

Tonbridge & Malling Borough Council

Key Priorities



- * Priority services and finance**

- * Local environment**

- * Health and well-being**

- * Children and young people**

- * Community Safety**

- * Housing**

- * Regeneration and economic development**

**Corporate Performance Plan
2012/15**

July 2012



Tonbridge & Malling Borough Council

Key Priorities 2012/15

During 2012/15 we will work with a range of partners and our local communities towards achieving the following key priorities:

- **Continued delivery of priority services and a financially viable Council.**
- **A clean, smart, well maintained and sustainable Borough.**
- **Healthy living opportunities and community well-being.**
- **Children and young people who are safe, involved and able to access positive activities.**
- **Low levels of crime, anti-social behaviour and fear of crime.**
- **A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness.**
- **Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough.**

This Corporate Performance Plan sets out how we will do this. First published in July 2012, it will be reviewed each year for the next three years.



Nicolas Heslop
Leader of the Council



David Hughes
Chief Executive

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Scope and context

This plan focuses on our key priorities for the next three years. These are shown on page two.

We are working to redesign services and further improve efficiency across the entire council in the context of further significantly reduced funding and resources. This will help to ensure that we can continue to make progress against all of our key priorities, which show where we most want to continue to see improvement.

Following this introduction, the main part of this plan is divided into seven further sections, each focussing on one of our key priorities. Each section is colour coded for easy identification. The pages for each key priority are set out in a similar way and cover the following content:

- The key priority itself.
- An introduction justifying and setting out the context for each key priority.
- Ongoing activities and levels of service that are directly related to each key priority.
- Improvement themes that show where we particularly intend to make progress.
- Tables and charts showing the latest results and targets for key indicators.

This Corporate Performance Plan brings together the main ongoing activities, improvements and measures to achieve our key priorities. This requires a collective effort across all of the Council's services. Beyond the scope of this plan is a range of other priorities, improvements and indicators that are managed by individual services.

Key indicators

Key performance indicators (KPIs) and other key indicators (KIs) that support our key priorities are an integral part of this performance plan. Key performance indicators are indicators where it is realistic for us to set targets or a lead partner publishes targets. Key indicators are indicators where we are unable to set realistic targets. This is because our influence is not sufficiently strong compared with the combined weight of outside influences or where we do not, at this stage, have the required data. Improved performance is encouraged by setting challenging but realistic targets where possible and then doing our best to achieve them.

Tables for each indicator show, where available:

- The target for 2011/12.
- The result for 2011/12.
- A numerical index and simple colour coding comparing the result and target in the "Target met?" column. The higher the index number the better. An index of 100 or more with a green background shows target achieved. An index of less than 100 with a red background shows target not achieved. In the example indicator table below, where the lower the number the better, $(15/10) \times 100 = 150$.
- Longer term performance based on simple colour coding in the "Trend" column. Green shows improving performance and red shows deteriorating performance. The year of the earliest available directly comparable data is also shown.
- The target for 2012/13.





Indicator table - example				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-409: Number of households living in temporary accommodation.				
15	10	150	2009/10(+)	15

Notes to indicator tables show targets for future years, usually for 2013/14 and 2014/15, where different from 2012/13 and provide further information about the indicators where appropriate. However, targets may change during the next one or two years as a result of reviews or other initiatives. In this case we will report any revised targets in future reviews/updates to this plan.

Future reviews and updates

We intend to both update the plan looking forward and review progress achieved. We will do this at the end of each financial year, for the next three years. Each annual review/update will be a stand-alone document, without the need to refer back to this first 2012/15, or subsequent, versions.

The improvement themes will be reviewed at the end of each year to show the extent of progress using colour coded symbols, as follows:

-  Not started.
-  Started, but behind schedule.
-  Started and on or ahead of schedule.
-  Complete.

We will do this by assessing progress against a range of underlying projects and initiatives designed to achieve the intended improvements.

Similarly, in later versions we will publish further indicator results and review performance against targets.

Looking forward, if and where warranted, we will update the priorities themselves, ongoing activities and levels of service, improvement themes and indicators.

Contact details

This plan is produced by the Improvement and Development Unit. We want to improve our performance and this plan year on year. Please contact Bruce Hill, Improvement and Development Manager, with any suggestions for improvement or for further information.



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This plan can be viewed on our website at www.tmbc.gov.uk.

Key priority

Continued delivery of priority services and a financially viable Council.

Introduction

The national budget strategy and wider economic conditions continue to have a major impact on the Council's finances in the form of reduced:

- Grant from central Government. This has been cut by more than £1.5m (28%) over 2011/13 with further cuts expected in future.
- Income from fees and charges.
- Earnings from deposits in the context of low interest rates.

The other main source of income is council tax. Historically, the Council has charged less than the average amount for the district council part of the total council tax bill when compared with other district councils in Kent. This continues to be the case in 2012/13, for which our "Band D" charge is £176.90 compared with the average "Band D" charge of £180.41 for all district councils in Kent, including Tonbridge & Malling. This is despite receiving the lowest Government grant per head in Kent, at £35.49, and one of the lowest in the country, compared with other district councils.

The latest projection puts the 'funding gap' between expenditure and income in the order of £2.54 million. The activities, improvements in efficiency and other economies set out on these pages are essential in helping to bridge this gap, achieve this key priority and, in turn, make the resources available to achieve the other key priorities set out in this plan.

