

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Corporate affairs and planning

Overall aim:

- To continuously improve our services in terms of value for money.

2010/11 key priority Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)	Improving efficiency and resilience in the delivery of services.		
	Expand the range of shared services where there is a proven business case. Services to be tested in 2010/11 are:		
	- Building control. [DPTL-Mike Ingram]	Complete	Joint partnership between T&M and Sevenoaks with Kier South East under the LABC National Partnership scheme in place. Shared staff with Sevenoaks on an 'open ended' basis.
	- Environmental Health. [DHH-Jane Heeley]	Ongoing	Approval from Management Team for a shared Contaminated Land Officer post with Gravesham. Environmental Protection Officers are working jointly with Gravesham to develop the Environmental Permitting Regime. Continuing in 2011/12.
	- Forward planning. [DPTL-Brian Gates]	Ongoing	Exploratory meetings with Gravesham about the possibility of sharing at least some aspects of Planning Policy work undertaken. At present the scope seems limited due to the very different stages in the planning process that the two authorities are at.
	- IT. [ITM-David Partridge + Viv London]	Ongoing	West Kent partnership to implement a new website Content Management System across all 4 LAs on a single server. Other common website developments/facilities will follow. Further shared services across West Kent on hold pending clarity on financial situation. Kent Connects continuing to progress joint infrastructure projects across Kent. Continuing in 2011/12.
	- Land charges. [CSD-Janet Maxwell]	Ongoing	Discussions in hand with Gravesham BC. Continuing in 2011/12.
	- Legal. [CSD-Adrian Stanfield]	Complete	Review of Legal Services completed, new Chief Solicitor in post (but not shared).
	- Licensing. [CSD-Katie Iggulden]	Ongoing	Exploring possibilities with other authorities. Currently sharing Licensing Manager with Gravesham BC.
	- Procurement. [Procurement OSG-for Management Team]	Ongoing	E-tendering pilot run by Dartford Borough Council for the Tonbridge Pool pipe work repairs completed. To consider case for extending the pilot to contracts subject to a competitive tendering exercise and or to meet requirements to publish contract and tender documents on-line in the future. Continuing in 2011/12.
	- Revenues and Benefits. [DF-Paul Griffin]	Ongoing	We continue to share the services of our Principal Revenue Officer with Gravesham BC. In addition, on the Benefits front, one of our senior officers has started to provide maternity cover to Gravesham BC. Although the latter arrangement terminated at 31 March 2011, we now share with Gravesham the services of our Revenue Clerk.
	Smarter and more cost effective customer contacts.		
	Implement customer self-service online to cover:		
	- E-enabled Benefits – complete implementation. [DF-Paul Griffin + ITM-David Partridge]	Ongoing	Full implementation slowed by other work pressures and member of staff charged with implementation providing cover for two maternity leave posts at T&MBC. Completion, apart from visiting officer module, planned for end of July 2011.
	- Map based refuse collection schedules. [ITM-David Partridge]	Ongoing	Completion expected by end of July 2011.
	- Booking and payment for bulky refuse collections. [DHH-Phil Beddoes + ITM-David Partridge]	Ongoing	Specification identifies a significant internal resource or funding requirement. Joint working with Gravesham B.C. being undertaken to develop new online system. Completion expected late Summer 2011.
	- Payment of penalty charges notices, permits and season tickets. [DPTL-Roy Edwards + ITM-David Partridge]	Ongoing	PCN payment in place; permits and season tickets to follow by end of September 2011.
	- Land charges search application request form. [CSD-Janet Maxwell + ITM-David Partridge]	Complete	Completed beginning October 2010
	- Booking and payment for children's holiday activity programmes. [DPTL-Stephen Gregg + ITM-David Partridge]	Ongoing	E-bookings and payments introduced for 2010 Activate scheme. Expansion to Summer Playscheme currently under review by IT Services and action will, therefore, continue beyond 31 March 2011.
	- Interactive LDF proposals map. [DPTL-Brian Gates + ITM-David Partridge]	Ongoing	Work is progressing well and the interactive Proposals Map should be on-line by May 2011.
	- An enhanced A-Z of council services. [ITM-David Partridge]	Not started	On hold pending implementation of new website Content Management System. Commencement now expected Autumn 2011.
	Expand the application of CRM to cover a wider range of front line services, including:		
	- Parking. [DPTL-Roy Edwards + ITM-David Partridge]	Complete	Completed March 2011.
- Environmental Protection. [DHH-Jane Heeley + ITM-David Partridge]	Complete	CRM technology introduced into team and is fully implemented.	
- Food and Safety. [DHH-Jane Heeley + ITM-David Partridge]	Complete	CRM technology introduced into team and is fully implemented.	
- Pest Control. [DHH-Phil Beddoes + ITM-David Partridge]	Complete	CRM technology introduced into team.	
- Enable E-petitions. [CSD-Claire Fox + ITM-David Partridge]	Complete		
- Implement communications via Twitter. [ITM-David Partridge]	Ongoing	Protocol drafted for approval by MT. Implementation to be re-scheduled.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Corporate affairs and planning (continued)

