

Appendix 1: First Year Addendum to the Corporate Plan

Theme/Activity	Review	Update	Re-orientate	Update	Recovery	Update
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	Completed – review undertaken as part of Economic Recovery Strategy process. Regular updates to ERAB on developments in the local economy.	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: <ul style="list-style-type: none"> - Building resilience in the local economy through investment (with an emphasis on new technology) - Supporting increase in R&D and Productivity - Rebranding the economy - Green Growth (in support on Climate Change Strategy) - Upskilling and Transferable Skills - Town Centre Reinvention – including movements/social distancing/signage 	Completed - Economic Recovery Strategy 2021-2023 adopted.	Delivery of refreshed Borough Economic Regeneration Strategy and Action Plan.	Ongoing.
Business Support & Finance	Review the West Kent Business Support Programme (including start-up, scale-up and retail support programmes).	Completed - Reviewed by the WKP officers.				
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.	Completed – events put on hold and currently planned to be delivered again end of 2021. WKEAN delivering virtual events in schools.				
Our Town Centres	Undertake local health checks of our town centres. Assess impact of the Shopfront Improvement Schemes. Review approach to Town Centre Investment and consideration of accommodating future ways of using our town centres.	Footfall and vacancy rate survey of Tonbridge High Street is scheduled for Aug 201 Completed – extension to Shopfront Scheme until September 2021 agreed. Ongoing.				
Promotion and Tourism	Review effectiveness of marketing and promotion through Visit Kent and Locate in Kent. Undertake perceptions study of the Borough to identify perceived economic strengths.	Ongoing - Given impact on tourism, the Visit Kent SLA has been agreed for a further year. Initial work on refreshing the 'Case for West Kent' being undertaken.				

Infrastructure	Review	Update	Re-orientate	Update	Recovery	Update
Delivery of the Local Plan	Review implications of delays to hearing sessions on overall delivery trajectory.	Inspector's Final report received on 08 June 2021 confirming a failure of the Duty to Co-operate.	Prepare for hearing sessions that enable virtual attendance as well as socially distanced physical presence. Update the Local Plan timetable and highlight key considerations based on review activity.	Members are scheduled to discuss options for taking the Local Plan forward at PTAB on 29 June 2021. These include challenging the Inspector's decision and resubmitting the Plan, for which legal advice has been sought. Preparations for resubmitting a Plan have begun with a review of the evidence base and an audit of the policies against the latest version of the NPPF.	Adoption of the TMBC Local Plan	Indicative timetable for resubmitting a Local Plan estimates adoption by mid-2024. It is less clear when the current Plan could be adopted in the event a challenge is successful and the current examination resumes, but potentially sooner.
Strategic Projects	Review our commitments and support to key strategic projects in the Borough, such as LEHES and East Malling Research (NIAB EMR) Station, to ensure they are still priorities, and to consider any changes of approach that might be required.	Undertaken as part of the process of refreshing the Economic Recovery Strategy.	Have meetings with strategic partners to discuss any key considerations arising from the review.	Dialogue ongoing.	Proceed as per the review and subsequent dialogue with strategic partners.	Additional LGF, Strength in Places and Growing Places Funding secured at NIAB EMR with support of the Council.
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. Review implications of national context on the private rented and affordable housing sectors	Recommending Housing Delivery Test Action Plan to Members and comparing our performance with similar boroughs. Maintaining close watching brief on changes to key parameters such as revised stay on eviction dates.	Work with partners including Homes England to ensure options for supporting the construction industry are being well advertised and considered 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.	Working with Homes England on First Homes pilot programme, signposting potential sites. Initial officer discussions with RPs and other potential partners underway.	Use networks to contact private sector landlords about working with TMBC on housing provision and supporting existing tenants. Implement agreed projects emerging from reorientation activity.	Delivering pilot 'Landlord Incentive' programme, recently extended with CHAB approval. Work on-going
(Sustainable) Transport	Review available data on usage of cycle and walking networks during lockdown.	Undertaken	Ensure emerging TMBC Local Cycling and Walking Implementation Plan (LCWIP) aka Active Travel Strategy draft responds to government guidance and engages with all partners. Consider changed funding landscape.	Ongoing	Consult on LCWIP (Active Travel Strategy) proposals	This is anticipated to take place during summer 2021 with a report being brought to PTAB in November for approval.

