

# Tonbridge & Malling Local Strategic Partnership

## 2009-2012

### Sustainable Community Strategy



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# Introduction

## From the Chairman of the Tonbridge & Malling Local Strategic Partnership

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This is the first Sustainable Community Strategy prepared by the Tonbridge & Malling Local Strategic Partnership, but the third strategy prepared for the borough. It builds on considerable partnership successes in the past, led by the former Local Strategic Partnership, the West Kent Partnership. Actions undertaken in support of the previous strategy are set out in this document and provide some continuity in the way partners have approached the achievement of the long term 'vision' for the borough. The borough of Tonbridge & Malling benefits from strong partnership working and this document sets out joint commitments made by partners to take forward the concerns of local residents, partner agencies and other organisations.

The Local Strategic Partnership (LSP) has a clear remit to exercise a leadership and governing role through identifying and articulating the needs and aspirations of local communities and reconciling or arbitrating between competing interests. This Sustainable Community Strategy sets out a clear vision, informed by the views of local people, and details how we can work towards achieving this vision. The Partnership will also be responsible for the performance management of the actions set out in this document and annual reports on progress will be prepared and published.

While resources are always restricted, and perhaps the challenges now are greater than ever, through working in partnership on a set of shared priorities, we can align our resources to provide better outcomes for individuals and communities. This document sets out actions, some of which are already underway but need additional input, some of which will require creative solutions and effective and efficient joint commissioning. Together, these actions will assist in achieving our goal of a safer, stronger and more prosperous community.



Mark Worrall  
Chairman, LSP

Age Concern Malling

Bridge Trust

Church of England

Environment Agency

The Friars, Aylesford

Federation of Small Businesses

Hadlow College

Ightham Mote

Kent Association of Local Councils

Kent County Council

Kent Fire and Rescue

Kent Police

Kenward Trust

NHS West Kent

Russet Homes

Tonbridge & Malling Borough Council

T&M District Cricket Partnership

Tonbridge Citizens' Advice Bureau

West Kent College

# A Sustainable Community

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**A** sustainable community is defined as a place in which people want to live and work, now and in the future.

Delivering genuinely sustainable communities requires a joined up approach which brings together social, economic and environmental considerations, including decent homes at prices people can afford, good transport, jobs, schools, hospitals, shops and a clean, safe environment. The green infrastructure of an area makes a significant contribution to the sustainable community. The preservation and enhancement of multi-functional green spaces, whether they be parks and gardens, woodlands, river banks, outdoor sports facilities or cemeteries and churchyards, can lead to major opportunities not only to increase biodiversity, but also for example, to improvements in health and wellbeing. A sustainable community also needs to be a fair one, where inequalities are reduced and where people can have a say on what matters to them.

The past 3 years have seen some important pieces of legislation passed which have influence on the development of sustainable communities. The Local Government and Involvement in Public Health Act 2007 sets out a new duty to involve, which is explained on page 5. The Sustainable Communities Act 2007 provides opportunities for local people and local authorities to ask central government to take actions which contribute to improving the sustainability of their communities. These Acts provide

**P** opportunities both for local people and partner agencies to directly influence the policies of central and local government. At the heart of the purpose of this Sustainable Community Strategy is to create strong, safe and prosperous communities which respect and build on local distinctiveness.

**P**lace shaping can be defined as 'the creative use of powers and influence to promote the general wellbeing of a community and its citizens'. Place shaping is seen as the responsibility of local government and all the local partners in the public, voluntary and business sectors. It is about creating attractive, prosperous, vibrant, safe and strong communities where people want to live, work and do business.

The Sustainable Communities Act, which received Royal Assent in October 2007, aims to promote the sustainability of local communities. It begins from the principle that local people know best what needs to be done to promote the sustainability of their area, but that sometimes they need central government to act to enable them to do so. It provides a channel for local people to ask central government to take such action. It is also a new way for local authorities to ask central government to take action which they believe would better enable them to improve the economic, social or environmental well-being of their area. The Act also provides the opportunity for partners to request the transfer of functions from one body to another, following consultations with those bodies. Functions that could be considered are limited only by the principal aim of the Act, which is to promote the sustainability of local communities.

# Consultation

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Increasing involvement either through consulting and involving local people in decision making, promoting volunteering or supporting community development can all contribute to building capacity and resilience in local communities.

It is essential that the issues and actions in the Sustainable Community Strategy are informed by the priorities of local people. The Borough Council has a Residents' Panel of over 1400 people who are surveyed about key issues affecting the borough. We have used the views of the Panel to inform priorities set out in previous community strategies and we have re-run that survey to provide information to guide the preparation of the new action plan. Re-running the survey also enables us to pick up changes in the priorities and issues of local residents. A separate Consultation Report sets out more detail from the consultation carried out with the Residents' Panel in the autumn of 2008. In addition to this piece of work, we also used a questionnaire survey to gather the views of key local groups and parish councils. A tailored workshop was held with the Tonbridge & Malling District Partnership Group for people with learning disabilities to feed their views into the plan. The issues faced by young people have been the subject of extensive consultation carried out by the two Local Children's Services Partnerships and the priorities that this work has generated are also included in the Consultation Report. The Borough has a number of active PACT groups (Partners and Communities Together) which identify issues of concern in local communities. These concerns frequently mirror the concerns expressed in the wider Residents' Panel survey, with littering and dog fouling, anti-social young people and nuisance parking frequently identified.

The views of local people form the cornerstone of this Sustainable Community Strategy. By focusing on those areas which have been identified by residents, partners and local groups as priorities for improvement, there is an opportunity to focus resources where they are perceived to be most needed.

The new duty to involve seeks to ensure that local people have greater opportunities to have their say and affects all 'best value' authorities, except the Police. The duty came into force on 1<sup>st</sup> April 2009 and requires authorities to take appropriate steps to involve *representatives of local persons* in the exercise of their functions. The new duty is in addition to existing requirements to inform, consult with or promote the participation of users or citizens. Representatives of local persons are not just local residents, but anyone who could be affected by a proposal or service operated in the locality, including seldom heard groups. The duty specifies three ways of involving including information, consultation and involvement in another way.

# Tonbridge & Malling in numbers

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There is a wide range of statistical data which can help inform us where our priorities for action should lie and complements the information collected through consultation. The Local Futures Group have created a series of 'Place Profiles' for the borough that provide an assessment of local conditions. The reports present a range of graphical outputs, together with a summary analysis of performance that is set within a regional and national context.

Tonbridge and Malling is one of the most prosperous boroughs in the country. When considered as a whole, it falls within the least deprived 40% of districts with good standards of health and low crime rates. This advantage is not shared equally across the borough and there are some small areas where real disadvantage persists.

## Who lives here?

Demographic characteristics have a fundamental influence on the social and economic development of an area. The age of residents has implications for the services that will be required in the short and medium term (for example, school places or social care). Tonbridge and Malling has a relatively young population with an average age of 38.54 years putting the borough in the lowest 40% of districts nationally. The proportion of under 14s and adults aged 25-44 are both high by national standards. The proportion of people aged 15-24 and over 65 are both low by national standards. The household structure profile reveals that the borough is in the highest 20% nationally for household size with an average of 2.52 people and a low proportion of one person households. The proportion of households with married couples and dependent children is very high and within the top 20% nationally. The proportion of lone parent households is low by national standards ranking in the bottom 20% of districts.

