

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

<b>Overall aim:</b> - To continuously improve our services in terms of value for money.
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2010/11 key priority Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)	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.	Improving efficiency and resilience of services		
				Actions	Progress (Complete/ Ongoing/ Not started)	Comment
Expand the range of shared services where there is a proven business case. Services to be tested in 2010/11 are:						
				- Building control. [DPTL-Mike Ingram]	Complete	Joint partnership between T&M and Sevenoaks with Kier South East under the LABC National Partnership scheme in place. Shared staff with Sevenoaks on an 'open ended' basis.
				- Environmental Health. [DHH-Jane Heeley]	Ongoing	Approval from Management Team for a shared Contaminated Land Officer post with Gravesham. Environmental Protection Officers are working jointly with Gravesham to develop the Environmental Permitting Regime. Will continue beyond March 2011.
				- Forward planning. [DPTL-Brian Gates]	Ongoing	Exploratory meetings with Gravesham about the possibility of sharing at least some aspects of Planning Policy work undertaken. At present the scope seems limited due to the very different stages in the planning process that the two authorities are at.
				- IT. [ITM-David Partridge + Viv London]	Ongoing	West Kent partnership to implement a new website Content Management System across all 4 LAs on a single server. Other common website developments/facilities will follow. Further shared services across West Kent on hold pending clarity on financial situation. Kent Connects continuing to progress joint infrastructure projects across Kent. Will continue beyond March 2011.
				- Land charges. [CSD-Janet Maxwell]	Ongoing	Discussions in hand with Gravesham BC. Will continue beyond 31 March 2011.
				- Legal. [CSD-Adrian Stanfield]	Complete	The Legal Services Partnership with Sevenoaks DC is in place and was approved by GP Committee at its last meeting.
				- Licensing. [CSD-Katie Iggulden]	Ongoing	Exploring possibilities with other authorities, including the Licensing Partnership (Maidstone, Sevenoaks and Tunbridge Wells).
				- Procurement. [Procurement OSG-for Management Team]	Ongoing	E-tendering pilot run by Dartford Borough Council for the Tonbridge Pool pipe work repairs completed. To consider case for extending the pilot to contracts subject to a competitive tendering exercise and or to meet requirements to publish contract and tender documents on-line in the future. Will continue beyond March 2011.
				- Revenues and Benefits. [DF-Paul Griffin]	Ongoing	We continue to share the services of our Principal Benefits Officer with Gravesham BC. In addition, on the Benefits front, one of our senior officers has started to provide maternity cover to Gravesham BC.

2010/11 key priorities for improvement - half-year progress

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Corporate affairs and planning (continued)

<p>Continued...</p> <p><b>Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)</b></p>				<b>More cost effective customer contacts</b>					
				Implement customer self-service online to cover:					
				- E-enabled Benefits – complete implementation. [DF-Paul Griffin + ITM-David Partridge]	Ongoing	This is a priority for one of the senior benefits officers but, because of other calls on her time (providing maternity cover for Gravesham) progress is not as speedy as hoped.			
				- Map based refuse collection schedules. [ITM-David Partridge]	Ongoing	Completion by end March 2011.			
				- Booking and payment for bulky refuse collections. [DHH-Phil Beddoes + ITM-David Partridge]	Ongoing	Specification identifies a significant internal resource or funding requirement for external development. May not be completed by end March 2011.			
				- Payment of penalty charges notices, permits and season tickets. [DPTL-Roy Edwards + ITM-David Partridge]	Ongoing	PCN payment in place; permits and season tickets to follow by end of March 2011.			
				- Land charges search application request form. [CSD-Janet Maxwell + ITM-David Partridge]	Complete				
				- Booking and payment for children's holiday activity programmes. [DPTL-Stephen Gregg + ITM-David Partridge]	Ongoing	E-bookings and payments introduced for 2010 Activate scheme. Expansion to Summer Playscheme currently under review by IT Services and action will, therefore, continue beyond 31 March 2011.			
				- Interactive LDF proposals map. [DPTL-Brian Gates + ITM-David Partridge]	Ongoing	Work is progressing well and the interactive Proposals Map should be on-line by May 2011.			
				- An enhanced A-Z of council services. [ITM-David Partridge]	Not started	On hold pending implementation of new website Content Management System. Completion by end March 2011 unlikely.			
				Expand the application of CRM to cover a wider range of front line services, including:					
				- Parking. [DPTL-Roy Edwards + ITM-David Partridge]	Ongoing	Continued refinement with a view to completion by 31 March 2011.			
				- Environmental Protection. [DHH-Jane Heeley + ITM-David Partridge]	Ongoing	CRM technology introduced into team and will be fully implemented by March 2011.			
				- Food and Safety. [DHH-Jane Heeley + ITM-David Partridge]	Ongoing	CRM technology introduced into team and will be fully implemented by March 2011.			
				- Pest Control. [DHH-Phil Beddoes + ITM-David Partridge]	Ongoing	CRM technology introduced into team and will be fully implemented by March 2011.			
				Enable E-petitions. [CSD-Claire Fox + ITM-David Partridge]	Ongoing	E-petitions facility to be in place by 16 December 2010			
Implement communications via Twitter. [ITM-David Partridge]	Ongoing	Trial Twitter account tested and live account will be in place in November.							

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Corporate affairs and planning (continued)