<p>Continued...</p> <p>Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)</p>	Protecting services and the Council's longer term viability in the context of reduced government grant.		
	Update the objectives set out in the Medium Term Financial Strategy by, for example, reducing the minimum level of general revenue reserve and postponing the year in which we plan to achieve a sustained balanced budget. [DF-Sharon Shelton + Neil Lawley]	Complete	Objectives set out in the Medium Term Financial Strategy have been reviewed and updated as part of the 2011/12 budget setting process.
	Reduce the total annual spending limit for new capital schemes. [DF -Sharon Shelton + Neil Lawley]	Complete	Part of fundamental review of overall finances. Spending limit for new capital schemes to be subject to annual review.
	Identify opportunities to improve value for money during internal audits. [DF-David Buckley]	Ongoing	All internal audit reviews consider efficiency and will recommend to management any areas where VfM may be achieved.
	Reducing overheads.		
	Rationalise the use of our office space to co-locate and enable the police to contribute to costs of our Kings Hill offices. [CSD-John DeKnop]	Complete	Office moves completed to create space for Police occupation. Licence agreement to be signed shortly.
	Complete the transition from paper to electronic filing for Land Charges (year 1 of 2). [CSD-Janet Maxwell]	Ongoing	IT Services have linked Land Charges staff to MDF machines to enable scanning and creation of pdf documents. Scanning of historic Land Charges Register documents to take place in 2011/12 (year 2 of 2).
	Rent accommodation to external agencies at Tonbridge Gateway. [CSD-Charlie Steel]	Ongoing	Gateway agreements being developed with a view to introducing charging during 2011.
	Implement recommendations from Carbon Trust report. [CSD-John DeKnop]	Ongoing	Free Carbon Trust surveys no longer available. Independent consultant appointed, surveys of Kings Hill and Tonbridge Castle offices undertaken and survey report awaited.
	Implement Multi-Functional Devices (MFDs) and print control software. [CSD-John DeKnop]	Ongoing	Procurement exercise completed. Ricoh UK selected as preferred supplier. Installation due by 30 June 2011.
	Tender for alternative suppliers of postal services. [CSD-Claire Fox]	Ongoing	Preliminary discussions held with TNT. Need updating in light of wider shared services agenda.
	Standardise/rationalise procurement processes where feasible, in partnership with other north and west Kent authorities, for a range of goods, works and services including:		
	- Lease cars. [Procurement OSG-for Management Team]	Ongoing	Leased cars to be sourced via Kent Lease in future.
	- Stationery. [Procurement OSG-for Management Team]	Complete	Exercise identified no significant saving from changing supplier.
	- IT supplies. [Procurement OSG-for Management Team + ITM-Viv London]	Ongoing	IT supplies is an area on the West Kent procurement Group work plan, but it is proving difficult to progress due to differing purchasing arrangements and requirements.
	- Building Maintenance. [Management Team + CSD-John DeKnop]	Complete	The Council has signed up to, and is using, the KCC List of Approved Contractors.
	- Temporary staff. [Management Team + CSD-Charlie Steel]	Complete	Kent Top Temps now the single source of agency staff.
	- Recruitment. [CSD-Charlie Steel]	Complete	Reduction in advertising spend achieved due to success in recruitment (limited in 2010/11) through the KentJobs site exclusively.
	Reducing staffing costs.		
	Implement approved reductions in staffing levels to reflect downturn in workloads and prioritisation of services. [Management Team]	Complete	Staff reductions agreed at GP committee in September 2009.
	Reduce 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. [DHH-Phil Beddoes]	Ongoing	The review of waste management arrangements in Mid and West Kent is being undertaken and will conclude in 2011/12 with the development of a preferred collection and disposal option.
- Pest control. [DHH-Phil Beddoes]	Ongoing	Bridging contract put in place to facilitate review of service in 2011/12.	
- Dog warden. [DHH-Phil Beddoes]	Ongoing	Bridging contract put in place to facilitate review of service in 2011/12.	
- Public Conveniences cleansing contracts. [DHH-Phil Beddoes]	Ongoing	Bridging contract put in place to facilitate review of service in 2011/12.	
- Indoor leisure catering. [DPTL-Martin Guyton]	Complete	Contract let for further 8 year period with existing contractor.	
- CCTV. [DPTL-Mike O'Brien]	Ongoing	CCTV review group set up to consider options for upgrading CCTV system to maximise its flexibility and reduce costs. Review should be complete by August 2011.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Corporate affairs and planning (continued)

<p>Continued...</p> <p>Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances. (2010/11)</p>	New valid sources of Council Tax from existing stock.		
	Work with partners to:		
	- Develop new ways to prevent, detect and remove invalid Single Person discounts. [DF-Paul Griffin]	Complete	A review of single person discounts was conducted by Northgate (our software provider). Invalid discounts have been identified, which will increase the tax base.
	- Identify any addresses not on the Valuation Office Agency's Valuation List. [DF-Paul Griffin]	Complete	An exercise was conducted by the GB Group, which identified potentially 'missing' addresses. Analysis showed that only one address was validly missing from our database. Therefore, although the inclusion of the missing address will have only a minor impact on our tax base, it has shown that our procedures for identifying new properties are robust.
	Increasing the usage levels at and revenue from our leisure facilities.		
	Introduce more focused and targeted marketing initiatives, charges and programming. [DPTL-Martin Guyton + Stephen Gregg + Darren Lanes]	Ongoing	Continuing in 2011/12 to address reduced income as consequence of economic downturn.
	Increasing revenue from car parks.		
	Introduce new payment methods. [DPTL-Roy Edwards]	Complete	Implemented 4 April 2011.
	Introduce a new charging structure, looking to optimise the balance between price and demand. [DPTL-Roy Edwards]	Not started	Review of charges programmed for summer 2011.
	Realising capital receipts from surplus Council assets.		
	Identify and market surplus land holdings. [CSD-Katie Iggulden]	Ongoing	Continuously reviewing the Councils Property Assets. Asset Management OSG in place.
	Identifying new sources of external funding to support capital schemes.		
	Seek new developer contributions to meet the housing, leisure, open space and other needs generated by new developments, including schemes in the Capital Plan. [DPTL-Lindsay Pearson + Robert Styles + DHH-Janet Walton]	Ongoing	Scheme supported by developer contributions currently being progressed at Tonbridge Racecourse Sportsground. Schemes for Scotchers Field, Tonbridge, and Leybourne Lakes Country Park currently being progressed. Continuing in 2011/12. Local Investment Plan (LIP) developed for west Kent, with the aim of directing HCA grant funding to strategic priorities. 19 units at Kings Hill received Grant Funding from HCA. There are new possibilities at Kings Hill Area F1 (8 grant funded family homes – RSL to confirm). 85 units at Holborough Valley funded by HCA to be built by Southern Housing Group. 5 units at East Malling School funded by HCA to be built by Russet Homes. 47 Homes funded at Leybourne Grange to be built by Russet Homes. Registered Providers identified to take forward schemes at Ryarsh and Cannon Lane.
Seek new grant funding to support various service areas. [ITM-David Partridge + DHH-Janet Walton + DPTL-Stephen Gregg + Steve Medlock + Mike O'Brien]	Ongoing	Potential for extended CCTV partnership currently being explored by CCTV Review Group. Continued liaison taking place with Primary Care Trust to secure new grant funding for Healthy Living Initiatives. Continuing in 2011/12. Revenue funding from the Supporting People Team obtained for Young Person's and DV schemes. Coldharbour G & T site now acquired by KCC with HCA funding and scheme progressing with an estimated completion date of December 2012.	
Providing more services via the voluntary sector.			
Work with the Women's Support Service to focus more of their resources on meeting the needs of domestic violence victims and changing the behaviour of identified perpetrators. [CE-Mark Raymond]	Ongoing	New contract now agreed and in place and service commenced. Continuing in 2011/12 subject to performance monitoring by the CSP.	
Work with the Kent Waste Partnership to increase the amount of waste collected for recycling by the voluntary sector. [DHH-Phil Beddoes]	Ongoing	The "Refresh" of Kent Waste Strategy will look at the need for practical actions to support Community/Voluntary recycling schemes. Due to be completed in 2011/12.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Planning and development