Emerging Government-led initiatives likely to impact on the Council's finances over the medium to longer term are:

- Welfare Reform and our administration of housing benefit ending by 2017/18.
- Devolution of some aspects of the council tax benefit scheme to councils, with funding distributed to local authorities by Government reduced by 10%.
- Enabling councils to retain a share of the growth in business rates in their area above a pre-determined baseline.
- Devolution of setting planning fees.

Overall, the financial difficulties and uncertainty faced by the Council are unprecedented and will remain so for the foreseeable future. These are taken into account in our Medium Term Financial Strategy with the aims of maintaining a minimum general revenue reserve balance of £2 million and achieving a balanced budget.

Main activities and service levels

Our Medium Term Financial Strategy covers both Capital and Revenue budgets for the period 2012/22. It aims to provide a realistic and sustainable plan that channels financial resources to meet the Council's priorities and to meet our financial objectives. We regularly review the Strategy to monitor and respond to actual and expected changes in circumstances. In the latest Annual Audit Letter (October 2011), the District Auditor commented that the Council continues to have a strong and effective framework for financial planning and budgetary control.

We collect council tax from about 50,000 domestic properties and business rates from about 3,500 commercial properties in the borough. In 2012/13 we expect to collect in the order of £65 million in council tax and £51 million in business rates. We spend about 12% of the council tax we collect. The rest goes to other public authorities that provide services in the borough. Business rates all go into a central Government pool. We are usually amongst the highest performers in Kent for collection of council tax and business rates. Timely collection means we earn more interest on these funds until we pass them on.

We have routinely achieved efficiency savings in recent years while safeguarding services.

We buy in a wide range of goods and services that contribute to the services we provide to the public. Always looking to improve the value for money of goods and services we buy in, we are also keen that our suppliers produce them in ways that help to look after the environment.

We work successfully with a wide range of partners, adding value to our services beyond what we can achieve alone and supporting others to add value to their activities. In particular we are working with neighbouring councils to achieve savings, greater resilience and improve performance through joint working, both formally and informally.

We continuously scan and bid for funds, and support our partners' funding bids, from external sources. For example, the Environment Agency and developers are contributing almost £500,000 towards improving the Town Lock area of Tonbridge during 2012/13.

Priority services and finance

Improvement themes

During 2012/15 we plan to undertake a range of projects and new initiatives that will help towards:

- **Improving efficiency and resilience of services.**
- **Achieving more cost effective customer contacts.**
- **Reducing overheads.**
- **Reducing management/staff costs.**
- **Realising capital receipts from surplus Council assets.**
- **Reducing the cost of procured services.**
- **Increasing usage levels at, and revenue from, our leisure facilities.**
- **Providing more services via the voluntary sector and new sources.**
- **Identifying new sources of external funding to support capital schemes.**
- **Developing/sustaining revenue income.**

We will report progress against these projects in annual updates and reviews of this plan.

Key indicators

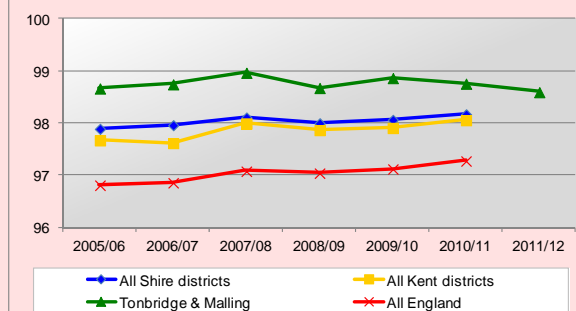
Balancing expenditure and income				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
300(+)	500(+)	167	N/A	635(+)

KPI-513: Reducing the funding gap (£000s).¹

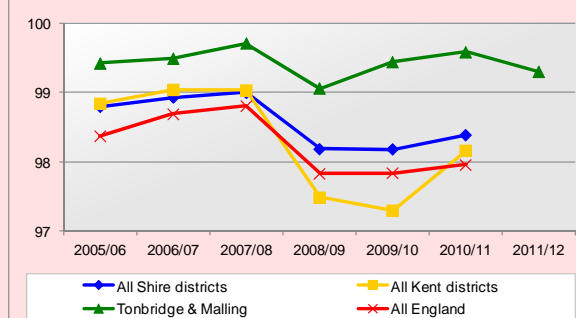
1. Target savings identified and ideally implemented by/on 1 April of following financial year. Further targets: £635,000 (2013/14), £0 (2014/15), £635,000 (2015/16) and £635,000 (2016/17).

Council tax and business rates collection

KPI-502: Percentage of council tax collected/year.



KPI-503: Percentage of business rates collected/year.



KPI-502 targets: 98.8% (2012/13); 98.5% (2013/14); 98.6% (2014/15).

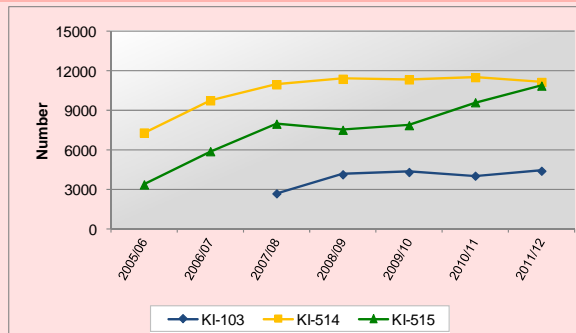
KPI-503 targets: 99.5% (2012/13); 99.6% (2013/15).

Customer self service

KI-514: Number of one-off payments received via the Automated Telephone Payment (ATP) system.

KI-515: Number of one-off payments received online.

KI-103: Number of other interactions via web forms.



We aim to out-perform the trend for each indicator.