The ethnicity profile reveals that with 4.13% of residents classified as non-white, the borough is around the national median.

## Employment and economy

The prosperity profile for the borough reveals that incomes amongst the resident population are in the top 20% of districts nationally. Average house prices are high with other indicators of prosperity such as number of rooms per household and number of households with two or more cars also being very high and within the top 20% nationally. The proportion of knowledge workers is average by national standards, although a higher than average proportion of the working population are in managerial occupations. In terms of skills and qualifications, the resident workforce performs in the top 40% of districts by national standards. This figure masks significant differences across the borough, the Index of Multiple Deprivation reveals that some areas have low levels qualifications and skills. The labour market profile reveals that the borough is in the bottom 40% of districts nationally with 71.6% of the resident working age population in employment compared to a Kent and Medway figure of 76.12% and a national figure of 74.67%. However, there are low numbers of people claiming Job Seekers Allowance and Incapacity Benefit.

# Key Statistics

## Health

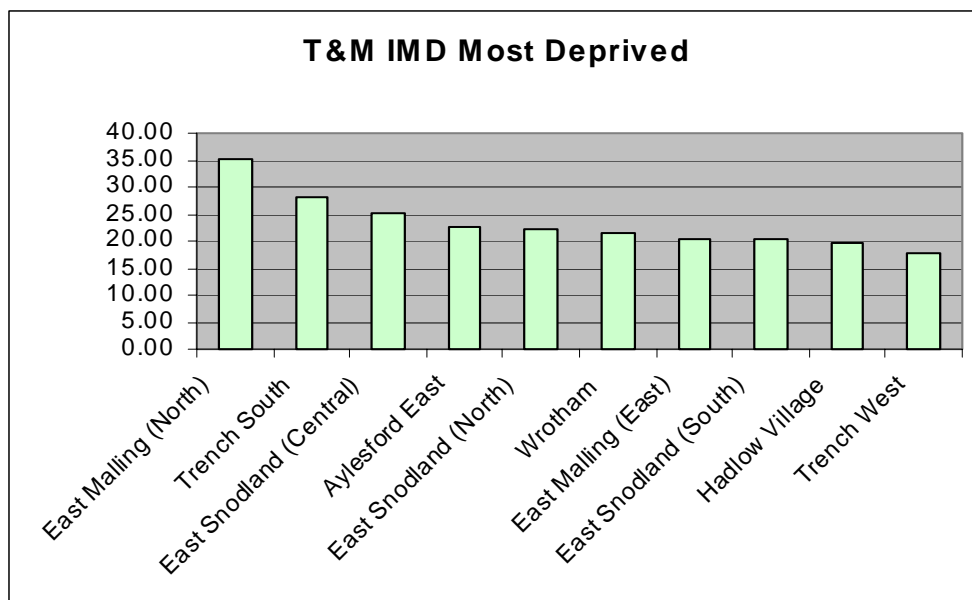
Life expectancy, at birth, in Tonbridge & Malling (79.9) is on average slightly higher than that of Kent (79.8). The health profile places the borough in the top 20% of districts nationally with average rates of infant mortality, low proportion of child obesity and a low cancer mortality rate. Estimates for smoking are average, but the Inequalities Profile prepared by the Kent Public Health Observatory reveals that there is a higher prevalence of smoking in the more deprived wards (Snodland, East Malling and Trench) than in the least deprived. For most indicators, the borough performs better than the average for England. Obesity in adults, smoking, hip-fractures in over-65s, infant deaths and physically active adults are around the average. The number of road injuries and deaths are significantly worse than the England average.

## Deprivation

Overall, the borough is in the least deprived 40% nationally. This masks significant variations between small areas known as 'Lower Layer Super Output Areas' or LLSOAs. The most deprived areas are set out below. Generally, these areas are the most deprived across all the themes or domains measured as part of the overall 'Index of Multiple Deprivation'

(IMD) and have the highest combined IMD score.

These domains include income, employment, education and skills, crime and health. East Malling (North), Trench (South) and East Snodland (Central) are all within the most deprived 20% in the county. In terms of comparisons to national levels of deprivation, East Malling (North) and Trench (South) both appear in the most deprived 10% *nationally* for education and skills highlighting this as a particular problem. The domain which measures access to housing and services shows a different picture which generally impacts more on rural areas. The purpose of this domain is to measure barriers to housing and key local services, including household overcrowding, access to owner-occupation, and road distance to GP surgery, general store, primary school and post office. Wrotham is the most deprived area in the county under this domain and 45<sup>th</sup> most deprived nationally (out of 32,482 areas). Vauxhall South, Trottiscliffe/Offham, Mereworth/West Peckham, Blue Bell Hill, Plaxtol, Ryarsh/Birling and Judd South are all within the 10% most deprived nationally for this domain. This highlights the need to take into consideration the particular issues faced by rural communities when dealing with deprivation issues.



# Vision and Priorities

A key element of every Sustainable Community Strategy is a 'vision' of how the area should be in 20 or so years time. This longer term aspiration for the area needs to reflect residents', partner agencies' and local organisations' views on what contributes to a good quality of life. Consultation revealed that people want to be able to access good quality healthcare and a decent education for their children. They want to live in a place with streets free of litter, dog fouling, fly tipping and feel safe from crime and anti-social behaviour. There is also the need to ensure services are delivered equitably and respond successfully to people with disabilities and also meet the needs of older and young people. People have a high level of concern for the environment, from local with development in towns and villages, to global with the threat and potential impact of climate change. The Vision for this Sustainable Community Strategy, and the priorities identified through consultation and analysis of local data are set out below.

## Our Vision

A borough which comprises vibrant, healthy and distinctive local communities where people's physical, emotional and spiritual needs are taken into account and where inequalities are reduced. A place which is safe and clean, where local people can access good quality health and social care; where the countryside is protected and enhanced and local transport and housing meets people's needs.