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

2010/11 key priority Promote and support the sustainable regeneration and economic development of Tonbridge town centre. (2004/11)	New investment and new ventures locating in the town.		
	Implement Tonbridge Central Area Action Plan:		
	- Secure developer contributions and infrastructure improvements. [DPTL-Lindsay Pearson]	Ongoing	Little activity due to the economic conditions.
	- Promote and prepare for development of the Botany site. [Tonbridge town centre OSG for Management Team]	Complete	Little activity due to the economic conditions.
	Revitalise the Tonbridge Forum with increased management input into the agenda, seeking ideas and support for initiatives to develop and promote town centre activity. [Management Team]	Ongoing	Little activity due to the economic conditions.
	Improving the street scene.		
	Deliver the Street Scene Action Plan and the Cleaner Borough Action Plan for 2010/11, including:		
	- Implementing additional enforcement activities in 'hot spot' areas. [DHH-Phil Beddoes + CE-Mark Raymond]	Complete	Litter and dog fouling "Hot Spots" have been identified and enforcement operations undertaken. Positive press coverage received, supporting actions.
	- Supporting new community groups in south Tonbridge and East Malling to improve local areas. [DHH-Phil Beddoes + CE-Mark Raymond]	Complete	Schools in South Tonbridge and community groups are working with us to improve street scene. We have provided educational input at schools. In East Malling we have supported and organised community "Bash the Trash" events and undertaken educational visits to local schools.
	- Establishing a programme of practical tasks to achieve the Action Plan's aim of 'Making the Most of the River Medway'. [DPTL-Steve Medlock]	Ongoing	Programme anticipated being in place by end of March 2012.
	- Working with the Environment Agency to clean up riverbanks in central Tonbridge. [DHH-Phil Beddoes]	Complete	Environment Agency undertook clean up of river banks supported by EHHS. Cutting back of vegetation undertaken adjacent to river banks. Environment Agency Officer attends Street Scene OSG.
	- Improving the appearance of the recycling site in the Angel Centre's car park. [DHH-Phil Beddoes]	Complete	Recycling site redesigned following the removal of cardboard banks.
	- Removing street sign clutter. [DPTL-Mike O'Brien]	Ongoing	All new waiting restrictions are carefully checked to ensure that the minimum number of street signs is provided. Existing signage is reviewed on an ongoing basis.
	- Improving the appearance of council owned land in central Tonbridge. [CSD-Katie Iggulden]	Ongoing	Reactive work is continuously ongoing. Through the Street Scene OSG review and action works where identified. Refurbishment of the Penny Shelter now complete.
	Improving the shopping experience.		
Use the Council's own town centre land and property holdings to revitalise the town centre and encourage new businesses. [CSD-Katie Iggulden]	Ongoing	Discussion continues with Sainsbury's regarding a redevelopment of TTC. Asset Management OSG is reviewing town centre sites that could be used to improve the town centre experience.	
Improving the fabric of the town.			
Complete the design for the Town Lock Enhancement Scheme. [DPTL-Steve Medlock]	Ongoing	Partnership initiative with the Environment Agency with implementation likely to be based on design & build procurement that will run into 2011/12.	
Implement a programme of capital works:			
- Stabilise slope of East Curtain Wall of Tonbridge Castle and remove footpath. [DPTL-Steve Medlock]	Not started	Reprogrammed to 2011/12.	
- Fulfil the car park enhancement programme. [DPTL-Steve Medlock]	Not started	Likely to run into 2011/12.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Planning and development (continued)

Continued... Promote and support the sustainable regeneration and economic development of Tonbridge town centre. (2004/11)	Promoting affordable housing, more family housing and high quality new build.		
	Develop and implement a new partnership with registered providers (e.g. housing associations) and neighbouring authorities to co-ordinate and prioritise the case for investment by the Homes and Communities Agency in west Kent (the "Single Conversation"). [DHH-Janet Walton]	Complete	Local Investment Plan (LIP) endorsed by Members November 2010. Framework bids developed in partnership with Registered Providers.
	Develop and implement a strategy to address housing needs and development in central Tonbridge. [DPTL-Lindsay Pearson + Brian Gates + DHH-Janet Walton]	Ongoing	Progress on this has been slow due to the demands of the LIP process. It has not therefore been completed yet, however individual schemes are continuing to progress within Tonbridge town centre.
	Use the Council's property holdings in the town to facilitate housing development:		
	- Identify and market land parcels for disposal. [CSD-Katie Iggulden]	Ongoing	Dependant on progress with town centre development.
	- Implement the recommendations of the Asset Management Group. [CSD-Katie Iggulden]	Ongoing	Recommendations of the group are investigated further and implemented.
	Better housing for young people.		
	Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. [DHH-Janet Walton]	Complete	Scheme completed March 2011.
	Promoting tourism.		
	Support, develop and deliver:		
	- A range of new and improved events. [DPTL-Stephen Gregg]	Complete	A range of new events provided as part of Tonbridge Arts Festival. Youth Perception event held for first time in 2010.
	- New river-based activities such as the re-introduction of rowing boats. [DPTL-Stephen Gregg + Darren Lanes]	Complete	Rowing boats re-introduced from April 2011.
	- Renewal/upgrading of the Christmas lights. [DPTL-Stephen Gregg]	Complete	New Christmas lights operational in 2010.
	- The Tonbridge Arts Festival. [DPTL-Stephen Gregg]	Complete	Festival took place in 2010.
	Improved/easier access to Council services.		
Market Tonbridge Gateway via GP surgeries, other health and treatment centres, local church groups, local shops, libraries and other public buildings. [CSD-Charlie Steel]	Ongoing	The range of Gateway Partners is now more stable, and should allow for more effective marketing. Radio advertising campaign was undertaken on KMFM during February 2011.	
Improving air quality.			
Produce and start to implement actions to improve air quality along Tonbridge High Street, as part of a borough-wide action plan. [DHH-Jane Heeley]	Ongoing	The Air Quality Action Plan is in draft form and due to be completed by the second quarter of 2011/12. Communication with partners has commenced and actions will be ongoing.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Housing