Continued... Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)				<b>Protecting services and the Council's longer term viability in the context of reduced government grant</b>		
				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. [DF-Sharon Shelton + Neil Lawley]	Ongoing	Some work on the fundamental review of our overall finances has already been undertaken. We have for example, remodelled the MTFS over a ten-year period setting the minimum general revenue reserve balance at £2m. The review is work in progress and the remodelled MTFS will be refined and updated as more information is made available particularly the CSR announcement and the provisional local government finance settlement later in the year.
				Reduce the total annual spending limit for new capital schemes. [DF -Sharon Shelton + Neil Lawley]	Ongoing	Part of fundamental review of overall finances and forthcoming budget cycle and update of MTFS.
				Identify opportunities to improve value for money during internal audits. [DF-David Buckley]	Ongoing	All internal audit reviews consider efficiency and will recommend to management any areas where VfM may be achieved.
				<b>Reducing overheads</b>		
				Rationalise the use of our office space to co-locate and enable the police to contribute to costs of our Kings Hill offices. [CSD-John DeKnop]	Complete	Office moves completed to create space for Police occupation. Licence agreement to be signed shortly.
				Complete the transition from paper to electronic filing for Land Charges (year 1 of 2). [CSD-Janet Maxwell]	Ongoing	IT are currently linking Land Charges staff to MDF machines to enable scanning and creation of pdf documents.
				Rent accommodation to external agencies at Tonbridge Gateway. [CSD-Charlie Steel]	Ongoing	Gateway agreements being developed with a view to introducing charging from 01.04.2011.
				Implement recommendations from Carbon Trust report. [CSD-John DeKnop]	Ongoing	Have contacted the Carbon Trust, waiting for survey report (dependent on Government cut backs). Implementation of recommendations to take place after 31 Mar 2011.
				Implement Multi-Functional Devices (MFDs) and print control software. [CSD-John DeKnop]	Ongoing	The OSG have visited a number of suppliers, currently assessing procurement options. To be implemented by 31 Mar 2011.
				Tender for alternative suppliers of postal services. [CSD-Claire Fox]	Ongoing	Preliminary discussions held with TNT. Need updating in light of wider shared services agenda.
				Standardise/rationalise procurement processes where feasible, in partnership with other north and west Kent authorities, for a range of goods, works and services including:		
				- Lease cars. [Procurement OSG-for Management Team]	Complete	Leased cars to be sourced via Kent Lease in future.
				- Stationery. [Procurement OSG-for Management Team]	Complete	Exercise identified no significant saving from changing supplier.
				- IT supplies. [Procurement OSG-for Management Team + ITM-Viv London]	Ongoing	IT supplies is an area on the West Kent procurement Group work plan, but it is proving difficult to progress due to differing purchasing arrangements and requirements.
				- Building Maintenance. [Management Team + CSD-John DeKnop]	Complete	The Council has signed up to, and is using, the KCC List of Approved Contractors.
				- Temporary staff. [Management Team + CSD-Charlie Steel]	Complete	KentTopTemps now the single source of agency staff.
- Recruitment. [CSD-Charlie Steel]	Complete	Reduction in advertising spend achieved due to success in recruitment (limited in the current year) through the KentJobs site exclusively.				
<b>Reducing staff costs</b>						
Implement approved reductions in staffing levels to reflect downturn in workloads and prioritisation of services. [Management Team]	Ongoing	Staff reductions agreed at GP committee in September 2009 for implementation during 2010/11 are either complete or due for completion prior to 31 Mar 2011.				

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Corporate affairs and planning (continued)

Continued... Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)				<b>Reduce cost of procured services</b>		
				Test procurement options for the following services with a view to reducing costs:		
				- Waste management services, in collaboration with Kent Waste Partnership. [DHH-Phil Beddoes]	Ongoing	The review of waste management arrangements in Mid and West Kent has commenced. A benchmarking exercise of existing services is to be completed in October/November. Will not be complete by March 2011.
				- Pest control. [DHH-Phil Beddoes]	Ongoing	Procurement options being considered and evaluated. Will not be completed by March 2011.
				- Dog warden. [DHH-Phil Beddoes]	Ongoing	Procurement options being considered and evaluated. Will not be completed by March 2011.
				- Public Conveniences cleansing contracts. [DHH-Phil Beddoes]	Ongoing	Procurement options being considered and evaluated. Will not be completed by March 2011.
				- Indoor leisure catering. [DPTL-Martin Guyton]	Complete	Cost of contract reduced and capital investment secured.
				- CCTV. [DPTL-Mike O'Brien]	Ongoing	CCTV review group set up to consider options for upgrading CCTV system to maximise its flexibility and reduce costs. Review should be complete by March 2011.
				<b>New valid sources of Council Tax from existing stock</b>		
				Work with partners to:		
				- Develop new ways to prevent, detect and remove invalid Single Person discounts. [DF-Paul Griffin]	Ongoing	A review of single person discounts was conducted by Northgate (our software provider). The review is nearing completion. Invalid discounts have been identified, which will increase the tax base.
				- Identify any addresses not on the Valuation Office Agency's Valuation List. [DF-Paul Griffin]	Complete	An exercise was conducted by the GB Group, which identified potentially 'missing' addresses. Analysis showed that only one address was validly missing from our database. Therefore, although the inclusion of the missing address will have only a minor impact on our tax base, it has shown that our procedures for identifying new properties are robust.
				<b>Increasing the usage of our leisure facilities</b>		
				Introduce more focused and targeted marketing initiatives, charges and programming. [DPTL-Martin Guyton + Stephen Gregg + Darren Lanes]	Ongoing	Will continue beyond 31 March 2011 to address reduced income.
				<b>Increasing revenue from car parks</b>		
Introduce new payment methods. [DPTL-Roy Edwards]	Ongoing	Pay by phone option being reported to the November 2010 P&TB meeting for endorsement.				
Introduce a new charging structure, looking to optimise the balance between price and demand. [DPTL-Roy Edwards]	Not started	Review of charges programmed for summer 2011.				
<b>Realising capital receipts from Council assets</b>						
Identify and market surplus land holdings. [CSD-Katie Iggulden]	Ongoing	Continuously reviewing the Councils Property Assets. Asset Management OSG in place.				

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Corporate affairs and planning (continued)

Continued... Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)				<b>Identifying new sources of external funding to support capital schemes</b>		
				Seek new developer contributions to meet the housing, leisure, open space and other needs generated by new developments, including schemes in the Capital Plan. <b>[DPTL-Lindsay Pearson + Robert Styles + DHH-Janet Walton]</b>	Ongoing	Scheme supported by developer contributions currently being progressed at Tonbridge Racecourse Sportsground. Proposed scheme for Scotchers Field, Tonbridge, and Leybourne Lakes Country Park currently being developed through Capital Plan. Will continue beyond 31 March 2011. Local Investment Plan (LIP) developed for west Kent, with the aim of directing HCA grant funding to strategic priorities. 19 units at Kings Hill received Grant Funding from HCA. There are new possibilities at Kings Hill Area F1 (8 grant funded family homes – RSL to confirm. 85 units at Holborough Valley funded by HCA to be built by Southern Housing Group. 5 units at East Malling School funded by HCA to be built by Russet Homes. 47 Homes Funded at Leybourne Grange to be built by Russet Homes.
				Seek new grant funding to support various service areas. <b>[ITM-David Partridge + DHH-Janet Walton + DPTL-Stephen Gregg + Steve Medlock + Mike O'Brien]</b>	Ongoing	Potential for extended CCTV partnership currently being explored by CCTV Review Group. Land drainage scheme in Leigh Road, Hildenborough, supported by £28k DEFRA Grant to be implemented by 31 March 2011. New grant funding achieved for 2010 Summer Playscheme. Continued liaison taking place with Primary Care Trust to secure new grant funding for Healthy Living Initiatives. Will continue beyond 31 March 2011.
				<b>Providing more services via the voluntary sector</b>		
				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. <b>[CE-Mark Raymond]</b>	Ongoing	New contract now agreed and in place and service commenced. Will continue beyond 31 March 2011 subject to monitoring of performance by the CSP.
			Work with the Kent Waste Partnership to increase the amount of waste collected for recycling by the voluntary sector. <b>[DHH-Phil Beddoes]</b>	Ongoing	The "Refresh" of Kent Waste Strategy will look at the need for practical actions to support Community/Voluntary recycling schemes. Will not be completed by March 2011.	

