

## Appendix 1: First Year Addendum to the Corporate Plan

Theme/Activity	Review	Re-orientate	Recovery
Economy	Undertake review of the effectiveness of initiatives undertaken through the current action plan and appropriateness of planned future initiatives in light of the changes to the economy, including statistical analysis of the local economy	<p>Refresh the Borough Economic Regeneration Strategy and Action Plan 2019-2023 in line with findings of the review. <u>Subject to review stage</u>, but current indicators are that we might focus on:</p> <ul style="list-style-type: none"><li>- Building resilience in the local economy through investment (with an emphasis on new technology)</li><li>- Supporting increase in R&amp;D and Productivity</li><li>- Rebranding the economy</li><li>- Green Growth (in support on Climate Change Strategy)</li><li>- Upskilling and Transferable Skills</li><li>- Town Centre Reinvention – including movements/social distancing/signage</li></ul>	Delivery of refreshed Borough Economic Regeneration Strategy and Action Plan.
Business Support & Finance	Review the West Kent Business Support Programme (including start-up, scale-up and retail support programmes).		
Skills and Work-Readiness	Look at alternative approaches to delivering the West Kent Enterprise Adviser Network, Skills Events, Jobs Fairs and community work-readiness events.		
Our Town Centres	<p>Undertake local health checks of our town centres.</p> <p>Assess impact of the Shopfront Improvement Schemes.</p> <p>Review approach to Town Centre Investment and consideration of accommodating future ways of using our town centres.</p>		
Promotion and Tourism	<p>Review effectiveness of marketing and promotion through Visit Kent and Locate in Kent.</p> <p>Undertake perceptions study of the Borough to identify perceived economic strengths.</p>		
Infrastructure			
Delivery of the Local Plan	Review implications of delays to hearing sessions on overall delivery trajectory.	<p>Prepare for hearing sessions that enable virtual attendance as well as socially distanced physical presence.</p> <p>Update the Local Plan timetable and highlight key considerations based on review activity.</p>	Adoption of the TMBC Local Plan
Strategic Projects	Review our commitments and support to key strategic projects in the Borough, such as LEHES and East Malling Research Station, to ensure they are still priorities, and to consider any changes of approach that might be required.	Have meetings with strategic partners to discuss any key considerations arising from the review.	Proceed as per the review and subsequent dialogue with strategic partners.
Housing Infrastructure	Review implications of housing build out slow down on delivery of all housing types, with a particular focus on delivery of affordable housing products.	Work with partners including Homes England to ensure options for supporting the construction industry are being well advertised and considered	Use networks to contact private sector landlords about working with TMBC on housing provision and supporting existing tenants.

	Review implications of national context on the private rented and affordable housing sectors	on sites in borough that could assist with maintaining a level of housing delivery.  Consider in detail with Members TMBC's ability to deliver a range of housing products, through partnership working, utilising our own assets.	Implement agreed projects emerging from reorientation activity.
<b>(Sustainable) Transport</b>	Review available data on usage of cycle and walking networks during lockdown.	Ensure emerging TMBC Local Cycling and Walking Implementation Plan (LCWIP) draft responds to government guidance and engages with all partners. Consider changed funding landscape.	Consult on LCWIP proposals
<b>Digital Infrastructure</b>	Review any available information/data to identify if there were any specific "gaps" of digital capability or infrastructure highlighted through pandemic, including analysis of how these gaps relate to provision within our more deprived and/or isolated communities	Work with Kent partners to finalise scoping paper for a "Smart Kent and Medway Project" plan, linking to TMBC digital strategy.	Work with partners to identify how existing or planned digital related projects within Kent could contribute or be enabled by a wider Kent Connect Strategy and Implementation Plan, including a Smart Kent IOT/5G initiative.
<b>Empty Property</b>	Review the extent to which the lockdown has impacted on the number (and condition) of empty properties in the borough, with a specific emphasis on prominent and heritage buildings.	Work with KCC No Use Empty and other key stakeholders to create an action plan identifying priority buildings	Proceed as per action plan.
<b>Communities and Health</b>			
<b>Community Safety &amp; Safeguarding</b>	Review Community Safety Partnership safeguarding referrals and data capture regarding vulnerable residents who contacted the Community Hub to access support.	Continue to deliver community hub, in appropriate format for duration of emergency, but seeking to direct individuals to local, sustainable support networks.	Vulnerable residents are supported appropriately via Community Safety Partnership and other local support networks.
<b>Supporting the Community &amp; Voluntary Sector</b>	Review the impact of COVID-19 on key Community and Voluntary Sector bodies supported by the Council	Reconsider Community Partnership Action Plans to capture specific issues that may have been highlighted as a result of COVID-19. Undertake O&S review of existing funding arrangements for the Voluntary Sector.	Delivery of Community Partnership Action Plans in the Borough's Priority Communities. Ensure that funding for Key Voluntary Sector organisations is reviewed and allocated to ensure ongoing support for residents.
<b>Housing</b>	Review impact of COVID-19 on housing waiting lists and reasons for housing duties being accepted.  Review impact of COVID-19 on specific sections of community more likely to have housing need including rough sleepers, victims of domestic abuse, armed forces and young people.	Ensure review findings form part of considerations for the revised Housing Allocations Scheme	Implement Housing Allocations Scheme Work with partners including MHCLG and WK boroughs on schemes to support specific groups and funding opportunities for service reorientation. Work in close partnership with Registered Providers to explore opportunities for refocused services.
<b>Healthy Living</b>	Review role in Public Health response to COVID-19 and where health networks and projects offered most value in supporting our residents	Re-consider options to be presented to O&S in light of change in focus on Public Health services	Implement agreed option for Public Health delivery and engagement
<b>Environment</b>			
<b>Climate Change</b>	Review the timetable for the consultation process. An extension from 1 May until the end of June will allow for analysis of responses received to date and provide additional opportunity for residents to comment on the draft Climate Change Strategy, giving consideration to the impact that the Covid-19 crisis could have on meeting aspirations.	Adopt a new timetable to reflect the additional consultation phase with a report to SSEAB on 1 September to include analysis of consultation responses and setting out next steps for the Climate Change Strategy. Cabinet are asked to	Delivery of Final Adopted Climate Change Strategy and Year 1 Action Plan