### Priorities identified for this SCS

#### A safer place with lower levels of crime and anti social behaviour

- Lower level of anti-social behaviour
- Reducing drug and alcohol misuse
- Dealing with congregating groups of youths
- Extending community policing

#### A cleaner, smarter borough

- Streets and public areas free of litter/dog fouling
- Taking tough action against flytippers
- Better standards of road maintenance

#### Improving health and reducing inequalities

- Access to quality hospital and dental services
- Helping people to choose a healthy lifestyle
- Local care for older people, enabling older people to stay in their homes and access local facilities
- Improving the health of young people - teenage pregnancy and alcohol abuse
- Reducing inequalities in the borough

#### Protecting and enhancing the environment

- The protection and enhancement of the countryside and biodiversity including improved access where appropriate
- Ensuring new development is of a good quality with positive impacts on the environment
- Promoting waste reduction, recycling and other green messages to households
- Giving priority to dealing with local flooding issues and the potential effects of climate change

#### A place with good local transport

- Tackling traffic congestion
- Promoting better local bus services for all users
- Dealing with dangerous driving
- Enforcing speed limits

#### A strong economy and decent housing

- Improving the skills of young people and adults
- Helping small local businesses to flourish
- Supporting people on benefits into work
- Delivering affordable housing provision for local people
- Promoting energy efficiency and tackling fuel poverty

# The wider strategic context

The Sustainable Community Strategy sets out the overarching plan for the borough, but also needs to have regard to the broader strategic context within which it sits. There are a number of partnerships, strategies and agreements which will be influenced by and could influence the content of the SCS. This might be through shared actions identified in the SCS and cascaded into more detailed service delivery plans or through the inclusion, for example, of higher level Local Area Agreement targets, in the SCS. The West Kent Partnership will continue to examine broader issues which affect the West Kent sub-region. The Kent Partnership sets out a wider context via the *Vision for Kent*, the Community Strategy for the county. Links to the Local Area Agreement, Kent Agreement 2, and the associated Local Action Plan for Tonbridge and Malling, are highlighted throughout this document to prevent overlap and encourage innovative joint working in pursuit of those targets particularly appropriate to the priorities agreed in the SCS.

There are other local partnerships which will be influenced by the SCS including the Borough's Community Safety Partnership, the two Local Children's Services Partnerships and Health Action Team. The SCS provides an opportunity to build strong relationships with these existing partnerships through acknowledging the priorities these groups have and supporting their achievement. There are existing key plans which require strong links with the SCS, particularly the adopted Local Development Framework which sets out the spatial land use context for a sustainable community.



## Tonbridge & Malling Housing Strategy

In line with recent guidance set out following the Sustainable Communities Act, the Housing Strategy for the borough, which has always been a stand alone document, has been incorporated into this SCS. This is in recognition of the key role housing plays in people's lives and on the creation of sustainable communities. The strategy can be found within the Strong Economy and Decent Housing theme from page 20.

# A safer place with lower levels of crime and anti-social behaviour

**T**onbridge and Malling is a low crime area and levels of crime have fallen considerably over the past 6 years.

For the first time, the Residents' Panel survey carried out in the autumn of 2008 did *not* identify the level of crime as a priority for improvement. This is a huge achievement, particularly with the strong correlation between a low level of crime and quality of life. However, anti-social behaviour is still considered to be a problem, including nuisance neighbours, congregating groups of youths and alcohol related disorder in the evenings.

The Borough's Community Safety Partnership brings together the Police, Fire and Rescue Service, NHS, the Probation Service, the Kent Police Authority, Russet Homes, the Borough and County Councils and voluntary and community agencies including the Kenward Trust and Neighbourhood Watch. This partnership sets out a 3 year strategy focusing on priority crime issues. The current priorities, which emerged from a detailed Strategic Assessment carried out in 2008, are set out below. The 2008-2011 Strategy and Action Plan contains detail on the crime types listed below and their levels in Tonbridge & Malling. The Strategic Assessment will be refreshed periodically with the results used to inform annual action planning of the Community Safety Partnership.

- Acquisitive crime – including theft, burglary dwelling and burglary other and vehicle crime
- Anti-social behaviour – including environmental crime and criminal damage
- Perception of crime and public consultation – including community engagement
- Substance misuse
- Violent crime – including domestic abuse and the night time economy
- Young people's issues

The last Community Strategy focused on supporting the work of the Community Safety Partnership, encouraging more community policing, providing positive activities for young people and reducing the effect of anti-social behaviour. Since the publication of the plan, additional Police Community Support Officers have been deployed across the borough, doubling the number of officers to 22. The Activate programme which provides activities for young people during school holidays has operated successfully, and the Y2Crew Summer Scheme, for those young people most at risk, has also been expanded. Anti-social behaviour remains a problem, although the percentage of residents who think that people being rowdy or drunk in public places is a 'very big or fairly big' problem in the borough has fallen from 39.9% to 23.1%. Alcohol remains a critical contributor in violent crime including domestic abuse and anti-social behaviour, with increasing levels of alcohol consumption by young people. The recently established Weekly Tasking and Coordinating Sub-Group of the CSP picks up crime issues which occur during the previous week and puts into place actions which will resolve these issues.

The multi-agency Community Safety Partnership will continue to take the lead on reducing the level of crime and anti-social behaviour in the borough. The Local Strategic Partnership and this Sustainable Community Strategy has a role to play in assisting the CSP in its goals and engaging a wider audience with the crime reduction agenda. This plan needs to focus clearly on those areas identified as key areas of concern by local residents and organisations and deliver outcomes which lead to improved feelings of safety from crime and anti-social behaviour, better services for young people and more support for people suffering domestic abuse.

# Proposed actions and performance measures

Increase the perceived visibility of neighbourhood officers and raise their profile within communities

Deliver local and long term solutions to anti-social behaviour problems, with a focus on identified hot spot areas

Design and deliver a project which addresses the perception of young people meeting informally on the streets

Carry out a comprehensive review of services delivered to young people to reduce alcohol related harm, including the prosecution of retailers/proxy purchasers supplying alcohol to young people

Develop local support services for victims of domestic abuse to other groups including male victims, older people and children.

## Lead Partner

CSP

CSP

Youth Forum

Kenward Trust/CSP

CSP/Local Children's Services Partnerships

## Linking it up



## Associated Performance Measures

NI 15 Serious Violent Crime Rate (No of crimes per 1,000 population) (KA2)

**NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police (KA2)**

NI 32 Repeat incidents of domestic abuse

NI 39 Rate of hospital admissions per 100,000 for alcohol-related harm (KA2)

NI 40 Number of drug users recorded as being in effective treatment (KA2)

NI 111 First time entrants to the Youth Justice System (KA2)

NI110 Young people's participation in positive activities

A clean environment is considered to be the most important factor for a good quality of life. The borough is generally a green and pleasant place to live, work and play, however, local residents also believe it is the factor most in need of improvement. Everyone is affected by litter, dog fouling and poor environmental quality and in the minds of many, these have strong negative connotations. It is recognised that an area which is well cared for tends to suffer less anti-social behaviour such as vandalism and graffiti. However, tackling this social blight is complex and costly.

The Borough Council is responsible for dealing with littering and dog fouling and works with partners to enforce against those committing environmental crimes and educate people about the dangers and cost of littering, dog fouling and flytipping. The Street Scene Action Plan sets out comprehensive activities to deal with littering and dog fouling as well as flytipping, graffiti and fly-posting on streets and in parks and open spaces. These activities include the better coordination of cleansing activities with other street maintenance, such as weeding and mowing, and community involvement work which seeks to improve the cleanliness of an area, whilst reducing littering. The Clean Kent Campaign raises awareness of flytipping and the link between this and other crimes. The campaign encourages people to report flytippers and has been successful in securing prosecutions. Road maintenance is the responsibility of KCC Highways who have to balance the demand for new road infrastructure, with the maintenance of a vast network of roads in the county.

