.
				Complete and adopt a management plan for Tonbridge Farm Sportsground based on the standards of the Green Flag Park Award. <b>[DPTL-Darren Lanes]</b>	Not started	Management Plan deferred until 2010/11 to bring it in line with other programmed and established plans.
				Retain the Green Flag Award for Leybourne Lakes and Haysden country parks and achieve this award for Tonbridge Racecourse Sportsground. <b>[DPTL-Darren Lanes]</b>	Complete	Leybourne Lakes and Haysden successfully retained the award for 2009/10 – Tonbridge Racecourse Sportsground was unsuccessful.
				Review and amend the Haysden Country Park Management Plan. <b>[DPTL-Darren Lanes]</b>	Ongoing	Consultation draft approved at the Leisure and Arts Advisory Board on 22 September 2009 – Final Plan due for Member approval on 15 December 2009.
				Progress improvements to Quarry Hill Wood, Tonbridge, including works to trees and fencing. <b>[DPTL-Darren Lanes]</b>	Ongoing	Health and Safety works to trees, new bridge, removal of BMX area and new entrance barrier complete following inspection by the Council's Health and Safety Officer. Further works to trees bordering properties to be carried out over winter 2009/10.
<p><b>2009/10 key priority:</b> Involve, safeguard and meet the needs of children and young people. (2003/10)</p>	CMLFCY/ CLO	<p>"Game Plan" report (ODPM 2002). Department of Culture Media &amp; Sport - reports of Policy Action Team on social exclusion. Government "Youth Matters" Green Paper (2005) Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 12: Improve the health and wellbeing of children and young people. PSA13: Improve children and young people's safety. 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> Residents' Panel (2005) identified facilities and activities for teenagers (4/30) as a priority for improvement.  Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Community Strategy (2006-09). - Scrutiny Review Action Plan. - CPA Improvement Plan. - LSBU Business Plan.</p>	<b>Planning and policy</b>		
				Update the Tonbridge & Malling Youth Agreement in partnership with KCC's Youth Service. <b>[DPTL-Stephen Gregg]</b>	Ongoing	Agreement being finalised with KCC.
				Implement, with parish councils, three more schemes funded by the Big Lottery Fund's Children's Play Initiative, in Leybourne, Hildenborough and Tonbridge. <b>[DPTL-Darren Lanes &amp; Stephen Gregg]</b>	Ongoing	Hildenborough and Leybourne schemes complete, Tonbridge scheme expected to be completed end of November 2009.
				Extend the Y2 Crew summer scheme to serve parishes in the north west of the Borough. This is aimed at providing diversionary activities for young people aged 11-18. <b>[DPTL-Stephen Gregg]</b>	Complete	Operated over the summer holiday period.
				<b>Involving young people</b>		
				Implement the approved programme of consultation/market research, involving young people. This includes surveys of users of the 2009 Activate and Summer Playscheme programmes. <b>[DPTL-Stephen Gregg]</b>	Complete	Market research undertaken following summer programmes and reported to Leisure & Arts Advisory Board.
				<b>Marketing and communications</b>		
				Introduce the on-line booking and payments system for the Activate holiday schemes. <b>[DPTL-Stephen Gregg + ITM-Alan Burch]</b>	Ongoing	Payment system completed, final checks being undertaken. System to be implemented for 2010 Easter Activate.
				Expand the range of online services to include, subject to evaluation, summer Playscheme bookings and booking children's parties. <b>[DPTL-Stephen Gregg + ITM-Alan Burch]</b>	Ongoing	Summer Playscheme specification completed and external quotation obtained but funding not available. Children's parties not started and unlikely to be completed by 31 March 2010.
				<b>Activities at our leisure centres</b>		
				Introduce Sunday Swim School morning classes at Larkfield Leisure Centre and Tonbridge Swimming Pool. <b>[DPTL-Martin Guyton]</b>	Complete	Sunday classes commenced at both sites in September 2009.
				Evaluate the introduction of a Junior Excel brand for 4-10 year olds. <b>[DPTL- Martin Guyton]</b>	Complete	KickStart brand introduced from May half term incorporates swimming, soft play and variety of pre-school and holiday activities for 0-10 year olds on monthly direct debit basis.
				<b>Outdoor activities</b>		
				Install a new children's play area at Leybourne Lakes Country Park, funded entirely from developer contributions. <b>[DPTL-Darren Lanes]</b>	Complete	Opened prior to summer 2009.

