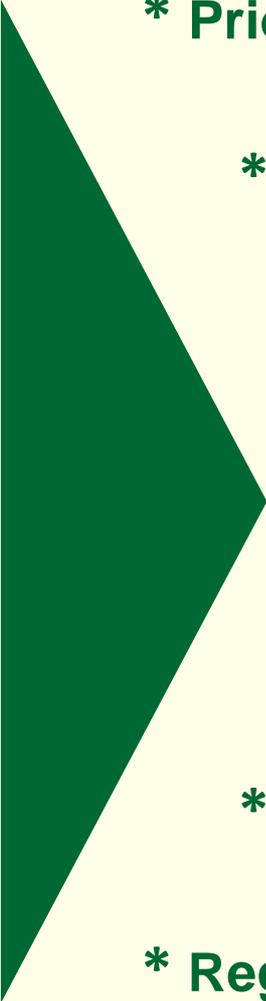


Tonbridge & Malling Borough Council

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**

Review and update - July 2013



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, this is a review of progress during the first year of the plan (2012/13) and an update for the next two years.



Nicolas Heslop
Leader of the Council



Julie Beilby
Chief Executive

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Introduction

Scope and context

This plan focuses on our key priorities for 2012/15. 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 2012/13.
- The result for 2012/13.
- 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, $(7.0/6.3) \times 100 = 111$.
- Longer term performance based on simple colour coding in the "Trend" column. Green shows improving performance and red shows deteriorating performance. The trend is based on directly comparable data from the year shown up to and including 2012/13.
- The target for 2013/14.

Indicator table - example				
Housing and council tax benefits				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-511: Average number of days to process change in claimants' circumstances.				
7.0	6.3	111	2005/06	7.0

Notes to indicator tables show the target for 2014/15 where different from 2013/14 and provide further information about the indicators where appropriate.

Reviews and updates

At the end of each financial year, we intend to review progress achieved and update the plan for the remainder of its three year term. This review/update covers progress during 2012/13 and updates the plan for 2013/15.

Each annual review/update will be a stand-alone document, without the need to refer back to previous versions.

We review progress against our improvement themes at the end of each financial year using the following colour coded symbols:

- Excellent
- Good
- Some
- None
- Deferred (beyond scope of this plan)

We do this by assessing progress against a range of underlying projects that are designed to achieve the intended improvements. Progress at the project level is assessed using most of the same symbols, but labelled differently, as follows:

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

Projects are listed and progress is shown for each of them in Annex 1, as at 31 March 2013.

In reviewing progress against each improvement theme we take account of the nature, importance, and impact of the underlying projects, as well as progress achieved.

Similarly, each year we publish updated indicator results and review performance against targets. Future targets are revised if warranted.

If and where warranted, we 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.



By email: bruce.hill@tmbc.gov.uk



By telephone: 01732 876020 (direct line)

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 around £2.0m (34%) over 2011/14 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 2013/14, for which our "Band D" charge is £180.26 compared with the average "Band D" charge of £182.79 for all district councils in Kent, including Tonbridge & Malling. This is despite receiving the lowest Government grant per head in Kent, at £40.51, 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 £2.8 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.

Government initiatives impacting on the Council's finances over the medium to longer term are:

- Welfare Reform and our administration of housing benefit ending by 2017/18.
- Replacement of council tax benefit with local council tax reduction schemes, accompanied by a 10% cut in funding. In 2013/14 the 10% reduction is offset by transitional funding.
- 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 ten year Medium Term Financial Strategy (MTFS) 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 2013/23. 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. The District Auditor concluded (September 2012) that the Council has a strong focus on maintaining a sustainable financial position based on our MTFS. We have routinely achieved efficiency savings in recent years while safeguarding services.

We collect council tax from about 50,000 domestic properties and business rates from about 3,500 commercial properties in the borough. In 2013/14 we expect to collect in the order of £67 million in council tax and £56 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. Income from business rates is shared between central Government and public authorities, including the Council, as set out in the Business Rates Retention scheme. 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 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.

We scan and bid for funds from external sources, and support our partners' bids. For example, a joint bid with another council to DEFRA secured a grant of £150,000 in 2012/13 to evaluate the impact on local air quality from retrofitting buses with emissions reducing equipment.

Improvement themes

During 2012/15 we are undertaking a range of projects and new initiatives that will help achieve the improvements set out below. Progress so far is summarised using these symbols:

- Excellent
- Good
- Some
- None

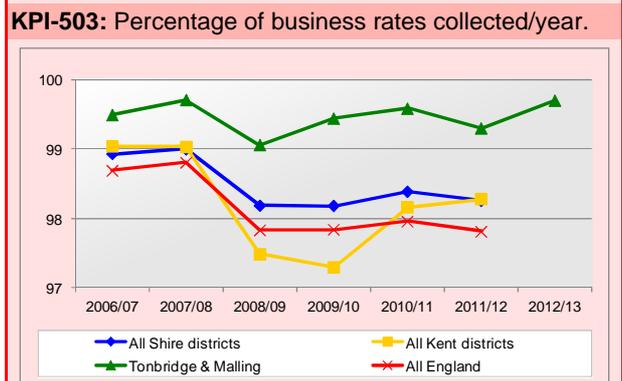
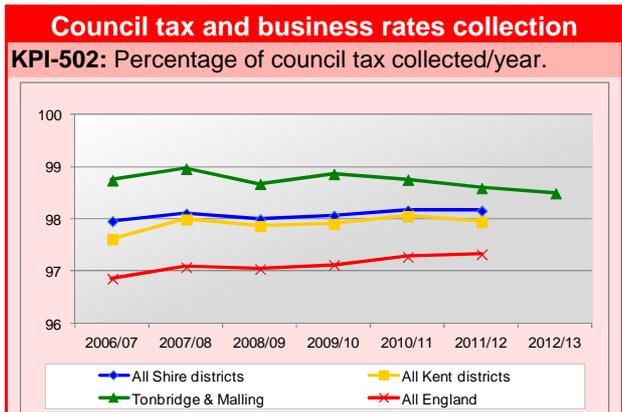
- Reducing overheads.
- Increasing usage levels at, and revenue from, our leisure facilities.
- Providing more services via the voluntary sector and new sources.
- Reducing management/staff costs.
- Realising capital receipts from surplus Council assets.
- Reducing the cost of procured services.
- Identifying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

Detailed progress against the underlying projects is shown in Annex 1 (pages 20-24). We will report further progress in the next annual review/update of this plan.

Key indicators

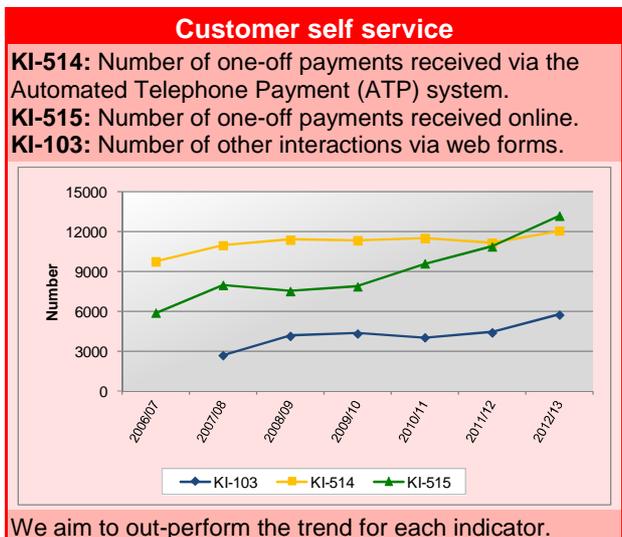
Balancing expenditure and income				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-513: Reducing the funding gap (£000s). ¹				
635(+)	635	100	N/A	900

1. Target savings identified and ideally implemented by/on 1 April of following financial year. Further targets: £0 (2014/15) and £700,000 (2015/16).



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).



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 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:

- Recycling, composting or producing energy from over 90% of the waste we collect. 80% of our waste is processed in the borough.
- 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.
- Investigating 88 and removing 6 abandoned vehicles in 2012/13. Vehicles that are removed and not reclaimed are recycled.
- Receiving and making decisions on over 3,500 planning applications and enquires with regard to development in 2012/13. Decisions are taken in the context of our Local Development Framework and emerging Local Plan.
- Processing 731 building applications during 2012/13. These involved 5,180 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).

Improvement themes

During 2012/15 we are undertaking a range of projects and new initiatives that will help achieve the improvements set out below. Progress so far is summarised using these symbols:

- Excellent
- Good
- Some
- None
- Deferred

- **Improving the appearance of high profile waterways.**
- **Reducing energy consumption across the Council's own estate.**
- **Further working with our communities.**
- **Reducing littering in the borough.**
- **More effective law enforcement.**
- **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.**
- **Recycling more of the Council's own waste.**
- **Better management of parking.**
- **Recycling more household waste.**
(Deferred pending new contract from 2019.)

Detailed progress against the underlying projects is shown in Annex 1 (pages 25-27). We will report further progress in the next annual review/update of this plan.