The previous Community Strategy focused on graffiti, community involvement and enforcement. An enforcement officer was recruited and information has been given to PCSOs to promote the use of fixed penalty fines. A Graffiti Action Plan has been produced and work on this is ongoing, particularly in

securing the agreement of utility and media companies in removing graffiti from their properties. The Clean Kent Enforcement Team has taken forward prosecutions for flytipping and enhanced enforcement activity has been undertaken using the Clean Borough Team resource. The Street Monitors scheme, local people who volunteer to report on environmental problems, has gone from strength to strength with 80 monitors now in place across the borough. In terms of road maintenance, the focus was on securing a higher priority for road and pavement maintenance. Systems for the reporting of highways problems have been improved and a 'pothole blitz' carried out throughout the county.

The outcomes for this Sustainable Community Strategy are reduced littering and dog fouling, communities which are more engaged in their local areas, reduced incidences of fly tipping and better maintained roads and pavements throughout the borough.

## Snodland Goes Cleaner

This campaign is a partnership between the Police, Russet Homes, Snodland Town Council and local schools to improve the street scene in Snodland. The town now has a 'barrow boy' to help maintain a high standard of cleanliness, there have been 5 'Bash the Trash' events, several enforcement days focusing on littering and dog fouling and all of the local schools have been involved. This partnership approach is having a positive effect on the cleanliness of the town.

# Proposed actions and performance measures

Improve litter and dog fouling enforcement and tackle unauthorised advertisements, fly-posting and graffiti through multi-agency working and through adopting a 'zero tolerance' approach

Roll out a model of community engagement based on 'Snodland goes Cleaner' to other identified communities across the borough

Increase formal enforcement activity and achieve more high profile prosecutions to deter fly tipping

Lobby via the Joint Transportation Board for a higher priority for road and pavement maintenance; rebalancing budgets towards maintenance rather than new roads

## Lead Partner

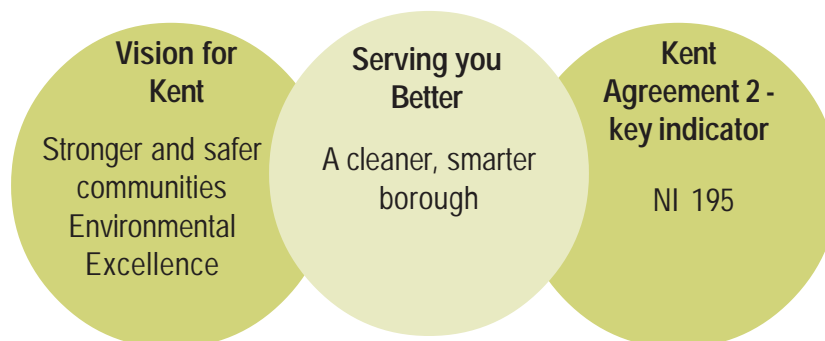
TMBC/CSP

TMBC

Clean Kent Partnership

LSP

## Linking it up



## Associated Performance Measures

NI 195 Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting - % of land that falls below an acceptable level) (KA2)

NI 196 Improved street and environmental cleanliness (flytipping) (National Dataset)

# Improving health and reducing inequalities

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Life expectancy in Tonbridge & Malling at 79.9 years is slightly higher than the average for Kent (79.8 years).

This life expectancy is not equal across the borough, there is a difference of nearly nine years between the highest (85 years in Ightham) and lowest (76.3 years in Burham, Eccles and Wouldham) wards. The reasons for this are complex, with deprivation being one component. Wards in the most deprived 20% have a higher prevalence of smoking, higher rates of teenage conceptions and a higher infant mortality rate. There are generally higher rates of emergency admissions to hospital for chronic obstructive pulmonary disease, coronary heart disease and diabetes and more children from these areas being admitted with severe injuries.

Access to hospital and GP services are considered to be amongst the most important factors for a good quality of life. Local residents have revealed concerns about local hospitals and dental services. Extensive local and national media coverage of issues including hospital infections and access to NHS dentistry services, will have impacted upon this. However, there have been significant local challenges during recent years, with the development of a new hospital in Pembury, the reconfiguration of hospital services and the introduction of a new contract for dental services. The next three year period should see the opening of Pembury Hospital. The Primary Care Trust recently supported the development of a Dental Contract Monitoring team to improve NHS dental services and agreed substantial funding for the commissioning, in the first phase, of NHS dental services for 12,000 new patients in Tonbridge and Aylesford. Further work is planned to assess and monitor needs throughout the borough in order to ensure there is better provision of NHS dentist services.

The population of Tonbridge and Malling, along with that of Kent as a whole, is ageing. This will create significant

challenges in the future in providing a wide range of services, from appropriate housing to quality health and social care. The voluntary and community sector has a significant role to play in supporting older, younger and more vulnerable people, but faces challenges in the current difficult financial climate.

The previous Community Strategy focused on promoting healthier lifestyles across the borough, supporting the new hospital development at Pembury, supporting the voluntary and community sector, delivering good preventative care for vulnerable people and tackling inequalities in our priority communities. Since then, a wide ranging set of local health initiatives has been undertaken through the 'Choosing Health' programme, funded by the PCT; public places have gone smoke free and building work on Pembury hospital has commenced. A countywide 'Compact' to provide more coordinated support for the voluntary and community sector has been agreed and an extensive audit of all shops, services and businesses in the borough has been carried out in partnership with the Tonbridge & Malling Access Group with the aim of making our community more accessible for people with restricted mobility. All three priority communities (East Malling, Snodland and Trench) in the borough now have community workers in place and a wide range of activities and projects have been undertaken through active and inclusive partnerships operating in these areas.

Outcomes for this Sustainable Community Strategy are reduced inequalities, more people adopting healthy lifestyles, more accessible NHS dentistry services, better local support services for older people and more things for young people to do in their local communities.

# Proposed actions and performance measures

	Lead Partner
Create a Health Action Team to coordinate healthy lifestyle initiatives across agencies	NHS WK/TMBC
Develop a 'virtual' healthy living centre serving the whole borough	NHS WK
Deliver more accessible NHS dental services through needs analysis, commissioning of additional services and contract monitoring	NHS WK
Develop and deliver a local Compact Action Plan to complement the delivery of the Kent Partners Compact in the borough	TMBC
Develop a 'community hub' model of delivery for services which address the needs of older people, people with dementia, carers and people with learning and physical disabilities	Kent Adult Social Services
Develop an older persons forum for Tonbridge & Malling	Age Concern
Adopt more coordinated approaches to the provision of detached and centre based youth work, delivered by the voluntary, community and statutory sectors, through locally focused partnership approaches	Local Children's Services Partnerships
Deliver projects in priority communities which focus on raising aspirations, promoting health, supporting children and young people and improving basic skills	TMBC

## Linking it up



## Associated Performance Measures

NI 120 All age all cause mortality rate (all persons) (per 100,000 population) (KA2)

NI 3 Civic participation in the local area (KA2)

NI 6 Participation in regular volunteering (KA2)

NI 8 Adult participation in sport and active recreation (KA2)

NI 11 Engagement in the arts (KA2)

NI 39 Rate of hospital admissions per 100,000 for alcohol-related harm (KA2)

NI 51 Effectiveness of child and adolescent mental health services (KA2)

NI 110 Young people's participation in positive activities (KA2)

NI 125 Achieving independence for older people through rehabilitation/intermediate care (KA2)

NI 141 Percentage of vulnerable people achieving independent living (KA2)

NI 155 Obesity in primary school age children in reception (KA2)

# Protecting and enhancing the environment

**T**onbridge and Malling borough has a high quality, attractive environment with excellent access to open space and countryside throughout the area. The borough is mainly located within the outer part of the Metropolitan Green Belt which affords national protection to this area, but places more intense development pressures on the Malling urban area and parts of the Medway Valley. The Kent Downs Area of Outstanding Natural Beauty encompasses much of the northern part of the borough. Tonbridge is the main urban area, but there are significant urban areas in the north of the borough, particularly along the A20 corridor. Elsewhere, rural issues become more prominent, with a high quality natural environment and good access to the countryside, but with issues around transport and local shops and services.