2009/10 priorities for improvement - half-year progress

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Street scene and open space environment

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

<p><b>2009/10 key priority:</b> Achieve a cleaner, smarter and better maintained street scene and open space environment. (2003/10)</p>	CMES/ DHH	<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>		
				Develop options for improving the appearance of public open spaces in areas surrounding the river Medway in Tonbridge, as part of the development of Tonbridge town centre. [DPTL-Steve Medlock & Darren Lanes]	Ongoing	The Town Lock and other schemes will continue beyond 31 March 2010.
				Develop further options for the recycling of street litter. [DHH-Phil Beddoes]	Ongoing	Arrangements made for Blaise Farm Composting Plant to take leaves over the autumn/winter.
				<b>Enforcing the law</b>		
				Progress and update the multi-agency Graffiti Action Plan. This includes extending partnership agreements to additional public utilities and public bodies to achieve speedy and effective removal of graffiti from their property. [CE-Mark Raymond + DHH-Phil Beddoes]	Ongoing	Environmental Crime and Community Payback group to be established to consider approaches in dealing with graffiti across Kent.
				Work with the police and other agencies in 'hot-spot' locations. [CE-Mark Raymond + DHH-Phil Beddoes + DPTL-Roy Edwards]	Ongoing	Multi agency 'hot spot' activities undertaken at 14 sites in the borough.
				Work with the Clean Kent Enforcement team to increase formal enforcement activity. [DHH-Jane Heeley & Phil Beddoes]	Ongoing	11 investigations into fly-tipping offences have been undertaken by the Clean Kent Enforcement Team.
				<b>Working with our communities</b>		
				Work with partners on existing PACT initiatives and develop new ones where needed and agreed by the Community Safety Partnership. [DHH-Phil Beddoes + CE-Mark Raymond]	Ongoing	New PACTs established for Burham and Kings Hill. Further PACT being considered for the Royal British Legion.
				Help the Cleaner Snodland Group to take forward its Action Plan. [DHH-Phil Beddoes]	Ongoing	Various initiatives organised by the Cleaner Snodland Group have been supported by officers.
Work with community and business leaders to improve street scene. [DHH-Phil Beddoes]	Ongoing	A new initiative working with schools and the college in Tonbridge aimed at tackling litter has commenced.				
<p><b>2009/10 priority:</b> Enhance the amenity and appearance of locations borough-wide. (2006/10)</p>	CMPT/ DPTL	<p>National planning and Heritage guidance on Design in development and Conservation.</p>	<p>Emerging LDF contains policies on environmental enhancement and design quality.</p>	Implement actions in the Street Scene Action Plan relating to Tonbridge town centre, including completing the design for the Town Lock Enhancement Scheme and establishing a programme of practical tasks to achieve the Action Plan's aim of 'Making the Most of the River Medway'. [DPTL-Steve Medlock]	Ongoing	The design of the Town Lock scheme will continue beyond 31 March 2010. Currently little prospect of progressing any other capital funded initiatives.
				Provide further training in architectural design for staff and Members in the context of Kent Design. This is a county-wide guide that provides detailed guidance on the design of new development. [DPTL-Lindsay Pearson]	Ongoing	Some Kent Design awareness training recently provided for staff.
				Promote schemes with Parish Councils using funding from the Council's Community Partnerships Initiatives budget. These include:		
				- Bone Alley, East Malling - footpath lighting scheme. [DPTL-Steve Medlock]	Ongoing	Further progress depends upon financial participation by the Parish Council.
- Trottiscliffe - overspill car park at the church. [DPTL-Steve Medlock]	Complete	Work was completed by August 2009.				

