

Corporate Strategy Action Plan 2023/24

Priorities	Actions	Strategic Project	Owner	Timescale	Status	Overview of Progress
Efficient Services for all our Residents	Promote well-being and help people live healthy and active lifestyles.	Delivering cost efficient leisure centres through capital investment that improves their financial and environmental sustainability.	CM for Community Services	Ongoing		The Council continues to invest in its leisure facilities through both its cyclical and planned maintenance programme as well as through its capital plan investment programme.
		Deliver One You Public Health Initiative	CM for Finance and Housing	Ongoing		Just under 700 people were referred to the One You Service in 2023/24 gaining support on a wide range of health matters.
	Through key partnership working with Kent Police and other partners, support residents and ensure safeguarding is an integral part of council activity.	Delivery and implementation of the annual Community Safety Partnership Plan, including measures to tackle anti-social behaviour and domestic violence.	CM for Community Services	Ongoing		<p>Tackling anti-social behaviour and domestic abuse continue to be a priority for the Community Safety Partnership (as well as other priorities including tackling violence against women and girls and tackling extremism and hate).</p> <p>During the year the ASB Officer has received over 280 reports of anti-social behaviour. We have also worked to prevent nuisance vehicles and issued over 40 Fixed Penalty Notices.</p> <p>The CSP continues to commission domestic abuse organisations to support victims of domestic abuse and they have been able to support over 250 victims, providing them with one-to-one support.</p>

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	Make our services and advice available to residents 24 hours a day through digital innovation.	Implementation of the Communications Strategy 'strategic themes' specifically building digital reach through social media channels and the MyTMBC app.	CM for Finance and Housing	Ongoing		Strategy themes delivering on objectives: <ul style="list-style-type: none"> • Marketing annual plans approved by MT • Budget allocated to Corporate Plan themes. • MyTMBC app seeing good growth to over 9,000 subscriptions • Continuing social media growth – combined followers of around 23,000 • TMBC newsletter subscriptions of 5,700
		Adoption and implementation of a new Digital Strategy		2023/24		The new Digital Strategy 2023-2027 was adopted in October 2023. The five core strategic priorities within the strategy are: <ol style="list-style-type: none"> 1. Secure by Design and Culture 2. Transformation 3. Demand Management 4. Efficient Workforce 5. Economic Growth
	Further move the borough council forward so its services are delivered innovatively and in the most cost-effective and efficient way.	Additional resource/staffing to be allocated to delivering innovative change through the council's transformation agenda.	CM for Transformation and Infrastructure and CM for Finance and Housing	2023/24		A total of £676,000 transferred to the Transformation Reserve through Budget 2024/25 to facilitate transformational projects. Discussions are underway through the LGA regarding assessment of resource need.
		Implementation of the Medium Terms Financial Strategy and the Savings and Transformation Strategy		Ongoing		Updated Medium Term Financial Strategy and Savings and Transformation Strategy adopted in February 2024. £120,000 of savings have been incorporated into the 2024/25 draft budget. A savings target of £305,000 to be delivered by 31 March 2025, with options underway.

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Sustaining a borough which cares for the environment	Deliver climate change plans which focus on cutting emissions and increasing biodiversity.	Implementation of the Climate Change Strategy Action Plan – including measures that cover sustainable development, transport, housing, waste, business and property.	CM for Climate Change, Regeneration and Property	Ongoing		There has been good progress across the Climate Change Action Plan in delivering projects, such as installation of EV chargers, as well as ongoing longer-term investments, such as the decarbonisation of leisure centres.
		Partnership working with KCC, the Kent Local Nature Partnership and Kent Wildlife Trust to identify sites for a high level of biodiversity net gain.		Ongoing		A Green Infrastructure Strategy for the borough has now been completed and will form part of the evidence base for the forthcoming Local Plan consultation. Amongst other considerations, this strategy looks at the potential for biodiversity net gain and ecosystem services on council owned land. There is ongoing engagement with KCC and the Kent Nature Partnership on the emerging Kent and Medway Nature Recovery Strategy, entitled Making Space for Nature.
	Build on our track record of recycling more than anywhere else in Kent.	Continue to increase kerbside recycling.	CM for Transformation and Infrastructure	Ongoing		Dry recycling services for paper/card, plastics, glass and metals has been rolled out to communal bin stores. Food waste roll out is to be completed during 2024/25.
Promote recycling and waste minimisation.		Ongoing		Ongoing promotional activity has been undertaken, including social media campaigns and school visits.		

