

2010/11 Key Improvement Priorities

Annex 1

What do we want to achieve?	Actions - how are we going to achieve it? (new/additional improvement actions only) 2010/11 unless otherwise stated
Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)	
Improved efficiency and resilience in the delivery of services.	<p>Expand the range of shared services where there is a proven business case. Services to be tested in 2010/11 are:</p> <ul style="list-style-type: none"> - Building control (MI) - Environmental Health (JH) - Forward planning (BG) - IT (AB) - Land charges (JM) - Legal (JB) - Licensing (KI) - Procurement (NL) - Revenues and Benefits. (PG)
Smarter and more cost effective customer contacts.	<p>Implement customer self-service online:</p> <ul style="list-style-type: none"> - E-enabled Benefits – complete implementation (VH) - Local View – providing public access to local data based on maps. (DP) [2011/12] - Booking and payment for bulky refuse collections (DP) - Payment of penalty charges notices, permits and season tickets (MMC) - End to end licensing (DP) - Land charges search application request form (JM) - Booking and payment for children's holiday activity programmes (DP) - Interactive LDF proposals map (BG) - Communications via Twitter. (DP) <p>Expand CRM over a wider range of front line services, for example:</p> <ul style="list-style-type: none"> - Parking (MMC) - Environmental protection (JH) - Food and safety (JH) - Pest control. (JH)
Protection of services for as long as possible without jeopardising the Council's longer term viability in the light of the anticipated cut in government grant.	<p>Update the objectives set out in the Medium Term Financial Strategy by, for example, reducing the minimum level of general revenue reserve and postponing the year in which we plan to achieve a sustained balanced budget. (SJS/NAL)</p> <p>Reduce the total annual spending limit for new capital schemes. (SJS/NAL)</p> <p>Identify opportunities to improve value for money during internal audits. (DB)</p>
<p>Reduced overheads, including:</p> <ul style="list-style-type: none"> • Office accommodation costs. • Energy usage 	<p>Rationalise the use of our office space to co-locate and enable the police to contribute to costs of our Kings Hill offices. (JdK)</p> <p>Complete the transition from paper to electronic filing for Land Charges. (JM)</p> <p>Rent accommodation to external agencies at Tonbridge Gateway. (CS)</p> <p>Implement recommendations from Carbon Trust report. (JdK)</p>

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<ul style="list-style-type: none"> • Printing and reprographics costs, and other ancillary costs. • Reduced postal charges • Reduced procurement costs 	<p>Implement Multi-Functional Devices (MFDs) and print control software. (JdK) [2010/12]</p> <p>Tender for alternative suppliers. (CF)</p> <p>Standardise/rationalise procurement processes in partnership with other north and west Kent authorities for:</p> <ul style="list-style-type: none"> - Lease cars (NAL) - Stationery (NAL) - IT supplies - Building maintenance (NAL) - Temporary staff - Recruitment. (CS)
Reduced staffing costs.	Implement approved reductions in staffing levels to reflect downturn in workloads and prioritisation of services. (Management Team)
Reduced cost of procured services.	<p>Procurement options to be tested in 2010/11 are:</p> <ul style="list-style-type: none"> - Waste management services, in collaboration with Kent Waste Partnership (PB) - Pest control (PB) - Dog warden (PB) - Public Conveniences Cleansing contracts (PB) - Indoor leisure catering (RS) - CCTV. (MMC)
New valid sources of council tax from existing stock.	<p>Work with partners to:</p> <ul style="list-style-type: none"> - Develop new ways to prevent, detect and remove invalid Single Person discounts. (PG) - Identify any addresses not on the Valuation Office Agency's Valuation List. (PG)
Increased usage levels at and revenue from our leisure facilities.	Introduce more focused and targeted marketing initiatives, charges and programming. (RS)
Increased revenue from car parks.	<p>Introduce new payment methods. (MMC)</p> <p>Introduce a new charging structure, looking to optimise the balance between price and demand. (MMC) [2011/12]</p>
Capital receipts from surplus Council assets.	Identify and market surplus land holdings. (KI)
New sources of external funding to support capital schemes.	<p>Seek new developer contributions to meet the housing, leisure, open space and other needs generated by new developments, including schemes in the Capital Plan. (LJP/RS)</p> <p>Seek new grant funding to support various service areas. (RS et al)</p>
Increased provision of services via the voluntary sector.	<p>Work with the Women's Support Service to focus more of their resources on meeting the needs of domestic violence victims and changing the behaviour of identified perpetrators. (MR)</p> <p>Work with the Kent Waste Partnership to increase the amount of waste collected for recycling by the voluntary sector. (PB)</p>