**2009/10 priorities for improvement - half-year progress**

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

**Recycling and waste collection**

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

<b>2009/10 priority:</b> Recycle a larger proportion of household waste. (1999/2010)	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	The Action Plan has been developed into 6 workstreams. The Head of Waste and Street Scene Services has been partly seconded to assist the Kent Waste Partnership deliver its initiatives in 2009/10.
				Develop and introduce a range of initiatives aimed at minimising domestic waste produced in the borough. <b>[DHH-Phil Beddoes]</b>	Ongoing	The Kent Waste Partnerships/WRAPs "Love Food – Hate Waste" have been actively supported by officers. Waste arisings have significantly reduced due to economic effects.
				Further increase the number of recycling sites/banks. <b>[DHH-Phil Beddoes]</b>	Ongoing	New sites for recycling are becoming increasingly difficult to find. Focus has been on maximising banks provided at existing centres.
				Continue to work with KCC to ensure provision of a household waste recycling centre in the borough. <b>[DHH-Phil Beddoes]</b>	Ongoing	KCC have confirmed that capital provision has been made for the provision of a site. KCC continue to evaluate site specific options.
				Continue to seek new service improvements arising from the commissioning of the Allington waste-to-energy plant. <b>[DHH-Phil Beddoes]</b>	Ongoing	KCC and districts continue to work together to ensure efficient use is made of Allington.
				Further increase the provision of litter bins with recycling facilities. <b>[DHH-Phil Beddoes]</b>	Ongoing	Additional sites identified for bins. Officers looking at option of paper recycling at railway stations.
				Review and develop services to ensure compliance with new hazardous and Waste Electrical and Electronic Equipment (WEEE) legislation. <b>[DHH-Phil Beddoes]</b>	Ongoing	Awaiting further guidance from DEFRA/KCC on disposal options and legal interpretation of new regulations and associated guidance.



2009/10 priorities for improvement - half-year progress

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

Public and environmental health

<b>Overall aims:</b> - To protect and improve public health. - To protect and enhance the built and natural environment.
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<b>2009/10 key priority: Promote, encourage and provide opportunities for healthy living. (2004/10)</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	<b>Improving people's health</b>		
				Further develop our relationship with the West Kent Primary Care Trust to enhance our public health role. <b>[CE-for Management Team]</b>	Ongoing	Regular high level liaison meetings taking place. Health Action Team to be fully established at operational level by December 2009.
				<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	Should be complete by 31 March 2010.
				Continue to expand the Lifestyles Referral Programme funded by the Big Lottery Fund's Chances 4 Change programme. <b>[DPTL-Martin Guyton]</b>	Ongoing	Referral programme scheduled to reach target in Year 2 of three year funding period.
				Roll-out a programme of community based exercise classes focused on areas of need, using PCT- Choosing Health funding. <b>[DPTL-Martin Guyton]</b>	Ongoing	Community Exercise Instructor employed on two year contract, funded by Primary Care Trust. Currently delivering 11 classes in the community focused upon the elderly and young mothers.
				Support the Big Lottery Fund's Chances 4 Change Dance, Dig & Diet programme. <b>[CE-Mark Raymond]</b>	Ongoing	Dance Dig and Diet project now established in the Borough's three priority communities including a veg bag scheme to promote healthy eating.
				<b>Smoking</b>		
				Continue to work with the West Kent Primary Care Trust and KASH to reduce the number of people who smoke. In 2009/10 there will be a stronger focus on reducing the incidence of smoking within work vehicles. <b>[DHH-Jane Heeley]</b>	Ongoing	Local initiative completed in July 2009. Funding secured from Department of Health for a national initiative with LACORS to assess the level of compliance on work vehicles. Involved in the consultation "Engaging Young Persons".
				Roll-out the Smoke-free Homes campaign across the Borough, focusing on young families. <b>[DHH-Jane Heeley]</b>	Ongoing	The voluntary scheme has been well supported by Kent Fire and Rescue, KASH, Russet Homes and Stop Smoking services. One hundred homes have signed up for the award which has been adopted as the Kent model.
				Work with the Primary Care Trust (PCT) to promote stop smoking services at community events across the Borough. <b>[CE-Mark Raymond]</b>	Ongoing	Community days at Trench, East Malling and Snodland attended.
				<b>Obesity</b>		
				Work with other local authorities to develop a Kent-wide healthy eating award. <b>[DHH-Jane Heeley]</b>	Ongoing	There have been some difficulties in introducing a country-wide award. The Council is continuing to promote its award with businesses and has provided nutrition training for officers.
Further develop the Food for Thought programme. <b>[CE-Mark Raymond]</b>	Ongoing	Project being expanded to provide for increased participation from young parents.				
<b>Sexual health</b>						
Work with the Local Children's Services Partnerships and young people to determine the barriers to attending sexual health services. <b>[CE-Mark Raymond + DPTL-Stephen Gregg]</b>	Ongoing	Issues will be discussed at future Youth Forum meetings.				