Key priority

A clean, smart, well maintained and sustainable Borough.

Introduction

Tonbridge and Malling residents have consistently identified clean streets and public areas as one of the most important factors in making somewhere a good place in which to live.

We deal with litter and keep streets and public open spaces clean by:

- Education, working with communities, businesses, schools and other agencies on a range of initiatives and campaigns, including: the Cleaner Borough Campaign, the Clean Kent Campaign and Love Where You Live.
- Effective cleaning and clearing dumped rubbish, spending over £1 million each year.
- Enforcement against littering and dog fouling.

We were the first local authority in the country to be chosen by Keep Britain Tidy to take the lead in a new national anti-littering campaign entitled Love Where You Live, launched locally in September 2011.

We view waste as a resource and, via the Kent Waste Partnership, work with Kent County Council, as the Waste Disposal Authority, and other councils in Kent to ensure effective and efficient delivery of recycling, waste collection and waste disposal services.

Our street cleansing, recycling and waste collection services are carried out under a major contract with Veolia Environmental Services.

The quality and appearance of the built environment and management of parking are further important aspects of an attractive and thriving street scene. Our Local Development Framework identifies land for residential and commercial development and sets out our policies and proposals to guide such development. It aims to strike a balance between the needs of communities, the local economy and the environment.

We work with transport operators, Kent County Council, local organisations and developers on major sustainable public transport projects.

We are already taking action locally to mitigate the causes of climate change and are determined to do more in the future, both as an organisation and via our local communities. We signed the Nottingham Declaration in 2007.

Main activities and service levels

We provide a range of regular services that are vital to achieving this priority. These include:

- Removing litter, dogs' mess and rubbish from roads and public open spaces. We carry out more than 1,500 site inspections every year to ensure over 400 miles of roads are clean.
- Emptying over 9,000 wheeled-bins of green and residual waste every normal working day. We also collect paper and cans via a kerbside green box scheme and have over 50 recycling centres for recycling plastic bottles, glass and other materials.
- Recycling, composting or producing energy from over 90% of the waste we collect. 80% of our waste is processed in the borough.
- Investigating 103 and removing 10 abandoned vehicles in 2011/12. Vehicles that are removed and not reclaimed are recycled.
- Receiving and making decisions on upwards of 3,000 planning cases each year. Decisions are taken in the context of our Local Development Framework.
- Processing 797 building applications during 2011/12. These involved 5,269 site inspections to ensure buildings are safe, sustainable and accessible, in compliance with current regulations and standards.
- Providing, managing and maintaining 36 off-street car parks.
- Installing and maintaining and enforcing on-street waiting restrictions via an agreement with Kent County Council.
- Providing and maintaining a range of outdoor leisure facilities including: sports grounds in Tonbridge, Leybourne Lakes Country Park, Haysden Country Park, Tonbridge Skate Park, children's play areas and public open spaces. Leybourne Lakes and Haysden each hold the Green Flag Award, which recognises the best green spaces in the country.
- Monitoring air, water and land for pollution (page 10).

Local environment

Improvement themes

During 2012/15 we plan to undertake a range of projects and new initiatives that will help towards:

- **Recycling more household waste.**
- **Reducing littering in the borough.**
- **More effective law enforcement.**
- **Further working with our communities.**
- **Better management of parking.**
- **Improving the condition and appearance of Council car parks and adjacent landscaped areas.**
- **Improving public open spaces and enabling everyone to enjoy them in safety.**
- **Improving the appearance and quality of the Council's leisure facilities, other property and land holdings.**
- **Improving the appearance of high profile waterways.**
- **Reducing energy consumption across the Council's own estate.**
- **Recycling more of the Council's own waste.**

We will report progress against these projects in annual updates and reviews of this plan.

Key indicators

Clean streets and open spaces				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-324: Residents' satisfaction with cleanliness of roads, pavements, parks and public open spaces. ¹				
New PI from 2012/13				3.5
KPI-322: Cleanliness of roads and pavements. ²				
7.3	7.1	97	N/A	7.3
KPI-831: Percentage of users satisfied with the cleanliness of our principal public open spaces. ³				
Not set	92	N/A	N/A	85
KPI-309: Percentage of reported high priority fly-tips collected within 24 hours.				
100	100	100	2005/06(+)	100

1. Average score on a scale from 1 (very dissatisfied) to 5 (very satisfied). 2012/13 target based on result for similar previous survey.

2. New PI from 2011/12, measuring average score on a scale from 1 (heavy littering) to 10 (litter free). For example, 6.7 means mainly litter free.

3. Measured at a different site each year but the target will remain constant. 2011/12 result is for Tonbridge Farm Sportsground. 2012/13 survey site is Haysden.

Waste and recycling				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-323: Residents' satisfaction with waste and recycling collection service from households. ¹				
New PI from 2012/13				3.5
KPI-320: Percentage of household waste sent for reuse, recycling and composting.				
45.00	44.33	99	2005/06(+)	45.00

1. Average score on a scale from 1 (very dissatisfied) to 5 (very satisfied). 2012/13 target based on result for similar previous survey.

Environmental pollution				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-313: Percentage of complaints about environmental pollution and other requests for service responded to within 5 working days.				
100	98	98	2005/06(+)	100

Key priority

Healthy living opportunities and community well-being.