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Promote and support the sustainable regeneration and economic development of Tonbridge town centre. (2004/11)	
New investment and new ventures locating in the town.	<p>Implement Tonbridge Central Area Action Plan:</p> <ul style="list-style-type: none"> - Secure developer contributions and infrastructure improvements. (LJP) - Finalise and apply design guidelines for re-development of the Sovereign House site. (BG/LJP) - Promote and prepare for development of the Botany site. (SH) [2011/12] <p>Revitalise the Tonbridge Forum with increased management input into the agenda, seeking ideas and support for initiatives to develop and promote town centre activity. (Management Team)</p>
A better street scene in central Tonbridge.	<p>Deliver the Street Scene Action Plan and the Cleaner Borough Action Plan for 2010/11, including:</p> <ul style="list-style-type: none"> - Implement additional enforcement activities in 'hot spot' area. - Support new community groups in south Tonbridge and East Malling to improve local areas. <p>(PB)</p>
Improved cleanliness in south Tonbridge.	
Reduced littering in 'hot spot' areas.	
Reduced dog fouling.	
Improved shopping experience	Use the Council's own town centre land and property holdings to revitalise the town centre and encourage new businesses.
Improved fabric of the town	<p>Implement a programme of capital works:</p> <ul style="list-style-type: none"> - Environmental enhancements to deal with 'eye-sore' in Town Lock area. (MMC) [2011/12] - Stabilise slope of East Curtain Wall of Tonbridge Castle and remove footpath. (MMC) - Car park enhancement programme. (MMC)
Secure a supply of affordable housing in the town centre	Develop and implement new partnership with registered providers (e.g. housing associations) and neighbouring authorities to coordinate and prioritise the case for investment by the Homes and Communities Agency in west Kent (the "Single Conversation"). (JW)
More family accommodation	<p>Develop and implement a strategy to address housing needs and development in central Tonbridge. (JW/LJP)</p> <p>Use the Council's property holdings in the town to facilitate housing development:</p>
High quality new build	<ul style="list-style-type: none"> - Identify and market land parcels for disposal. - Implement the recommendations of the Asset Management Group. <p>(KI)</p>
Better housing for young people.	Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. (JW)

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Promote and support the sustainable regeneration and economic development of Tonbridge town centre. (2004/11)	
More tourist visitors	Support, develop and deliver: <ul style="list-style-type: none"> - A range of new and improved events. (RS) - New river-based activities such as the re-introduction of rowing boats. (RS) - Renewal/upgrading of the Christmas lights. (RS) - Establish the Tonbridge Arts Festival. (RS)
Improved/easier access to Council services, particularly for those experiencing ill-health/disability and the financially disadvantaged.	Market Tonbridge Gateway via GP surgeries, other health and treatment centres, local church groups, local shops, libraries and other public buildings. (CS)
Improvement in air quality along Tonbridge High Street.	Produce and start to implement actions relating to improvements to air quality in Tonbridge High Street as part of a borough-wide action plan. (JH)

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Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness (2004/11)	
Affordable housing on all qualifying sites.	Implement the Housing Strategy Action Plan (October 2009 – March 2012), including: <ul style="list-style-type: none"> - Develop and implement incentives to tackle under-occupation. (JW) - Develop and implement new partnership with registered providers (e.g. housing associations) and neighbouring authorities to coordinate and prioritise the case investment by the Homes and Communities Agency in west Kent (the “Single Conversation”). (JW) - Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. (JW) - Deliver outcomes identified for the third and final year of the north and west Kent Private Sector Renewal Partnership, including the introduction of appraisal grants and the development of a repayable loan scheme. (JW)
Higher standards in the private rented sector.	
Vulnerable households able to live independently.	
Reduced incidence of homelessness.	Develop and implement a strategy to address housing needs and development in central Tonbridge. (JW/LJP)
People able to apply for benefit more easily.	Complete implementation of e-benefits. (VH) Produce leaflets to explain all aspects of housing and council tax benefits to potential claimants in a simpler way. (VH)
Improved awareness of entitlements to benefits and tax concessions.	Roll out tax credit surgeries run by the Kent Benefits Partnership (KBP) to new venues in the Borough subject to the evaluation of the pilots in Tonbridge and Malling (the first in Kent). (SJS/PG) Work with KBP to launch a more visible take-up campaign within the Borough. (AR) [2011/12]
Reduced incidence and extent of rent arrears.	Reallocate resources and use e-benefits to pay benefits more quickly. (AR) Mail-shot private landlords to make them aware that housing benefit can be paid directly to them if tenant is in arrears. (PG/AR)