2009/10 priorities for improvement - half-year progress

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

Public and environmental health (continued)

Continued...  2009/10 key priority: Promote, encourage and provide opportunities for healthy living. (2004/10)				<b>Alcohol</b>		
				Support the out-reach worker in reducing alcohol consumption by young people. [CE-Mark Raymond]	Ongoing	Out-reach worker in place. Update provided to recent meeting of Community Development Advisory Board. This is ongoing work and will run throughout 2009/10.
				Promote sensible and safe drinking messages to young people and older people. [CE-Mark Raymond]	Ongoing	This is ongoing work and will run throughout 2009/10.
				<b>Mental health and emotional well-being</b>		
				Run mental health awareness training for local voluntary community groups and businesses. [CE-Mark Raymond]	Complete	Training session held on 2 November 2009.
2009/10 priority: Work with other agencies to improve people's health in the poorest areas of our borough. (2003/10)	CMES/ DHH/CE		Commitment(s) made in: - West Kent Health Improvement & Modernisation Programme (HIMP). - Public Health Best Value Review Improvement Plan (2003). - Community Strategy (2006-09).	Develop and implement a programme which addresses the health issues of the most vulnerable young people through one to one mentoring, subject to funding. [CE-Mark Raymond]	Ongoing	This is ongoing work and will run throughout 2009/10.
				Roll-out a programme of community based exercise classes focused on areas of need, using PCT- Choosing Health funding. [DPTL-Martin Guyton]	Ongoing	Community Exercise Instructor employed on two year contract, funded by Primary Care Trust. Currently delivering 11 classes in the community focused upon the elderly and young mothers.
				Further develop the Food for Thought programme. [CE-Mark Raymond]	Ongoing	Project being expanded to provide for increased participation from young parents. This is ongoing work and will run throughout 2009/10.
2009/10 priority: Work with other agencies to ensure businesses comply with food and safety legislation. (2007/10)	DHH	Better Regulation Initiative	Food Safety Enforcement Plan	Continue to work with the HSE to deliver the Fit 3 campaign through local and county-wide initiatives. This will include work-place transport, preventing falls from height and the duty to manage asbestos. [DHH-Jane Heeley]	Ongoing	Officers continue to focus on the priority areas during all routine inspections. Joint working initiatives with neighbouring authorities' HSE have focussed on the duty to manage asbestos. Projects programmed later this year include "Estates Excellence" and "Noise at Work". A new programme will be established for 2010/11.
2009/10 priority: Improve air quality: In the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford and From 2005, at Tonbridge High Street; Wateringbury crossroads; London Road/Station Road, Ditton. (2002/10)	CMES/ DHH	National Air Quality Strategy.	Air Quality Review and Assessment TMBC.  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 encourage the Highways Agency to implement the variable speed limit between junctions 4-7 of the M20 and undertake additional monitoring to evaluate the effect on air quality. [DHH-Jane Heeley]	Ongoing	The Highways Agency is in the process of trialling variable speed limits on the M20. The Council was supportive of their consultation process carried out earlier this year.
				Continue to work with KCC to secure implementation of alternative transportation options and improvement schemes in the Local Transport Plan (2006/11) that apply to this priority. For example, KCC will draft a Public Transport Strategy for the Tonbridge and Tunbridge Wells Hub aimed at encouraging people who would otherwise drive a car through central Tonbridge to use buses or trains. [DPTL-Mike O'Brien + DHH-Jane Heeley]	Ongoing	A project that is likely to span several financial years.
				Work with KCC to implement options identified in the Tonbridge Central Area Action Plan for improving air quality in Tonbridge High Street. [DPTL-Mike O'Brien + DHH-Jane Heeley]	Ongoing	A project that is likely to span several financial years.
				Draft and adopt with KCC a revised Medway Valley Transportation Strategy that explicitly deals with air quality management. [DHH-Jane Heeley]	Ongoing	A project that is likely to run into next year.