Key indicators

Clean streets and open spaces				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-324: Residents' satisfaction with cleanliness of roads, pavements, parks and public open spaces. ¹				
3.5	No survey	N/A	N/A	3.5
KPI-322: Cleanliness of roads and pavements. ²				
7.3	6.8	93	2010/11	7.0
KPI-831: Percentage of users satisfied with the cleanliness of our principal public open spaces. ³				
85	94	111	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). 2013/14 target based on result achieved for similar previous survey.
2. Average score on a scale from 1 (heavy littering) to 10 (litter free). For example, a score of 6.7 means mainly litter free.
3. Measured at a different site each year but the target will remain constant. 2012/13 result is for Tonbridge Racecourse Sportsground. 2013/14 survey site is Haysden.

Waste and recycling				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-323: Residents' satisfaction with waste and recycling collection service from households. ¹				
3.5	No survey	N/A	N/A	3.5
KPI-320: Percentage of household waste sent for reuse, recycling and composting. ²				
45.00	42.04	93	2005/06	43.00

1. Average score on a scale from 1 (very dissatisfied) to 5 (very satisfied). 2013/14 target based on result achieved for similar previous survey.
2. Adverse winter weather conditions reduced the amount of green waste for collection. It also resulted in the co-collection of green and residual waste on a number of occasions, which all had to be treated as residual waste.

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	99	99	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 one in six adult residents smoke.
- About one quarter of adult residents are obese.
- About one in six local children in Year 6 (age 11) is obese.
- Less than one third of adults eat healthily.
- Almost a quarter of adults drink more than the recommended amounts.
- 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 two years more than 100 community groups and parish councils have benefitted from grants totalling over £230,000 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 who misuse substances
- 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 national Food Hygiene Rating scheme, publishing their hygiene scores at www.food.gov.uk.

We provide a range of indoor and outdoor sports and leisure activities with a strong track record of independently accredited awards. To give a sense of scale, there were around 350,000 'casual swims' at our leisure centres in 2012/13.

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. From November 2013 we will treat some pests where the client receives means tested benefit.

Improvement themes

During 2012/15 we are undertaking a range of projects and new initiatives that will help achieve the improvements set out below. Progress so far is summarised using these symbols:

- Excellent
- Good
- Some
- None

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

Detailed progress against the underlying projects is shown in Annex 1 (pages 28-30). We will report further progress in the next annual review/update of this plan.

Key indicators

Sport and leisure				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-829: Residents' satisfaction with sports and leisure facilities. ¹				
3.5	No survey	N/A	N/A	3.5
KPI-830: Residents' satisfaction with parks and open spaces. ¹				
3.5	No survey	N/A	N/A	3.5
KPI-833: Percentage of Lifestyles (gym) customers at high risk of leaving who are encouraged to stay and do stay.				
70.0	71.6	102	N/A	70.0
KPI-834: Number of leisure pass holders. ²				
900	906	101	N/A	900

1. Average score on a scale from 1 (very dissatisfied) to 5 (very satisfied). 2013/14 targets are based on the results achieved in 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				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-326: Number of overweight adult referrals onto weight management programme.				
400	408	102	N/A	400
KPI-327: Number of adults who receive information about their alcohol intake and brief advice.				
200	433	217	N/A	300
KPI-328: Number of referrals to NHS "Stop Smoking" service.				
50	62	124	N/A	50

Healthy eating and food hygiene				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-329: Number of food businesses signed up to Healthy Eating Award. ¹				
20	22	110	N/A	25
KPI-330: Percentage of food establishments broadly compliant with food hygiene law. ²				
90.0	86.0	96	N/A	90.0

1. Further target: 30 (2014/15).

2. Based on national Food Hygiene Rating scheme. During 2012/13 the number of businesses not broadly compliant increased a result of guidance from the Food Standards Agency on risk rating businesses regarding E.Coli.

Special needs and vulnerable households				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-405: Number of private sector homes improved/adapted for elderly or disabled people - TMBC assisted. ¹				
350	226	65	N/A	Deleted

1. During 2012/13, for the most part, control over targets and overall performance transferred to Kent County Council.

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.

As of January 2013, Kent Youth Service has moved 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. These include voluntary and community groups. We have worked closely with the Youth Service over the last year to help define what youth work provision is required at a local level, and also to advise on the allocation of resources for the commissioning process. As a result, a number of local priorities were identified. These include: Hadlow, Borough Green/Wrotham, north Tonbridge and rural areas, as well as young parents in general. The successful organisations have now begun delivery and will be monitored closely to ensure that they are meeting the needs of young people within 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 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 around 700 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.

Improvement themes

During 2012/15 we are undertaking a range of projects and new initiatives that will help achieve the improvements set out below. Progress so far is summarised using these symbols:

- Excellent
- ① Good
- ⓪ Some
- None

- **Involving schools and young people in celebrations for the Olympic Games and Queen's Diamond Jubilee.**
- **Developing opportunities for young people across the borough in partnership with Kent County Council.**
- ① **Further improving local play and leisure facilities.**
- ① **Introducing new educational programmes and facilities.**
- ① **Giving young people more opportunities to influence decisions.**
- ⓪ **Improving housing for young people.**
- ⓪ **Improving access to holiday activity programmes to meet identified needs.**
- ⓪ **Encouraging more young people to attend dry side coaching courses at our leisure centres.**

Detailed progress against the underlying projects is shown in Annex 1 (pages 31-32). We will report further progress in the next annual review/update of this plan.

Key indicators

Keeping children safe				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-840: Average number of customers enrolled in swim school.				
1,750	1,803	103	N/A	1,850
KI-837: Percentage of parents satisfied with Activate in terms of safety. ¹				
Not set	89.1	N/A	N/A	Not set
KI-838: Percentage of parents feeling their children were safe while attending the summer Playscheme. ¹				
Not set	91.5	N/A	N/A	Not set

1. We focus on complying fully with underlying safety standards rather than setting and meeting targets based on customer feedback. Too few results are available for past years to calculate a trend.

Access to positive activities				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-835: Average number of Excel members age 11-18.				
250	307	123	N/A	300
KPI-836: Average number of KickStart members age 0-10.				
400	384	96	N/A	400
KPI-819: Percentage of parents/participants satisfied with activity programmes:				
a) Activate.				
92	98	107	2005/06	92
b) Summer Playscheme.				
93	92	99	2005/06	92
c) Y-2 Crew. ¹				
96	N/A	N/A	N/A	92

1. We received too few completed questionnaires in 2012/13 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 second lowest number of crimes per head of population in Kent for the period April 2012 to March 2013. There were 45.2 recorded crimes per 1,000 population within the borough over this period, well below the average number of crimes throughout Kent of 56.9 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 2013/14 are:

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

These are the same as for 2012/13.

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 2012/15 we and our partners are undertaking a range of projects and new initiatives to achieve the priorities of the Community Safety Partnership. Progress so far is summarised using these symbols:

- Excellent
- Good
- Some
- None

➤ Reducing anti-social behaviour (ASB):

- Reducing the number of incidents of ASB.
- Reducing the number of persistent/repeat ASB offenders.

➤ Reducing domestic abuse:

- Reducing the number of repeat victims of domestic abuse.
- Ensuring victims of domestic abuse who need help know how and where to access support.
- Reducing the number of domestic abuse incidents.
- 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.
- Reducing residents' concern about drunk or rowdy people in their area.

Detailed progress against the underlying projects is shown in Annex 1 (pages 33-35). We will report further progress in the next annual review/update of this plan and update it to reflect any changes in the CSP's priorities for 2014/15.

Key indicators

Overall crime				
2012/13 target	2012/13 result	Target met	Trend	2013/14 target
KPI-219: Total number of crimes recorded by the police. ¹				
5,508	5,471	101	2005/06	5,453

1. Further target: 5,398 (2014/15).

Anti-social behaviour				
2012/13 target	2012/13 result	Target met	Trend	2013/14 target
KPI-220: Number of incidents of anti-social behaviour recorded by the police. ¹				
3,252	2,972	109	N/A	3,220

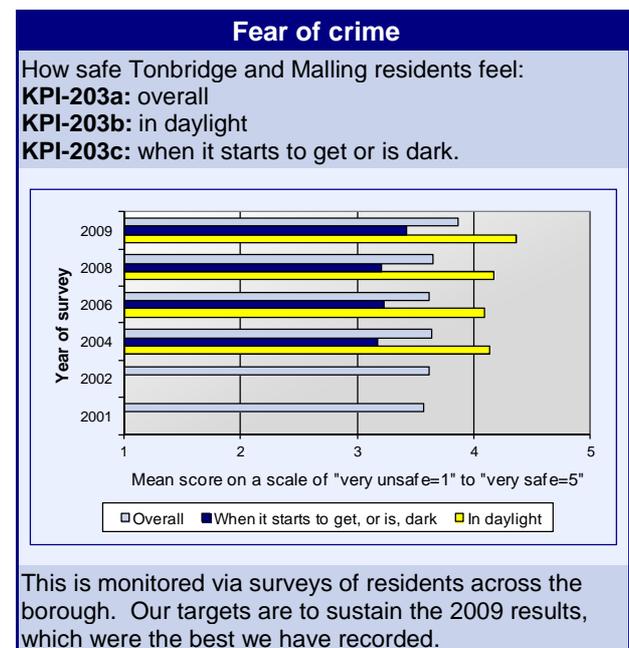
1. Further target: 3,187 (2014/15).