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**Planning and development**

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

<p><b>2010/11 key priority</b>                  Promote and support the sustainable regeneration and economic development of Tonbridge town centre. (2004/11)</p>	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.	<p><b>Key political priority.</b>                  Discussions with local groups (eg: Chamber of Commerce) and private sector indicate need and potential for town centre development enhancement and transport improvement.                  LD Issues Report identifies Tonbridge town centre for an 'Area Action Plan'.                  Residents' Panel (2005) identified local shopping facilities (10/30) as a priority for improvement.                  Commitment(s) made in Community Strategy (2006-09).</p>	<p><b>New investment</b></p>				
				Implement Tonbridge Central Area Action Plan:				
				- Secure developer contributions and infrastructure improvements. <b>[DPTL-Lindsay Pearson]</b>	Ongoing	Little activity due to the economic conditions.		
				- Promote and prepare for development of the Botany site. <b>[Tonbridge town centre OSG for Management Team]</b>	Complete	Little activity due to the economic conditions.		
				Revitalise the Tonbridge Forum with increased management input into the agenda, seeking ideas and support for initiatives to develop and promote town centre activity. <b>[Management Team]</b>	Ongoing	Little activity due to the economic conditions.		
				<p><b>Improving the street scene</b></p>				
				Deliver the Street Scene Action Plan and the Cleaner Borough Action Plan for 2010/11, including:				
				- Implementing additional enforcement activities in 'hot spot' areas. <b>[DHH-Phil Beddoes + CE-Mark Raymond]</b>	Ongoing	Litter and dog fouling "Hot Spots" have been identified. Fifty enforcement operations to target environmental crime planned – 33 completed between Apr – Sept 2010. Good press coverage supported these initiatives. Will be completed by March 2011.		
				- Supporting new community groups in south Tonbridge and East Malling to improve local areas. <b>[DHH-Phil Beddoes + CE-Mark Raymond]</b>	Ongoing	Eight schools in South Tonbridge and community groups are working together to improve street scene. Schools are undertaking a variety of educational and community projects and have been financially supported by TMBC with these projects. In East Malling support has been given to Community initiatives, visits made to schools by officers and "Bash the Trash" events. Will be completed by March 2011.		
				- Establishing a programme of practical tasks to achieve the Action Plan's aim of 'Making the Most of the River Medway'. <b>[DPTL-Steve Medlock]</b>	Ongoing	Programme anticipated to be in place by end of March 2011.		
				- Working with the Environment Agency to clean up riverbanks in central Tonbridge. <b>[DHH-Phil Beddoes]</b>	Ongoing	Environment Agency undertook clean up of river banks supported by EHHS. Cutting back of vegetation undertaken adjacent to river banks. Environment Agency Officer attends Street Scene OSG.		
				- Improving the appearance of the recycling site in the Angel Centre's car park. <b>[DHH-Phil Beddoes]</b>	Ongoing	Recycling site redesigned in part following the removal of cardboard banks. Full refurbishment of this high profile site to be completed by March 2011.		
				- Removing street sign clutter. <b>[DPTL-Mike O'Brien]</b>	Ongoing	All new waiting restrictions are carefully checked to ensure that the minimum number of street signs is provided. Existing signage is reviewed on an ongoing basis.		
				- Improving the appearance of council owned land in central Tonbridge. <b>[CSD-Katie Iggulden]</b>	Ongoing	Reactive work is continuously ongoing. Through the Street Scene OSG review and action works where identified. Refurbishment of the Penny Shelter now complete.		
<p><b>Improving the shopping experience</b></p>								
Use the Council's own town centre land and property holdings to revitalise the town centre and encourage new businesses. <b>[CSD-Katie Iggulden]</b>	Ongoing	Discussion continues with Sainsbury's regarding a redevelopment of TTC. Asset Management OSG is reviewing town centre sites that could be used to improve the town centre experience.						

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Planning and development (continued)

Continued...  Promote and support the sustainable regeneration and economic development of Tonbridge town centre. (2004/11)				<b>Improving the fabric of the town</b>				
				Complete the design for the Town Lock Enhancement Scheme. [DPTL-Steve Medlock]	Ongoing	Partnership initiative with the Environment Agency with implementation likely to be based on design & build procurement that will run into 2011/12.		
				Implement a programme of capital works:				
				- Stabilise slope of East Curtain Wall of Tonbridge Castle and remove footpath. [DPTL-Steve Medlock]	Not started	Reprogrammed to summer of 2011.		
				- Fulfil the car park enhancement programme. [DPTL-Steve Medlock]	Not started	Likely to run into 2011/12.		
				<b>Promoting affordable housing, more family housing and high quality new build</b>				
				Develop and implement a new partnership with registered providers (e.g. housing associations) and neighbouring authorities to co-ordinate and prioritise the case for investment by the Homes and Communities Agency in west Kent (the "Single Conversation"). [DHH-Janet Walton]	Ongoing	Draft LIP completed October 2010. Member endorsement to be sought at SHAB, November 2010.		
				Develop and implement a strategy to address housing needs and development in central Tonbridge. [DPTL-Lindsay Pearson + Brian Gates + DHH-Janet Walton]	Ongoing	Progress on this has been slow due to the demands of the LIP process. It may not therefore be completed by March 2011.		
				Use the Council's property holdings in the town to facilitate housing development:				
				- Identify and market land parcels for disposal. [CSD-Katie Iggulden]	Ongoing	Dependant on progress with town centre development.		
				- Implement the recommendations of the Asset Management Group. [CSD-Katie Iggulden]	Ongoing	Recommendations of the group are investigated further and implemented.		
				<b>Better housing for young people</b>				
				Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. [DHH-Janet Walton]	Ongoing	Completion due March 2011.		
				<b>Promoting tourism</b>				
				Support, develop and deliver:				
				- A range of new and improved events. [DPTL-Stephen Gregg]	Complete	A range of new events provided as part of Tonbridge Arts Festival. Youth Perception event held for first time in 2010.		
				- New river-based activities such as the re-introduction of rowing boats. [DPTL-Stephen Gregg + Darren Lanes]	Not started	Re-introduction of rowing boats delayed due to contractual issues. Service should be provided for 2011 season. Will continue beyond 31 March 2011.		
				- Renewal/upgrading of the Christmas lights. [DPTL-Stephen Gregg]	Complete			
				- The Tonbridge Arts Festival. [DPTL-Stephen Gregg]	Complete			
				<b>Easier access to Council services</b>				
Market Tonbridge Gateway via GP surgeries, other health and treatment centres, local church groups, local shops, libraries and other public buildings. [CSD-Charlie Steel]	Ongoing	The range of Gateway Partners is not yet stable enough to market with certainty.						
<b>Improving air quality</b>								
Produce and start to implement actions to improve air quality along Tonbridge High Street, as part of a borough-wide action plan. [DHH-Jane Heeley]	Ongoing	Action Plan produced by 31 March 2011. Implementation will be ongoing.						