2009/10 priorities for improvement - half-year progress

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

Community safety

<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>2009/10 key priority: Work with partners to increase community safety by tackling:</b> - acquisitive crime - anti-social behaviour - perception of crime - substance misuse - violent crime (2002/10)	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)	Progress and update the multi-agency Graffiti Action Plan. This includes extending partnership agreements to additional public utilities and public bodies to achieve speedy and effective removal of graffiti from their property. <b>[CE-Mark Raymond + DHH-Phil Beddoes]</b>	Ongoing	Partners continue to work towards the actions contained in the Graffiti Action Plan. Many will be completed by 31 March 2010, although due to the ongoing issues with graffiti it is likely that the action plan will continue into 2010/11. Environmental Crime and Community Payback meeting established to consider approaches in dealing with graffiti across West Kent.
				Continue to work with our partners to help the victims of domestic abuse and change abusers’ behaviour. <b>[CE-Mark Raymond]</b>	Ongoing	This is ongoing work due to the continuing issues around domestic abuse victims and perpetrators.
				Continue to run an alcohol awareness campaign to raise awareness of the dangers of alcohol abuse. <b>[CE-Mark Raymond]</b>	Ongoing	This is ongoing work and will run throughout 2009/10.
				Extend the number of Cold Calling Control Zones across the Borough. <b>[CE-Mark Raymond]</b>	Not started	Due to resourcing issues within Neighbourhood Watch this action has not yet been started. However, it is anticipated that this action will begin before 31 March 2010.
				Work the partners to identify and target the most prolific offenders in the Borough. <b>[CE-Mark Raymond]</b>	Ongoing	This is ongoing work and will run throughout 2009/10.
				Conduct a review of voluntary sector providers that contribute to the reduction of anti-social behaviour. <b>[CE-Mark Raymond]</b>	Ongoing	An initial review has taken place and was presented to the anti-social behaviour sub-group on 28 September. This will now be extended with the support of partners and will be completed before 31 March 2010.
				Extend awareness amongst young people of the consequences of criminal damage. <b>[CE-Mark Raymond]</b>	Ongoing	This is ongoing work through the CSP sub-groups.
<b>2009/10 priority: Reduce the fear of crime.</b> (2003/10)	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)	Implement relevant actions from the Community Safety Strategy and 2009/10 Action Plan. <b>[CE-Mark Raymond]</b>	Ongoing	The Partnership continues to implement the actions contained with the Community Safety Strategy and 2009/10 Action Plan. This will be completed by 31 March 2010.
				Consider opportunities for engaging the community to further improve perception of crime. <b>[CE-Mark Raymond]</b>	Ongoing	This subject has been addressed through the work of the Perception of Crime Sub-group.
<b>2009/10 priority: Increase activity programmes for young people in areas of highest social deprivation.</b> (2004/10)	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).	Run an alcohol awareness campaign focusing on under-age drinking. <b>[CE-Mark Raymond]</b>	Ongoing	This is ongoing work and will run throughout 2009/10.
				Continue to support Say No And Phone (SNAP) under 18s discos in Tonbridge and re-launch these events in Larkfield. <b>[CE-Mark Raymond]</b>	Ongoing	SNAP events have been held in Larkfield (next one to be held 23 October). The events in Tonbridge are now organised by KCC Youth Service.
				Develop the Power Project to target those young people most at risk of entering the criminal justice system. <b>[CE-Mark Raymond]</b>	Ongoing	A new Power Project co-ordinator is now in post and is targeting those young people most at risk. This work will continue throughout 2009/10.
				Develop the Positive Futures Scheme (free football and healthy lifestyles training with Charlton Athletic Football Club) across the Borough. <b>[CE-Mark Raymond]</b>	Ongoing	This is ongoing. Sessions are held in new locations each term and the scheme will continue throughout 2009/10.
				Provide a new ball court and youth shelter at Tonbridge Racecourse Sportsground and renew the existing ball court at Tonbridge Farm Sportsground. <b>[DPTL-Darren Lanes]</b>	Ongoing	Works have been tendered and installation is programmed for November 2009.

