

# Innovation, Transformation and Delivery

Corporate Strategy - Draft  
2023 - 2027



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# Innovation, Transformation and Delivery

Corporate Strategy - Draft 2023 - 2027



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# Foreword from the Leader and Chief Executive

Tonbridge and Malling is a great and safe place to live, work and socialise. Our historic environment, heritage and countryside has attracted investment for many years.

Since 1974, Tonbridge and Malling Borough Council has been there to support residents, businesses and anyone visiting the area. It delivers its core service well. The borough council has helped so many people and organisations through the challenges of recent years. But there is more that can, and needs, to be done.

As the council approaches its 50<sup>th</sup> birthday, this Corporate Strategy catapults the borough council into a new era - leading in investing and delivering for the towns and villages that make up this beautiful area.

There are three key values that define our approach:

## Innovation, Transformation and Delivery

By pro-actively encouraging these values, we can transform our council and the towns and villages that make up our borough. This allows us to deliver modern and successful public services that help to meet our four key priorities for the borough:

- 1 **Efficient** services for all our residents, maintaining an effective council.
- 2 **Sustaining** a borough which cares for the environment.
- 3 **Improving** housing options for local people whilst protecting our outdoor areas of importance.
- 4 **Investing** in our local economy.



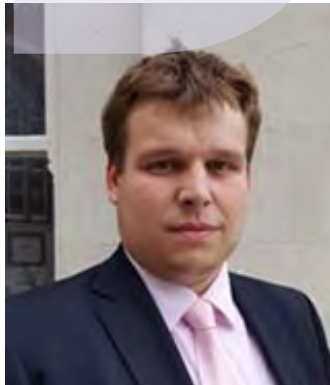
To be an effective community leader, we must continue to provide these services to the standards that residents expect. We know expectations have, rightly, risen. Our challenge is to use new approaches to meet this.

We've got to be flexible in dealing with the challenges we face, both locally and across the country, even the world. Using our ambitious sustainability plans as a base, we can help to transform our community to one which puts greater emphasis on the health of the environment. This will mean acknowledging the importance of our green spaces when taking a balanced approach between the need to tackle the housing crisis and protecting our countryside.

And by leading as an ambassador for business in West Kent, we can demonstrate why Tonbridge and Malling has such a great track record of investment, regardless of economic conditions.

This Corporate Strategy marks a change in the approach of Tonbridge and Malling Borough Council. It is a clear indication of where we wish to take this council, to clearly communicate and lead in the delivery of public services and investment in the community.

As a bold, forward looking Corporate Strategy this sets the benchmark for delivery over the next few years. We are ambitious for Tonbridge and Malling to meet its potential, and look forward to sharing this journey with you all.



**Cllr Matt Boughton**

Leader of Tonbridge & Malling  
Borough Council



**Julie Beilby**

Chief Executive of Tonbridge & Malling  
Borough Council



TONBRIDGE

# Our Vision

To be an innovative and forward-thinking council, that leads the people and businesses of the borough towards a vibrant, prosperous and sustainable future.

## Our Values

### Innovation

Embracing new ideas and technology, and proactively finding solutions that improve our services to residents.

### Transformation

Adapting so we can meet the standards residents, businesses and all those involved with the borough council rightly expect.

### Delivery

Ensuring we set ambitious targets that we strive to meet, in order to provide high quality public services for our residents.

## Our Priorities

1

**Efficient** services for all our residents, maintaining an effective council

2

**Sustaining** a borough which cares for the environment

3

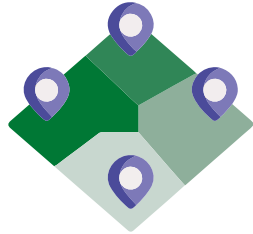
**Improving** housing options for local people whilst protecting our outdoor areas of importance

4

**Investing** in our local economy to help support residents and businesses and foster sustainable growth.



**132,600**  
Population (2020)



**92.71**  
Square Miles



**62,000**  
Employee Jobs in  
the Borough (2020)



**Enterprises (2020)**



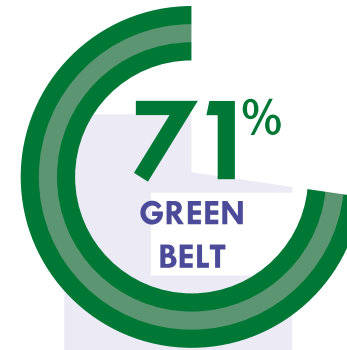
**84.1%**  
Economically active  
16-64 year olds (2020)



**19**  
**ELECTORAL  
WARDS**  
(from 2023)



**£392,914**  
Average House  
Price (2021)



**71%**  
**GREEN  
BELT**



**56,096**  
**HOUSEHOLDS**



**£689.90**  
Average Weekly  
Resident Salary  
(Full-Time) (2020)



Average Age

**40.9  
YEARS**  
(from 2020)

We receive  
**10.9p**  
of every £1  
of Council Tax  
(2021)



**About Tonbridge and Malling**

**2** AREAS OF OUTSTANDING  
NATURAL BEAUTY IN THE BOROUGH  
(**KENT DOWNS & HIGH WEALD**)



Over  
**75,000**  
phone calls  
answered by  
our Contact Centre per year



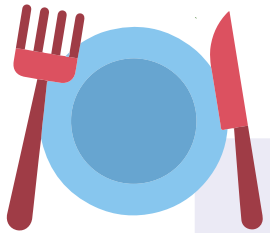
**31**  
independent  
businesses  
supported  
through shopfront improvement grants