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Housing

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

<p><b>2010/11 key priority</b> Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness. (2004/11)</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). - Delivering positive shared outcomes in health and homelessness, (2005). - Settled homes; changing lives, (2003).</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>Key priorities within the Housing Strategy</b> Implement the Housing Strategy Action Plan. We plan to, for example:</p>		
		<p>- Develop and implement incentives to tackle under-occupation. [DHH-Janet Walton]</p>	Ongoing	May not be completed by March 2011 as this is now being taken forward by a countywide group.		
		<p>- Develop and implement a new partnership with registered providers (e.g. housing associations) and neighbouring authorities to co-ordinate and prioritise the case investment by the Homes and Communities Agency in west Kent (the "Single Conversation"). [DHH-Janet Walton]</p>	Ongoing	Draft LIP completed October 2010. Member endorsement to be sought at SHAB, November 2010.		
		<p>- Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. [DHH-Janet Walton]</p>	Ongoing	Completion due March 2011.		
		<p>- Deliver outcomes identified for the third and final year of the north and west Kent Private Sector Renewal Partnership, including the development of a repayable loan scheme. [DHH-Janet Walton]</p>	Ongoing	Completion due March 2011.		
		<p>Develop and implement a strategy to address housing needs and development in central Tonbridge. [DPTL-Lindsay Pearson + Brian Gates + DHH-Janet Walton]</p>	Ongoing	Progress on this has been slow due to the demands of the LIP process. It may not therefore be completed by March 2011.		
		<p>Implement the third year of the action plan to meet the accommodation needs of gypsies and travellers. [DHH-Janet Walton]</p>	Ongoing	Will not be completed by March 2011. Gypsy & Traveller grant programme abolished during May 2010, thereby defeating the funding bid for the Coldharbour site. Now identified as a future funding priority within the West Kent Local Investment Plan.		
		<b>Making it easier to apply for benefits</b>				
		<p>Fully implement e-benefits, enabling residents to submit their claims via the internet and visiting officers to assess claims in residents' homes. This will improve both the accuracy and speed with which claims are processed. [DF-Paul Griffin + ITM-David Partridge]</p>	Ongoing	Discussions have recently taken place to enable e-benefits to be used at the 'surgeries'. Further discussions have occurred with a view to extending the number of staff in Customer Services able to handle e-benefits. Progression with the implementation of the full e-benefits package has been slower than hoped for because of pressures on the benefits staff caused by ever-increasing workload and other calls on the time of the senior officer tasked with e-benefits implementation.		
		<p>Produce leaflets to explain all aspects of housing and council tax benefits to claimants in a simpler way. [DF-Paul Griffin]</p>	Not started	Work on this priority has been delayed by pressures in other areas, most noticeably an increase in caseload. It is now intended that completion will be achieved by 31 March 2011 by working in partnership with Gravesham BC, which already has leaflets.		
		<b>Improving awareness of benefit entitlements</b>				
		<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). [DF-Sharon Shelton + Paul Griffin]</p>	Not started	The KBP is ceasing to exist in its current format. However, the Partnership continues to have a presence at the Gateway where tax credit advice can be given.		
		<p>Work with KBP to launch a more visible take-up campaign within the Borough. [DF-Paul Griffin]</p>	Ongoing	Work has started, using MOSAIC data, to promote the take-up of second adult rebate.		
		<b>Reducing incidence and extent of rent arrears</b>				
		<p>Re-allocate resources and use e-benefits to pay benefits more quickly. [DF-Paul Griffin]</p>	Ongoing	See previous comments.		
<p>Mail-shot private landlords to make them aware that housing benefit can be paid directly to them if tenants are in arrears. [DF-Paul Griffin]</p>	Not started	Will be achieved by 31 March 2011.				



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**Housing (continued)**

Continued... <b>Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness. (2004/11)</b>		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.				
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		National/County	Local	Actions	Progress (Complete/ Ongoing/ Not started)	Comment

**Leisure, arts and young people**

<p><b>Overall aim:</b></p> <ul style="list-style-type: none"> <li>- To develop leisure and arts services for local people and visitors.</li> <li>- To involve, safeguard and meet the needs of children and young people.</li> </ul>
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<p><b>2010/11 key priority Involve, safeguard and meet the needs of children and young people. (2003/11)</b></p>	<p>CMLFCY/ CLO</p>	<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>	<p><b>Developing the Youth Forum</b></p>		
				<p>Recruit new members to the Youth Forum, particularly from diverse and under-represented groups, including young offenders, teenage parents and those excluded from school. <b>[DPTL-Stephen Gregg]</b></p>	<p>Ongoing</p>	<p>New members recruited but constant changeover as young people leave school for work/further education. Will continue beyond 31 March 2011.</p>
				<p>Enable youth groups, including school councils and youth clubs, to feed into the Youth Forum and other decision making bodies and improve communications between meetings. <b>[DPTL-Stephen Gregg]</b></p>	<p>Ongoing</p>	<p>Progressed through community events and Youth Advisory Group. Youth Forum will feed into newly created Local Children’s Trust. Will continue beyond 31 March 2011.</p>
				<p><b>Reducing environmental crime</b></p>		
				<p>Include young people in the new environmental community groups in East Malling and South Tonbridge. <b>[DHH-Phil Beddoes]</b></p>	<p>Ongoing</p>	<p>Young people are involved in community initiatives via work with schools and project development. Will be completed by March 2011.</p>
				<p>Create a “Young Street Monitors” network. <b>[DHH-Phil Beddoes]</b></p>	<p>Ongoing</p>	<p>Development of new network being considered by officers and the Youth Forum. Will not be completed by March 2011.</p>
				<p>Recognise the achievement of young people in the Environmental Champions award scheme. <b>[DHH-Phil Beddoes]</b></p>	<p>Ongoing</p>	<p>A number of young people have been recognised by the Environmental Champions Award Scheme.</p>
				<p><b>Developing positive images</b></p>		
				<p>Help the Youth Forum to organise a high profile youth event promoting positive images of young people. <b>[DPTL-Stephen Gregg]</b></p>	<p>Complete</p>	
				<p>Contribute to the creation of an online partnership to share good news stories about young people and an associated media campaign. <b>[DPTL-Stephen Gregg + CE-Linda Moreau/Janet Saunders]</b></p>	<p>Not started</p>	<p>Delayed due to staff restructuring by KCC Youth Service. Will continue beyond 31 March 2011.</p>
				<p><b>Safeguarding</b></p>		
				<p>Implement Independent Safeguarding Authority (ISA) regulations by:</p>		
				<p>- Bringing recruitment practices in line with the new regulations. <b>[CSD-Charlie Steel]</b></p>	<p>Complete</p>	
				<p>- Timely registration of staff who are required to be registered by the new legislation. <b>[CSD-Charlie Steel]</b></p>	<p>Ongoing</p>	<p>Suspension of ISA scheme nationally.</p>
				<p>Update the Council’s Corporate Child Protection Policy to incorporate the role of the new ISA. <b>[DPTL-Stephen Gregg]</b></p>	<p>Ongoing</p>	<p>The introduction of the ISA is currently under review by Central Government. Will continue beyond 31 March 2011.</p>
<p>Provide new toilets for the Larkabout soft play area at Larkfield Leisure Centre. Children will no longer need to walk through the centre to go to the toilets. <b>[DPTL-Martin Guyton + CSD-John DeKnop]</b></p>	<p>Complete</p>					
<p>Develop inter-agency working to improve safeguarding. <b>[DPTL-Stephen Gregg]</b></p>	<p>Ongoing</p>	<p>Will continue beyond 31 March 2011 in liaison with the Kent Children’s Safeguarding Board.</p>				
<p>Develop parents’ information pack to include more detailed information on: child protection, equal opportunities, behaviour management, healthy eating and health and safety. <b>[DPTL-Stephen Gregg]</b></p>	<p>Complete</p>					
<p>Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. <b>[DHH-Janet Walton]</b></p>	<p>Ongoing</p>	<p>Completion due March 2011.</p>				