		note the extended consultation phase up to the end of June 2020.	
<b>Parks and Leisure</b>	<p>Review opening of main leisure centres in light of government guidance, as well as the re-opening remaining outdoor leisure facilities.</p> <p>Review completion timescales of delayed capital leisure schemes</p> <p>Review events calendar</p>	<p>In liaison with the Trust, look at indoor leisure provision service delivery arrangements – future amendments will be required.</p> <p>Ensure the financial sustainability of the Trust.</p> <p>Give consideration to the potential transfer of the management of Leybourne Country Park to the Trust.</p>	Implementation of new service delivery arrangements and other elements agreed through the review and re-orientation process.
<b>Parking</b>	<p>Review and evaluate timescales for new charges, and the forthcoming consultation on parking charges in Aylesford and Martin Square.</p> <p>Evaluate the potential of capital investments (such as contactless payments and other digital payment options) to car parks.</p>	Revise timescales where required and come to an agreed approach on capital investments	Implement timescales and initiatives in line with review and re-orientation.
<b>Street-scene and Waste</b>	<p>Review timescale for reintroducing weekend bulky collection service and subscriptions for garden waste including direct debit.</p> <p>Review any implications of covid-19 for the transfer of public conveniences to parish councils.</p>	<p>In liaison with the contractor, Urbaser, undertake risk assessments and gear back up for complete reintroduction of core services.</p> <p>Refocus resources on the transfer process.</p>	<p>Complete reintroduction of core services and implement revised timescale for new services arrangements to flats and communal areas and reduce number of recycling banks.</p> <p>Complete transfer of public conveniences</p>
<b>Environmental Health</b>	Review implications of COVID-19 for businesses	<p>Ensure guidance on reorienting business (for example to a takeaway food business or utilising different working practices) is available and up to date in line with Government guidance.</p> <p>Use knowledge of borough's businesses to carry out targeted engagement.</p> <p>Respond to likely changes in DEFRA/FSA/HSE guidance and requirements by updating approaches</p>	Implement updated approaches to managing EH issues.
<b>Air Quality</b>	Review AQ monitoring data from lockdown period	Bring forward a revised AQ Management Action Plan (AQMAP), in line with Climate Change strategy and other key policy documents.	Deliver AQMAP
<b>Running the Council</b>			
<b>Decision Making Capability</b>	Undertake review of effectiveness of virtual meetings and decision making processes generally. Note that regulations empowering Councils to hold virtual meetings are to expire on 7 May 2021 unless extended by the government.	Re-focus decision making processes to ensure that Council is able to effectively consider and implement its refreshed priorities	Deliver a revised decision making process

	Review work programme for Overview and Scrutiny Committee to ensure oversight of response to, and recovery from COVID-19 pandemic		
<b>Financial Recovery</b>	Understand immediate impacts on income and spend from pandemic response and the Council's "essential spend only" ethos	Re-focus and re-determine Council budget priorities. Rebuild Medium Term Financial Strategy based on impacts during pandemic and forecast impacts into the future. Reset Savings and Transformation Strategy  Set aside £200k in an earmarked reserve for recovery.	Deliver MTFS and STS, adjusting priorities in line with other strategies and outcome of Fair Funding Review by government
<b>New Ways of Working</b>	Undertake a review of the effectiveness of homeworking/flexible working and the potential to embed it within the culture of the Council in the longer term.	Where appropriate, Managers to build flexible working into the work patterns for their teams in order to build resilience into the organisation and embed new ways of working.  Review office accommodation requirements in light of changes to homeworking/ flexible working and in order to reduce overheads and meet the targets set within the adopted Climate Change Strategy.	Delivery of new working arrangements and benefits to operational resilience, financial overheads and climate change.
<b>Property and Investments</b>	Review impacts on treasury management activity, opportunities and risks  Review impact on Asset Management Plan	Update Treasury Management and Annual Investment Strategy as needed reviewing risks and opportunities	Investment income potential to be updated in MTFS
<b>Business Rates and Council Tax</b>	Understand and review impacts on council tax and business rates collection	Review and implement recovery of debts as appropriate; reassess bad debt provisions. Reassess tax base for council tax in terms of impact on collection and growth potential, and forecasting for future. Consider whether changes needed to Council Tax Support scheme. Working with Kent pool partners, assess impacts on business rate retentions and growth fund opportunities	Link to the update of the MTFS, also having regard to the Government's review of business rate retention scheme and revaluation of business rateable values.