**2009/10 priorities for improvement - half-year progress**

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

**Local economy**

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

<b>2009/10 priority:</b> Contribute to improving the west Kent economy. (2003/10)	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).	Replace the West Kent AIF with a new investment strategy for 2009/12. <b>[CE-Mark Raymond]</b>	Ongoing	First draft of the West Kent Investment Strategy to be considered by the West Kent Partnership at its conference on 15 October 2009.
				Extend financial support to more farming and other rural businesses in west Kent via the Leader Programme. <b>[CE-Mark Raymond]</b>	Ongoing	Leader programme now active. Publicity leaflet and website now available to promote grant availability.
<b>2009/10 priority:</b> Increase tourism within the borough. (2000/10)	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).	Develop the programme for the 2009 Festival of Music & Fireworks. <b>[DPTL-Stephen Gregg]</b>	Complete	Festival took place 10-12 July including new Motown performance in the programme.

**2009/10 priorities for improvement - half-year progress**

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

**Community leadership**

<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>2009/10 key priority:</b> <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 arising from work of the Borough's Local Strategic Partnership. (2001/10)</b>	CMCD/ CE	Requirement to produce a Community Strategy.	Political priority to achieve improvement via joint working/West Kent Partnership.	Undertake, with our partners, Year 2 actions in implementing Kent Agreement 2. <b>[CE-for Management Team]</b>	Ongoing	Tonbridge and Malling LSP monitoring actions and progress.
		Duty to involve – Local Government and Public Involvement in Health Act (2007)		Publish the new Sustainable Community Strategy for Tonbridge and Malling (2009/12) and undertake Year 1 actions. <b>[CE-Mark Raymond + CSD-Bruce Hill]</b>	Ongoing	New SCS to be adopted at Council in November 2009.
		Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 21: Build more cohesive, empowered and active communities.		Continue to focus the work of the Local Strategic Partnership on issues of key concern within the borough. <b>[CE-for Management Team &amp; Mark Raymond]</b>	Ongoing	LSP continuing to focus on key local issues. Paper considered by LSP to focus future work on delivery of community strategy actions.
<b>2009/10 key priority:</b> <b>Make a positive local contribution to tackling the causes and effects of climate change. (2007/10)</b>	Leader/ CE	The Council has signed the Nottingham Declaration on climate change committing us to the production of a climate change strategy.	<b>Key political priority.</b>	Undertake Year 2 actions in the Climate Change Strategy. <b>[CE-for Management Team &amp; Mark Raymond]</b>	Ongoing	Update reported to Community Development Advisory Board.
		Kent Community Strategy (April 2006)		Complete the energy saving measures at our leisure centres and monitor their effectiveness. <b>[DPTL-Martin Guyton]</b>	Ongoing	Completed with exception of installation of variable speed drives. Quotations sought and order to be placed shortly. BMS upgrade and pool covers completed. Utilities usage and carbon reduction monitoring ongoing.

**2009/10 priorities for improvement - half-year progress**

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

**Community leadership (continued)**

<b>2009/10 priority:</b> Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council. (2005/10)	(N/A)/ CE	Local Government Act (2000).	Political priority.	Continue to focus the work of the West Kent Partnership on key strategic issues facing west Kent, including the effects of the economic downturn. <b>[CE-Mark Raymond]</b>	Ongoing	Key focus is delivery of the new West Kent Investment Strategy and Leader programme.
		Duty to involve – Local Government and Public Involvement in Health Act (2007)		Undertake, with our partners, Year 2 actions in implementing Kent Agreement 2. <b>[CE-for Management Team]</b>	Ongoing	Tonbridge and Malling LSP monitoring actions and progress.
		Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 21: Build more cohesive, empowered and active communities.		Continue to focus the work of the new LSP on issues of key concern within the borough. <b>[CE-for Management Team &amp; Mark Raymond]</b>	Ongoing	LSP continuing to focus on key local issues. Paper considered by LSP to focus future work on delivery of community strategy actions.