2010/11 key 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, arts and young people (continued)

Continued... Involve, safeguard and meet the needs of children and young people. (2003/11)				<b>Improving leisure activities and facilities</b>		
				Provide new play facilities at Priory Wood, Tonbridge. [DPTL-Darren Lanes]	Not started	Scheme delayed due to technical difficulties associated with site.
				Assist East Malling & Larkfield Parish Council to provide a skate park in Larkfield. [DPTL-Darren Lanes]	Ongoing	Capital grant provided to Parish Council and advice being provided with regard to the proposed improvements. Completion of scheme will carry over beyond 31 March 2011.
				Improve and update the children's play area at Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes]	Ongoing	Works currently progressing to improve paths and to provide new skatepark facility. Remaining works, including refurbishment of play area, new outdoor gym and provision of teen shelter and replacement of crazy golf to be completed by Easter 2011.
				Renew the surface of Tonbridge Skate Park. [DPTL-Darren Lanes]	Complete	
				Work with the Hayesbrook School, Tonbridge and Wrotham School to develop floodlit all-weather pitches with community access for young people. [DPTL-Darren Lanes]	Ongoing	New facility due to open in December 2010. Community Use Agreement in place.
				Develop and build new outdoor youth shelters in line with the Local Play Strategy and in consultation with young people. [DPTL-Darren Lanes]	Ongoing	Will be completed by 31 March 2011.
				Offer free swimming lessons to Looked After Children, funded by grant aid. [DPTL-Martin Guyton]	Ongoing	All looked after children in the Borough have been offered the opportunity of free lessons. Will be completed by 31 March 2011.
				<b>Holiday activities and programmes</b>		
				Implement customer self-service online to cover booking and payment for children's holiday activity programmes. [DPTL-Stephen Gregg + ITM-David Partridge]	Ongoing	E-bookings and payments introduced for 2010 Activate scheme. Expansion to Summer Playscheme currently under review by IT Services.
				<b>Work experience and youth employment</b>		
				Provide placements for a minimum of three apprentices each year, with support and experience to achieve an NVQ in customer services (Level 2). [CSD-Charlie Steel]	Complete	Authority given to extend scheme to a second year.
				<b>Increasing awareness of Early Years initiative</b>		
Secure Tonbridge Gateway partner involvement with Little Foxes Children's Centre (Trench ward), which provides learning activities for pre-school children and advice to parents. [CSD-Charlie Steel]	Ongoing	Discussions continue with Children's Services regarding a facility in South Tonbridge. Gateway not felt to be suitable and alternative facilities being explored with Leisure Services in relation to the Angel Centre.				

2010/11 key priorities for improvement - half-year progress

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

Street scene and open space environment

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

<p><b>2010/11 key priority</b> Achieve a cleaner, smarter and better maintained street scene and open space environment. (2003/11)</p>	<p>CMES/ DHH</p>	<p>Kent Community Strategy (April 2006). Green Flag Park Award Programme Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 28: Secure a healthy natural environment for today and in the future.</p>	<p><b>Key political priority.</b> Residents' Panel (2005) identified clean streets and public areas (1/30) as the top priority for improvement.  Commitment(s) made in - Amenity &amp; Street Cleansing Best Value Improvement Plan (2001/06). - Scrutiny Committee Review 2002. - Cabinet adoption of Action Plan 2002. - Community Strategy (2006-09).</p>	<p><b>Operational cleansing services</b></p>					
				<p>Develop further options for recycling street litter. [DHH-Phil Beddoes]</p>			Ongoing	Additional recycling bins being installed in high profile areas.	
				<p><b>Enforcing the law</b></p>					
				<p>Implement additional enforcement activities in 'hot spot' areas, working closely with the police and other agencies. [CE-Mark Raymond + DHH-Phil Beddoes + DPTL-Roy Edwards]</p>			Ongoing	Environmental "Hot Spots" identified and a variety of enforcement activities undertaken with partners including Police, PCSOs, Parish Councils and TMBC services. Will continue beyond 10/11. Thirty one operations held between April – September 2010.	
				<p>Implement, publicise and enforce new dog control orders. [DPTL-Darren Lanes]</p>			Ongoing	Will be completed by 31 March 2011.	
				<p>Provide expert assistance to the Local Government Association in their review of existing legislation associated with street scene issues. [DHH-Phil Beddoes]</p>			Ongoing	Head of Waste and Street Scene representing LGA on national Litter Forum announced by Secretary of State for the Environment. Will continue beyond 10/11.	
				<p>Analyse incidences of environmental crime, identify patterns and take preventative action. [CE-Mark Raymond]</p>			Ongoing	Will continue beyond 31 March 2011.	
				<p>Organise and implement enforcement activities to tackle anti-social behaviour associated with environmental crime, including graffiti. [DHH-Phil Beddoes]</p>			Ongoing	Environmental "Hot Spots" identified and a variety of enforcement activities undertaken with partners including Police, PCSOs, Parish Councils and TMBC services. Will continue beyond 10/11. Thirty one operations held between April – September 2010.	
				<p><b>Working with our communities</b></p>					
				<p>Support new community groups in south Tonbridge and East Malling to improve local areas. [DHH-Phil Beddoes]</p>			Ongoing	Eight schools in South Tonbridge and community groups are working together to improve street scene. Schools are undertaking a variety of educational and community projects and have been financially supported by TMBC with these projects. In East Malling support has been given to Community initiatives, visits made to schools by officers and "Bash the Trash" events. Will be completed by March 2011.	
<p>Work with partners on new PACT initiatives where needed and agreed by the Community Safety Partnership. [DHH-Phil Beddoes + CE-Mark Raymond]</p>			Ongoing	Possibility that Kent Police will review PACT processes and may discontinue this approach in 2011/12.					
<p>Develop and implement, with schools, a programme to educate young people on the consequences of environmental crime. [CE-Mark Raymond]</p>			Not started	Implementation of this action will depend on a review of resources available to the CSP following the outcome of the CSR.					
<p><b>Better management of parking</b></p>									
<p>Implement a parking action plan for East Malling and Aylesford and a programme of targeted parking management improvements at various locations across the Borough. [DPTL-Mike O'Brien]</p>			Ongoing	East Malling parking plan is currently being consulted on – this should be completed by the end of March. Aylesford parking plan will follow after East Malling but will not be complete this year.					