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

2010/11 key priority Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness. (2004/11)	Achieving key priorities within the Housing Strategy.		
	Implement the Housing Strategy Action Plan. We plan to, for example:		
	- Develop and implement incentives to tackle under-occupation. [DHH-Janet Walton]	Ongoing	Under-occupation being tackled at a local level through the use of Local Lettings Plans. Countywide initiative progressing slowly.
	- Develop and implement a new partnership with registered providers (e.g. housing associations) and neighbouring authorities to co-ordinate and prioritise the case investment by the Homes and Communities Agency in west Kent (the "Single Conversation"). [DHH-Janet Walton]	Complete	Local Investment Plan (LIP) completed January 2011.
	- Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. [DHH-Janet Walton]	Complete	Scheme completed March 2011.
	- Deliver outcomes identified for the third and final year of the north and west Kent Private Sector Renewal Partnership, including the development of a repayable loan scheme. [DHH-Janet Walton]	Complete	All funding fully committed. Partnership ended 31 March 2011.
	Develop and implement a strategy to address housing needs and development in central Tonbridge. [DPTL-Lindsay Pearson + Brian Gates + DHH-Janet Walton]	Ongoing	Progress on this has been slow due to the demands of the LIP process. It has not therefore been completed yet, however individual schemes are continuing to progress within Tonbridge town centre.
	Implement the third year of the action plan to meet the accommodation needs of gypsies and travellers. [DHH-Janet Walton]	Ongoing	Gypsy & Traveller grant programme abolished during May 2010, thereby defeating the funding bid for the Coldharbour site. Now identified as a future funding priority within the West Kent Local Investment Plan. Site now acquired by KCC with funding from HCA, and new site design being taken forward with an estimated completion date of December 2012.
	Making it easier to apply for benefits.		
	Fully implement e-benefits, enabling residents to submit their claims via the internet and visiting officers to assess claims in residents' homes. This will improve both the accuracy and speed with which claims are processed. [DF-Paul Griffin + ITM-David Partridge]	Ongoing	Discussions have recently taken place to enable e-benefits to be used at the 'surgeries'. Further discussions have occurred with a view to extending the number of staff in Customer Services able to handle e-benefits. Progression with the implementation of the full e-benefits package has been slower than hoped for because of pressures on the benefits staff caused by ever-increasing workload and other calls on the time of the senior officer tasked with e-benefits implementation.
	Produce leaflets to explain all aspects of housing and council tax benefits to claimants in a simpler way. [DF-Paul Griffin]	Ongoing	Work on this priority has been delayed by pressures in other areas, most noticeably an increase in caseload. However, Gravesham have agreed that we may adapt their leaflets for our use and we plan to have leaflets available (incorporating changes applicable from April 2011) by the end of June 2011.
	Improving awareness of benefit entitlements.		
	Roll out tax credit surgeries run by the Kent Benefits Partnership (KBP) to new venues in the Borough subject to the evaluation of the pilots in Tonbridge and Malling (the first in Kent). [DF-Sharon Shelton + Paul Griffin]	Not started	The KBP has ceased to exist in its current format. However, the Partnership continues to have a presence at the Gateway where tax credit advice can be given.
	Work with KBP to launch a more visible take-up campaign within the Borough. [DF-Paul Griffin]	Ongoing	Work has started, using MOSAIC data, to promote the take-up of second adult rebate. However, as KBP has ceased to exist, work has come to a halt. Any campaign would have cost implications, which have not been budgeted for.
Reducing incidence and extent of rent arrears.			
Re-allocate resources and use e-benefits to pay benefits more quickly. [DF-Paul Griffin]	Ongoing	See previous comments.	
Mail-shot private landlords to make them aware that housing benefit can be paid directly to them if tenants are in arrears. [DF-Paul Griffin]	Complete	We believe that the number of landlords requesting direct payment has increased but it is not possible to quantify how many have done so as a result of the mail-shot.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Leisure, arts and young people

Overall aim: - To develop leisure and arts services for local people and visitors. - To involve, safeguard and meet the needs of children and young people.
--

2010/11 key priority Involve, safeguard and meet the needs of children and young people. (2003/11)	Developing the Youth Forum.		
	Recruit new members to the Youth Forum, particularly from diverse and under-represented groups, including young offenders, teenage parents and those excluded from school. [DPTL-Stephen Gregg]	Ongoing	New members recruited but constant changeover as young people leave school for work/further education. Continuing in 2011/12.
	Enable youth groups, including school councils and youth clubs, to feed into the Youth Forum and other decision making bodies and improve communications between meetings. [DPTL-Stephen Gregg]	Ongoing	Progressed through community events and Youth Advisory Group. Youth Forum will feed into newly created Local Children's Trust. Continuing in 2011/12.
	Reducing environmental crime.		
	Include young people in the new environmental community groups in East Malling and South Tonbridge. [DHH-Phil Beddoes]	Complete	Young people were involved in community initiatives via work with schools and project development.
	Create a "Young Street Monitors" network. [DHH-Phil Beddoes]	Ongoing	Development of new network being considered by officers and the Youth Forum.
	Recognise the achievement of young people in the Environmental Champions award scheme. [DHH-Phil Beddoes]	Complete	A number of young people have been recognised by the Environmental Champions Award Scheme.
	Developing positive images of young people.		
	Help the Youth Forum to organise a high profile youth event promoting positive images of young people. [DPTL-Stephen Gregg]	Complete	Event took place in 2010.
	Contribute to the creation of an online partnership to share good news stories about young people and an associated media campaign. [DPTL-Stephen Gregg + CE-Linda Moreau/Janet Saunders]	Not started	Delayed due to staff restructuring by KCC Youth Service. To be progressed during 2011/12.
	Safeguarding children and young people.		
	Implement Independent Safeguarding Authority (ISA) regulations by:		
	- Bringing recruitment practices in line with the new regulations. [CSD-Charlie Steel]	Complete	
	- Timely registration of staff who are required to be registered by the new legislation. [CSD-Charlie Steel]	Ongoing	Suspension of ISA scheme nationally.
	Update the Council's Corporate Child Protection Policy to incorporate the role of the new ISA. [DPTL-Stephen Gregg]	Ongoing	The introduction of the ISA is currently under review by Central Government. Corporate Child Protection Policy currently under review and will be complete June 2011.
Provide new toilets for the Larkabout soft play area at Larkfield Leisure Centre. Children will no longer need to walk through the centre to go to the toilets. [DPTL-Martin Guyton + CSD-John DeKnop]	Complete		
Develop inter-agency working to improve safeguarding. [DPTL-Stephen Gregg]	Ongoing	Continuing in 2011/12 in liaison with the Kent Children's Safeguarding Board.	
Develop parents' information pack to include more detailed information on: child protection, equal opportunities, behaviour management, healthy eating and health and safety. [DPTL-Stephen Gregg]	Complete		
Work with partners to complete a scheme to provide accommodation based support for young people in Tonbridge. [DHH-Janet Walton]	Complete	Scheme completed March 2011.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Leisure, arts and young people (continued)