The Local Development Framework (LDF) is a suite of documents which set out the planning policies for the borough. The Core Strategy was adopted in 2007 and a Development Land Allocations Development Plan Document (DPD) and Tonbridge Central Area Action Plan DPD have also been adopted. The final piece of the jigsaw is the Managing Development and the Environment DPD which will be adopted in 2010. This document has particular synergy with the SCS and the priorities of local people, partners and organisations set out within it. This suite of documents together will assist in the delivery of the spatial elements of the SCS, and make the greatest contribution to the support and development of sustainable communities in the borough.

Good waste management is an important part of a sustainable community. There is a doorstep collection of recyclable materials and green waste from virtually every property in the borough. A new in-vessel composting facility at Blaise Farm processes green waste, cardboard and kitchen waste into compost. Aylesford Newsprint continues to recycle paper collected from households and 'bring sites' across the

borough. The Allington energy-from-waste plant is now online and converting most non-recyclable waste into energy. Of the waste produced in the borough, 90% is made use of through recycling, composting or energy-from-waste and 80% is managed within the borough, reducing the carbon impact of transporting waste. Recycling rates have increased from 25% in 2005/06 to approximately 47% in 2008/09.

The previous community strategy focused on development, particularly the Local Development Framework (LDF) for the borough which is now in place. The development of Tonbridge town centre was an issue of concern. A Tonbridge Central Area Action Plan has been produced as part of the LDF and was adopted in 2008. This sets out detailed policies and proposals for the centre of Tonbridge. Protecting habitats for wildlife was also a key issue and £2.5 million Heritage Lottery Funding was secured for the Valley of Visions project which aims to conserve and enhance the Medway Gap's heritage, landscape and biodiversity, improve access and engage local landowners, communities and visitors. The Kent Biodiversity Action Plan identifies priority habitats for the county and actions to improve these habitats. A Climate Change Strategy has been prepared for the borough and sets a shared agenda for joint action on climate change. The Borough Council and Environment Agency have worked in partnership on schemes aimed at reducing the risk of flooding in various locations.

Outcomes for this document are improved access to and protection of the countryside, new development which has adequate services, households which are supported to adopt 'greener' lifestyles, reduced local flooding problems and plans in place to tackle the potential effects of climate change.

# Proposed actions and performance measures

Deliver the timely adoption and implementation of the Managing Development and Environment Development Plan Document

Develop a series of Character Area Appraisals (Supplementary Planning Document) to safeguard the character of local towns, villages and landscape

Use social marketing techniques to promote waste reduction and recycling in areas of the borough where there are lower than average participation rates and evaluate the effectiveness of these approaches

Develop an action plan to deliver necessary steps to achieve objectives in light of projected climate change

Work with the Environment Agency on flood alleviation scheme for Rochester Road, Aylesford

## Lead Partner

TMBC

TMBC

TMBC

TMBC

Environment Agency

## Linking it up



## Associated Performance Measures

NI 159 Supply of ready to develop housing sites (KA2)

NI 186 Per Capita CO2 emissions in the LA area (KA2)

### NI 188 Adapting to Climate Change (KA2)

NI 191 Residual household waste per household (% of waste not recycled, composted or re-used) (KA2)

NI 197 Improved local biodiversity – proportion of local sites where positive conservation management has been or is being implemented (KA2)

**W**ell managed, integrated and accessible transport systems are a key component of a sustainable community. Providing sustainable public transport options in rural areas presents a real challenge and a lack of access to transport presents a barrier to participation, particularly amongst younger and older people. Volunteer transport schemes help people with essential journeys, to hospital appointments for example, but locally these services are operating at capacity. Even in urban areas, the cost of using public transport, and reduced service out of peak times, can make access to shops and service centres difficult for people on low incomes.

Traffic congestion is considered to have got worse over the past three years, a consistent picture from previous consultation projects and in line with the national picture. While there have been some significant improvements in local congestion problems with the completion of the Leybourne bypass, congestion remains a serious problem in some parts of the borough.

Most respondents to the survey carried out in autumn 2008 thought traffic congestion had got worse during the past three years. Parking, road safety and public transport were also considered to have got worse. People with learning disabilities have particular concerns when using public transport including accessibility and bullying, especially during the 'school run'. Dangerous driving, including people using mobile phones when driving, was raised as a concern by parish councils and speeding continues to worry many people.

The last plan focused on delivering road improvements in specified areas, promoting the Speedwatch scheme, improving public transport, regulating parking and improving rail services. A number of small schemes have been progressed to alleviate local problems and improve road safety. Funding was provided to support parishes in participating in Speedwatch and more parishes are now participating in the scheme. A programme of station access improvements at West Malling station was carried out, including improvements in accessibility for disabled travellers. The Local Community Partnership Group has made great strides in improving the Medway Valley Line and New Hythe Station, work which is highly valued by the local community. Local Parking Plans were prepared for towns and villages across the borough. The borough was one of the first areas in Kent where young people could benefit from the Freedom pass which is a 'free' bus scheme for secondary school students.

Outcomes for this strategy are reduced local traffic congestion problems, drivers adopting safer practices, better facilities for cyclists, improved local transport options and parking which better meets the needs of residents and visitors.

# Proposed actions and performance measures

Devise a Medway Valley Transportation Strategy with a focus on accessibility, public transport access and congestion alleviation in the A20 corridor

Work with partners to make the case for the A228 Colts Hill bypass and the A21 Pembury to Tonbridge dualling

Adopt and deliver a Borough Cycling Strategy

Deliver practical support for local communities to participate in the Speedwatch initiative

Work with the bus industry through the Public Transport Panel to advocate quality bus services for all, including the provision of better timetabling information and addressing the specific concerns of people with learning disabilities

Devise local parking plans for East Malling and Aylesford and carry out a review of existing local parking plans for West Malling and Tonbridge.