Introduction

In general, Tonbridge and Malling residents enjoy better health than the average for the country. However, there are general health concerns regarding smoking, obesity, alcohol consumption and an ageing population. For example, based on NHS and other research:

- Less than a quarter of Tonbridge and Malling adult residents participate in sport or active recreation.
- About a quarter of adult residents smoke.
- A similar proportion of adult residents are obese.
- About one in eight local children age 5 (school reception year) is obese.
- Less than one third of adults eat healthily.
- About one in seven of the local population binge drinks.
- Alcohol related hospital admissions for women and under-18s are increasing.
- Predicted increases in the proportion of people age 65+ and 85+ are amongst the highest in Kent.

In the light of this research, recognising that people have lifestyle choices, we particularly want to provide opportunities for them to:

- Increase physical activity/exercise
- Quit smoking
- Reduce obesity
- Drink sensibly when they choose to drink alcohol
- and, for older people, improve general well-being.

Most of our work to these ends is carried out in partnership with a range of health and voluntary organisations that cover Tonbridge and Malling.

Life expectancy varies significantly between the richest and poorest wards. In this context, East Malling, Snodland and Trench ward in Tonbridge continue to be areas of high priority. Local Partnerships for these areas tackle health inequalities and other well-being issues. They also support community development activities.

More generally, in 2011 we set up a £500,000 Community Enhancement Fund using money from the Government's New Homes Bonus Scheme. Over the past year more than 100 community groups and parish councils have benefitted from grants totalling £185,000 in support of local community projects.

Main activities and service levels

We are commissioned by the Primary Care Trust to deliver a wide range of health improvement projects within our local communities, including:

- healthy weight management programmes for adults and families
- a health improvement programme for local employers
- healthy living community events/campaigns
- support for victims of domestic abuse
- a project to tackle under-age drinkers gathering in public places
- support for people with substance misuse problems
- a range of projects to address mental health and well-being issues.

Responsibility for funding the above projects will transfer to Kent County Council in 2013/14.

We work to protect the public from pollution by monitoring air, water and land at about 50 locations, regulating local polluting processes and responding to around 1,500 complaints a year about pollution, stray dogs and noise.

There are about 1,700 commercial premises in our borough. Some 900 prepare or sell food, over half of which are classed as high risk. We inspect high risk premises, give direct advice and provide training in partnership with K College to prevent food poisoning, accidents and work related ill health. We assess food businesses under the new national Food Hygiene Rating scheme and publish their hygiene scores from 2 April 2012 at: <http://food.gov.uk/safereating/hygieneratings/>.

We provide a range of indoor and outdoor sports and leisure activities with a strong track record of independently accredited awards. Our sports and leisure centres attract over 1.35 million visits from customers each year.

Our planning services ensure new developments include open spaces, children's play areas and other community facilities. Developments are also planned with community safety in mind.

Decent housing is essential to people's health and well-being. Our building control services ensure that new buildings and changes to existing ones are safe, accessible and energy efficient.

We deal with various pests in domestic premises, responding to around 1,200 requests each year.

Health and well-being

Improvement themes

During 2012/15 we plan to undertake a range of projects and new initiatives that will help towards:

- Encouraging physical activity and exercise, and reducing obesity.
- Reducing substance misuse.
- Promoting health awareness in workplaces and communities.
- Improving mental health.
- Encouraging healthy eating.
- Reducing risks to health and safety at work.
- Reducing health inequalities.
- Reducing environmental pollution.

We will report progress against these projects in annual updates and reviews of this plan.

Key indicators

Sport and leisure				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-829: Residents' satisfaction with sports and leisure facilities. ¹				
				3.5
KPI-830: Residents' satisfaction with parks and open spaces. ¹				
				3.9
KPI-833: Percentage of Lifestyles (gym) customers at high risk of leaving who are encouraged to stay.				
				70.0
KPI-834: Number of leisure pass holders. ²				
				900

1. Average score on a scale from 1 (very dissatisfied) to 5 (very satisfied). 2012/13 targets are based on the results from a similar previous survey.

2. The leisure pass scheme entitles borough residents who receive certain state benefits to discounts at Council owned leisure facilities and activities.

Obesity, alcohol and smoking				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-326: Number of overweight adult referrals onto weight management programme.				
300	412	137	N/A	400
KPI-327: Number of adults who receive information about their alcohol intake and brief advice.				
				200
KPI-328: Number of referrals to NHS "Stop Smoking" service.				
				50

Healthy eating and food hygiene				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-329: Number of food businesses signed up to Healthy Eating Award. ¹				
				20
KPI-330: Percentage of food establishments broadly compliant with food hygiene law. ²				
				90.0

1. Further targets: 25 (2013/14); 30 (2014/15).

2. Based on national Food Hygiene Rating scheme.

Special needs and vulnerable households				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-405: Number of private sector homes improved/adapted for elderly or disabled people - TMBC assisted. ¹				
				350

1. Up to and including 2011/12, this PI has recorded the number of jobs rather than the number of properties.

Key priority

Children and young people who are safe, involved and able to access positive activities.

Introduction

The Council provides a wide range of indoor and outdoor leisure facilities that are directly aimed at children and young people.

The delivery of other activities and services for children and young people is realised by programmes run directly by the Council and also through a number of partnerships with Kent County Council Youth Service and voluntary and community sector groups.

The Council is a member of the Local Children's Trust Board which ensures those agencies working with children and young people do so in a coordinated way.

We have a statutory duty to safeguard children who use our facilities and services. Our approach is guided by our Child Protection Policy and Safeguarding Children Framework.

Our commitment to children and young people who live, work, study and play in Tonbridge and Malling is under-pinned by public support. Residents have consistently identified facilities and activities for teenagers as a priority to make the area a better place in which to live.