Continued... Involve, safeguard and meet the needs of children and young people. (2003/11)	Improving leisure activities and facilities.		
	Provide new play facilities at Priory Wood, Tonbridge. [DPTL-Darren Lanes]	Ongoing	Whilst play facilities will not now be provided on site due to technical difficulties general site improvements will be progress in liaison with Local Members.
	Assist East Malling & Larkfield Parish Council to provide a skate park in Larkfield. [DPTL-Darren Lanes]	Ongoing	Capital grant provided to Parish Council and advice being provided with regard to the proposed improvements. Completion of scheme will carry over beyond 31 March 2011.
	Improve and update the children's play area at Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes]	Complete	Works included general path improvements, the provision of a new skate park facility, refurbishment of the play area, new outdoor gym, provision of teen shelter and replacement of crazy golf course.
	Renew the surface of Tonbridge Skate Park. [DPTL-Darren Lanes]	Complete	
	Work with the Hayesbrook School, Tonbridge and Wrotham School to develop floodlit all-weather pitches with community access for young people. [DPTL-Darren Lanes]	Ongoing	New facility at the Hayesbrook School completed and progress under way with new facility for Wrotham School, which will be completed in 2011/12.
	Develop and build new outdoor youth shelters in line with the Local Play Strategy and in consultation with young people. [DPTL-Darren Lanes]	Complete	New facility installed at Tonbridge Racecourse Sportsground.
	Offer free swimming lessons to Looked After Children, funded by grant aid. [DPTL-Martin Guyton]	Complete	Extended lesson plan to accommodate older LAC. Programme also offered to adult Leisure Pass holders. Scheme complete and evaluation finalised with KCC.
	Improving holiday activities and programmes.		
	Implement customer self-service online to cover booking and payment for children's holiday activity programmes. [DPTL-Stephen Gregg + ITM-David Partridge]	Ongoing	E-bookings and payments introduced for 2010 Activate scheme. Expansion to Summer Playscheme currently under review by IT Services.
	Opportunities for work experience and youth employment.		
	Provide placements for a minimum of three apprentices each year, with support and experience to achieve an NVQ in customer services (Level 2). [CSD-Charlie Steel]	Complete	Authority given to extend scheme to a second year. New apprentices recruited in 2010.
Increasing awareness of the Early Years initiative.			
Secure Tonbridge Gateway partner involvement with Little Foxes Children's Centre (Trench ward), which provides learning activities for pre-school children and advice to parents. [CSD-Charlie Steel]	Ongoing	KCC reviewing all children's services.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Street scene and open space environment

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

2010/11 key priority Achieve a cleaner, smarter and better maintained street scene and open space environment. (2003/11)	Improving operational cleansing services.		
	Develop further options for recycling street litter. [DHH-Phil Beddoes]	Ongoing	Additional recycling bins installed in high profile areas.
	Enforcing the law.		
	Implement additional enforcement activities in 'hot spot' areas, working closely with the police and other agencies. [CE-Mark Raymond + DHH-Phil Beddoes + DPTL-Roy Edwards]	Ongoing	Environmental "Hot Spots" identified and a variety of enforcement activities undertaken with partners including Police, PCSOs, Parish Councils and TMBC services.
	Implement, publicise and enforce new dog control orders. [DPTL-Darren Lanes]	Complete	New Dog Control Orders introduced in April 2011.
	Provide expert assistance to the Local Government Association in their review of existing legislation associated with street scene issues. [DHH-Phil Beddoes]	Ongoing	Head of Waste and Street Scene represented LGA on national Litter Forum announced by Secretary of State for the Environment.
	Analyse incidences of environmental crime, identify patterns and take preventative action. [CE-Mark Raymond]	Ongoing	Continuing in 2011/12.
	Organise and implement enforcement activities to tackle anti-social behaviour associated with environmental crime, including graffiti. [DHH-Phil Beddoes]	Complete	Litter and Dog Fouling "Hot Spots" have been identified and enforcement operations undertaken. Positive press coverage received supporting actions.
	Working with our communities.		
	Support new community groups in south Tonbridge and East Malling to improve local areas. [DHH-Phil Beddoes]	Complete	Schools in South Tonbridge and community groups are working together to improve street scene. We have provided educational input at schools. In East Malling we have supported and organised community "Bash the Trash" events and undertaken educational visits to local schools.
	Work with partners on new PACT initiatives where needed and agreed by the Community Safety Partnership. [DHH-Phil Beddoes + CE-Mark Raymond]	Ongoing	Possibility that Kent Police will review PACT processes and may discontinue this approach in 2011/12. Existing PACTs will continue where they are required but no new PACTs will be commenced in 2011/12.
	Develop and implement, with schools, a programme to educate young people on the consequences of environmental crime. [CE-Mark Raymond]	Not started	Implementation of this action will depend on a review of resources available to the CSP following the outcome of the CSR. Action not taken forward due to lack of funding.
	Better management of parking.		
	Implement a parking action plan for East Malling and Aylesford and a programme of targeted parking management improvements at various locations across the Borough. [DPTL-Mike O'Brien]	Ongoing	East Malling parking plan should be completed by the end of May. Aylesford parking plan will follow after East Malling and should be completed in 2011/12.
	Improving the condition and appearance of off-street car parks.		
Implement a programme of improvement works. [DPTL-Steve Medlock]	Not started	Expected to start in 2011/12.	
Conserving and improving the built environment.			
Adopt the Character Area Appraisals Supplementary Planning Document. [DPTL-Brian Gates]	Ongoing	The document is being prepared in three tranches. The first tranche dealing with Tonbridge, Hildenborough and Hadlow was adopted by Council in February 2011. The second tranche dealing with East Peckham, Borough Green, Snodland and Walderslade was approved for publication by PTAB in February and subject to consultation in March/April. The response to consultation will be reported to PTAB in June with a view to adoption by Council in July. The third and final tranche, dealing with West Malling and the Medway Gap will be reported to PTAB in July with a view to consultation in September/ October and final adoption by Council in February 2012.	
Fund and implement a footpath lighting scheme at Bone Alley, East Malling from our Community Partnerships Initiatives budget. [DPTL-Steve Medlock]	Not started	Progress dependent on funding contribution from the Parish Council. Unlikely to be implemented for some time.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Street scene and open space environment (continued)