## Lead Partner

KCC

LSP

KCC

Kent Police

TMBC

TMBC

## Linking it up



## Associated Performance Measures

NI 47 People killed or seriously injured in road traffic accidents (KA2)

**NI 175 Access to services and facilities by public transport, walking and cycling (KA2)**

NI 198 Children travelling to school – mode of travel normally used (% travelling by car) (KA2)

# A strong economy and decent housing

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**T**onbridge and Malling, within the West Kent sub-region, has traditionally enjoyed a strong and buoyant economy. Compared to other areas of Kent, there are higher levels of household income, low unemployment, excellent levels of educational attainment, a highly skilled resident workforce and local businesses with high growth potential. However, there have traditionally been some weaknesses. Out commuting levels are high which makes the area vulnerable to employment shifts in the capital. There are pockets of more deprived communities with higher unemployment and lower educational attainment. Until recently, some firms have found it hard to recruit people with the right skills as house prices are comparatively high and competition for labour is significant. Compared to east Surrey, the local economy is smaller and GVA (Gross Value Added) is less.

Education for young people aged 14-19 is currently undergoing a transformation. The West Kent Learning Federation is leading on a process which will result in more choice for all young people and better support for the most vulnerable. Funding will be provided to support young people through vocational routes as well as through more traditional academic routes. The new diplomas will offer a wider range of opportunities in areas such as manufacturing, construction and science, with courses matched to local labour market demand.

The previous Community Strategy focused on implementing the action plan of the West Kent Area Investment Framework (AIF), supporting the provision of vocational courses, increasing the advice available to young people on careers and well-being issues, increasing affordable housing and supporting vulnerable people to live independently. Excellent progress was made on the actions in the AIF and preparations for a new strategy are currently underway. A number of local schools have been redeveloped in readiness for the delivery

of the new 14-19 opportunities. The LCSPs are enabling partners to deliver better support to young people in and out of school, with regular and robust monitoring of young people not in education, employment or training. The number of affordable housing units exceeded the target set and innovative partnership approaches have improved the supply of homes for vulnerable people.

The economic climate now affecting the Borough is very different from that which was in place when the last Community Strategy was produced in 2006. The credit crunch of mid 2008 and the resulting global recession is leading to significant economic stress: unemployment is rising as businesses seek to reduce costs by making redundancies and business failures are increasing. There are fewer job vacancies emerging, the private sector housing market is largely stalled and consumer spending is significantly reduced.

Economic forecasters suggest that the current economic downturn will start to ease in mid 2010. However, it is clear that over the period of this Strategy to 2012, local businesses will continue to struggle, recruitment levels may not fully recover and the numbers of longer term unemployed will increase. The focus of the work of the West Kent Partnership therefore will be to co-ordinate assistance to those businesses and workers in need and plan ahead to ensure the area receives maximum economic benefit when the recovery arrives.

Economic outcomes for this plan are young people with better skills, flourishing local small businesses and increased numbers of people on benefits moving into work. The actions for this theme are set out on page 26.

The borough faces in a number of challenges in respect of housing. The cost of housing across all tenures in the borough remains unaffordable to many. Homelessness is a growing problem and there are particular difficulties in addressing the housing needs of younger and older people. The inclusion of the Housing Strategy within the SCS emphasises the crucial role of housing to a sustainable community and interlinks with other themes such as improving health and reducing inequalities, whilst reinforcing strong links with the Local Development Framework. The Housing Strategy is set out in more detail below. The LSP has a clear leadership role in driving forward this agenda and the key action for the LSP is to support the delivery of the housing strategy and monitor its performance and impacts. The actions and performance measures are set out on page 26.

## Housing Strategy 2009-2012

This Housing Strategy sets out priorities and commitments to be delivered over the next three years. It builds directly on the priorities identified through the wider consultation carried out in support of the SCS as well as detailed research on the local housing market. There have been some significant achievements during the past three years (set out on page 22) but there is still much to do to address housing needs, improve the quality of private sector homes, and ensure sustainable housing developments. The housing market and housing needs can be subject to rapid change, recent economic events have had dramatic and swift effect. In order to respond to these changes, there is a need to invest in researching local housing needs and the housing market through periodic Strategic Market Housing Assessments (SMHAs). The SHMA is part of a shared evidence base for the Core Strategy, which itself is founded on the Sustainable Community Strategy. This will ensure the most up-to-date information is used to inform policy and practice and that housing and planning functions are sufficiently integrated to respond.