2010/11 key priorities for improvement - half-year progress

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

Street scene and open space environment (continued)

<p>Continued...</p> <p><b>Achieve a cleaner, smarter and better maintained street scene and open space environment. (2003/11)</b></p>				<b>Improving the condition and appearance of off-street car parks</b>		
				Implement a programme of improvement works. [DPTL-Steve Medlock]	Not started	Likely to run into 2011/12.
				<b>Conserving and improving the built environment</b>		
				Adopt the Character Area Appraisals Supplementary Planning Document. [DPTL-Brian Gates]	Ongoing	The document is being prepared in tranches. The first tranche dealing with Tonbridge, Hildenborough and Hadlow is being reported to PTAB on 17 November 2011 with recommendation for adoption by Council in February 2011. At the same meeting the second tranche is being recommended for adoption for the purposes of public consultation.
				Fund and implement a footpath lighting scheme at Bone Alley, East Malling from our Community Partnerships Initiatives budget. [DPTL-Steve Medlock]	Not started	Progress dependent on funding contribution from the Parish Council. Unlikely to be implemented for some time.
				<b>Enabling everyone to enjoy public open spaces in safety</b>		
				Implement priority improvements to Tonbridge Castle grounds identified in the DDA access audit. [DPTL-Darren Lanes]	Ongoing	Priority 1 improvements progressing in 2010/11 subject to funding. Will continue beyond 31 March 2011.
				Implement the Council's new Tree Safety Strategy. [DPTL-Darren Lanes]	Complete	
				<b>Improving the appearance and quality of the Council's leisure facilities and other property</b>		
				Remodel the appearance of, and access to, the memorial gardens in Tonbridge. [DPTL-Darren Lanes + Mike O'Brien]	Ongoing	Scheme will continue into 2011/12 financial year.
				Refurbish Tonbridge Farm pavilion. [DPTL-Martin Guyton + CSD-John DeKnop]	Ongoing	Will be completed by 31 March 2011.
				Renew the entrance bridge from Avebury Avenue into Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes + Steve Medlock]	Ongoing	Will be completed by 31 March 2011.
				Implement a programme of improvements at Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes]	Ongoing	Works currently progressing to improve paths and to provide new skatepark facility. Remaining works, including refurbishment of play area, and provision of teen shelter and replacement of crazy golf to be completed by Easter 2011.
				<b>Implementing the Street Scene Action Plan</b>		
				Implement actions in the Street Scene Action Plan relating to Tonbridge town centre. These include:		
				- Completing the design for the Town Lock Enhancement Scheme. [DPTL-Steve Medlock]	Ongoing	Partnership initiative with the Environment Agency with implementation likely to be based on design & build procurement that will run into 2011/12.
				- 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	Programme expected to be in place by end of March 2011.
- Working with the Environment Agency to clean up riverbanks in central Tonbridge. [DHH-Phil Beddoes]	Complete	Environment Agency undertook clean up of river banks supported by EHHS. Cutting back of vegetation undertaken adjacent to river banks. Environment Agency Officer attends Street Scene OSG.				
- Improving the appearance of the recycling site in the Angel Centre's car park. [DHH-Phil Beddoes]	Complete	Recycling site redesigned in part following the removal of cardboard banks. Full refurbishment of this high profile site to be completed by March 2011.				
- Removing street sign clutter. [DPTL-Mike O'Brien]	Ongoing	All new waiting restrictions are carefully checked to ensure that the minimum number of street signs is provided. Existing signage is reviewed on an ongoing basis.				
- Improving the appearance of council owned land in central Tonbridge. [DHH-Phil Beddoes + CSD-Katie Iggulden]	Ongoing	Street Scene OSG considering options for improvement of Tonbridge town centre.				

2010/11 key 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

<p><b>Overall aims:</b></p> <ul style="list-style-type: none"> <li>- To deliver, with others, benefits beyond those possible from the Council's resources.</li> <li>- To reduce crime and disorder and the fear of crime.</li> <li>- To promote and improve public safety.</li> </ul>
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<p><b>2010/11 key priority</b> Work with partners to: - Reduce crime, anti-social behaviour and the fear of crime. (2005/11)</p>	<p>CMCD/ CE CMLFCY/ CLO</p>	<p>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. Statements by Home Office/Home Secretary. Department of Culture Media &amp; Sport - reports of Policy Action Team on social exclusion.</p>	<p><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 &amp; Disorder Reduction Strategy (2005/08). Community Strategy (2003-06). (2006/09)</p>	Work with the police to:		
				- Fully integrate joint working based on co-location of Council staff and police in the new Community Safety Unit, based at the Council's Kings Hill offices. [CE-Mark Raymond]	Complete	Not to be carried forward.
				- Organise and implement enforcement activities to tackle anti-social behaviour associated with environmental crime, including graffiti. [DHH-Phil Beddoes]	Ongoing	Eight schools in South Tonbridge and community groups are working together to improve street scene. Schools are undertaking a variety of educational and community projects and have been financially supported by TMBC with these projects. In East Malling support has been given to Community initiatives, visits made to schools by officers and "Bash the Trash" events. Will be completed by March 2011.
				- Implement new arrangements to assist the police in dealing with dangerous dogs. [DHH-Jane Heeley]	Complete	The arrangements will continue but the action does not need to be carried forward.
				- Develop the police's involvement at Tonbridge Gateway. [CE-Mark Raymond + CSD-Charlie Steel]	Ongoing	Will continue beyond 31 March 2011.
				Work with CSP partners to:		
				- Develop and implement a new project to tackle under-age drinking, using performance reward grant funding. [CE-Mark Raymond]	Ongoing	Project commissioned from Kenward Trust and operational. Will continue beyond 31 March 2011 subject to monitoring of performance by the CSP.
				- Fund additional support for parents of young people participating in ASB. [CE-Mark Raymond]	Complete	Community Safety Partnership has commissioned Parents Plus to deliver new service with funding from the Local Strategic Partnership.
				- Run an inter-generational project to encourage people of different ages to interact and thereby reduce the fear of crime. [CE-Mark Raymond]	Complete	No further activity planned beyond March 2011.
				Focus more of the Council's staff resources on tackling ASB. [CE-Mark Raymond]	Ongoing	Implementation (by March 2011) dependent upon a review of CSP resources following the outcome of the CSR.
				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. [CE-Mark Raymond]	Ongoing	Will continue beyond 31 March 2011.
				Extend the number of Cold Calling Control Zones across the Borough. [CE-Mark Raymond]	Not Started	Implementation (by March 2011) dependent upon a review of CSP resources following the outcome of the CSR.
				Focus on the most prolific and persistent ASB offenders and take action to deter this behaviour. [CE-Mark Raymond]	Ongoing	Will continue beyond 31 March 2011.
				Build a new teen shelter at Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes]	Ongoing	Will be completed by 31 March 2011.
				Help the Youth Forum to organise a high profile youth event promoting positive images of young people. [DPTL-Stephen Gregg]	Complete	
Contribute to the creation of an online partnership to share good news stories about young people and an associated media campaign. [DPTL-Stephen Gregg + CE-Linda Moreau/Janet Saunders]	Not started	Delayed due to staff restructuring by KCC Youth Service. Will continue beyond 31 March 2011.				
Upgrade and digitise our CCTV monitoring arrangements. [DPTL-Mike O'Brien]	Ongoing	CCTV review group set up to consider options for upgrading CCTV system to maximise its flexibility and reduce costs. Review should be complete by March 2011.				
Implement, publicise and enforce new dog control orders. [DPTL-Darren Lanes]	Ongoing	Will be completed by 31 March 2011.				
Implement a knowledge test for licensed taxi drivers to improve passenger safety and security. [CSD-Katie Iggulden]	Complete	Knowledge Test introduced December 2009 – to continue and be expanded on in the future.				