Going forward, from 1 January 2013, Kent County Council Youth Service is proposing to move from mainly direct provision of its youth services to one that combines significantly reduced direct delivery with extensive commissioning via a range of external providers, including voluntary and community groups. We are working to make the County Council fully aware of local circumstances with the aim of making its application best fit the needs of children and young people in Tonbridge and Malling.

Main activities and service levels

We ensure all Council staff who work directly with children are vetted by the Criminal Records Bureau.

The Tonbridge and Malling Youth Forum meets at our offices every two months or so to discuss issues that are important to young people and suggest improvements for the area. It is open to all young people age 11-18 in the borough. The Youth Forum informs development of our youth policies.

We also have a continuous programme of consultation/market research that includes young people. This includes surveys of users of holiday activity and Summer Playscheme programmes.

Our indoor leisure centres offer a wide range of activities for children and young people. The Excel scheme offers dance mats, target walls, boxercise, gym, spin, circuits and pool based sessions all tailored for young people age 11-15. Discounted rates are available for young people from lower income families. Children aged 10 years and under can 'KickStart' their way to a healthier lifestyle via an all-inclusive membership that provides unlimited access to a range of junior activities. There are over 500 members of the Excel and KickStart schemes.

Our Activate scheme, for young people age 8-16 years, offers an exciting range of adventurous and artistic activities. It runs during the Easter and summer holidays. Again, substantial discounts are available for young people from lower income families. Another holiday scheme, Y2 Crew, is aimed at 11-18 year olds in more deprived areas or where anti-social behaviour can be a problem. With local activity days and trips out, it provides young people with new experiences.

Along with parish councils we provide a wide range of opportunities for informal recreation for children and young people. These include skate parks, youth shelters, ball courts and multi-use games areas (MUGAs) located in towns and villages throughout the borough.

We also run award schemes, such as the Young Achievers Award, to highlight the many positive things that young people do.

Children and young people

Improvement themes

During 2012/15 we plan to undertake a range of projects and new initiatives that will help towards:

- **Involving schools and young people in celebrations for the Olympic Games and Queen's Diamond Jubilee.**
- **Giving young people more opportunities to influence decisions.**
- **Improving access to holiday activity programmes to meet identified needs.**
- **Encouraging more young people to attend dry side coaching courses at our leisure centres.**
- **Further improving local play and leisure facilities.**
- **Developing opportunities for young people across the borough in partnership with Kent County Council.**
- **Introducing new educational programmes and facilities.**
- **Improving housing for young people.**

We will report progress against these projects in annual updates and reviews of this plan.

Key indicators

Keeping children safe				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-840: Average number of customers enrolled per term in swim school.				
New PI from 2012/13				1,750
KPI-837: Percentage of parents satisfied with Activate in terms of safety. ¹				
Not set	86.1	N/A	N/A	85.0
KPI-838: Percentage of parents feeling their children were safe while attending the Summer Playscheme. ¹				
Not set	89.2	N/A	N/A	85.0

1. No targets were set prior to 2012/13 and too few results are available for past years to calculate a trend.

Access to positive activities				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-835: Average number of Excel members age 11-18.				
New PI from 2012/13				250
KPI-836: Average number of KickStart members age 0-10.				
New PI from 2012/13				400
KPI-819: Percentage of parents/participants satisfied with activity programmes:				
a) Activate.				
92	92	100	2005/06(+)	92
b) Summer Playscheme. ¹				
95	92	97	2005/06(+)	93
c) Y-2 Crew. ²				
96	N/A	N/A	2005/06(+)	96

1. Further targets: 94 (2013/14); 95 (2014/15).

2. We received too few completed questionnaires in 2011/12 to calculate a result.

Key priority

Low levels of crime, anti-social behaviour and fear of crime.

Introduction

Based on data provided by the police, Tonbridge and Malling had the third lowest number of crimes per head of population in Kent for the period April 2011 to March 2012. There were 46.8 recorded crimes per 1,000 population within the borough over this period, well below the average number of crimes throughout Kent of 59.4 crimes per 1,000 population.

Our main involvement in helping to ensure the safety and security of Tonbridge and Malling's residents, businesses and visitors is via The Tonbridge and Malling Community Safety Partnership and a new Community Safety Unit:

- The Community Safety Partnership (CSP) includes: Kent Police, Kent County Council, NHS West Kent, Kent Probation, Kent Fire & Rescue Service and ourselves as statutory partners. Along with other, non-statutory, partners we work together to tackle crime and disorder in our borough.
- Our Community Safety staff and a police unit have been co-located in a new Community Safety Unit (CSU) at our Kings Hill offices since summer 2010 to enable significantly closer working. The CSU became fully operational during 2011 and is now able to coordinate and provide a quicker, multi-agency response to residents and businesses that report anti-social behaviour or any community safety issues.

Each year we undertake a Strategic Assessment to provide a sound basis for updating the CSP's priorities and planned activities in an Action Plan for the forthcoming financial year. The Strategic Assessment identifies and reviews patterns and trends relating to crime and anti-social behaviour in our borough. Community consultation is also used to consider areas of concern to the public.

Our residents have consistently identified addressing anti-social behaviour/disorder as a priority to make the area a better place in which to live. The top three CSP priorities for 2012/13 are:

- Anti-social behaviour, including environmental crime.
- Domestic abuse
- Substance misuse.