Domestic abuse				
2012/13 target	2012/13 result	Target met	Trend	2013/14 target
KPI-221: Number of repeat victims of domestic abuse within past year. ¹				
308	292	105	2008/09	303

1. Further target: 298 (2014/15).

Drug abuse				
2012/13 target	2012/13 result	Target met	Trend	2013/14 target
KPI-222: Number of drug offences recorded by the police. ¹				
278	226	123	2005/06	273

1. Further target: 268 (2014/15).



Key priority

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

Introduction

An estimated 488 new dwellings, net of demolitions, were completed in the borough during 2012/13, subject to confirmation later this summer. We are ahead of schedule in meeting a long term target of 6,750 units for 2006/26. 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 administer housing benefit and our local council tax reduction scheme to help people on low incomes pay their rent and council tax, thereby making their housing more affordable. Universal Credit is a proposed new benefit to replace six of the main means-tested benefits and tax credits, including housing benefit. It will be phased in from 2013. The Department of Work and Pensions will administer the Universal Credit but local authorities are expected to have a supporting role in its administration.

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 2012/13 we determined 585 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 2012/13 we advised a total of 574 households, prevented 52 households from becoming homeless and processed 57 homeless applications.
- During 2012/13 we paid a total of £40.7 million in housing and council tax benefits to some 8,400 claimants. The number of claimants is up by around 45% since 2000/01.
- Providing assistance to tenants in receipt of housing benefit through the discretionary housing payments fund. The size of the fund has been significantly increased, for the 2013/14 year, to account for the effect of changes in connection with the Government’s welfare reform agenda, e.g. the introduction of the ‘benefit cap’ and the social sector size criteria (‘bedroom tax’).

Improvement themes

During 2012/15 we are undertaking a range of projects and new initiatives that will help achieve the improvements set out below. Progress so far is summarised using these symbols:

- Excellent
- Good
- Some
- None

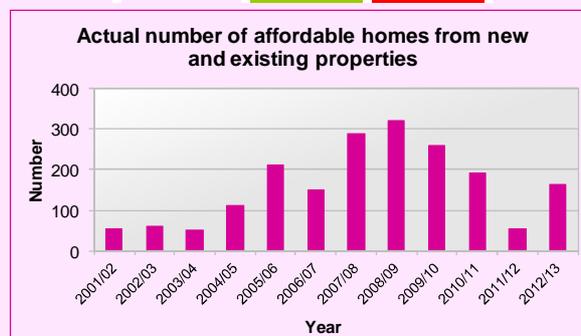
- **Securing good sources of good quality affordable private rented accommodation.**
- **Making it easier for people to apply for benefits.**
- **Providing affordable housing for low income households.**
- **Allocating land for new employment and housing development.**
- **Making better use of existing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

Detailed progress against the underlying projects is shown in Annex 1 (pages 36-39). We will report further progress in the next annual review/update of this plan.

Key indicators

Housing				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KI-516: Number of new homes (including affordable housing).				
Not set	358	N/A	N/A	Not set

Affordable housing and homelessness				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-410: Number of new affordable housing completions to buy or rent. ¹				
100	108	108	N/A	150
KPI-402: Number of households becoming sole or part owners of existing properties through low cost home ownership initiatives.				
10	56	560	2005/06	10



KPI-409: Number of households living in temporary accommodation.				
15	15	100	2009/10	15

1. Further target: 131 (2014/15).

Housing and council tax benefits				
2012/13 target	2012/13 result	Target met?	Trend	2013/14 target
KPI-510: Average number of days to process all new housing and council tax benefit claims. ¹				
25.0	30.7	81	2005/06	28.0
KPI-511: Average number of days to process changes in claimants' circumstances. ¹				
7.0	6.3	111	2005/06	7.0

1. The introduction of Atlas, an automated transfer of data from the Department for Work & Pensions, has significantly increased the volume of work relating to changes in claimants' circumstances. This work is prioritised over new claims and adversely affected the processing time of new claims.

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 groups 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 £158 million a year to the local economy and supports over 3,000 local jobs. Working with Visit Kent, 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.

Improvement themes

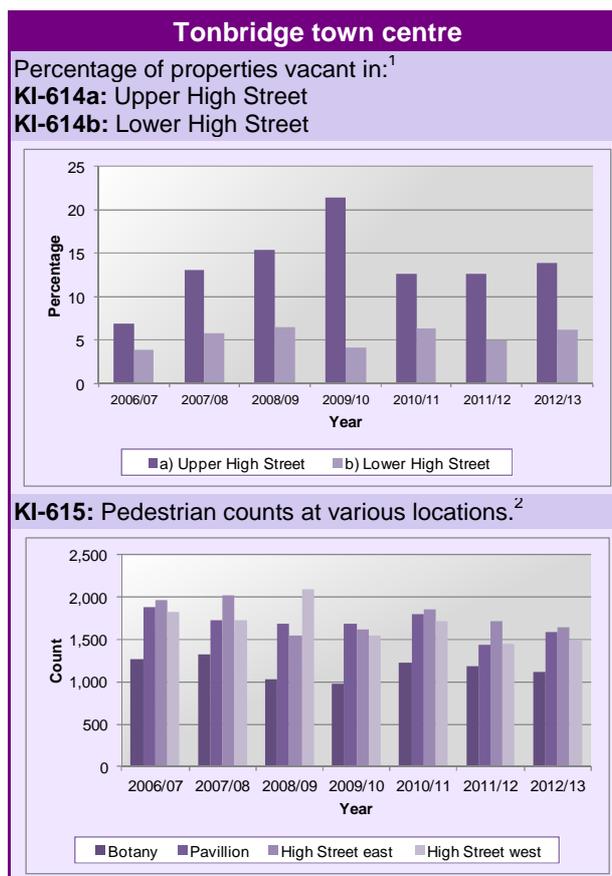
During 2012/15 we are undertaking a range of projects and new initiatives that will help achieve the improvements set out below. Progress so far is summarised using these symbols:

- Excellent
- Good
- Some
- None

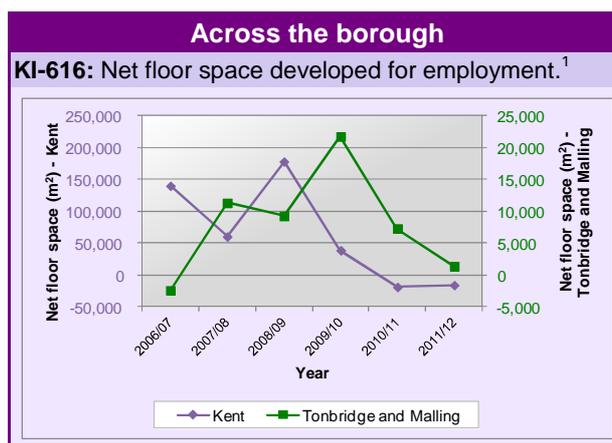
- Encouraging new investment and development in Tonbridge town centre.
- Improving the fabric of Tonbridge town centre.
- Supporting smaller and local businesses in the borough.
- Improving the street scene.
- Improving local road and rail infrastructure.
- Allocating land for new employment and housing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

Detailed progress against the underlying projects is shown in Annex 1 (pages 40-42). We will report further progress in the next annual review/update of this plan.

Key indicators



- KI-614 takes account of the frontage of each property in calculating the overall percentage vacant.
- 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.



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

Annex 1 - 2012/13 progress

Key priority

Continued delivery of priority services and a financially viable Council.

Improvement project	Progress	
	Comment	Symbol
	<p>  Complete  Started, on or ahead of schedule  Started, behind schedule  Not started </p>	
Improving efficiency and resilience of services		
Expand the range of shared services where there is a proven business case. Services to be tested in 2012/15 are:		
- Forward planning.	<p>Collaboration and sharing aspects of planning policy work with adjoining authorities in the context of the new duty to co-operate includes:</p> <ul style="list-style-type: none"> - Commissioning with Maidstone BC, and possibly also Ashford and Swale, a new joint Strategic Housing Market Assessment, the first collaboration of this type. Tendering is expected early in 2013/14. - Participating in a project group convened by Medway Council overseeing preparation of a new Master Planning Brief for Rochester Airport, part of which is within our borough. - Commissioning Salford University to prepare a new Gypsy & Traveller Accommodation Assessment with Gravesham, Medway and Ashford councils. These are stand-alone reports but the collaboration has reduced costs and enabled sharing of results and comments. - Maintaining connections with Sevenoaks and Tunbridge Wells councils on projects of mutual interest such as the forthcoming Inquiry into the dualling of the A21. 	
- IT:		
<ul style="list-style-type: none"> ▪ Implement at TMBC further website developments/facilities shared across all four west Kent partnership LAs. 	Website access via smartphones and other hand-held devices enabled. Benefits from joint developments have included sharing external costs and staff experience/expertise.	
<ul style="list-style-type: none"> ▪ Progress via Kent Connects joint infrastructure projects across Kent. 	Kent Connects infrastructure has enabled deployment of the same website content management system (CMS) and sharing of staff across a number of authorities.	
Develop and roll-out a corporate document management system (DMS). Step 1 - expand the corporate DMS to environmental health, housing and waste services.	This will include revisiting the existing IDOX system within private sector housing.	
Implement collection of housing benefit overpayments by direct debit.	We currently have in excess of 50 customers using the direct debit method of payment and numbers are increasing. This option continues to be promoted whenever practical to do so.	