<p>Continued...</p> <p>Achieve a cleaner, smarter and better maintained street scene and open space environment. (2003/11)</p>	Enabling everyone to enjoy public open spaces in safety.		
	Implement priority improvements to Tonbridge Castle grounds identified in the DDA access audit. [DPTL-Darren Lanes]	Ongoing	Priority 1 improvements progressed in 2010/11 and included the improvement of a numbers of paths around the site. Continuing in 2011/12.
	Implement the Council's new Tree Safety Strategy. [DPTL-Darren Lanes]	Complete	
	Improving the appearance and quality of the Council's leisure facilities and other property.		
	Remodel the appearance of, and access to, the memorial gardens in Tonbridge. [DPTL-Darren Lanes + Mike O'Brien]	Ongoing	Scheme will continue into 2011/12 financial year. Scheme designed, Memorial Garden Trust formed and fundraising underway.
	Refurbish Tonbridge Farm pavilion. [DPTL-Martin Guyton + CSD-John DeKnop]	Complete	Scheme completed in October 2010.
	Renew the entrance bridge from Avebury Avenue into Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes + Steve Medlock]	Ongoing	Works have been rescheduled for Autumn 2011.
	Implement a programme of improvements at Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes]	Complete	Works included general path improvements, the provision of a new skate park facility, refurbishment of the play area, new outdoor gym, provision of teen shelter and replacement of crazy golf course.
	Implementing the Street Scene Action Plan.		
	Implement actions in the Street Scene Action Plan relating to Tonbridge town centre. These include:		
	- Completing the design for the Town Lock Enhancement Scheme. [DPTL-Steve Medlock]	Ongoing	Partnership initiative with the Environment Agency with implementation likely to be based on design & build procurement that will run into 2011/12.
	- Establishing a programme of practical tasks to achieve the Action Plan's aim of 'Making the Most of the River Medway'. [DPTL-Steve Medlock]	Ongoing	Programme expected to be in place by end of March 2012.
	- Working with the Environment Agency to clean up riverbanks in central Tonbridge. [DHH-Phil Beddoes]	Complete	Environment Agency undertook clean up of river banks supported by EHHS. Cutting back of vegetation undertaken adjacent to river banks. Environment Agency Officer attends Street Scene OSG.
	- Improving the appearance of the recycling site in the Angel Centre's car park. [DHH-Phil Beddoes]	Complete	Recycling site redesigned in part following the removal of cardboard banks.
- Removing street sign clutter. [DPTL-Mike O'Brien]	Ongoing	All new waiting restrictions are carefully checked to ensure that the minimum number of street signs is provided. Existing signage is reviewed on an ongoing basis.	
- Improving the appearance of council owned land in central Tonbridge. [DHH-Phil Beddoes + CSD-Katie Iggulden]	Ongoing	Street Scene OSG have implemented 2010/11 Action Plan and identified further improvements for delivery in 2011/12.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Community safety

Overall aims:

- To deliver, with others, benefits beyond those possible from the Council's resources.
- To reduce crime and disorder and the fear of crime.
- To promote and improve public safety.

2010/11 key priority Work with partners to: - Reduce crime, anti-social behaviour and the fear of crime. (2005/11)	Reducing incidences of ASB and crime, particularly violent crime.		
	Work with the police to:		
	- Fully integrate joint working based on co-location of Council staff and police in the new Community Safety Unit, based at the Council's Kings Hill offices. [CE-Mark Raymond]	Complete	CSU now operational and daily tasking processes being developed to provide immediate response to reports of crime and ASB.
	- Organise and implement enforcement activities to tackle anti-social behaviour associated with environmental crime, including graffiti. [DHH-Phil Beddoes]	Complete	Litter and dog fouling "Hot Spots" have been identified and enforcement operations undertaken. Positive press coverage received supporting actions.
	- Implement new arrangements to assist the police in dealing with dangerous dogs. [DHH-Jane Heeley]	Complete	The arrangements will continue but the action does not need to be carried forward.
	- Develop the police's involvement at Tonbridge Gateway. [CE-Mark Raymond + CSD-Charlie Steel]	Complete	Police are now running a surgery at Gateway.
	Improving public perceptions of the extent and impact of ASB and violent crime.		
	Work with CSP partners to:		
	- Develop and implement a new project to tackle under-age drinking, using performance reward grant funding. [CE-Mark Raymond]	Ongoing	Project commissioned from Kenward Trust and operational. Continuing in 2011/12 subject to monitoring of performance by the CSP.
	- Fund additional support for parents of young people participating in ASB. [CE-Mark Raymond]	Complete	Community Safety Partnership has commissioned Parents Plus to deliver new service with funding from the Local Strategic Partnership.
	- Run an inter-generational project to encourage people of different ages to interact and thereby reduce the fear of crime. [CE-Mark Raymond]	Complete	East Malling project has successfully used photography as a means to engage older and younger people on a joint project. No further activity planned.
	Focus more of the Council's staff resources on tackling ASB. [CE-Mark Raymond]	Ongoing	To be carried forward to 2011/12 dependent upon a review of CSP resources following the outcome of the CSR.
	Work with the Women's Support Service to focus more of their resources on meeting the needs of domestic violence victims and changing the behaviour of identified perpetrators. [CE-Mark Raymond]	Ongoing	Continuing in 2011/12.
	Extend the number of Cold Calling Control Zones across the Borough. [CE-Mark Raymond]	Ongoing	New Cold Calling Control Zones being implemented at Burham and Eccles.
	Focus on the most prolific and persistent ASB offenders and take action to deter this behaviour. [CE-Mark Raymond]	Ongoing	Continuing in 2011/12.
	Build a new teen shelter at Tonbridge Racecourse Sportsground. [DPTL-Darren Lanes]	Complete	Installed in Spring 2011.
	Help the Youth Forum to organise a high profile youth event promoting positive images of young people. [DPTL-Stephen Gregg]	Complete	
Contribute to the creation of an online partnership to share good news stories about young people and an associated media campaign. [DPTL-Stephen Gregg + CE-Linda Moreau/Janet Saunders]	Not started	Delayed due to staff restructuring by KCC Youth Service. To be progressed during 2011/12.	
Upgrade and digitise our CCTV monitoring arrangements. [DPTL-Mike O'Brien]	Ongoing	CCTV review group set up to consider options for upgrading CCTV system to maximise its flexibility and reduce costs. Review should be complete by August 2011.	
Implement, publicise and enforce new dog control orders. [DPTL-Darren Lanes]	Complete	New Dog Control Orders introduced in April 2011.	
Implement a knowledge test for licensed taxi drivers to improve passenger safety and security. [CSD-Katie Iggulden]	Complete	Knowledge Test introduced December 2009 – to continue and be expanded on in the future.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Public and environmental health