Digital Infrastructure	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	Ongoing – Community development partnership meetings have been held virtually. Work is focussed on support in deprived / priority communities. In partnership with Clarion HG, work is planned to address digital poverty and support access to IT where there are currently gaps.	Work with Kent partners to finalise scoping paper for a “Smart Kent and Medway Project” plan, linking to TMBC digital strategy.	Smart kent agenda still in planning and being led by Kent Connects.	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.	Ongoing – work to be undertaken in partnership with KCC looking at digital deprivation and available support networks.
Empty Property	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.	Ongoing task to identify range of empty homes issues and establish a live database	Work with KCC No Use Empty and other key stakeholders to create an action plan identifying priority buildings	Approach being developed as part of the Housing Strategy	Proceed as per action plan.	Action Plan will sit under Housing Strategy
Communities and Health	Review	Update	Re-orientate	Update	Recovery	Update
Community Safety & Safeguarding	Review Community Safety Partnership safeguarding referrals and data capture regarding vulnerable residents who contacted the Community Hub to access support.	Complete- referrals were undertaken where necessary and vulnerable residents who contacted the hub were linked to existing support services.	Continue to deliver community hub, in appropriate format for duration of emergency, but seeking to direct individuals to local, sustainable support networks.	Completed – all residents who were added to the CEV list were contacted and assisted if required. Support is still available if needed, but direct contacts out have now stopped in line with the end of shielding.	Vulnerable residents are supported appropriately via Community Safety Partnership and other local support networks.	Ongoing – weekly CSU meetings take place with a range of partners to support vulnerable residents. Monthly Vulnerability Panel meetings take place, to discuss more focused support for those in need.
Supporting the Community & Voluntary Sector	Review the impact of COVID-19 on key Community and Voluntary Sector bodies supported by the Council	Complete – review was undertaken by O&S and funding has now been allocated for 2021/22 for key voluntary sector bodies.	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.	Partially Complete – O&S review has been completed. A revised Community Partnership Action Plan has been drafted for East Malling. In Snodland the partnership is active and project focussed. The partnership in Trench (TN10) will be relaunching later this year.	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.	Ongoing – the partnership groups will be meeting remotely until community engagement is possible. Funding has been allocated to key V&C sector groups for 2021/22.
Housing	Review impact of COVID-19 on housing waiting lists and reasons for housing duties being accepted.	Housing register applications and associated waiting times on the register have increased. Action is being taken to address this in terms of additional resources and changes to processes and procedures.	Ensure review findings form part of considerations for the revised Housing Allocations Scheme	Revision of Housing Allocations Scheme has been delayed due to other service demands however will now be progressed from July 2021.	Implement Housing Allocations Scheme Work with partners including MHCLG and WK boroughs on schemes to support specific groups and funding opportunities for service reorientation.	Await review of Housing Allocations Scheme. Excellent progress made on accessing funding from MHCLG to support housing work.

	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.	Reasons for homeless applications have changed with an emphasis on relationship breakdown including domestic abuse rather than loss of property. A huge amount of support has been provided for rough sleepers through Government funding and schemes we have set up to respond to their needs. Success is ongoing with moving rough sleepers into longer term accommodation.			Work in close partnership with Registered Providers to explore opportunities for refocused services.	Some improved and refocused ways of working with RPs will continue to help to meet the needs of residents.
Healthy Living	Review role in Public Health response to COVID-19 and where health networks and projects offered most value in supporting our residents	Ongoing review with KCC Public Health. Healthy Living team seen as integral to population change needed in terms of healthy weight and lifestyles and to support agenda around mental health.	Re-consider options to be presented to O&S in light of change in focus on Public Health services	Continuing work to bringing the service within grant allocation. Renewed focus on public health services both nationally and locally as a result of the pandemic.	Implement agreed option for Public Health delivery and engagement	Ongoing.
Environment	Review	Update	Re-orientate	Update	Recovery	Update
Climate Change	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.	Completed – the Climate Change Strategy consultation responses were reviewed and considered at SSEAB.	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 note the extended consultation phase up to the end of June 2020.	Completed – Following the consultation, a 2020/21 Climate Change Action Plan was adopted setting out targets for the first year of the Climate Change Strategy.	Delivery of Final Adopted Climate Change Strategy and Year 1 Action Plan	Completed- Progress against the 2020/21 Action Plan was reported to SSEAB on 08/06/21 and a 2021/22 Action Plan was endorsed to set out the targets for year 2.
Parks and Leisure	Review opening of main leisure centres in light of government guidance, as well as the re-opening remaining outdoor leisure facilities. Review completion timescales of delayed capital leisure schemes	Progressed in liaison with Leisure Trust. Completed.	In liaison with the Trust, look at indoor leisure provision service delivery arrangements – future amendments will be required.	The facility areas within the Leisure Centres and outdoor areas have been reopened in accordance with Government guidance and this approach continues. The Council has financially supported the Trust to	Implementation of new service delivery arrangements and other elements agreed through the review and re-orientation process.	A list of facility areas/services have been identified for future review and reporting to CHAB.