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ⌚ Started, on or ahead of schedule ⌚ Started, behind schedule ○ Not started </p>	
Redirect internal audit resources into projects aimed at delivering efficiency and other savings.	Over 100 audit days were allocated in 2012/13. No time was allocated to such projects in 2011/12.	●
Implement online technology to streamline the administration of the Safety Advisory Group (SAG).	We have developed and are testing an online database that holds all relevant information for large scale public events. This is accessible to all agencies and organisers via a secure login. It replaces a substantial amount of traditional administration.	⌚
Develop and implement electronic storage of personnel and payroll documents.	All personnel documents stored electronically from November 2012. This supersedes paper storage of documents; these have been archived. During 2013/14 the focus will be on payroll.	⌚
Achieving more cost effective customer contacts		
Implement customer self-service online to cover:		
- License administration.	Most of our licenses can now be applied for online. During 2013/14 we expect to focus on automating renewal reminders, online payments and granting of licenses in pdf format.	⌚
- Ordering/repair of refuse and recycling bins/boxes and missed bin collections.	Web forms are in place for these and other transactions. However, at present they generate emails, and staff have to re-enter the details and then action the requests. They need to be replaced by web forms that automatically capture the details and, where appropriate, forward them direct to the contractor to action.	⌚
- Self service reporting of potential statutory nuisances, for example noise, bonfires.	Prioritised to follow re-development of the web forms for waste services.	○
Develop and implement new Facebook/Twitter applications to engage with more young people.	Facebook page developed for TM Youth forum. Facebook pages scheduled to go 'live' in April 2013/14 for: - Larkfield Leisure Centre - Angel Centre - Tonbridge Swimming Pool. Twitter application deferred pending transfer of Leisure Services Business Unit to trust status.	⌚
Evaluate the feasibility of E-billing and enable residents to view their council tax account online.	Residents can now check their council tax balances online. Evaluation of e-billing is ongoing.	⌚
Investigate feasibility of online forms for developers and property owners to request street and property naming and numbering.	Work has commenced on preparing online forms, but further work will be required in connection with the workflow before forms can be progressed.	⌚
Simplify application forms to register to vote and to request a postal or proxy vote.		●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	 Complete  Started, on or ahead of schedule  Started, behind schedule  Not started	
Investigate alternative solutions for delivery of information and documents to residents and businesses.	Priority given to other e-enabled customer contact projects, for example the new website and e-forms.	
Implement an online residents' panel for quantitative research of a representative cross section of residents.	Recruitment to the new panel and a first survey is expected to be completed by 30 September 2013.	
Reducing overheads		
Complete the transition from paper to electronic working for the main processes of land charges.		
- Send search results electronically.	All search results now sent via email or through NLIS, the National Land Information Service.	
- Convert replies to searches from the Highway Authority (KCC) to pdfs for storage and audit purposes.	All replies now stored electronically.	
- Computerise Land Charges register and information to complete CON29 forms for local authorities that together provide all information required for standard searches.		
Standardise/rationalise procurement processes where feasible, in partnership with other north and west Kent authorities, for a range of goods, works and services.	In the main, Dartford Borough Council now manages and administers the tender process for contracts above £75,000. Leased cars now sourced via Kent Lease.	
Review management options for the delivery of the Council's leisure facilities.	Review of management options completed. A new Leisure Trust will be established to manage the Council's main leisure facilities in the future.	
Develop and introduce E-Payslips and E-P60's.	E-Payslips rolled out to all Council staff in March 2013. E-P60's distributed April 2013.	
Convert Payroll and Personnel forms to electronic (e-form) format.	The most frequently used 14 forms have been converted with some work still to be done to convert the paper forms remaining. This is 'stepping-stone' to full self service.	
Enable managers and staff to self-serve by recording, updating and viewing a range of personnel and payroll information.	This includes: <ul style="list-style-type: none"> • Accessing historical payslip information. • Booking annual leave online. • Electronic recording of sickness absence. • Updating of personal details. Staff will have full access to their own information. Managers will have limited access to information about their staff. In both cases access is direct rather than via Personnel and Payroll staff.	
Reducing management/staff costs		
Re-test the senior management structure to ensure that all opportunities for efficiencies are explored.	The senior management structure is being rationalised from seven to five chief officers. This will be completed by 16 May 2013.	

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p>● Complete ● Started, on or ahead of schedule ● Started, behind schedule ○ Not started</p>	
Realising capital receipts from surplus Council assets		
Evaluate options for land in council ownership and release sites for alternative use and development where appropriate.	The Angel Centre site is being released as a catalyst for the major redevelopment of Tonbridge town centre. Similarly, Bradford Street car park is being made available for a new leisure and community centre to replace, in part, the Angel Centre.	●
Reducing the cost of procured services		
Test procurement options for the following services with a view to reducing costs:		
- Waste management services, in collaboration with Kent Waste Partnership and KCC Waste Management.	Review of services completed November 2012. Agreed that existing services will continue until end of existing contract in 2019.	●
- Pest control.	Services reviewed and changes approved.	●
- Dog warden.		●
- Public Conveniences cleansing contracts.		●
Increasing usage levels at, and revenue from, our leisure facilities		
Replace squash courts at LLC with exercise and dance studio.	Completed December 2012, thereby increasing the capacity of group exercise classes. First eight weeks of 2013 show an 11.4% increase in attendance compared to 2012. Revised programme to commence 15 April 2013.	●
Deliver, in partnership with West Kent PCT, a Lighter Lifestyles weight management programme at our leisure centres for 400(+) participants.	There were 408 referrals in 2012/13.	●
Deliver KickStart and Excel programmes at our leisure centres for 650 children and young people.	There were 691 KickStart & Excel members on average at the end of each quarter of 2012/13.	●
Providing more services via the voluntary sector and new sources		
Commission a new more in-depth service via K-dash and DAVSS to identify repeat victims of domestic violence and provide them with one to one support.	K-dash and DAVSS are both local organisations/charities who train and use volunteers to support individuals, families and children affected by domestic abuse. Both organisations are now able to offer 1:1 support, rather than often simply referring victims on to other agencies. During 2012/13 DAVSS worked with 47 low to medium risk victims of domestic abuse, three of whom were male. K-dash worked with 74 high risk victims. These figures include repeat and first-time victims. The 1:1 support is aimed at reducing the likelihood of recurrence.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p>● Complete ● Started, on or ahead of schedule ● Started, behind schedule ○ Not started</p>	
Evaluate options with the CAB and KCC's Library Service for potential shared accommodation and provision of outreach services in Borough Green, Larkfield, East Malling and Aylesford.	East Malling and Larkfield surgeries combined at Martin Square library. Surgery at Borough Green library opened February 2013.	●
Develop our relationship with the Probation Service to increase local deployment of people involved in the Community Payback Scheme.	Community Payback is a national scheme run by the Probation Service. It involves offenders doing compulsory hard work for the benefit of the community. All projects are strictly supervised and offer the chance for offenders to develop important life skills. The scheme helps to reduce the risk of re-offending and so makes our communities safer.	●
Identifying new sources of external funding to support capital schemes		
Seek new developer contributions to meet the leisure, open space and other needs generated by new developments, including schemes in the Capital Plan.	<p>Schemes supported by developer contributions currently being progressed at St. Philips Church, Woodlands Walk and Frogbridge Sportsground in Tonbridge. Developer contributions secured for Tonbridge Memorial Gardens.</p> <p>Planning Services also negotiated contributions towards the installation of new facilities for pedestrians and provision/enhancement of parking and open space.</p>	●
Seek new funding mechanisms for affordable housing that are not reliant on capital grant funding from Government.	The Council adopted a Tenancy Strategy that permits housing associations to build new affordable homes for affordable rent. This enables housing associations to charge up to 80% of local market rents instead of much lower social rents. This additional income supports the development of new schemes.	●
	Developer Crest Nicholson to provide 18 shared equity dwellings at Isles Quarry West, Borough Green without Government funding. These comply fully with the Council's policy of affordable housing being exclusively for those who cannot afford to buy in the open market.	●
Developing/sustaining revenue income		
Review the current fee structure for licensing to better align fees with service costs.	All licensing fees set by the Council have been reviewed and new fees are effective from 1 April 2013.	●
	Other fees are set nationally by Government in line with The Licensing Act (2003). Legislation is being reviewed to let the Council set its own fees for these licenses in future.	●

