

APPENDIX 1

Tonbridge and Malling Borough Council

Corporate Strategy

2020 – 2023

About our Corporate Strategy

Our Corporate Strategy covered the period 2017-2019. This updated Corporate Strategy now covers the period 2020-2023.

As previously, our updated strategy sets out an overview of how we intend to continue to plan and deliver our services to ensure they are cost effective and remain relevant to the needs of our residents, businesses, visitors to the Borough and to our partner organisations.

The 2020-2023 strategy will cover the following:

- ***A review of our performance and achievements over the period 2017-2019***
- ***Our vision, values and priorities for 2020-2023***
- ***Measuring Future Success***

What have we achieved to date?

Our Corporate Strategy for 2017-2019 sought to address a number of key challenges:

- *Reducing financial support from Government*
- *Making on-going savings via the delivery of our Savings and Transformation Strategy*
- *Targeting our limited resources on delivering and improving our key services*
- *Supporting and aiming to meet the needs of our residents and businesses*
- *The need to be more efficient and economical when delivering our services*

Our Achievements to date:

- *A new Digital Strategy which will help drive service improvements.*
- *Significant progress towards the adoption of the Council's new Local Plan to guide development to 2031*
- *Utilised our own assets to raise additional income and secure future investment*
- *Adding to the supply of temporary accommodation across the Borough, supported vulnerable residents with a new refuge for victims of domestic abuse and piloted community based projects for recipients of disabled facilities grants utilising Better Care Funding*
- *A risk management strategy including Brexit preparedness issues and tackling cybercrime.*
- *A range of new economic development initiatives to support local businesses in the Borough.*
- *Achieved increased affordable housing provision with 272 additional homes made available between 2017/18 and 2018/19.*
- *Enabled provision of a new Medical Centre in Tonbridge*
- *Tonbridge: Town Lock Enhancement and Station and High Street improvements*
- *Supported the flood protection project at Leigh Flood Storage Area*

- *Improved our recycling rates*
- *Secured a £250K grant from Central Government to help reduce rough sleeping.*

- ***Our vision for the next three years***

To continue to be a financially sustainable Council with strong leadership that delivers valued services, a commitment to delivering innovation and change to meet the needs of our Borough.

- ***Our values and priorities***

Achieving Efficiency - focusing on ensuring good value for money, continuously reviewing how our services are provided and funded, focusing our available resources where they will have most beneficial impact for our communities, and maximising commercial opportunities. The Council continues to face a period of considerable change and challenge over the coming three years and beyond. Continued reductions in financial support from Government will mean we need to continue to target our resources to ensure we can deliver our services and invest in new technologies. At the same time we have to be agile in the way we manage these services to meet the rapidly changing demands and needs of our residents and businesses, along with the ever changing statutory requirements. Our Savings and Transformation Strategy and the Medium-Term Financial Strategy will continue to provide structure, focus and direction in addressing the ongoing and financial challenge faced by the Council over the medium term.

Embracing Effective Partnership Working - achieving more by working and engaging effectively with a wide range of local partners from the private, public, voluntary and community sectors. We are committed to retaining and developing our close working relationships with our Borough partners. We will continue to support our Local Strategic Partnership, our main partnership which brings together key local partners from the public, private and voluntary sectors. We will continue to engage with our Parish and Town Councils via our Parish Partnership Panel led by the jointly agreed Parish Charter. In addition, we remain committed to developing our dialogue with local businesses and traders' groups, with local housing providers, and other partners including those for health improvement, leisure, community development and community safety. We will foster relationships with those agencies providing infrastructure to support our communities and facilitate growth where appropriate, working with the private development, investment and commercial sectors.

Valuing our environment and encouraging sustainable growth - keeping our towns, villages and countryside clean and well maintained, planning for our future homes and jobs, led by our Local Plan, driving investment in economic regeneration and infrastructure and meeting the challenges of climate change. Tackling **Climate Change** will be a major issue over future years. The Borough Council fully is committed to work with others to address this challenge. We have recently declared our recognition of global climate change and biodiversity emergencies. We will prepare a Climate Change Strategy for Tonbridge and Malling by May 2020. We will seek to develop new policies that support climate change mitigation with a view to us reaching carbon neutral status by 2030. We will work with a variety of partners and encourage best practice by other sectors in our Borough including the West Kent Partnership in relation to the sustainable growth agenda.

Innovation – developing more cultural change, innovative and efficient ways to deliver our services through the use of improved systems and technologies guided by our recently adopted Digital Strategy. Our new **Digital Strategy** will guide further investment in new IT technologies to ensure we have systems which are both resilient, secure and facilitates increased productivity. We will invest in new software to enable mobile working across the

Borough, undertake a thorough review and update of the Council's website and back office efficiencies. With the objective of becoming a 'smart' borough, we will aim to ensure that our businesses and communities can seamlessly engage and transact with the Council irrespective of the services they wish to access.

Measuring Future Success

We will review this corporate strategy at a mid-point to evaluate what we have achieved so far and what new and redirected efforts we then need to focus on.

The key outcomes we aim to achieve are as follows:

- *Meeting the targets we have set for future cost savings and additional income generation*
- *A Climate Change Strategy that sets out how our ambition to be carbon neutral by 2030*
- *Introduce new technologies and transformation to become a 'Smart Borough'*
- *A continuing programme of regeneration in Tonbridge building on the achievements secured under the previous plan.*
- *Supporting those who are in need of housing support*
- *Delivering our new Local Plan to meet our growth targets for new development to 2031*
- *Ensuring our key services meet all statutory obligations and reflect the needs of our residents and businesses*
- *Maintain effective joint working across West Kent on key issues such as health provision and our local economy.*

These outcomes reflect the strategic priorities for the Council. Individual service performance is monitored through regular reports to various Advisory Boards and Council meetings. All strategies and reports for Tonbridge & Malling Borough Council are published on our website www.tmbc.gov.uk