Main activities and service levels

Within the Community Safety Partnership and the Community Safety Unit the Council's role is to:

- Undertake annual Strategic Assessments to inform priorities and planned activities for the next financial year.
- Lead the preparation of annual Action Plans and coordinate delivery.
- Coordinate actions to tackle anti-social behaviour (ASB) and its causes.
- Take direct action to address ASB incidents.
- Coordinate the commissioning of services to:
 - Support victims of domestic abuse and address the behaviour of perpetrators.
 - Address substance misuse with an emphasis on preventing under-age drinking and drug abuse.
- Host the Coordinator who runs the Tonbridge and Malling Safer Towns Partnership. This involves all sectors of the business community working together with the authorities to reduce crime and disorder against businesses.
- Provide residents with an accurate picture of the relatively low crime levels in the borough by sustained publicity.
- Promote the work and successes of the CSP.
- Provide administrative support, including preparation and monitoring of annual expenditure plans.

The CSP aims to ensure that people feel safe in the borough, regardless of their age, disability, race or any of the other "protected characteristics" set out in the Equality Act 2010. A 2011 Equality Impact Assessment was carried out to ensure the CSP considers equality issues in all its work. Operationally, the CSP funds telephone reporting lines for anyone wanting to report sexual or hate crimes, and partners share information and work together to resolve issues.

Closed circuit television (CCTV) is an effective method of both deterring and detecting crime and disorder. We have CCTV in Council car parks and cameras are monitored in a jointly managed control room with Tunbridge Wells Borough Council. We also operate eight of our own mobile CCTV cameras which are deployed by the CSU. They complement mobile systems used by the police.

Improvement themes

During 2012/13, we and our partners will be working to deliver the Community Safety Partnership's Action Plan aimed at:

- **Reducing anti-social behaviour (ASB):**
 - Reducing the number of incidents of ASB reported to the police.
 - Reducing the number of persistent/repeat ASB offenders.
- **Reducing domestic abuse:**
 - Reducing the number of repeat victims of domestic abuse.
 - Reducing the number of domestic abuse incidents reported to the police.
 - Ensuring victims of domestic abuse who need help know how and where to access support.
 - Increasing the number of domestic abuse referrals to support services, including MARAC (the monthly Multi-Agency Risk Assessment Conference).
- **Reducing substance misuse:**
 - Reducing the number of possible drug offences reported to the police.
 - Reducing residents' concern about drunk or rowdy people in their area.

We will report progress in the next annual review of this plan and update it to reflect any changes in the CSP's priorities for 2013/14.

Key indicators

Overall crime				
2011/12 target	2011/12 result	Target met	Trend	2012/13 target
KPI-219: Total number of crimes recorded by the police. ¹				
5795	5,564	104	2005/06(+)	5,508

1. Further targets: 5,453 (2013/14); 5,398 (2014/15).

Anti-social behaviour				
2011/12 target	2011/12 result	Target met	Trend	2012/13 target
KPI-220: Number of incidents of anti-social behaviour recorded by the police. ¹				
Not set	3,285	N/A	No data	3,252

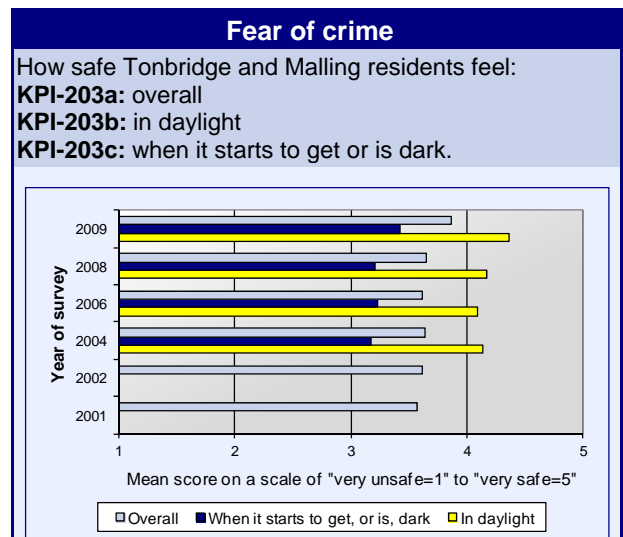
1. Further targets: 3,220 (2013/14); 3,187 (2014/15).

Domestic abuse				
2011/12 target	2011/12 result	Target met	Trend	2012/13 target
KPI-221: Number of repeat victims of domestic abuse within past year. ¹				
226	313	72	2008/09(+)	308

1. Further targets: 303 (2013/14); 298 (2014/15).

Drug abuse				
2011/12 target	2011/12 result	Target met	Trend	2012/13 target
KPI-222: Number of drug offences recorded by the police. ¹				
Not set	283	N/A	2005/06(+)	278

1. Further targets: 273 (2013/14); 268 (2014/15).



This is monitored via surveys of residents across the borough. Our targets are to sustain the 2009 results, which were the best we have recorded.

Key priority

A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness.

Introduction

444 new dwellings, net of demolitions, were completed in the borough during 2011/12 and we are ahead of schedule in meeting a long term target of 6,750 units between 2006 - 2026. Despite this growth, buying or renting at market prices is unaffordable for many households.

The Council believes that every household in the borough should have a good quality, affordable home. Affordable housing is for people who cannot afford to buy or rent on the open market.

A new Local Plan will need to continue the success of bringing land forward to meet our locally set future housing provisions for the borough. Looking ahead to 2025 a new strategic Housing Market Assessment will identify the level and location where new homes are most required.

Locally, the main reasons for homelessness are:

- Parents, relatives or friends no longer willing to provide accommodation.
- Violent breakdown of relations with partners.
- Assured short-hold tenancies expiring.
- Mortgage arrears.

Failure to tackle homelessness would leave many households at risk of harm and the Council open to legal challenge.