Key priority		
A clean, smart, well maintained and sustainable Borough.		
Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ◐ Started, on or ahead of schedule ◑ Started, behind schedule ○ Not started </p>	
Recycling more household waste		
Evaluate options for extending borough-wide doorstep recycling services.	Review of services completed November 2012. Agreed that existing services will continue until end of existing contract in 2019.	●
Reducing littering in the borough		
Work as a national ambassador for the Keep Britain Tidy Group for the second 'Love Where You Live' campaign and, with local partners, businesses, community groups and residents, enhance the street scene in the borough.	Second Love Where You Live campaign successfully completed with assistance of partners.	●
Expand litter enforcement activity by developing joint working with Police, Environment Agency, Community Wardens and PCSOs – with a focus on 'hot spot' areas.	Joint working initiatives with police piloted during 2012/13. A positive working relationship developed with police colleagues who have assisted the investigation of a range of environmental crimes.	●
Continue to work towards greater coordination of street scene services with Kent Highway Services, for example: grass cutting, weed control and graffiti on highway structures.	Kent Highway Services attend officer working groups. Ongoing issues of coordinating services to ensure maintenance of a good street scene continues to be a problem.	◐
Undertake new initiatives with the police and the Clean Kent Enforcement Team to deter fly-tipping and apprehend offenders.	Joint enforcement initiatives undertaken to target vehicles without correct waste transfer documents.	●
More effective law enforcement		
Undertake Environmental Visual Audits with our partners to target 'hot spot' areas, as necessary.	Audit of Woodlands Parade, Ditton completed June 2012. This particularly focused on complaints about ASB, young people gathering and causing a nuisance, and residents' concerns about the poor condition of the properties. Actions taken by partners include: <ul style="list-style-type: none"> - Identifying the young people and warning them about their behaviour. - Fire safety inspections and advice. - Checks that procedures are in place to prevent the sale of alcohol/cigarettes to under 18s. - Clearance of dumped rubbish. 	●
Recruit a seasonal ranger to patrol public open spaces in Tonbridge.		●
Further working with our communities		
Develop and implement, with schools, a programme to educate young people on the consequences of environmental crime.	Visits to 21 schools were undertaken in 2012/13.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	 Complete  Started, on or ahead of schedule  Started, behind schedule  Not started	
Better management of parking		
Implement parking action plans for Aylesford and West Malling and a programme of targeted parking management improvements at various locations across the borough.	<p>The Aylesford parking plan will be implemented by the end of June 2013.</p> <p>The West Malling parking plan is under review and the first phase of revisions will be implemented by the end of June 2013.</p> <p>Phase 6b of the Parking Plan, covering a further set of individual on-street parking problem sites, will be implemented on programme by the end of July 2013.</p>	
Improving the condition and appearance of Council car parks and adjacent landscaped areas		
Identify and implement programme of improvement works in car parks to include: surfacing, white lining, lighting and signage.	Works are ongoing and a number of car parks have been refurbished as part of a rolling programme of works. We are currently carrying out extensive improvements to car park lighting and will be renewing the white lining.	
Improving public open spaces and enabling everyone to enjoy them in safety		
Implement priority improvements to Tonbridge Castle grounds identified in the DDA access audit.		
Raise new funds to improve Tonbridge Memorial Gardens.	Tonbridge Memorial Gardens are being totally refurbished and access improved. The design has been finalised. This work is now fully funded, with the Council supplementing donations by third parties.	
Renew the entrance bridge from Avebury Avenue into Tonbridge Racecourse Sportsground.	Works have been rescheduled for summer 2013 following electricity main diversions by UK Power Networks that have delayed this project.	
Refurbish/repair paths in Tonbridge cemetery on a priority basis.	Quotes currently being sought and works scheduled for completion early in 2013/14.	
Undertake a programme of works to improve the visual amenity of Woodlands Walk, Tonbridge to include: refurbishment/re-painting of gates, fencing and bins; provision of new seating and signs; and revetment of the stream bank and habitat enhancement.	Gates refurbished and repainted. Fencing and bins refurbished and repainted. Revetment work completed.	
Enhance both the amenity and wildlife value of the Brungers Pond site through coppicing, clearance of the ponds and other general site improvements.	Vegetation work completed. De-silting of the pond to be re-assessed during summer 2013.	
Refurbish Brindles Field play area.		
Repair/re-deck The Shallows bridge at Haysden Country Park.		
Engage commercial and community organisations in providing new voluntary resources to improve public open spaces.	Veolia engaged at both Holly Hill and Haysden Country Park.	

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ⌚ Started, on or ahead of schedule ⌚ Started, behind schedule ○ Not started </p>	
Seek new developer contributions to fund improvements to public open spaces.	Schemes supported by developer contributions currently being progressed at St. Philips Church, Woodlands Walk and Frogbridge Sportsground in Tonbridge. Developer contributions secured for Tonbridge Memorial Gardens.	●
Install new play area and community garden on land adjacent to St Philips Church in Tonbridge.	Initial community consultation completed. Final design under development. Works scheduled for completion prior to summer 2013.	⌚
Implement actions from the Equality Impact Assessments concerning Pleasure Grounds & Open Spaces.	Actions undertaken in 2012/13 include: <ul style="list-style-type: none"> - completion of an Access Audit for Tonbridge Cemetery; - implementation of site specific management plans; and - user survey undertaken at Tonbridge Racecourse Sportsground. 	⌚
Improving the appearance and quality of the Council's leisure facilities, other property and land holdings		
Identify any property or land holding which is in need of improvement to sustain local amenity.	Tonbridge Memorial Gardens are being totally refurbished and access improved. The design has been finalised. This work is now fully funded, with the Council supplementing donations by third parties.	⌚
Improving the appearance of high profile waterways		
Work closely with the Environment Agency to identify areas of common interest and work together to improve visual amenity.	The Environment Agency has assisted with the cleansing of 'high profile' river banks in the borough.	●
Reducing energy consumption across the Council's own estate		
Construct a draught lobby at Larkfield Leisure Centre.	Completed December 2012. Positive impact to be confirmed after 12 months, on review of Display Energy Certificate.	●
Install a replacement energy efficient condensing boiler and implement five heating control zones at Kings Hill offices.	Overall energy efficiency of the new system is subject to monthly monitoring. Zoning has enabled efficient heating of offices in the east wing that are occupied by the police 24/7.	●
Recycling more of the Council's own waste		
Implement a recycling scheme across all Council offices.	A scheme to recycle paper and cardboard has been implemented throughout our main Kings Hill offices, reducing residual waste by 25%. Lack of a suitable location for an external bin store means this will not be extended to our Tonbridge Castle offices.	●