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Involve, safeguard and meet the needs of children and young people. (2003/11)	
New and upgraded play facilities for young people.	<p>Provide new play facilities at Priory Wood, Tonbridge. (DL)</p> <p>Provide new toilet facilities for the Larkabout facility at Larkfield Leisure Centre. (MG/JdK)</p> <p>Renew the surface of Tonbridge Skate Park. (DL)</p> <p>Assist East Malling & Larkfield Parish Council to provide a skate park facility for teenagers. (DL)</p> <p>Improve and update the children's play area at Tonbridge Racecourse Sportsground. (DL)</p>
Children and young people kept safe.	Update the Council's Corporate Child Protection Policy to incorporate the role of the new independent Safeguarding Authority. (RS)
A wider range of positive activities for young people in the Borough.	Implement the stretch initiatives and targets included in the 2010/12 Tonbridge & Malling Youth Agreement. (RS)
Better housing for young people.	Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. (JW)
Young people involved in the reduction of environmental crimes	<p>Include young people in the new environmental community groups in East Malling and South Tonbridge. (PAB)</p> <p>Create a "Young Street Monitors" network. (PAB)</p> <p>Recognise the achievement of young people in the Environmental Champions award scheme. (PAB)</p>
Opportunities for work experience and youth employment.	Provide placements for a minimum of three apprentices each year, with support and experience to achieve an NVQ in customer services (Level 2). (KI)
Increased awareness of the support available to families through the Early Years initiative.	Secure Gateway partner involvement with Little Foxes Children's Centre (Trench) linked to planned Borough Community Development Partnership. (CS)

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Achieve a cleaner, smarter and better maintained street scene and open space environment. (2003/10)	
Reduced littering in 'hot spot' areas.	Deliver the Street Scene Action Plan and the Cleaner Borough Action Plan for 2010/11, including: <ul style="list-style-type: none"> - Implement additional enforcement activities in 'hot spot' area. - Support new community groups in south Tonbridge and East Malling to improve local areas. (PB)
Fewer incidences of dog fouling.	
Improved cleanliness in south Tonbridge and East Malling.	
A better street scene in central Tonbridge	
Better management of parking across the Borough.	Implement a parking action plan for East Malling and Aylesford and a programme of targeted parking management improvements at various locations across the Borough. (MMC)
Improved condition and appearance of off-street car parks.	Implement a programme of improvement works. (SM).
Conservation and improvement of the built environment.	Adopt the Character Area Appraisals Supplementary Planning Document. (BG/LJP)
All members of the community able to enjoy the Council's public open spaces.	Implement priority improvements to Tonbridge Castle grounds identified in the DDA access audit. (DL)
Improvements to the external appearance and quality of the Council's leisure facilities and other property holdings.	Remodel the appearance of, and access to, the memorial gardens in Tonbridge. (RS/SM) [2011/12] Refurbish Tonbridge Farm Pavilion. (MG/JdK) Refurbish community toilets, meeting rooms and changing facilities at the Angel Centre. (MG/JdK) Renew the entrance bridge from Avebury Avenue into Tonbridge Racecourse Sportsground. (RS/SM) Implement a programme of improvements at Tonbridge Racecourse Sportsground. (DL) Implement specific improvements to various open spaces across the Borough through the capital plan. (RS) [2011/12]

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<p>Work with partners to:</p> <ul style="list-style-type: none"> - Reduce crime, anti-social behaviour and the fear of crime. - Promote, encourage and provide opportunities for healthy living. - Make a positive local contribution to tackling the causes and effects of climate change. - Achieve further shared priorities to improve residents' quality of life in Tonbridge and Malling. <p>(2010/11)</p>	
Reduction in incidences of ASB and crime, particularly violent crime.	<p>Closer working with the police:</p> <ul style="list-style-type: none"> - Fully integrated working based on the co-location of Council staff and police in the new Community Safety Unit based at the Council's Kings Hill offices. (MR) - Organise and implement enforcement activities to tackle anti-social behaviour associated with environmental crime. (PAB) - Implement new arrangements to assist the police in dealing with dangerous dogs. (JH) - Develop the involvement of the police at Tonbridge Gateway. (MR/CS) <p>Work with CSP partners to:</p> <ul style="list-style-type: none"> - Develop and implement a new project to tackle underage drinking, using performance reward grant funding. (MR) - Fund additional support for parents of young people causing ASB. (MR)
Improved public perceptions of the extent and impact of ASB and violent crime.	<p>Focus more of the Council's staff resources on tackling ASB. (MR)</p> <p>Work with the Women's Support Service to focus more of their resources on meeting the needs of domestic violence victims and changing the behaviour of identified perpetrators. (MR)</p> <p>Upgrade and digitise our CCTV monitoring arrangements. (MMC)</p> <p>Implement, publicise and enforce new dog control orders. (RS)</p>
Improved security and safety of passengers of licensed taxis.	Implement a knowledge test for taxi drivers. (KI)
Improvements in the health of people who live, work or go to school in the borough.	<p>Invest in improvements to our leisure centres. (MG/JdK)</p> <p>Introduce a 50-week Swim School programme at Larkfield Leisure Centre and Tonbridge Swimming Pool under the supervision of a Swimming Development Forum. (MG)</p> <p>Implement an older persons forum. (MR)</p> <p>Run a project to improve dietary awareness of people working in the Borough by targeting a number of major employers and food outlets in the Borough. (JH)</p> <p>Participate in the National Food Safety Week campaign focused on preventing the most common type of food-borne illness. (JH)</p>