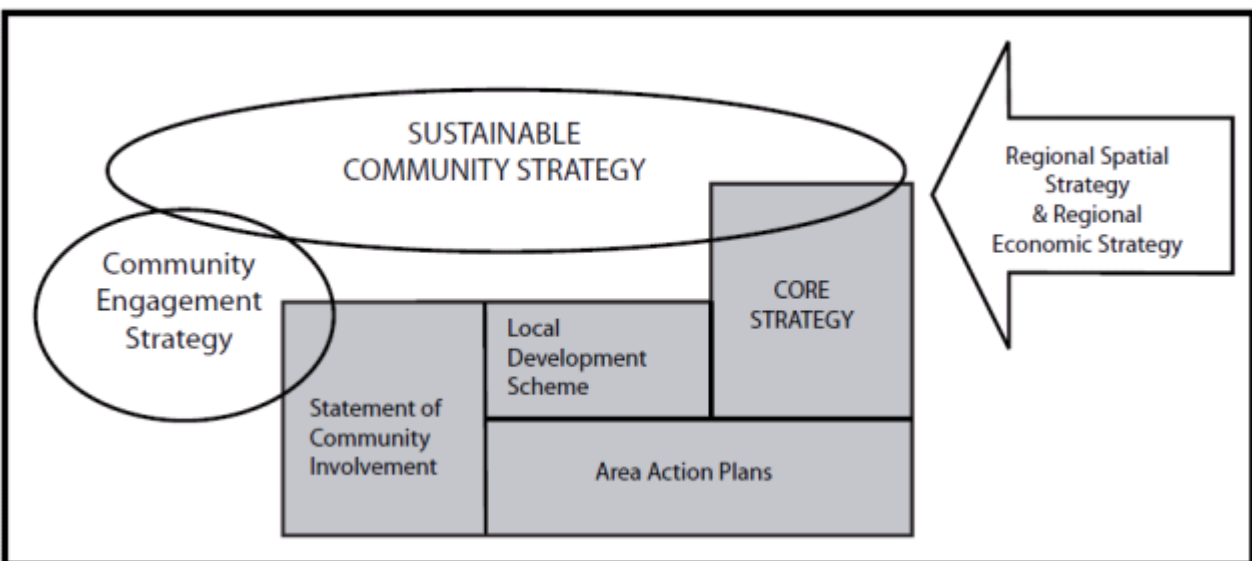
## Key Achievements 2006-2009

- Oversaw the provision of 585 affordable housing units
- Adopted Affordable Housing Supplementary Planning Document to guide developers
- Commissioned and completed, with our West Kent partners, the first West Kent Strategic Housing Market Assessment (SHMA)
- Completed the Gypsy & Traveller Accommodation Assessment
- Reviewed list of RSL Preferred Partners
- With partners developed and adopted the first West Kent Homelessness Strategy and Action Plan
- Set up and organised an in house team to deliver homelessness and Housing Options services in line with best practice
- Introduced County Court desk and mortgage rescue initiatives to help ease the impact of the economic downturn
- Worked with partners within the Kent Choice Based Lettings Partnership to develop a Kent-wide approach to Choice Based Lettings
- Reviewed the Housing Allocations Policy to ensure that it reflects published guidance while continuing to meet the needs of homeless households and others in need
- Reduced the use of Bed and Breakfast and other forms of temporary accommodation, in accordance with the Government's timetable and targets, by 50% from 78 to 39 households
- 1106 people re-housed from the housing register
- 323 homelessness preventions
- Transferred an enhanced Home Improvement Agency to Intouch
- Led and oversaw the 2008-11 North and West Kent Private Sector Renewal Partnership, using funding from the regional housing board which resulted in the borough receiving £406,000 during 2008-09 to deliver decent homes and improve energy efficiency including the use of renewables
- Licensed 12 Houses of Multiple Occupation (HMO's)
- Completion of 185 Housing Assistance Grants
- Completion of 381 Disabled Facilities Grants, which make the home more suitable for the occupant
- Consistently achieved our target to improve energy efficiency in the housing stock year on year
- Promoted access to benefit, fire safety and energy efficiency advice as part of the Warm Homes Initiative
- With the Kent Energy Centre, completed the Kent-wide Home Visitor Scheme in the borough. This scheme provided advice on energy efficiency, benefit checks and fuel related debt issues
- Adopted a private sector enforcement policy to ensure a fair and consistent approach in enforcement work.
- Commissioned a private sector house condition survey to inform enforcement and housing assistance policies
- Returned 114 empty homes in the private sector back into use (including rent deposits)
- Housed 142 potentially homeless people in the private sector

## Creating sustainable communities

Housing and spatial planning make a vital contribution to sustainable communities by helping to:

- support economic development and the local economy, ensuring a good supply of quality housing at a range of prices in sustainable schemes that are close to jobs and employment;
- strengthen community cohesion, through good planning, design, and the provision of a range of house types to secure mixed communities in consultation with the local community;
- improve the quality of life for the impoverished communities within Tonbridge & Malling;
- improve health and wellbeing by reducing hypothermia, asthma and respiratory illness through decent quality housing in the social and private rented sectors, preventing homelessness, and enabling people to live independently;
- improve education, as decent, stable and permanent accommodation can result in improved educational attainment;
- secure better outcomes for children and young people, by reducing the number of families in temporary or overcrowded accommodation;
- secure a more active life for older and vulnerable people, by supporting independent living and providing lifetime homes;
- protecting the environment – by building sustainable homes, meeting standards for reducing carbon emissions and tackling environmental problem in existing homes.



The key priorities for this strategy have been informed both by analysis carried out in the most recent Strategic Market Housing Assessment and the views of residents and partner organisations. The five key priorities are:

- Provision of affordable housing
- Tackling homelessness
- Private sector renewal and energy efficiency
- Assisting vulnerable households
- Addressing crime reduction

Good quality, accessible housing is a fundamental requirement for a prosperous and thriving community and there are considerable challenges in providing the quantity and quality of housing that local people need. The five key priorities set out on this and the following page form the basis of the Housing Strategy. The objectives that underpin each priority will be found in the Housing Strategy Action Plan which is published separately.

## Provision and access to affordable housing

The Council have a highly productive affordable housing development programme with our RSL Preferred Partners, with nearly 600 homes being supplied over the life of the previous strategy. However, the demand for this type of housing provision remains in excess of supply. The West Kent Strategic Housing Market Assessment (November 2008) identified an annual shortfall of 432 homes, which is higher than the programme delivery to date, and must be seen within the context of the 2000 people on the Council's housing register in April 2009.

We will continue to deliver an impressive 3 year development programme over the life of this strategy, working closely with developers and our RSL Preferred Partners. We have produced and adopted an Affordable Housing Supplementary Planning Document, to emphasise to our development partners the high aspirations that the Council expects for all new affordable schemes.

The economic downturn has added to the challenge of meeting the shortfall in affordable housing, and providing the quantity, quality and type of housing that local people require continues to be the highest priority. Key objectives will include:

- Working with partners to identify further land and funding opportunities for both direct provision by RSLs and provision through the planning process
- Providing local needs affordable housing in rural communities
- Seek to provide a site specific solution to the Gypsy & Traveller pitch shortfall identified within the Gypsy & Traveller Area Assessment
- Work with our Development Control colleagues in taking forward the recommendations of the SMHA, which seeks to balance the housing supply in the borough for both affordable and market provision
- Developing a Housing Strategy Action Plan for West Kent

## Tackling homelessness

Partnership approaches in managing homelessness have a strong track record, and the greater focus placed on homelessness prevention in recent years has had a positive impact. However, the problem remains significant. The reduction in the availability of loans for new borrowers and reduced flexibility in the mortgage market, coupled with rising unemployment and difficult economic conditions, have resulted in more repossessions and rising homelessness. To compound this, high rents exclude many households from the private sector, and the supply of affordable homes continues to fall short of demand. Key objectives will include:

- Reviewing and updating the West Kent Homelessness Strategy
- Further reducing the use of Bed and Breakfast and other forms of temporary accommodation
- Developing options and resources that provide alternatives to homelessness

## Addressing crime reduction

Although crime levels are low in Tonbridge and Malling, tackling crime is a priority for the Council and Section 17 of the Crime and Disorder Act 1998 places an obligation upon local authorities and other organisations to consider the crime and disorder implications on all policies and practices. Housing has a significant contribution to make towards achieving reduced levels of crime and public reassurance. Key objectives will include:

- Considering the community safety implications of new strategies and policies
- Ensuring that design of new homes helps create safer and securer environments
- Reducing crime through the use of enforcement and home safety initiatives

## Private sector renewal and energy efficiency

Although the proportion of unfit private sector homes in the borough is lower at 3.2% than the national average of 4.2%, the challenge to improve sub-standard private sector housing remains significant. Responsibility for maintaining private sector housing rests with the owner, however the Borough Council has regulatory and enforcement powers, and also a role as an enabler. It works closely with landlords, tenants, partner agencies and neighbouring authorities to address the underlying causes of poor quality private housing, reduce the number of empty homes in the district and provide adaptations for those who have a disability. Key objectives will include:

- Raising standards in the private sector, including maximising the use of existing housing and improving energy efficiency
- Providing an effective enforcement service
- Making financial assistance available to eligible households

## Assisting vulnerable households

Joint working is key to developing and delivering services that will enable vulnerable members of the community to live independently. Evidence shows that many vulnerable people occupy poor quality private rented accommodation. Many have difficulty maintaining their tenancies, and finding suitable alternative accommodation. Key objectives will include:

- Ensuring an adequate supply of accommodation-based services for vulnerable people
- Ensuring that clear pathways exist which enable vulnerable people to exercise choice in accessing the support services that are appropriate to their needs
- Ensuring the provision of move-on accommodation for people who are ready to live in a more independent environment

# Proposed actions and performance measures

Publish a West Kent Investment Strategy for the period 2009-2012

Deliver the new 14-19 offer, particularly the development of vocational courses to reduce the number of young people in the borough who are not in education, employment or training and increase employability

Develop an effective system to inform curriculum planning which best fits local labour market demands.