Annex 1 - 2012/13 progress

Key priority		
Healthy living opportunities and community well-being		
Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ◐ Started, on or ahead of schedule ◑ Started, behind schedule ○ Not started </p>	
Encouraging physical activity and exercise, and reducing obesity		
Invest in improvements to our leisure centres and sports facilities:		
- Provide new dance/exercise studio space at Larkfield Leisure Centre.	Completed December 2012, thereby increasing the capacity of group exercise classes. First eight weeks of 2013 show an 11.4% increase in attendance compared to 2012. Revised programme to commence 15 April 2013.	●
- Install new rubber crumb flooring in Tonbridge Swimming Pool changing rooms.	Completed December 2012.	●
- Replace/upgrade existing fitness equipment at Larkfield Leisure Centre and Angel Centre.	Tender process completed in partnership with Dartford Borough Council. Equipment installed December 2012.	●
- Refurbish the changing rooms at Poulton Wood Golf Centre.	Completed April 2013.	●
Deliver four 10-week Mind Exercise Nutrition Do It! (MEND) courses to help families adopt a healthy lifestyle and lose weight naturally.	Three MEND programmes delivered at Larkfield Leisure Centre and the Hugh Christie School, Tonbridge. Replaced by 'Go 4 It' programmes, designed to help children get fitter and maintain a healthy weight. Three "Go 4 It" programmes delivered at Larkfield Leisure Centre and the Angel Centre, Tonbridge.	●
Deliver, in partnership with West Kent PCT, a Lighter Lifestyles weight management programme at our leisure centres for 400(+) participants.	There were 408 referrals in 2012/13.	●
Deliver KickStart and Excel programmes at our leisure centres for 650 children and young people.	There were 691 KickStart & Excel members on average at the end of each quarter of 2012/13.	●
Introduce water therapy sessions at Tonbridge Swimming Pool.	Water therapy classes introduced on Friday mornings as part of wider GP referral programme.	●
Hold at least two 'Healthy Living days' at Tonbridge Gateway.	Held on 21 August and 11 December 2012.	●
Reducing substance misuse		
Expand the work of Kenward Trust's out-reach team, focusing on areas where under-age drinking has been reported.	Kenward Trust is a local charity. A larger team is now able to work more intensively across more locations. The team covered a total of eight different locations in 2012/13.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ⌚ Started, on or ahead of schedule ⌚ Started, behind schedule ○ Not started </p>	
Organise and deliver an alcohol awareness campaign and signpost those with alcohol issues to appropriate support services.	We ran a double page spread in the winter 2012 edition of the Council's newspaper, Here & Now, delivered to households across the borough and on our website. This provided a guide on the number of units and calories in different alcoholic drinks and tips on reducing consumption.	⌚
Promoting health awareness in workplaces and communities		
Deliver a healthy living programme to seven workplaces to address healthy workforce issues.	The programme reached 14 workplaces at 6 events and included: Veolia; Kimberly Clarke; Russet Homes; Invicta Telecare; Enalon in Tonbridge; RBLI and businesses on the Morley Road Industrial Estate.	●
Organise health promotion events and community engagement days in a variety of locations to help promote healthy living messages and available public health services.	The main events were held at Tonbridge Gateway; Platform 51 in Tonbridge and Larkfield Library.	●
Evaluate the British Heart Foundation Heart Town scheme and assess the feasibility of bringing forward such a scheme in Tonbridge and Malling.	Evaluation completed. Decided not cost effective to proceed with the scheme at this stage.	●
Improving mental health		
Expand the Jasmine - Platform 51 project, subject to funding, to support women with issues affecting their emotional health and wellbeing.	Jasmine is an eight-week programme run by the Tonbridge branch of charity Platform 51 (previously known as YWCA). There were three eight-week programmes in 2012/13, up from just one in the previous year. We anticipate Jasmine continuing at the same, higher level in 2013/14.	⌚
Set up information and signposting on TMBC's website to mental health services.	Expected to commence early 2013/14.	○
Carry out a Mental Health and Wellbeing Impact Assessment of a current or developing Council service or project in the community.	This will be carried out on the Jasmine Project. It was due in March, but had to be deferred until 23 April, due to snow.	⌚
Develop and deliver a campaign for Local World Mental Health Awareness week in October 2012, in partnership with Kent Libraries and in conjunction with other agencies in the community.	The campaign aimed to raise awareness of the personal risks to mental health, ways of promoting personal health and wellbeing and the treatment services available.	●
Encouraging healthy eating		
Implement the revised Healthy Eating Award and promote it to catering businesses in the borough.	Re-launched in September 2012, this Award encourages food businesses to reduce the amount of salt, sugar and saturated fat in their dishes and increase fruit and vegetables. It promotes healthier cooking methods, proportions and serving sizes, and assists businesses to promote their healthy food options. 22 business achieved the Award by 31 March 2013.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	 Complete  Started, on or ahead of schedule  Started, behind schedule  Not started	
Introduce the National Food Hygiene Rating Scheme and provide all businesses with a score for their hygiene standards.	The scheme rates each food premises based on the last food hygiene inspection. It was introduced in Tonbridge and Malling from 2 April 2012. Nine hundred and eight (908) food businesses have been allocated a score between 0 (general failure to comply with legal requirements) and 5 (Very high standards of food safety management. Fully compliant with food safety legislation).	
Reducing risks to health and safety at work		
Deliver, with the HSE and local authority partners, programmes focusing on:		
- LPG installations	The safety of LPG installations continues to be high priority.	
- Visitor safety at animal attractions.	The main focus was on the Hop Farm, Paddock Wood.	
Reducing health inequalities		
Identify and address, with partners, the health needs of "troubled families".		
Implement actions from the Promoting Healthier Communities Equality Impact Assessment.	Continuing to develop our local Mind the Gap Health Inequalities Action Plan, using the findings from the Joint Strategic Needs Assessment. This has helped identify areas of inequality in the borough, so that resources can be more effectively targeted. We continue to work with a range of partners to deliver these initiatives.	
Reducing environmental pollution		
Update the contaminated land strategy and implement the action plan in the context of new technical guidance and review the number of contaminated land sites.	Expected to commence early 2013/14, subject to recruitment of Contaminated Land Officer.	
With partners, implement the borough-wide action plan to improve air quality and undertake the Updating and Screening Assessment of current air quality throughout the borough.	Updating and Screening Assessment completed. Implementation of action plan ongoing.	
Produce and start to implement actions to improve air quality along Tonbridge High Street, as part of a borough-wide action plan.	Section of borough-wide plan action plan relating to Tonbridge High Street produced. Implementation of action plan ongoing.	

Key priority

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

Improvement project	Progress	
	Comment	Symbol
	<p>● Complete ● Started, on or ahead of schedule ● Started, behind schedule ○ Not started</p>	
Involving schools and young people in celebrations for the Olympic Games and Queen's Diamond Jubilee		
Run a Jubilee competition for local schools linked to promoting awareness of the monarchy.		●
Assist schools with sport and art Olympic themed celebration events across the borough.	A number of events took place including a large event in Tonbridge and one in Wrotham.	●
Deliver Olympic themed theatre performances to primary schools located near to the Olympic Torch route in Borough Green.		●
Giving young people more opportunities to influence decisions		
Develop and implement new Facebook/Twitter applications to engage with more young people.	<p>Facebook page developed for TM Youth forum.</p> <p>Facebook pages scheduled to go 'live' in April 2013/14 for:</p> <ul style="list-style-type: none"> - Larkfield Leisure Centre - Angel Centre - Tonbridge Swimming Pool. <p>Twitter application deferred pending transfer of Leisure Services Business Unit to trust status.</p>	●
Improving access to holiday activity programmes to meet identified needs		
Evaluate extending the opening hours of the summer Playscheme.	Research undertaken via survey of both customers and Playscheme staff, and operating costs identified. Decided not to extend at the current time as no clear need expressed by customers.	●
Encouraging more young people to attend dry side coaching courses at our leisure centres		
Introduce continuous assessment and direct debit payments for dry side courses.	Implementation deferred until September 2013.	●
Further improving local play and leisure facilities		
Replace and upgrade play equipment on Brindles Field play area, Tonbridge.		●
Provide new play area on land adjacent to St Philips Church, Tonbridge.	Initial community consultation completed. Final design under development. Works scheduled for completion prior to summer 2013.	●
Install new items of play equipment at Frogbridge play area.	Works scheduled for completion prior to summer 2013.	●
Provide floodlighting to the skate park and ball court at Tonbridge Racecourse Sportsground.	Need for specialist lighting heads has delayed the project. Works scheduled for completion early 2013/14.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	 Complete  Started, on or ahead of schedule  Started, behind schedule  Not started	
Seek new external funding contributions to progress improvements.	Contributions secured in 2012/13 for refurbishment of Tonbridge Memorial Gardens.	
Implement relevant recommendations from the Equality Impact Assessments of leisure facilities and services.	Action plans for: <ul style="list-style-type: none"> - Leisure Services Business Unit - Poulton Wood Golf Centre - Leisure Development - Tonbridge Cemetery mostly complete for 2012/13 and ongoing.	
Developing opportunities for young people across the borough in partnership with Kent County Council		
Determine with KCC Youth Service its offer for commissioning youth services across the borough for the next three years.		
Review delivery programme for the Y2 Crew summer scheme.	Delivery programme reviewed with alternative options implemented.	
Introducing new educational programmes and facilities		
Evaluate provision of a new Education Centre at Leybourne Lakes Country Park.	External consultant appointed to bring forward options.	
Provide funding for education programmes to feature as part of the Tonbridge Music Festival and Music at Malling programme.		
Develop a Golf Academy at Poulton Wood in partnership with Hadlow College.	Golf Academy developed with Hadlow college but dependent upon student take-up directed from the college.	
Improving housing for young people		
Through partners provide, from existing housing stock, suitable 'move-on accommodation' for young people leaving accommodation-based support.	Nine units of supported accommodation for vulnerable young people were opened in Tonbridge in June 2011. Young people can be there for up to two years, so there is now a need for suitable move-on accommodation. This is under review with the borough's largest housing association, Russet Homes, and Porchlight, a charity supporting vulnerable and homeless people.	