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	Improve environmental quality in the borough by tackling sources of pollution.	Implementation of Air Quality Action Plan	CM for Climate Change, Regeneration and Property	Ongoing		Actions within the Air Quality Action Plan continue to be worked on and implemented by relevant teams within the Council.
		Continue with dedicated environmental enforcement.		2023/24		New contract for litter and fly tipping enforcement to be tendered in 2024.
	Continue our successful management of parks, open spaces and leisure centres.	Maintain Green Flag Award status for our parks.	CM for Community Services	Ongoing		The Council was successful in its 2023 Green Flag applications for Tonbridge Racecourse Sportsground and Haysden Country Park. TM Active, who manage Leybourne Lakes Country Park on behalf of the Council, were successful in their 2023 application for the site. TMBC and TM Active are awaiting the outcome of the 2024 applications for these sites.
		Delivering cost efficient leisure centres through capital investment that improves their financial and environmental sustainability.		Ongoing		The Council continues to invest in its leisure facilities through both its cyclical and planned maintenance programme as well as through its capital plan investment programme. Applications submitted to Government and Sport England have both been successful resulting in grants totalling more than £1.5m being made available to invest in solar power and heat pumps at Larkfield Leisure Centre. In addition, Tonbridge Swimming Pool has recently had solar panels installed, saving 14 tonnes of emissions per annum.

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Improving housing options for local people	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.	Submission of Local Plan for the borough.	CM for Planning	Spring 2025		The Regulation 18b Local Plan is currently on target to be presented to Housing and Planning in Q1 of 2024/25, with consultation taking place in July 2024 for a period of 7 weeks. Regulation 19 (publication of the draft Local Plan is then due in Q3/4 of 2024/25 with the Regulation 20 consultation due to take place in Q4 of 2024/25. The Regulation 22 submission to the Secretary of State is then due in Q1/Q2 of 2025/26. The Local Plan is on target to meet the end stop date of submission to the Planning Inspectorate by June 25.
		Examination in Public of the Local Plan		2026		
	Ensure a supply of affordable housing for people who would struggle to buy on the open market	Investigate use of council owned assets for use to deliver affordable housing through joint working with Registered providers.	CM for Finance and Housing	2023/24		A review of sites has been undertaken. Work is ongoing, with a consultancy brief on feasibility for one site currently underway.
		Promote Local Letting Plans to help deliver homes for local people.				
	Use every power we can to support those who are most in need of housing support and at risk of becoming homeless.	Manage our temporary accommodation provision to support vulnerable residents.	CM for Finance and Housing	Ongoing		The Council continues to manage its temporary accommodation with work to secure a robust repairs and maintenance contract progressing.
		Develop and implement a Homelessness and Rough Sleeping Strategy and Action Plan				