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	Run two health living promotions via Gateway. (CS)
Change in lifestyles by, and improved health of, those people participating in local health programmes.	Create a multi-agency Health Action Team for the Borough to better coordinate the resources of the agencies involved, including Choosing Health funding. (MR)
Improved standard of living for low income families	<p>Reallocate resources and use e-benefits to pay benefits more quickly. (AR)</p> <p>Roll out tax credit surgeries run by the Kent Benefits Partnership (KBP) to new venues in the Borough subject to the evaluation of the pilots in Tonbridge and Malling (the first in Kent). (SJS/PG)</p>
Reduced risks to health and safety at work.	<p>Work with the Health and Safety Executive and local authority partners to deliver health and safety priority programmes focusing on safety issues associated with:</p> <ul style="list-style-type: none"> - Motor vehicle repairers. - Noise in places of entertainment. - LPG installations. <p>(JH)</p>
Improvements in air quality.	Produce and start to implement a Borough-wide action plan. (JH)
Reduction in the number of contaminated land sites.	Produce and implement a Contaminated Land Action Plan. (JH) [2010/12]
Greater awareness amongst borough residents and businesses of the need to tackle and adapt to climate change	Provide information on energy conservation and sustainability to residents and businesses via Here & Now, the Council's website and via direct engagement at community events etc. (MR)
Reduced energy consumption across the Council's own estate.	<p>Implement recommendations from Carbon Trust report where cost effective over the short and medium terms. (JdK) [2010/12]</p> <p>Implement further energy savings measures within the Council's main leisure facilities. (MG)</p> <p>Implement an energy saving campaign within the Council's main offices. (MR)</p>
Increased recycling of the Council's waste.	Implement a recycling scheme across all Council offices. (JdK)
New development adapted to address the effects of climate change and with significantly reduced CO2 emissions compared to existing development.	Adopt and apply the Climate Change policies in the Managing Development and the Environment DPD. (BG/LJP)

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<p>Improved quality of life for residents in the Borough's three priority communities:</p> <ul style="list-style-type: none"> • Snodland • East Malling • Trench ward (north Tonbridge) 	<p>Establish a new Borough Community Development Partnership to secure continued funding for the priority communities in the context of the recession and reduced public finances. (MR)</p> <p>Refocus the work of the Beat Project, a charity assisting with community development activities, on raising aspirations and tackling worklessness. (MR)</p> <p>Implement actions arising from the study of into the causes of deprivation by the Young Foundation, a national research body, including, for example, focusing multi-agency working on families most in need. (MR)</p> <p>Assist the St James Centre Trust to further develop the new community centre as part of the regeneration of East Malling. (MR)</p> <p>Use the Council's property assets to help facilitate local regeneration and improvement, and encourage partners to use their assets to this end. (KI)</p> <p>Support the Snodland and East Malling Community groups, who are working to improve the local environment. (PAB)</p>
<p>Improved outcomes for local people as set out in the Sustainable Community Strategy (SCS) and Kent Agreement 2 (KA2).</p> <p>New and improved leisure facilities through partnership initiatives.</p> <p>Improved flood mitigation and defence.</p>	<p>Complete actions set out in the SCS and KA2, with partners and via the Local Strategic Partnership (LSP) using performance reward grant funding. (Management Team)</p> <p>Identify and implement new improvement actions where LSP monitoring of the KA2 reveals under-performance. (Management Team)</p> <p>Provide a new all weather pitch in the Borough with education and community use secured.</p> <p>Secure funding, implement a flood relief scheme and introduce a local flood plan for Aylesford in partnership with the Parish Council, County Council, Environment Agency and local residents. [2011/12]</p>