Key priority		
Low levels of crime, anti-social behaviour and fear of crime.		
Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ◐ Started, on or ahead of schedule ◑ Started, behind schedule ○ Not started </p>	
Reducing anti-social behaviour (ASB) - Reducing the number of incidents of ASB		
Upgrade and digitise our CCTV monitoring arrangements.	Project progressing well and should be complete by June 2013.	◐
Develop and deliver a peer mentoring scheme with Maidstone Mediation to help prevent ASB through work with schools in the Malling area.	Maidstone Mediation Scheme is a charity and voluntary organisation whose work includes a variety of services to schools including training children to be peer mediators. During the year about 225 students from seven schools in the borough received peer mediation training. Peer mediation is offered each lunch time and is available for the whole school. Usually there are between 2 to 10 students a week in each school who access the service.	●
Focus more of the CSU's resources on identifying repeat and vulnerable victims, and resolving their issues.	In 2012/13 the CSU received 1,558 calls from repeat and all vulnerable victims, up from 816 in 2011/12. Each case was investigated, usually by a PCSO in person, and appropriate action taken.	●
Develop and implement increased multi agency working with the police, Trading Standards and other authorities to better ensure compliance with licenses.	Progress is exemplified by the recent Kent Community Alcohol Programme (KCAP) initiative in Snodland. This is a partnership between KCC Trading Standards, Tonbridge & Malling Borough Council, Kent Police, Snodland Town Council, local organisations and the retailers aimed at reducing incidents of underage drinking.	◐
Reducing anti-social behaviour (ASB) - Reducing the number of persistent /repeat ASB offenders		
Fund Parents Plus to support parents whose children are causing ASB.	Parents Plus is a Tonbridge based charitable venture, whose mission is to offer practical and emotional support, guidance and friendship for parents. For example, Tonbridge and Malling's Community Safety Unit and local agencies, including Parents Plus, targeted persistent ASB offenders and their parents in East Malling towards the end of 2012. Since that time reports of ASB in the area have fallen by more than 50 per cent. Overall, Parents Plus worked with 58 families in 2012/13. Most of these have one/female parent.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	 Complete  Started, on or ahead of schedule  Started, behind schedule  Not started	
Implement the Government's 'troubled families' programme by:		
<ul style="list-style-type: none"> - developing a database of 'troubled families'; - bringing together appropriate agencies; - developing an action plan for each family to address the root causes. 	<p>Eighty-four (84) 'troubled families' were identified in 2012/13. 'Troubled families' are those where at least two of the following apply:</p> <ul style="list-style-type: none"> - a family member is involved in ASB or crime; - a family member is at risk of exclusion or excluded from school; - a family member is long-term unemployed. <p>In Tonbridge and Malling this is known as the Family Focus initiative.</p>	
Identify and refer 'troubled families' for support via the new Progress Project.	<p>The Progress Project focuses on 'troubled families' with long term unemployment problems.</p> <p>During 2012/13 there were 44 referrals to the Progress Project for Tonbridge & Malling and Tunbridge Wells. Of these, 20 received support. The other 24 were not suitable referrals.</p>	
Reducing domestic abuse - Reducing the number of repeat victims of domestic abuse		
Commission a new more in-depth service via K-dash and DAVSS to identify repeat victims of domestic violence and provide them with one to one support.	<p>K-dash and DAVSS are both local organisations/charities who train and use volunteers to support individuals, families and children affected by domestic abuse. Both organisations are now able to offer one to one support, rather than often simply referring victims on to other agencies.</p> <p>During 2012/13 DAVSS worked with 47 low to medium risk victims of domestic abuse, three of whom were male. K-dash worked with 74 high risk victims. These figures include repeat and first-time victims. The 1:1 support is aimed at reducing the likelihood of recurrence.</p>	
Reducing domestic abuse - Reducing the number of domestic abuse incidents		
Fund the Community Domestic Abuse Programme to prevent re-offending.	This is aimed at males who accept they commit domestic abuse and who want to change. There were eight self-referrals, five of whom completed the programme during 2012/13.	

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ⏴ Started, on or ahead of schedule ⏴ Started, behind schedule ○ Not started </p>	
Commission a new more in-depth service via K-dash and DAVSS to identify repeat victims of domestic violence and provide them with one to one support.	<p>K-dash and DAVSS are both local organisations/charities who train and use volunteers to support individuals, families and children affected by domestic abuse. Both organisations are now able to offer one to one support, rather than often simply referring victims on to other agencies.</p> <p>During 2012/13 DAVSS worked with 47 low to medium risk victims of domestic abuse, three of whom were male. K-dash worked with 74 high risk victims. These figures include repeat and first-time victims. The 1:1 support is aimed at reducing the likelihood of recurrence.</p>	●
Reducing domestic abuse - Ensuring victims of domestic abuse who need help know how and where to access support		
Develop and run one domestic abuse campaign during the year to raise awareness and publicise the services available.	The 2012/13 campaign focused on teenagers, social media and domestic abuse.	●
Reducing domestic abuse - Increasing the number of domestic abuse referrals to support services, including MARAC (the monthly Multi-Agency Risk Assessment Conference)		
Develop and run a training session to inform front line staff across relevant agencies of the support services available.	Expected by September 2013.	○
Reducing substance misuse - Reducing the number of possible drug offences		
Develop and run a substance misuse campaign.	A multi-agency group has produced an action plan that focuses on Snodland as a pilot area. The action plan includes: work in schools, publicising the services available, targeting drug suppliers and staffing a drop-in clinic.	⏴
Reducing substance misuse - Reducing residents' concern about drunk or rowdy people in their area		
Involve a wider range of agencies to identify and target under-age drinking via the Kenward Trust.	Membership of the monthly CSU meetings has been extended to include more agencies, thereby providing more comprehensive intelligence. Kenward Trust is a local charity.	●
Publicise work to reduce substance misuse and its successes.	To be featured in the Council's newspaper, Here & Now, during 2013/14.	⏴

Annex 1 - 2012/13 progress

Key priority

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

Improvement project	Progress	
	Comment	Symbol
	<p>● Complete ● Started, on or ahead of schedule ● Started, behind schedule ○ Not started</p>	
Allocating land for new employment and housing development		
Prepare a new Local Plan for the borough, based on:		
- Commissioning a Strategic Housing Market Assessment (SHMA).	Preparation of a new Local Plan began in 2012 with the compilation of an evidence base. The commissioning of a new SHMA is one of the priority pieces of work. Tendering is expected early in 2013/14 and preliminary outputs during summer 2013.	●
- Allocating land to meet market and affordable housing requirements.	Work is also underway on a Strategic Housing Land Availability Assessment which will identify future potential land allocations. Actual allocation of land to meet housing need will be informed by the results of the SHMA, which identifies those needs.	●
Providing affordable housing for low income households		
Secure opportunities to increase the supply of new affordable homes for rent and purchase.	<p>Funded schemes with planning consent include:</p> <ul style="list-style-type: none"> - Tonbridge - Red House scheme - Tonbridge - Pinnacles scheme - East Malling - Marvillion Court - East Peckham - Russet Regeneration Scheme - Ightham - Fen Pond Road. <p>The Council's enabling role secured, via local housing associations, affordable housing where this would otherwise have been less likely.</p>	●
Promote new opportunities to secure the delivery of new social rent affordable homes for households on very low incomes.	<p>The Council has worked with Russet Homes, the borough's largest housing association, to secure the following two schemes:</p> <ul style="list-style-type: none"> - Tonbridge, Pinnacles scheme - two units at a social rent. - Borough Green, Isles Quarry West scheme - 35 units at an affordable rent of around 70%, rather than 80%, of market rent. 	●
Consider the financial and wider benefits of participating in a Kent-wide Local Authority Mortgage Scheme (LAMS) in association with Kent County Council.	Particularly in view of the housing benefits, we will participate in the LAMS scheme subject to approval of full Council, April 2013.	●
Reducing the shortfall in Gypsy and Traveller pitches		
Deliver, with KCC, an improved Gypsy and Traveller site at Coldharbour.	Completion scheduled for Autumn 2013.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete 🕒 Started, on or ahead of schedule 🕒 Started, behind schedule ○ Not started </p>	
Carry out a new Gypsy and Traveller accommodation assessment and identify potential future sites.	Salford University was appointed to carry out a new assessment in September 2012. Their final report is expected and will be published early in 2013/14, after which our strategy will be updated.	🕒
Making better use of existing affordable housing		
With housing provider partners, develop and implement new ways to address the under-occupation of family homes in the social rented sector.	<p>Local Lettings Plans developed for new sites in Tonbridge that prioritise part of the development for current under-occupiers in social housing. Local lettings plans refer to schemes/sites where there are restrictions on the way properties are allocated, often to try to achieve balanced and stable communities.</p> <p>Nationally, new rules were introduced on 1 April 2013 to reduce Housing Benefit for working age social rented sector tenants if they are deemed to be under-occupying their home.</p>	🕒
Develop and implement, with partners, a Tenancy Strategy.	Tenancy Strategy approved February 2013. This sets out what the Council expects from all housing associations working within Tonbridge and Malling regarding the introduction of flexible tenancies and the new affordable rent tenure. In contrast to lifetime tenancies, a flexible tenancy lasts for a fixed period of time and is then subject to re-assessment.	●
Develop and implement, with partners, a protocol for identifying and tackling housing fraud.	Home Choice Procedure Manual updated to include a Tenancy Fraud procedure, November 2012. As a result there have been more referrals from Housing Section to the Fraud team and closer joint working.	●
Tackling homelessness		
Review and update our housing allocations scheme to reflect statutory Government guidance and an Equality Impact Assessment.	On schedule to report proposed revised scheme to Strategic Housing Advisory Board on 20 May 2013, taking account of the views of housing associations operating within our borough. Provisional implementation date is 4 July.	🕒
Implement relevant actions as set out in the West Kent Homelessness Strategy 2011-2016.	<p>Main achievements:</p> <ul style="list-style-type: none"> - Implemented a policy for discharging the Council's duty to house homeless households with an offer of accommodation in the private rented sector. - Developed an information pack for private landlords in the borough. - Developed (by a partner organisation) a Resources Directory of homelessness organisations and services across West Kent. - Implemented a referral service to First Stop, part of the Elderly Accommodation Counsel, for older people requiring specialist advice on housing options. 	🕒