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	Improving standards in rented accommodation.	Delivery of the Housing Upgrade Grant Project	CM for Finance and Housing	Up to March 2025		Delivery is ongoing. A marketing approach with our delivery partners has been agreed for 2024/25 to maximise take-up of the grants.
		Work with partner organisations and Registered providers to provide advice and signpost to available support.		Ongoing		Clarion Housing has agreed to work towards a Memorandum of Understanding on housing condition complaints. The Council continues to provide appropriate advice and signposting.
Investing in our local economy to help foster sustainable growth	Deliver a range of measures to help our local economy bounce back.	Implementation of the T&M UK Shared Prosperity Fund Investment Plan and REPF Addendum.	CM for Climate Change, Regeneration and Property.	Up to March 2025		<p>100% of the Year 2 UKSPF budget was spent, with the remainder being carried over into the final year (2024/25). Projects that have progressed well during 2023/24 include: Mobile CCTV, Youth Provision Project, Shopfront & Vacant Unit Improvement Grant Scheme, Living Bus Shelter Roofs, Green Business Grant Scheme and the West Kent Business Support Scheme</p> <p>The REPF funding has been used to establish the West Kent Rural Grant Scheme, which launched in July 2023. In the first round, 12 projects were allocated funding, of which 7 completed by 31 March 2024 (with the remainder being carried over into 2024/25). Since November 2023, new rounds have been opened up for delivery of projects in 2024/25. These rounds will continue until the funding has been allocated. As of 31 March 2024, around £200,000 remained to be allocated from the c £445,000 pot.</p>

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		Produce and implement a new Economic Development Strategy for 2023-2027.	CM for Climate Change, Regeneration and Property.	Adopt September 2023.		The Economic Development Strategy 2023-2027 went out to consultation in October 2023 and was then reported to FRPSSC in November 2023 and finally to Cabinet in January 2024. Progress on implementing the strategy will go to FRPSSC in May 2024.
	Identify ways we could use our land and other assets better, especially in Tonbridge Town Centre.	Tonbridge Town Centre Review (inc. Tonbridge Farm)	CM for Climate Change, Regeneration and Property.	Ongoing		The outcome of phase 2 of the review was reported to Members for consideration at the Finance, Regeneration & Property Scrutiny Select Committee on 12 March, and, along with the creation of a new post – Tonbridge Town Centre Programme Manager – was subsequently approved by Cabinet on 02 April 2024.
		Progress plans for Kings Hill Offices		Ongoing		Progressing plans to rationalise Kings Hill office accommodation.
	Develop proposals to raise the profile of Tonbridge Castle and all council assets.	Agreement of future plans for Tonbridge Castle and develop implementation strategy.	CM for Community Services.	During 2023/24		The Council has completed the consultation, Heritage Assessment, and Market Viability assessment for the business, which was undertaken by Bracketts. In addition, the identified concepts have been analysed and scored. The scope for the decommissioning of the Gateway is now complete together with the indicative costings for discussion with Kent County Council.

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						The Event Strategy for TMBC is undergoing an internal consultation before being presented to Management Team and Members.
		Put new plans in place for the Castle.		From 2024		The Steering Group will meet on 08 May 2024 to agree the strategy and development plans for Tonbridge Castle. These will then go to Management Team and then Communities and Environment SSC for consideration.
	Strengthen our links with strategic partners and funding bodies.	Ongoing engagement with strategic partners such as RBLI, NIAB EMR and the Kent and Medway Economic Partnership to ensure investment in the borough.	CM for Climate Change, Regeneration and Property.	During 2023/24		<p>Departments from across the Council continue to work closely with strategic partners on a range of investments, including the Centenary Village (RBLI); GreenTech Hub (NIAB EMR) and Leigh Expansion and Hildenborough Embankment Scheme (Environment Agency).</p> <p>The Kent and Medway Economic Partnership (KMEP) is currently undergoing change as powers are transferred down from the South East Local Enterprise Partnership. At present there is limited funding opportunities for investment.</p>
		Refocus the West Kent Partnership to move from predominantly skills and employability measures to a broader economic development approach that includes promotion and investment.		During 2023/24		<p>The West Kent Partnership officers have jointly undertaken a number of initiatives this year, including:</p> <ul style="list-style-type: none"> - West Kent Business Support Programme - West Kent Rural Grants Programme - Invest West Kent (Inward Investment Website)

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						<ul style="list-style-type: none"> - Jobs Fairs (in partnership with Jobcentre Plus) - UKSPF Life Skills Projects <p>However, further work is still needed to reinvigorate the wider partnership and to reintroduce governance arrangements that strengthen the level of communication between partners. It is hoped the West Kent Expo in March 2024 has helped start that process.</p>