2010/11 key priorities for improvement - half-year progress

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

Public and environmental health

<p><b>Overall aims:</b></p> <ul style="list-style-type: none"> <li>- To deliver, with others, benefits beyond those possible from the Council's resources.</li> <li>- To protect and improve public health.</li> </ul>
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<p><b>2010/11 key priority</b> Work with partners to: - Promote, encourage and provide opportunities for healthy living. (2004/11)</p>	<p>CMLFCY/ CLO  CMES/ DHH/CE</p>	<p>"Game Plan" report (ODPM 2002). "Choosing Health" Government White Paper (November 2004). Kent Community Strategy (April 2006). "Mission Possible" the South East Plan for Sport 2004/08, Sport England. "Sport Playing Its Part – the Contribution of Sport to Community Priorities and the Improvement Agenda", Sport England. 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.</p>	<p><b>Key Political Priority</b> Commitment(s) made in: - Borough Leisure Strategy (2001/06). - Local Cultural Strategy (2002/07). - Community Strategy (2006-09). - West Kent Health Improvement &amp; Modernisation Programme (HIMP). - Public Health Best Value Review Improvement Plan (2003).  Primary Care Trust objective: - LSBU Business Plan.</p>	<p><b>Lifestyle choices</b></p>		
				<p>Create a multi-agency Health Action Team for the borough to better co-ordinate the resources of the agencies involved, including Choosing Health funding. [CE-Mark Raymond]</p>	Complete	No further action beyond March 2011 anticipated. Work of the new HAT covered by other priorities.
				<p>Run two healthy living promotions via Gateway. [CSD-Charlie Steel]</p>	Ongoing	Smoking cessation day held. Currently searching for second opportunity with Partner.
				<p><b>Physical activity and exercise</b></p>		
				<p>Invest in improvements to our leisure centres. [DPTL-Martin Guyton + CSD-John DeKnop]</p>	Ongoing	Will continue beyond 31 March 2011.
				<p>Establish a Swimming Development Forum to oversee the development of the Swim School at Larkfield Leisure Centre and Tonbridge Swimming Pool. [DPTL-Martin Guyton]</p>	Ongoing	Will continue beyond 31 March 2011. Consideration being given to continuous assessment from September 2011.
				<p>Expand the programme of community based exercise classes, focusing on areas of need, using PCT - Choosing Health funding. [DPTL-Martin Guyton]</p>	Ongoing	Funding secured for third year of Community Exercise Instructor post. 12 classes now operating across the Borough. Will continue beyond 31 March 2011.
				<p><b>Smoking</b></p>		
				<p>Run promotional campaigns with partners to reduce the incidence of smoking in work vehicles. [DHH-Jane Heeley]</p>	Ongoing	Initial phase complete. Unlikely to be carried forward beyond 31 March 2011.
				<p><b>Obesity</b></p>		
				<p>Run a project to improve dietary awareness of people working in the borough by targeting a number of major local employers and food outlets. [DHH-Jane Heeley]</p>	Ongoing	Four major local employers plus T&M are participating in this project which is likely to continue to May 2011.
				<p>Expand the Big Lottery Fund's Chances 4 Change Dance, Dig &amp; Diet programme. [CE-Mark Raymond]</p>	Complete	Project funding ends December 2010. Unlikely to be carried forward beyond 31 March 2011.
				<p>Run a new 'Excel by Invitation' project in liaison with the School Nurse Team. This is designed to introduce overweight Year 6 pupils to regular exercise. [DPTL-Martin Guyton]</p>	Ongoing	Will continue beyond 31 March 2011. Working with Healthy Schools Initiative to increase number of referrals.
				<p><b>Sexual health</b></p>		
<p>Engage male teenagers via local sports clubs to increase awareness and take-up of sexual health services. [CE-Mark Raymond]</p>	Ongoing	Will continue beyond 31 March 2011.				
<p><b>Alcohol</b></p>						
<p>Focus the out-reach worker on areas where under-age drinking has been reported, including via Residents' Panel surveys. [CE-Mark Raymond]</p>	Ongoing	Will continue beyond 31 March 2011.				
<p>Launch a Street Pastor scheme in conjunction with local churches in Tonbridge. This is a voluntary scheme that will run at weekends to help people who are suffering the effects of excessive drinking. [CE-Mark Raymond]</p>	Not started	Anticipated launch of scheme to take place before 31 March 2011.				

2010/11 key 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)

<p>Continued...</p> <p>Work with partners to:</p> <ul style="list-style-type: none"> <li>- Promote, encourage and provide opportunities for healthy living. (2004/11)</li> </ul>				<b>Well-being of older people</b>		
				Implement an older person's forum. [CE-Mark Raymond]	Complete	To be launched 1 November 2010. Not to be carried forward.
				Fund further improvements via local agencies. [CE-Mark Raymond]	Ongoing	Will continue beyond 31 March 2011.
				<b>Improving people's health in the poorest areas</b>		
				As part of the Dance, Dig and Diet project, promote healthy eating through the distribution of fresh vegetables, the Veg-Bag scheme. [CE-Mark Raymond]	Ongoing	Will continue beyond 31 March 2011 but not as part of Dance Dig and Diet for which funding ends in December 2010.
				Expand the programme of community based exercise classes, focusing on areas of need, using PCT - Choosing Health funding. [DPTL-Martin Guyton]	Ongoing	Funding secured for third year of Community Exercise Instructor post. 12 classes now operating across the Borough. Will continue beyond 31 March 2011.
				<b>Improving the standard of living for low income families</b>		
				Reallocate resources and use e-benefits to pay benefits more quickly. [DF-Paul Griffin]	Ongoing	See previous comments.
				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). [DF-Paul Griffin]	Not started	The KBP is ceasing to exist in its current format. However, the Partnership continues to have a presence at the Gateway where tax credit advice can be given.
				<b>Health and safety in businesses</b>		
				During 2010/11 we plan to work with the HSE and local authority partners to deliver programmes focusing on:		
				- Motor vehicle repairers. [DHH-Jane Heeley]	Not started	This project is due to commence in November and may continue into 2011/12.
				- Noise in places of entertainment. [DHH-Jane Heeley]	Ongoing	Likely to be completed by 31 March 2011.
				- LPG installations. [DHH-Jane Heeley]	Ongoing	This topic continues to be high priority and it is likely that work in this area will run on into 2011/12 and beyond.
				<b>Food hygiene</b>		
				Participate in the National Food Safety Week campaign focused on preventing the most common types of food-borne illness by engaging with primary schools and children's clubs. [DHH-Jane Heeley]	Complete	This action has been completed for 2010/11. A new action will be included for 2011/12.
<b>Contaminated land</b>						
During 2010/11 we plan to produce and implement a Contaminated Land Action Plan to reduce the area of contaminated land in the borough. [DHH-Jane Heeley]	Ongoing	The implementation of the plan will continue beyond 31 March 2011.				
<b>Local air quality</b>						
To help achieve our key public health priority, during 2010/11 we plan to produce and implement (year 1 of 5) a borough-wide action plan to improve air quality. [DHH-Jane Heeley]	Ongoing	Action Plan produced by 31 March 2011. Implementation will be ongoing.				