Overall aims:

- To deliver, with others, benefits beyond those possible from the Council's resources.
- To protect and improve public health.

2010/11 key priority Work with partners to: - Promote, encourage and provide opportunities for healthy living. (2004/11)	Change in lifestyles by, and improved health of, those people participating in local health programmes.		
	Create a multi-agency Health Action Team for the borough to better co-ordinate the resources of the agencies involved, including Choosing Health funding. [CE-Mark Raymond]	Complete	No further action anticipated. Work of the new HAT covered by other priorities. Changes to the delivery of public health services across Kent may require a review of local health delivery groups during 2011/12.
	Expand the programme of community based exercise classes, focusing on areas of need, using PCT - Choosing Health funding. [DPTL-Martin Guyton]	Ongoing	Funding secured for third year of Community Exercise Instructor post. 12 classes now operating across the Borough. Continuing in 2011/12.
	Improvements in the health of people who live, work or go to school in the borough.		
	Run two healthy living promotions via Gateway. [CSD-Charlie Steel]	Complete	Smoking cessation and Wellbeing days both successfully delivered in 2010.
	Establish a Swimming Development Forum to oversee the development of the Swim School at Larkfield Leisure Centre and Tonbridge Swimming Pool. [DPTL-Martin Guyton]	Ongoing	Preliminary report submitted to L&AAB in March 2011 and outline proposal approved for implementation from September 2011 subject to final report in May 2011.
	Run a project to improve dietary awareness of people working in the borough by targeting a number of major local employers and food outlets. [DHH-Jane Heeley]	Ongoing	Four major local employers plus T&M are participating in this project which is likely to continue to May 2011.
	Participate in the National Food Safety Week campaign focused on preventing the most common types of food-borne illness by engaging with primary schools and children's clubs. [DHH-Jane Heeley]	Complete	This action has been completed for 2010/11. A new action will be included for 2011/12.
	Invest in improvements to our leisure centres. [DPTL-Martin Guyton + CSD-John DeKnop]	Ongoing	Capital projects OSG has overseen improvements to Changing/toilet facilities at AC, new toilets in Larkabout, pool pipework at TSP and refurbishment of Tonbridge Farm Pavilion. Evaluations completed for UV light disinfection and automated backwashing at TSP and energy saving draught lobby at LLC.
	Reduce the incidence of smoking.		
	Run promotional campaigns with partners to reduce the incidence of smoking in work vehicles. [DHH-Jane Heeley]	Complete	
	Reduce obesity.		
	Expand the Big Lottery Fund's Chances 4 Change Dance, Dig & Diet programme. [CE-Mark Raymond]	Complete	Project funding ended December 2010.
	Run a new 'Excel by Invitation' project in liaison with the School Nurse Team. This is designed to introduce overweight Year 6 pupils to regular exercise. [DPTL-Martin Guyton]	Ongoing	Continuing in 2011/12. Working with PCT to increase number of referrals – standard evaluation framework completed.
	Improve sexual health.		
	Engage male teenagers via local sports clubs to increase awareness and take-up of sexual health services. [CE-Mark Raymond]	Ongoing	Continuing in 2011/12.
Reduce alcohol abuse.			
Focus the out-reach worker on areas where under-age drinking has been reported, including via Residents' Panel surveys. [CE-Mark Raymond]	Ongoing	IFY project actively targeting hotspots for underage drinking in public places. Continuing in 2011/12.	
Launch a Street Pastor scheme in conjunction with local churches in Tonbridge. This is a voluntary scheme that will run at weekends to help people who are suffering the effects of excessive drinking. [CE-Mark Raymond]	Not started	Churches now not progressing this initiative due to a perceived lack of need. Now focusing on after school hours initiative.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Public and environmental health (continued)