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p>● Complete ● Started, on or ahead of schedule ● Started, behind schedule ○ Not started</p>	
Develop and implement a policy and guidance for taking action against private landlords to prevent harassment and illegal eviction.	Reviewing practices adopted by other local authorities.	●
Securing good sources of good quality affordable private rented accommodation		
Promote and support the National Landlord Association Landlord Accreditation Scheme to landlords in Tonbridge and Malling.	This Scheme aims to publicly recognise good landlords. It has been promoted at West Kent Landlords' Forums but so far there has been no take-up in the borough. We will continue to promote and support the scheme as part of our ongoing work with private landlords.	●
Evaluate feedback from West Kent Landlords' Forums and explore additional ways of working with private landlords.	Further to the Forums an information pack has been developed that sets out how private landlords can rent to tenants who would otherwise potentially be social housing tenants or homeless. The pack is available on request and new landlords have already come forward and are working with our Housing Options Team.	●
Meeting the accommodation needs of vulnerable people		
Deliver new accommodation-based support for people fleeing violence.	Work is ongoing with the borough's largest housing association, Russet Homes, and Kent County Council, who oversee locally the Government's Supporting People Programme, to buy suitable accommodation. Specific sites are under investigation.	●
Improving housing for young people		
Through partners provide, from existing housing stock, suitable 'move-on accommodation' for young people leaving accommodation-based support.	Nine units of supported accommodation for vulnerable young people were opened in Tonbridge in June 2011. Young people can be there for up to two years, so there is now a need for suitable move-on accommodation. This is under review with the borough's largest housing association, Russet Homes, and Porchlight, a charity supporting vulnerable and homeless people.	●
Improving the energy efficiency of homes in the borough		
Establish, with other local agencies, a Kent Green Deal Partnership following the introduction of the Government's Green Deal.	The Green Deal aims to help householders and businesses install energy efficiency measures in their properties without paying the money up front by providing a loan to get the work done. Within Kent, the Kent & Medway Green Deal Partnership has been established.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p> ● Complete ⬇ Started, on or ahead of schedule ⬇ Started, behind schedule ○ Not started </p>	
Identify, investigate and evaluate with Kent Green Partners, opportunities arising from the Government's Green Deal.	Some householders will be eligible for a non-repayable grant to cover the cost of some or all of the Green Deal efficiency measures. These will be funded via the Energy Company Obligation (ECO), a fund of around £1.3billion per year from the six largest energy companies. The Kent & Medway Green Deal partnership aims to maximise the amount of funding coming into Kent particularly through ECO and to secure additional benefits in terms of: local jobs, opportunities for SMEs, local economic growth and training including apprenticeships.	⬇
Making it easier for people to apply for benefits		
Design a scheme of localised council tax support that, as far as practicable, assists residents to easily claim support.	The Council's local council tax reduction scheme was adopted by full Council on 16 February 2013.	●

Key priority

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

Improvement project	Progress	
	Comment	Symbol
	● Complete ● Started, on or ahead of schedule ● Started, behind schedule ○ Not started	
Allocating land for new employment and housing development		
Prepare a new Local Plan for the borough, based on:		
- Commissioning a Strategic Housing Market Assessment (SHMA).	Preparation of a new Local Plan began in 2012 with the compilation of an evidence base. The commissioning of a new SHMA is one of the priority pieces of work. Tendering is expected early in 2013/14 and preliminary outputs during summer 2013.	●
- Undertaking an employment land review.	This task will follow once the results of the demographic and growth projection studies have been considered.	○
Encouraging new investment and development in Tonbridge town centre		
Use the Council's own town centre land and property holdings to revitalise Tonbridge town centre and encourage new businesses.	<p>We are proceeding with a legal agreement with Sainsbury's to progress ambitious regeneration plans to revitalise the centre of Tonbridge. The proposals are designed to improve trade for the town's retailers, provide a multi-screen cinema and new shops, create hundreds of jobs and provide a major uplift to the town that will benefit local residents.</p> <p>Sainsbury's will provide a larger improved supermarket and build a range of new shops and the cinema. The Council will provide a new leisure and community centre on the site of the Bradford Street car park. This centre will open before the Angel Centre closes. The new development is subject to the scheme receiving planning permission.</p> <p>More retailers will come to Tonbridge as the new shop units will be larger than those currently available on the existing High Street. Car parking capacity will be retained.</p> <p>We will work together with Sainsbury's and other parties to develop a detailed scheme before submitting applications. The new leisure and community centre facilities could open by autumn 2015, with the whole project expected to be completed during 2016.</p>	●
 <p>Example of a Sainsbury's store design.</p>		
 <p>Proposed location of new Sainsbury's store.</p>		

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	<p>● Complete ● Started, on or ahead of schedule ● Started, behind schedule ○ Not started</p>	
Implement Tonbridge Central Area Action Plan:		
- Promote development on Council owned land for mixed town centre development.	As the Local Planning Authority, we are engaged in pre-submission discussions following publication of the regeneration package for the central, Botany, area of Tonbridge.	●
- Facilitate private sector development on other town centre sites.	Continuing dialogue with actual and potential developers to ensure their aspirations take full account of the provisions of the Area Action Plan.	●
- Secure developer contributions and infrastructure improvements.		●
Expand the new Town Team to include a wider range of key stakeholders.	The Tonbridge Town Team was established as part of the Mary Portas Initiative in March 2012. It meets regularly and the original membership has been joined by two local councillors, an events coordinator and an editor of a local magazine.	●
Develop and begin to implement an Action Plan to promote events, re-use of empty properties and retail marketing.	<p>Following the award of £10k Government funding, the Town Team's main focus during the last 9 months has been to organise a Tonbridge Taster Day arranged for the 23 June 2013. There will be market stalls in the High Street selling local crafts and produce, street performers and sports events, including Dragon Boat Racing on the River Medway. The aim is to attract visitors into the town to enjoy these special attractions and visit existing traders.</p> <p>The Town Team is also looking at the feasibility of a Loyalty Card scheme for Tonbridge to promote shopping locally, and options for the temporary use of empty shops.</p>	●
Improving the street scene		
Evaluate results of street clutter/street furniture audit, develop improvement options, develop and implement schedule or works.	The evaluation is complete along with a schedule of works for Tonbridge High Street. We will be working with KCC to progress the implementation of the works.	●
Approach County members with a bid to use member highway fund to carry out street scene improvements.	Money has been successfully secured from County members to assist in the street scene improvement for Tonbridge High Street.	●
Improving the vitality of local commercial centres		
Investigate options to improve the street scene and shopping facilities in smaller towns and village centres and at local shopping parades.	Improvements to canopies of shops at Martin Square expected to be complete June 2013.	●
Supporting smaller and local businesses in the borough		
Prepare a directory of businesses in the borough that will be expanded to cover all of the West Kent area.	The directory is available online, on a CD and as a booklet.	●

Annex 1 - 2012/13 progress

Improvement project	Progress	
	Comment	Symbol
	 Complete  Started, on or ahead of schedule  Started, behind schedule  Not started	
Promote the take up of apprenticeships locally both at graduate level and below.	The West Kent Partnership successfully completed a "100 in 100" campaign. This involved the placement of 100 new apprenticeships in 100 local companies.	
Improving the fabric of Tonbridge town centre		
Use the Council's own town centre land and property holdings to revitalise Tonbridge town centre and encourage new businesses.	We are proceeding with a legal agreement with Sainsbury's to progress ambitious regeneration plans to revitalise the centre of Tonbridge. Sainsbury's will provide a larger improved supermarket and build a range of new shops and the cinema. The Council will provide a new leisure and community centre on the site of the Bradford Street car park. The new development is subject to the scheme receiving planning permission.	
Complete the Town Lock development in Tonbridge to enhance the riverside appearance and access.	Design nearing completion. Construction due during summer 2013.	
Implement a programme of capital works:		
- Stabilise slope of East Curtain Wall of Tonbridge Castle and remove footpath.		
- Fulfil the car park enhancement programme.	Phases 4 & 5 complete.	
Improving local road and rail infrastructure		
Lobby for improvements to local road and rail infrastructure which are important for businesses and our local economy as a whole. This includes:		
- Promoting, with KCC, traffic and environmental improvements through a new Transport Strategy for Tonbridge town centre.		
- Improvements to the A21 at Pembury.	Public Inquiry commences on 14 May 2013.	
- Provision of east facing slips to provide a fully working junction 5 (M25).	Providing direct access from the northbound A21 onto the M26, this would afford considerable benefits, locally and strategically, to economic development prospects as well as reducing traffic flows and improving air quality on the A25.	
- Re-introduction of City rail services from West Malling and direct services between Tonbridge and Gatwick.		

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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If you are having difficulty reading this plan and need the information in another format please email corporate.services@tmbc.gov.uk or call 01732 876020.