**Partnerships**

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

<b>2009/10 priority:</b> Develop the Medway valley countryside management initiative. (2006/10)	CMPT/ CLO/ DPTL	Supported by major investment from the Heritage Lottery Grant.		Work with the Valley of Vision Partnership to identify projects for Year 2 of its three year plan (2008/11). <b>[DPTL-Brian Gates]</b>	Ongoing	Working with the partnership to identify cycle / pedestrian routes along the valley.
				Work with MVCP to:		
				- Deliver year two of the school grounds environmental improvement programme. <b>[DPTL-Darren Lanes]</b>	Ongoing	Due to be complete prior to 31 March 2010.
				- Undertake a user survey and develop a site management plan for Holly Hill woods. <b>[DPTL-Darren Lanes]</b>	Ongoing	Due to be complete prior to 31 March 2010.
				- Deliver a programme of community events at our country parks. <b>[DPTL-Darren Lanes]</b>	Complete	Range of events including Bird/Bat Walks and Wildlife Activity Days progressed.

**2009/10 priorities for improvement - half-year progress**

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

**Resources – Personnel & Organisational Development**

<p><b>Overall aims:</b></p> <ul style="list-style-type: none"> <li>- To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves.</li> <li>- To improve the Council's ability to achieve its strategic and operational objectives through its: <ul style="list-style-type: none"> <li>Organisational structure.</li> <li>Performance Management System.</li> </ul> </li> <li>- To improve health and safety in Council premises and activities.</li> </ul>
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<p><b>2009/10 priority:</b> Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs. (2009/10)</p>	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. [CSD-Charlie Steel]	Ongoing	Subject to work by Joint Workforce Planning Group as agreed by joint West Kent Management Team.
<p><b>2009/10 priority:</b> Improve our corporate Health and Safety Management System and practices. (2009/10)</p>	Leader/ DHH		External review by our insurer identified risks and corresponding improvement actions.	Implement the Action Plan produced following an independent audit by Zurich Municipal. [DHH-Jane Heeley]	Ongoing	The implementation of the action plan is ongoing. Major actions have been completed – the Legionella policy and management of Legionella throughout Council priorities; managing contractors; lone working and violence at work and health & safety inspections of Council premises. Actions will be priorities and some will continue into 2010/11.

**Resources – Finance**

<p><b>Overall aims:</b></p> <ul style="list-style-type: none"> <li>- To manage the Council's financial affairs to support its service delivery objectives.</li> <li>- To maintain the Council's high standards of financial management and probity.</li> <li>- To identify and exploit cost-effective opportunities for external funding.</li> </ul>
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<p><b>2009/10 priority:</b> Further improve on the prompt collection of monies due to the Council. (2003/10)</p>	CMRCP/ DF		Introduce electronic payment mechanisms.	Introduce the on-line booking and payments system for the Easter and summer Activate holiday schemes. [DPTL-Stephen Gregg + ITM-Alan Burch]	Ongoing	Payment system completed, final checks being undertaken. System to be implemented for 2010 Easter Activate.
			Further improve on our national 2001/02 top quartile performance for Council Tax collection (BV9) and mid-range performance for Business Rate collection (BV10).	Expand our range of on-line services to include, subject to evaluation, payment for leisure activities. [DPTL-Stephen Gregg + ITM-Alan Burch]	Not started	Ongoing liaison with Gladstone regarding the development of the online payment option via Civica.
				Implement a direct debit payment option, via the new direct debit software, to recover housing benefit overpayment debts. [DF-Paul Griffin & John Pickup]	Not started	Pressures on delivering benefit services, together with the implementation of a new version of the Northgate software, have delayed progress on this objective. We aim to have the direct debit payment option software available for use on the Northgate database by 31 March 2010. However, once the direct debit payment option software is available, procedures for its use will have to be introduced.