	Review events calendar	Constantly under review in light of latest government guidance.	Ensure the financial sustainability of the Trust. Give consideration to the potential transfer of the management of Leybourne Country Park to the Trust.	continue trading and all opportunities for government support have been taken. The transfer of the management of the Country Park will be reported to CHAB in July. A number of capital schemes have been completed and the timescales for others have been revised. Events are starting to return operated in strict compliance with guidance.		
Parking	Review and evaluate timescales for new charges, and the forthcoming consultation on parking charges in Aylesford and Martin Square. Evaluate the potential of capital investments (such as contactless payments and other digital payment options) to car parks.	Completed . Ongoing.	Revise timescales where required and come to an agreed approach on capital investments	Consultation on parking charges delayed due to the ongoing impact of Covid . Ongoing. Covid has seen a significant increase in use of payment by mobile phones and a new contract with the supplier has been agreed to make this more attractive to users.	Implement timescales and initiatives in line with review and re-orientation.	A survey of usage of the car parks will be undertaken post Covid to assist with the consultation.
Street-scene and Waste	Review timescale for reintroducing weekend bulky collection service and subscriptions for garden waste including direct debit. Review any implications of covid-19 for the transfer of public conveniences to parish councils.	Weekend bulky waste service currently being reviewed .Direct debit option currently under development. The transfer timescale was unaffected by Covid.	In liaison with the contractor, Urbaser, undertake risk assessments and gear back up for complete reintroduction of core services. Refocus resources on the transfer process.	Review will be reported to August meeting of SSEAB, debits will be offered after trial of system completed. Completed.	Complete reintroduction of core services and implement revised timescale for new services arrangements to flats and communal areas and reduce number of recycling banks. Complete transfer of public conveniences	Ongoing. A trial roll-out to flats in Tonbridge has been approved and a target date of the end of August has been set. Transfers either completed or progressing.
Environmental Health	Review implications of COVID-19 for businesses	Completed and appropriate support provided.	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. Use knowledge of borough's businesses to carry out targeted engagement. Respond to likely changes in DEFRA/FSA/HSE guidance and	Completed. FSA guidance re food inspection programme followed.	Implement updated approaches to managing EH issues.	Ongoing and following FSA guidance.

			requirements by updating approaches			
Air Quality	Review AQ monitoring data from lockdown period	Ongoing	Bring forward a revised AQ Management Action Plan (AQMAP), in line with Climate Change strategy and other key policy documents.	Public consultation completed. Report to Street Scene & Environment Services Advisory Board in August 2021 due with final action plan.	Deliver AQMAP	Will follow agreed action plan
Running the Council	Review	Update	Re-orientate	Update	Recovery	Update
Decision Making Capability	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. Review work programme for Overview and Scrutiny Committee to ensure oversight of response to, and recovery from COVID-19 pandemic	Review of virtual meetings undertaken by Overview and Scrutiny Committee during 2020/ 21. Cabinet accepted recommendations from O&S on 27 April 2021, including a recommendation to continue with livestreaming of Council meetings. Regulations permitting virtual meetings not extended beyond 7 May 2021.	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	
Financial Recovery	Understand immediate impacts on income and spend from pandemic response and the Council's "essential spend only" ethos	Understanding of impacts is continuous. Built into Budgets for 2021/22 and MTFS as approved in Feb 21. Updates to MTFS continue	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.	Report to Cabinet 6 July 2021 on both MTFS and STS. Earmarked reserve established	Deliver MTFS and STS, adjusting priorities in line with other strategies and outcome of Fair Funding Review by government	Fair Funding consultation still awaited m-was expected Spring 2021. Report to Cabinet 6 July sets out framework for assessing priorities.
New Ways of Working	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.	Transitional Working Arrangements policy (enabling a trial of new flexible working arrangements) approved by O&S Committee/ General Purposes Committee in April/ June 2021. Council to commence 12 month trial period in September 2021. If successful, the trial will facilitate a significant	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		Delivery of new working arrangements and benefits to operational resilience, financial overheads and climate change.	

		reduction in office space requirements/ overheads and reduce carbon emissions associated with home to work travel.	set within the adopted Climate Change Strategy.			
Property and Investments	Review impacts on treasury management activity, opportunities and risks Review impact on Asset Management Plan	Updates reported to Audit Committee at each meeting, setting out performance opportunities and risks	Update Treasury Management and Annual Investment Strategy as needed reviewing risks and opportunities	Updated Feb 2021. Agreed to evaluate Multi-asset funds – work underway June 21 to select appropriate funds.	Investment income potential to be updated in MTFS	Updates will be regularly undertaken
Business Rates and Council Tax	Understand and review impacts on council tax and business rates collection	End of year performance stats for collection evaluated. Ongoing discussions with Kent councils regarding collection and recovery.	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	End of financial year bad debt provisions reassessed. Court dates recommenced May 2021 after a whole year of no Magistrates courts. Recovery underway. Too early yet to determine if changes needed to C Tax support scheme. TMBC no longer part of Kent business rates pool from April 21 (Cabinet decision Oct 2020), but small gains made during 20/21.	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.	Further information awaited