2010/11 key 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

Climate Change

<p><b>Overall aims:</b></p> <ul style="list-style-type: none"> <li>- To deliver, with others, benefits beyond those possible from the Council's resources.</li> <li>- To provide leadership on community issues that are beyond the remit of a single agency.</li> <li>- To improve the well-being of communities in Tonbridge and Malling.</li> </ul>
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<p><b>2010/11 key priority</b> Work with partners to:</p> <ul style="list-style-type: none"> <li>- <b>Make a positive local contribution to tackling the causes and effects of climate change. (2007/11)</b></li> </ul>	<p>Leader/ CE</p>	<p>The Council has signed the Nottingham Declaration on climate change committing us to the production of a climate change strategy.</p> <p>Kent Community Strategy (April 2006)</p> <p>Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 27: Lead the global effort to avoid dangerous climate change.</p>	<p><b>Key political priority.</b></p>	<p><b>Implementing our Climate Change Strategy</b></p>		
				<p>Undertake year 3 actions in the Climate Change Strategy. <b>[CE-for Management Team + Mark Raymond]</b></p>	<p>Ongoing</p>	<p>Will continue beyond 31 March 2011 subject to a revision of the Climate Change Strategy.</p>
				<p><b>Raising awareness of the need to tackle and adapt to climate change</b></p>		
				<p>Provide information on energy conservation and sustainability to residents and businesses via Here &amp; Now, the Council's website and direct engagement at community events. <b>[CE-Mark Raymond]</b></p>	<p>Complete</p>	<p>Will not be carried forward.</p>
				<p><b>Ensuring new development adapts to address the effects of climate change and emits significantly reduced CO<sub>2</sub></b></p>		
				<p>Adopt the Climate Change policies in the Managing Development and the Environment DPD. <b>[DPTL-Brian Gates]</b></p>	<p>Complete</p>	<p>Adopted April 2010.</p>
				<p><b>Reducing energy consumption across the Council's own estate</b></p>		
				<p>Implement recommendations from the Carbon Trust report where cost effective over the short and medium terms. <b>[CSD-John DeKnop]</b></p>	<p>Ongoing</p>	<p>Have contacted the Carbon Trust, waiting for them to carry out their survey of the main Council offices at Kings Hill (dependent on Government cut backs), implementation of recommendations to be done after 31 Mar 2011.</p>
<p>Implement further energy saving measures within the Council's main leisure facilities. <b>[DPTL-Martin Guyton]</b></p>	<p>Ongoing</p>	<p>Will continue beyond 31 March 2011 subject to outcome of Capital Plan Review. All Phase 1 measures implemented.</p>				
<p>Implement an energy saving campaign within the Council's main offices. <b>[CSD-John DeKnop]</b></p>	<p>Not started</p>	<p>The introduction of a Carbon Management Programme to be discussed with the Carbon Trust (dependent on Government cut backs), will go beyond 31 Mar 2011.</p>				
<p><b>Recycling more of the Council's own waste</b></p>						
<p>Implement a recycling scheme across all Council offices. <b>[CSD-John DeKnop]</b></p>	<p>Ongoing</p>	<p>The 'One Bin' system has been implemented at the main Council offices at Kings Hill and will be introduced to the Tonbridge office after 31 Mar 2011.</p>				

**2010/11 key 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**

<p><b>Overall aims:</b></p> <ul style="list-style-type: none"> <li>- To deliver, with others, benefits beyond those possible from the Council's resources.</li> <li>- To provide leadership on community issues that are beyond the remit of a single agency.</li> <li>- To improve the well-being of communities in Tonbridge and Malling.</li> </ul>
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<p><b>2010/11 key priority</b>  <b>Work with partners to:</b>                  - Achieve further shared priorities to improve residents' quality of life in Tonbridge and Malling. (2009/11)</p>	<p>CMCD/ CE</p>	<p>Local Government Act (2000).                   Requirement to produce a Community Strategy.                   Duty to involve – Local Government and Public Involvement in Health Act (2007)                   Comprehensive Spending Review (CSR) 2007 – Public Service Agreement (PSA) 21: Build more cohesive, empowered and active communities.</p>	<p>Political priority to achieve improvement via joint working.</p>	<p><b>Improving the quality of life for residents in our three priority communities: Snodland, East Malling and Trench ward in Tonbridge</b></p>		
				<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. <b>[CE-Mark Raymond]</b></p>	<p>Complete</p>	<p>Partnership will continue but action does not need to be carried forward.</p>
				<p>Refocus the work of the Beat Project, a charity assisting with community development activities, on raising aspirations and tackling worklessness. <b>[CE-Mark Raymond]</b></p>	<p>Ongoing</p>	<p>Will continue beyond 31 March 2011, Long term project.</p>
				<p>Implement actions arising from the study 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. <b>[CE-Mark Raymond]</b></p>	<p>Ongoing</p>	<p>As above.</p>
				<p>Assist the St James Centre Trust to further develop the new community centre as part of the regeneration of East Malling. <b>[CE-Mark Raymond]</b></p>	<p>Ongoing</p>	<p>Will continue beyond 31 March 2011.</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. <b>[CSD-Katie Iggulden]</b></p>	<p>Ongoing</p>	<p>We continue to work with partners, using our buildings and us using partners buildings, to improve the service for members of the local community.</p>
				<p>Support the Snodland and East Malling Community groups who are working to improve the local environment. <b>[DHH-Phil Beddoes]</b></p>	<p>Ongoing</p>	<p>Eight schools in South Tonbridge and community groups are working together to improve street scene. Schools are undertaking a variety of educational and community projects and have been financially supported by TMBC with these projects. In East Malling support has been given to Community initiatives, visits made to schools by officers and "Bash the Trash" events. Will be completed by March 2011.</p>
<p><b>Improving leisure facilities through partnership initiatives</b></p>			<p>Provide a new all weather pitch in the borough with education and community use secured. <b>[DPTL-Robert Styles]</b></p>	<p>Complete</p>	<p>New facility provided at The Hayesbrook School. Action will continue beyond 31 March 2011 with the planned construction of a new all weather pitch at Wrotham School.</p>	