**2009/10 priorities for improvement - half-year progress**

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

**Resources – Information technology**

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

<b>2009/10 priority:</b> Improve the Council's own use of technology to help provide better services to the public. (2001/10)	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 to cover selected processes in: development control, pest control, environmental protection, food hygiene and health and safety. <b>[CSD-Charlie Steel + ITM-Alan Burch + DPTL-Lindsay Pearson + DHH-Jane Heeley]</b>	Ongoing	Will be partially achieved by 31 March 2010. The CRM system has been extended to include pest control. This will be further developed with the move to a centralised admin team for the Waste, Food & Safety and Environmental Protection Teams and should be completed by March 2010.
				Procure and implement the technology to virtualise the central server environment, thereby reducing the number and cost of central servers. <b>[ITM-Alan Burch]</b>	Ongoing	Slippage due to other priorities. Specification still to be updated and finalised prior to tender process. Action will not be completed by 31 March 2010.
				Provide wireless internet access for the public in our main reception areas. <b>[ITM-Alan Burch]</b>	Ongoing	Completion expected November 2009.
<b>2009/10 priority:</b> Improve the management and cost effectiveness of technology provision via shared use of resources within Kent. (2003/10)	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 further shared procurement opportunities. <b>[ITM-Alan Burch]</b>	Ongoing	An annual action that will be completed by 31 March 2010.
				Continue evaluating options for remote access to council networks from any other council offices in Kent. <b>[ITM-Alan Burch]</b>	Ongoing	Kent Connects evaluating new national Employee Authentication System. Completion expected by 31 March 2010.
				Utilise the new Kent-wide public services network for voice and data transmission between our offices and leisure centres. <b>[ITM-Alan Burch]</b>	Ongoing	Data transmission live. Voice transmission to Castle expected to be live approx end of 2009.
				Implement customer profiling software and services as part of a joint Interreg (European funded) project. <b>[ITM-Alan Burch]</b>	Ongoing	Project on target. Completion expected prior to 31 March 2010.



**2009/10 priorities for improvement - half-year progress**

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

**Resources – Property**

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

<p><b>2009/10 priority:</b>                      Improve the fabric of our leisure facilities and access for all. (2004/10)</p>	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.	Implement priority DDA access improvements to Tonbridge Farm Sportsground. <b>[DPTL-Darren Lanes]</b>	Ongoing	Works completed include; new paths to and around the play area; new main entrance path, additional seating; and new DDA swing – further works are programmed prior to 31 March 2010.
			Commitment(s) made in: – Borough Leisure Strategy (2001/06). – Local Cultural Strategy (2002/07). – Leisure Services Business Unit business plan. – Capital Plan. – BRREP.	Evaluate further the conversion of squash courts to a fitness studio at Larkfield Leisure Centre and seek additional external funding. <b>[DPTL-Martin Guyton]</b>	Ongoing	Interim measure of conversion of single squash court to a Children’s Interactive Zone approved subject to further business plan report to L&AAB in December 2009. £30,000 funding secured from Primary Care Trust. Major scheme to be reconsidered as part of ongoing capital plan process.
			Mystery Shopping results.	Evaluate the refurbishment of community toilets and changing facilities at the Angel Centre. <b>[DPTL-Martin Guyton]</b>	Ongoing	Evaluation commenced and to be reported as part of Capital Plan process to F&PAB in January 2010.
				Evaluate the refurbishment of Tonbridge Farm Pavilion. <b>[DPTL-Martin Guyton]</b>	Ongoing	Evaluation commenced and to be reported as part of Capital Plan process to F&PAB in January 2010.
				Refurbish Tonbridge Swimming Pool pumping station. <b>[DPTL-Martin Guyton]</b>	Ongoing	Works to be progressed as part of Tonbridge Pool Christmas closure.
				Refurbish the maintenance building at Poul Wood Golf Centre. <b>[DPTL-Martin Guyton]</b>	Ongoing	Contract let and work commenced 10 August 2009. Completion scheduled for 23 November 2009.
				Complete a children’s play improvement scheme at Tonbridge Farm Sportsground. <b>[DPTL-Darren Lanes]</b>	Complete	Opened prior to summer 2009.
				Provide a new ball court at Tonbridge Racecourse Sportsground. <b>[DPTL-Darren Lanes]</b>	Ongoing	Works have been tendered and installation is programmed for November 2009.
			Install a new children’s play area at Leybourne Lakes Country Park, funded entirely from developer contributions. <b>[DPTL-Darren Lanes]</b>	Complete	Opened prior to summer 2009.	