Deliver the housing strategy objectives and monitor its performance and impacts

<b>Lead Partner</b>
West Kent Partnership
West Kent Learning Federation/Maidstone & Malling 14-19 Planning Forum
TMBC

## Linking it up



## Associated Performance Measures

NI 110 Young people's participation in positive activities (KA2)

**NI 117 16-18 year olds who are not in education, employment or training (NEET) (as % of all 16-18 year olds)**

NI 141 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher (KA2)

NI 152 Working age people on out of work benefits (as % of working age population) (KA2)

NI 154 Net additional homes provided (KA2)

**NI 155 Number of affordable homes delivered (KA2)**

NI 161 Learners achieving a Level 1 qualification in literacy (KA2)

NI 162 Learners achieving an entry Level 3 qualification in numeracy

NI 171 New business registration rate (VAT/PAYE registrations per 10,000 adults) (KA2)

NI 187 Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy rating (KA2)

# Monitoring Performance

















This document sets out a wide range of priorities, outcomes and actions which together would contribute towards securing a more sustainable community. In order to be effective, these agreed priorities should be translated into the plans and strategies of partners to ensure they are properly aligned. This is key to the success of the delivery of this SCS. In order to monitor the effectiveness of the stated actions in achieving the desired outcomes, information will be collected annually from partners. A monitoring system will be devised which not only tracks progress against the relevant indicator, but also charts the delivery of each action, some of which will require complex, multi-agency approaches.

Along with the priorities and outcomes identified through consultation with residents and partner agencies, it is useful to highlight how these actions contribute to the wider strategic framework, and this is set out within each theme. It is also helpful to emphasise how the actions set out in this plan contribute to improving social, economic and environmental well-being. In order to support this process, set out on the following pages is a summary of the action, headline outcome, lead partner/s and the contribution delivery of the action might make to creating a sustainable community. This has been taken from the Egan Wheel, below, which sets out the components of a sustainable community and is colour coded on the following pages.

By taking this approach, with robust, annual monitoring led by the Local Strategic Partnership, the actions set out within this document have the best chance of delivering real outcomes for people and local communities and making a significant contribution to ensuring Tonbridge and Malling Borough becomes a more sustainable community.



# Implementation

Action	Outcome	Lead	Egan
Increase the perceived visibility of neighbourhood officers and raise their profile within communities	People feel safer in their communities	CSP	
Deliver local and long term solutions to anti-social behaviour problems, with a focus on identified hot spot areas	People feel safer and levels of ASB are reduced	CSP	
Design and deliver a project which addresses the perception of young people meeting informally on the streets	More positive perception of young people	Youth Forum	
Carry out a comprehensive review of services delivered to young people to reduce alcohol related harm, including the prosecution of retailers/proxy purchasers supplying alcohol to young people	Young people drink less and are better educated about the effects of alcohol	Kenward Trust/ CSP	
Develop local support services for victims of domestic abuse for other groups including male victims, older people and children	People have greater confidence to deal with domestic abuse	CSP/ LCSPs	
Improve litter and dog fouling enforcement and tackle unauthorised advertisements and fly-posting through multi-agency working and through adopting a 'zero tolerance' approach	A cleaner and smarter street scene, appreciated by residents	TMBC/ CSP	
Roll out a model of community engagement based on 'Snodland goes Cleaner' to other identified communities across the borough	Local areas are cleaner and communities engaged	TMBC	
Increase formal enforcement activity and achieve more high profile prosecutions to deter fly tipping	Reduced incidences of fly tipping	Clean Kent	
Lobby the Joint Transportation Board for a higher priority for road and pavement maintenance; rebalancing budgets towards maintenance rather than new roads	Better maintained roads and pavements, appreciated by residents	LSP	
Create a Health Action Team to coordinate healthy lifestyle initiatives across agencies	Residents adopting healthier lifestyles	NHS/ TMBC	
Develop a 'virtual' healthy living centre serving the whole borough	Residents adopting healthier lifestyles	NHS	
Deliver more accessible NHS dental services through needs analysis, commissioning of additional services and contract monitoring	Better oral health	NHS	
Develop and deliver a local Compact Action Plan to complement the delivery of the Kent Partners Compact in the borough	Stronger and more sustainable voluntary sector	TMBC	
Develop a 'community hub' model of delivery for services which address the needs of older people, people with dementia, carers and people with learning and physical disabilities	Improved health and wellbeing outcomes for these groups	KASS	
Develop an older persons forum for Tonbridge & Malling	Greater influence for older people over decisions	Age Concern	
Adopt more coordinated approaches to the provision of detached and centre based youth work, delivered by the voluntary, community and statutory sectors, through locally focused partnership approaches	Young people have more positive activities and greater awareness	LCSPs	

# Implementation

Action	Outcome	Lead	Egan
Deliver projects in priority communities which focus on raising aspirations, promoting health, supporting children and young people and improving basic skills	Reduced inequalities across the borough	TMBC	
Deliver the timely adoption and implementation of the Managing Development and Environment Development Plan Document	The local built and natural environment is protected and enhanced	TMBC	
Develop a series of Character Area Appraisals (Supplementary Planning Document) to safeguard the character of local towns, villages and landscape	The local built and natural environment is protected and enhanced	TMBC	
Use social marketing techniques to promote waste reduction and recycling in areas of the borough where there are lower than average participation rates and evaluate the effectiveness of these approaches	Reduced waste volumes and higher recycling rates achieved	TMBC	
Develop an action plan to deliver necessary steps to achieve objectives in light of projected climate change	Climate change adaptation plan in place	TMBC	
Work with the environment agency on a flood alleviation scheme for Rochester Road, Aylesford	Local flooding problems reduced	TMBC/ EA	
Devise a Medway Valley Transportation Strategy with a focus on accessibility, public transport access and congestion alleviation in the A20 corridor	Improved transport in the Medway Valley	KCC	
Work with partners to make the case for the A228 Colts Hill bypass and the A21 Pembury to Tonbridge dualling	Better North/South access for the borough	LSP	
Adopt and deliver a Borough Cycling Strategy	More safe provision for cyclists	KCC	
Deliver practical support for local communities to participate in the Speedwatch initiative	Drivers encouraged to adopt safer practices	Kent Police	
Work with the bus industry through the Public Transport Panel to advocate quality bus services for all, including the provision of better timetabling information and addressing the specific concerns of people with learning disabilities	Improved and safer bus services	TMBC	
Devise local parking plans for East Malling and Aylesford and carry out a review of existing local parking plans for West Malling and Tonbridge	Parking better meets the needs of residents and visitors	TMBC	
Publish a West Kent Investment Strategy for the period 2009-2012	A stronger, more competitive local economy	WKP	
Deliver the new 14-19 offer, particularly the development of vocational courses to reduce the number of young people in the borough who are not in education, employment or training and increase employability	Lower level of NEETs and better prospects for school leavers	WKLF/ MM 14-19 PF	
Develop an effective system to inform curriculum planning which best fits local labour market demands	School leavers are more job ready	WKLF/ MM 14-19 PF	
Deliver the housing strategy objectives and monitor its performance and targets	Local housing needs are better addressed	TMBC	

For more information on the content of the plan, or to receive update reports, please contact [corporate.services@tmbc.gov.uk](mailto:corporate.services@tmbc.gov.uk)