<p>Continued...</p> <p>Work with partners to: - Promote, encourage and provide opportunities for healthy living. (2004/11)</p>	Improve the well-being of older people.		
	Fund further improvements via local agencies. [CE-Mark Raymond]	Ongoing	
	Implement an older person's forum. [CE-Mark Raymond]	Complete	Launched 1 November 2010. Forum now fully operational. 3 meetings held to date. Not to be carried forward.
	Improving people's health in the poorest areas.		
	As part of the Dance, Dig and Diet project, promote healthy eating through the distribution of fresh vegetables, the Veg-Bag scheme. [CE-Mark Raymond]	Ongoing	Continuing in 2011/12 but not as part of Dance Dig and Diet for which funding ended in December 2010. Veg-Bag scheme now run by the Beat Project.
	Expand the programme of community based exercise classes, focusing on areas of need, using PCT - Choosing Health funding. [DPTL-Martin Guyton]	Ongoing	Funding secured for third year of Community Exercise Instructor post. 12 classes now operating across the Borough. Continuing in 2011/12.
	Improving the standard of living for low income families.		
	Reallocate resources and use e-benefits to pay benefits more quickly. [DF-Paul Griffin]	Ongoing	See previous comments.
	Roll out tax credit surgeries run by the Kent Benefits Partnership (KBP) to new venues in the borough subject to the evaluation of the pilots in Tonbridge and Malling (the first in Kent). [DF-Paul Griffin]	Not started	The KBP has ceased to exist in its current format. However, the Partnership continues to have a presence at the Gateway where tax credit advice can be given.
	Improving health and safety at work.		
	During 2010/11 we plan to work with the HSE and local authority partners to deliver programmes focusing on:		
	- Motor vehicle repairers. [DHH-Jane Heeley]	Complete	New programmes to be developed and implemented during 2011/12.
	- Noise in places of entertainment. [DHH-Jane Heeley]	Complete	
	- LPG installations. [DHH-Jane Heeley]	Ongoing	This topic continues to be high priority and it is likely that work in this area will run on into 2011/12 and beyond.
	Reducing the number of contaminated land sites.		
During 2010/11 we plan to produce and implement a Contaminated Land Action Plan to reduce the area of contaminated land in the borough. [DHH-Jane Heeley]	Ongoing	Implementation of the plan continuing in 2011/12.	
Improving local air quality.			
To help achieve our key public health priority, during 2010/11 we plan to produce and implement (year 1 of 5) a borough-wide action plan to improve air quality. [DHH-Jane Heeley]	Ongoing	Draft Action Plan has been produced, final version expected second quarter of 2011/12. Implementation will be ongoing.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Climate Change

<p>Overall aims:</p> <ul style="list-style-type: none"> - To deliver, with others, benefits beyond those possible from the Council's resources. - To provide leadership on community issues that are beyond the remit of a single agency. - To improve the well-being of communities in Tonbridge and Malling.
--

<p>2010/11 key priority Work with partners to: - Make a positive local contribution to tackling the causes and effects of climate change. (2007/11)</p>	Implementing our Climate Change Strategy.		
	Undertake year 3 actions in the Climate Change Strategy. [CE-for Management Team + Mark Raymond]	Ongoing	Continuing in 2011/12 subject to a revision of the Climate Change Strategy. However, review of Climate Change Strategy has been deferred.
	Raising awareness of the need to tackle and adapt to climate change.		
	Provide information on energy conservation and sustainability to residents and businesses via Here & Now, the Council's website and direct engagement at community events. [CE-Mark Raymond]	Complete	Will not be carried forward.
	Ensuring new development adapts to address the effects of climate change and emits significantly reduced CO₂.		
	Adopt the Climate Change policies in the Managing Development and the Environment DPD. [DPTL-Brian Gates]	Complete	Adopted April 2010.
	Reducing energy consumption across the Council's own estate.		
	Implement recommendations from the Carbon Trust report where cost effective over the short and medium terms. [CSD-John DeKnop]	Ongoing	Free Carbon Trust surveys no longer available. Independent consultant appointed, surveys of Kings Hill and Tonbridge Castle offices undertaken and survey report awaited.
	Implement further energy saving measures within the Council's main leisure facilities. [DPTL-Martin Guyton]	Ongoing	All Phase 1 measures completed. Capital Plan evaluation for Phase 2 measures (draught lobby at LLC) approved for implementation in 2011/12.
Implement an energy saving campaign within the Council's main offices. [CSD-John DeKnop]	Not started	As free assistance is no longer available from the Carbon Trust there are no plans to proceed with this in the short term.	
Recycling more of the Council's own waste.			
Implement a recycling scheme across all Council offices. [CSD-John DeKnop]	Ongoing	The 'One Bin' system has been implemented at the main Council offices at Kings Hill and will be introduced to the Tonbridge office during 2011/12.	

2010/11 key priorities for improvement - full-year outturn

Aims and Priorities	Improvement actions - full-year progress		
	Action	Progress (Complete/ Ongoing/ Not started)	Comment

Community Leadership

Overall aims: <ul style="list-style-type: none"> - To deliver, with others, benefits beyond those possible from the Council's resources. - To provide leadership on community issues that are beyond the remit of a single agency. - To improve the well-being of communities in Tonbridge and Malling.

2010/11 key priority Work with partners to: <ul style="list-style-type: none"> - Achieve further shared priorities to improve residents' quality of life in Tonbridge and Malling. (2009/11) 	Improving the quality of life for residents in our three priority communities (Snodland, East Malling and Trench ward in Tonbridge).		
	Establish a new Borough Community Development Partnership to secure continued funding for the priority communities in the context of the recession and reduced public finances. [CE-Mark Raymond]	Complete	Partnership will continue but action does not need to be carried forward.
	Refocus the work of the Beat Project, a charity assisting with community development activities, on raising aspirations and tackling worklessness. [CE-Mark Raymond]	Ongoing	Continuing in 2011/12, long term project.
	Implement actions arising from the study into the causes of deprivation by the Young Foundation, a national research body, including, for example, focusing multi-agency working on families most in need. [CE-Mark Raymond]	Ongoing	As above.
	Assist the St James Centre Trust to further develop the new community centre as part of the regeneration of East Malling. [CE-Mark Raymond]	Ongoing	Continuing in 2011/12.
	Use the Council's property assets to help facilitate local regeneration and improvement, and encourage partners to use their assets to this end. [CSD-Katie Iggulden]	Ongoing	We continue to work with partners, using our buildings and us using partner's buildings, to improve the service for members of the local community.
	Support the Snodland and East Malling Community groups who are working to improve the local environment. [DHH-Phil Beddoes]	Complete	Schools in South Tonbridge and community groups are working together to improve street scene. We have provided educational input at schools. In East Malling we have supported and organised community "Bash the Trash" events and undertaken educational visits to local schools.
	Improving leisure facilities through partnership initiatives.		
Provide a new all weather pitch in the borough with education and community use secured. [DPTL-Robert Styles]	Complete	New facility at the Hayesbrook School completed. Progress is also under way with new facility for Wrotham School, which will be completed in 2011/12.	