Over  
**£40m**  
distributed to local  
businesses in grants  
during COVID-19



**1751**  
roads  
cleansed



Over  
**500**  
food  
businesses inspected annually



**25,725**  
myaccount  
users



**68**  
CCTV cameras  
covering facilities and town centres



Responsible for maintaining  
**400**  
areas of  
public open  
space



Over  
**3000**  
planning  
applications  
processed per year



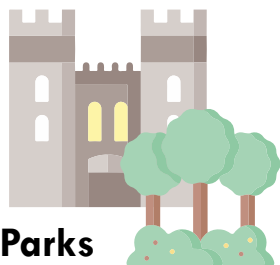
Running and maintaining  
**43** car parks  
with  
**3258**  
spaces



**355**  
miles of  
footways  
cleansed



Over  
**1200**  
business  
license  
applications processed per year



Providing  
**2 x Country Parks**  
**3 x Leisure Centres**  
**a Castle & a Golf Course**



Achieving the best  
recycling rates in Kent



Over  
**£1.25m**  
to grants in the  
community &  
voluntary  
organisations  
inc. Community Development Grants,  
Disabled Facilities Grants, Housing Assistance Grant,  
CSU Mediation Service Grant

**What  
We Do**





PETER'S BRIDGE

## Meeting our Priorities

**Efficient** services for all residents, maintaining an effective Council.

We want the people of Tonbridge and Malling to enjoy good quality public services, to feel safe and enjoy the benefits that digital technologies offer. Between now and 2027 we will:

- Promote well-being and help people, especially our most vulnerable residents, to live healthy and active lifestyles. This includes facilitating good quality leisure facilities and services across Tonbridge and Malling.
- Through key partnership working with Kent Police and other partners, support residents and ensure safeguarding is an integral part of Council activity.
- Make our services and advice available to residents 24 hours a day through digital innovation, and ensure the borough council is able to respond efficiently to the needs of local residents.
- Further move the borough council forward so its services are delivered innovatively and in the most cost-effective and efficient way





## **Sustaining a borough which cares for the environment.**

We're committed to creating a borough which protects the environment and provides beautiful spaces for our residents and visitors to enjoy. Between now and 2027 we will:

- Deliver climate change plans which focus on cutting emissions and increasing biodiversity.
- Build on our track record of recycling more than anywhere else in Kent with measures to further improve rates while reducing overall levels of waste and fly-tipping.
- Improve environmental quality in the borough by tackling sources of pollution such as car idling and taxi emissions, backed up by design-led approaches in new developments and encouraging sustainable travel.
- Continue our successful management of parks, open spaces and leisure centres so the best recreational facilities are available to everyone.
- Recognise and support our local built heritage to give people pride in the place they live.





WEST MALLING

## **Improving housing options for local people, whilst protecting our outdoor areas of importance.**

We will bring forward plans to help people onto the housing ladder, improve standards in the rented sector and support those at risk of homelessness through ensuring a strong focus on affordable housing in the borough whilst protecting our outdoor areas of importance. Between now and 2027 we will:

- Develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community.
- Ensure a supply of affordable housing for people who would struggle to buy on the open market.
- Use every power we can to support those who are most in need of housing support and at risk of becoming homeless.
- Improving standards in rented accommodation, including offering help to make flats and houses more energy efficient in order to recognise that this isn't just an issue in the privately rented sector.





## **Investing in our local economy to help support residents and businesses and foster sustainable growth.**

Local businesses have faced tough challenges in recent years and continue to do so. We want to support businesses which are the lifeblood of the local economy and help them adapt and grow in the future. Between now and 2027 we will:

- Deliver a range of measures to help our local economy bounce back from the covid-19 pandemic and current economic pressures.
- Identify ways we could use our land and other assets better, especially in Tonbridge town centre.
- Develop proposals to raise the profile of Tonbridge Castle and all council assets, boosting income generation opportunities and our reputation as a partner to work with.
- Strengthen our links with strategic partners and funding bodies in the public and private sectors to maximise the support available for our local economy.



# Annex 1: Our Key Strategies

Our Corporate Strategy does not stand-alone – there are a whole host of key strategies that underpin this document and deliver for the benefit of our residents, visitors and businesses. Some of these key strategies are:

- Climate Change Strategy – sets out an aspiration for the borough council to be carbon neutral by 2030, with an action plan that illustrates key steps required to contribute towards this goal.
- Community Safety Partnership Strategy – creating a safer Tonbridge and Malling.
- Digital Strategy – aims to allow the communities and businesses we serve to be able to engage and transact with us responsively and seamlessly.
- Economic Recovery Strategy – aims to help create a dynamic and inclusive economy that fosters sustainable growth.
- Housing Strategy – improving housing supply and options for the community.
- Local Plan – will guide development across the borough through to 2040 and will include policies on great design, delivering the services communities need, affordable housing and regenerating Tonbridge Town Centre.
- Savings and Transformation Strategy – aims to bridge the funding gap identified in the Medium-Term Financial Strategy through savings and transformation.





# DRAFT



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