Our approach majors on preventing homelessness through more timely intervention, well informed advice on debt counselling, mediation and identifying alternative housing options. This reduces the human as well as financial cost of homelessness.

Partnership working is vital to providing affordable housing and preventing homelessness. Our main partner is Russet Homes, provider of most of the social housing within our borough.

We currently administer housing benefit and council tax benefit to help people on low incomes pay their rent and council tax and thereby make their housing affordable. Payment of the Universal Credit is a proposed new benefit to replace six of the main means-tested benefits and tax credits in the UK, including housing benefit, from 2013. The Department of Work and Pensions will administer the Universal Credit.

Main activities and service levels

We regularly carry out and provide a range of functions and services that are vital to achieving this priority. These include:

- Working with a range of partners to identify development land and funding opportunities.
- Determining residential planning applications from householders and their agents. In 2011/12 we determined 712 of these.
- Negotiating affordable housing on new qualifying sites, of 15 or more dwellings or above 0.5 hectares, coming through the planning system.
- Working with Registered Provider Partners to ensure that the additional income from new "affordable rents" is reinvested in new affordable housing within the borough.
- Undertaking, with partners, a rolling programme to identify the need for affordable housing in rural communities.
- Working with owners to bring empty homes back into use.
- Maintaining and operating the Housing Allocations Scheme by which applicants in greatest housing need are prioritised for and provided with affordable housing.
- Providing housing advice and processing homelessness applications. In 2011/12 we advised a total of 797 households, prevented 101 households from becoming homeless and processed 59 homeless applications.
- During 2011/12 we paid a total of £38.2 million in housing and council tax benefits to some 8,400 claimants. The number of claimants is up by around 45% since 2000/01.

Improvement themes

During 2012/15 we plan to undertake a range of projects and new initiatives that will help towards:

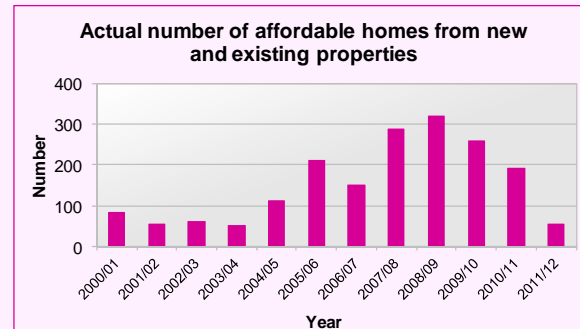
- **Allocating land for new employment and housing development.**
- **Providing affordable housing for low income households.**
- **Reducing the shortfall in Gypsy and Traveller pitches.**
- **Making better use of existing affordable housing.**
- **Tackling homelessness.**
- **Securing good sources of good quality affordable private rented accommodation.**
- **Meeting the accommodation needs of vulnerable people.**
- **Improving housing for young people.**
- **Improving the energy efficiency of homes in the borough.**
- **Making it easier for people to apply for benefits.**

We will report progress against these projects in annual updates and reviews of this plan.

Key indicators

Housing				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KI-516: Number of new homes (including affordable housing).				
Not set	287	N/A	N/A	Not set

Affordable housing and homelessness				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-410: Number of new affordable housing completions to buy or rent based on three-year rolling average. ¹				
Not set	143	N/A	N/A	97
KPI-402: Number of households becoming sole or part owners of existing properties through low cost home ownership initiatives.				
15	31	207	2005/06(+)	10
KPI-409: Number of households living in temporary accommodation.				
15	10	150	2009/10(+)	15



1. The three year rolling average levels out the normal volatility associated with house building and enables more realistic comparisons between results and targets. The 2011/12 result is the average of the results for 2009/10, 2010/11 and 2011/12. The 2012/13 target is the average of the results for 2010/11 and 2011/12 and the target for 2012/13. Further targets: 108 (2013/14); 147 (2014/15).

Housing and council tax benefits				
2011/12 target	2011/12 result	Target met?	Trend	2012/13 target
KPI-510: Average number of days to process all new housing and council tax benefit claims.				
25.0	23.9	105	2005/06(+)	25.0
KPI-511: Average number of days to process changes in claimants' circumstances.				
7.0	6.0	117	2005/06(+)	7.0

Key priority

Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough.

Introduction

The local economy is generally robust and compares favourably against most other areas in Kent. Gross Value Added (GVA) is the Office for National Statistics' preferred measure of an area's overall economic wellbeing. It measures the value of goods and services produced. Tonbridge and Malling's estimated GVA is one of the highest in the county. However, we recognise the need and have plans for further improvement:

- Our Local Development Framework (LDF) provides guidance on the kinds of development that are permitted or preferred in different parts of the borough. It includes sites and policies for major economic development.
- Detailed discussions with local group such as the Chamber of Commerce have confirmed the demand and potential for regeneration and development, transport improvement and environmental enhancement in Tonbridge. Our Tonbridge Central Area Action Plan, part of the LDF, provides for these improvements.
- Through our new Local Plan we will be reflecting a culture of sustainable growth in support of employment and other new development at appropriate places across the borough.

The National Planning Policy Framework was published on 27 March 2012. This is a key part of the Government's reforms to make the planning system less complex and more accessible, and to promote sustainable growth.

We are an active member of the West Kent Partnership together with Sevenoaks District Council and Tunbridge Wells Borough Council. Collectively, we use our influence to promote the economic and transport needs of the west Kent area and ensure that specific issues and problems are recognised and addressed by regional and national bodies. The West Kent Partnership has prepared a five year strategy for the area, for the period 2010/15. The West Kent Investment Strategy identifies key opportunities and problems affecting the local economy and determines where action is required to address skills, business development, regeneration, infrastructure and tourism issues.

Main activities and service levels

We undertake a range of planning and development activities that are vital to achieving this priority. These include:

- Working with a range of partners to identify development land and funding opportunities.
- Determining around 100 planning applications concerning businesses every year. Most of these applications are approved or conditionally approved.
- Negotiating development contributions arising from sites coming through the planning system.

We provide a strong role in support of our communities by advocating improvements in strategic and local transport investment, through initiatives such as our Rail Manifesto, lobbying for the A21 improvements and working with Kent County Council to improve local highways.

Tourism is worth over £136 million a year to the local economy and supports over 2,800 local jobs. Working within the Heart of Kent consortium, our tourist information service in Tonbridge deals with around 100,000 enquiries and visits every year.

We provide and manage parking, striking a balance to meet the needs of residents, visitors and businesses.

We fund a number of business support services for new and growing small and medium sized businesses. Provided by our partners, Enterprise First and Kent Invicta Chamber of Commerce, these services include providing free 'one to one' advice and group seminars to help establish new businesses or to grow existing businesses further.

We support and help fund the West Kent Leader Programme, an EU financed initiative for 2008/13 that funds projects to support the rural economy. This £2 million fund provides grants to enhance the viability of farming, forestry and other rural businesses across the west Kent area.

We use our purchasing power to support local and smaller businesses where legally possible. When last independently assessed in 2009/10, around 20% of our annual spend was made locally and more than 40% was made with small and medium sized enterprises.

Regeneration and economic development

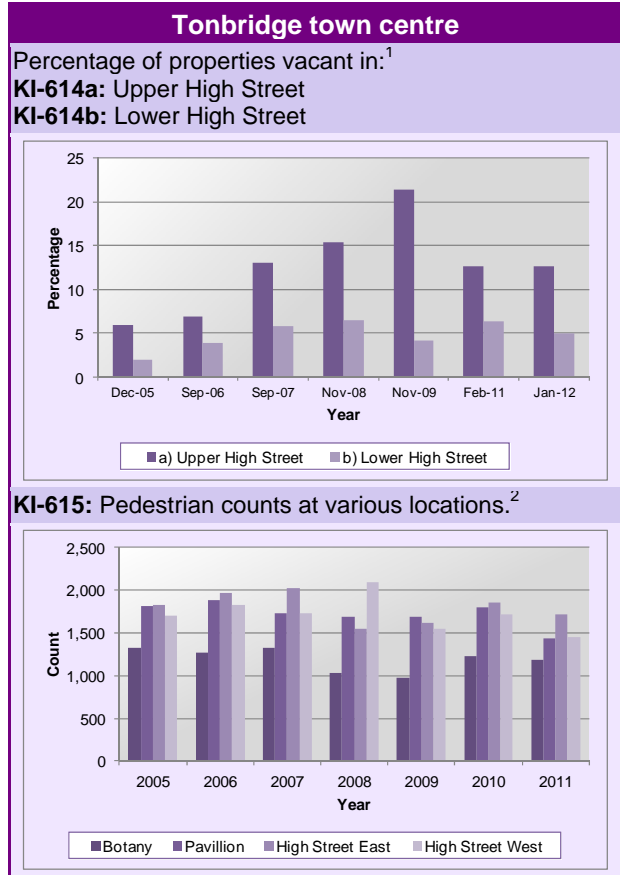
Improvement themes

During 2012/15 we plan to undertake a range of projects and new initiatives that will help towards:

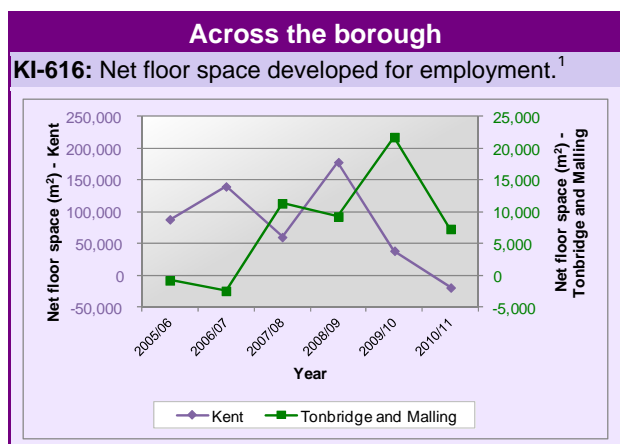
- **Allocating land for new employment and housing development.**
- **Encouraging new investment and development in Tonbridge town centre.**
- **Improving the street scene.**
- **Improving the vitality of local commercial centres.**
- **Supporting smaller and local businesses in the borough.**
- **Improving the fabric of Tonbridge town centre.**
- **Improving local road and rail infrastructure.**

We will report progress against these projects in annual updates and reviews of this plan.

Key indicators



1. KI-614 takes account of the frontage of each property in calculating the overall percentage vacant.
2. Counts are undertaken at the same time each year for a total of 2.25 hours at each location. The main purpose of these counts is to provide comparative annual data rather than absolute numbers.



1. KI-616 measures net floor space developed for financial and professional services (e.g. banks, estate agents etc.), offices, industry and storage/distribution

**This Corporate Performance Plan
can be viewed and downloaded via
our website at www.tmbc.gov.uk.**

**Our website provides more
information about many of the
services, activities and projects
referred to within the plan.**

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corporate.services@tmbc.gov.uk
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