

Consultation Draft

Tunbridge Wells Borough Community Plan

Action Plans

2006-2011

1 Safeguarding our environment – Action Plan

Aim: To conserve and enhance the environment of Tunbridge Wells borough both for ourselves and for the benefit of future generations

Priority 1: Protecting and enhancing the natural environment and landscape

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 Support local produce and producers by fortnightly Farmers' Market	Increased support for local producers who help maintain the rural landscape	2006	Tunbridge Wells Borough Council	Local producers, Kentish Fare, Kent County Council, and High Weald Area of Outstanding Natural Beauty Unit	<p>Conduct marketing visit for Farmers' Market to four community groups (schools, societies, church groups etc), arrange two producer visits for public</p> <p>Distribute 400 DVDs and 800 booklets</p> <p>Make information from DVD available online</p> <p>Increasing number of producers willing to be stallholders at Farmers' Market.</p>
1.2 Carefully control the amount, location and design of development, including: <ul style="list-style-type: none"> • Planning Committees • comment on planning applications • carry out sustainability appraisals 	A sustainable balance between conservation and development needs	2006- 2011	Tunbridge Wells Borough Council	English Nature, Countryside Agency, English Heritage, Environment Agency (Statutory Consultees), and other stakeholders listed in the Statement of Community Involvement	All Development Plan Documents and Supplementary Planning Documents to have a sustainability appraisal undertaken

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.3 Develop a Local Biodiversity Action Plan for the borough	Action plan is agreed and partners identified who could assist in implementation to help protect and restore the wildlife assets of the borough	2006	Tunbridge Wells Borough Council	Kent County Council (KCC), Kent Wildlife Trust, English Nature, Kent High Weald Project, RSPB, other agencies and land owners	Draft Local Biodiversity Action Plan produced
1.4 Increase community involvement in the protection and management of the countryside	Increased community involvement and enhanced countryside	April 2007	Kent High Weald Project	Tunbridge Wells Borough Council, other societies and nature conservation groups and volunteers	Establish 40+ volunteer projects in 2006 Work with 40+ households, schools and youth groups to enhance their gardens for wildlife by 2006
1.5 Improve access to the countryside, including access for those with disabilities	Increased opportunity to access the countryside	2006-2011	Kent High Weald Project	Tunbridge Wells Borough Council	Locations where disabled access has been improved

Priority 2: Conserving and improving the built environment including public spaces, and particularly local heritage

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.1 Continue to carry out periodic Conservation Area Appraisals and Enhancement Schemes	Development in Conservation Areas is in keeping with the character or appearance of the area	2006-2011	Tunbridge Wells Borough Council	Parish and Town Councils, Local Amenity Groups, Residents' Groups, and the wider community	At least one Conservation Area Appraisal and Enhancement Scheme per year
2.2 Introduce a clean neighbourhoods initiative: Reduce fly-tipping through issuing fixed penalty fines and prosecuting fly-tippers, people who put their refuse out on non-refuse collection days, those who post fly-posters and those responsible for graffiti Continue operation of: <ul style="list-style-type: none"> • fly-tipping and abandoned vehicles hotline 01892 548154 and • graffiti hotline 01892 554159 	Fly-tipping and graffiti reduced	2006	Tunbridge Wells Borough Council	Parish Councils, KCC, Kent Waste Forum/Clean Kent Delivery Group, West Kent Police, Probation Service, businesses, KCC and Parish Councils, Amenity Groups, residents	Number of fixed penalty notices issued % of residents who think Tunbridge Wells is a clean borough Reduced number of fly-tipping incidents Number of fly-tips Time of response Reduced number of loose rubbish fires
2.3 Arrange Heritage Open Day in Royal Tunbridge Wells	Increase community involvement and awareness of local heritage and built	2006-2011	Royal Tunbridge Wells Civic Society	Tunbridge Wells Borough Council	15 properties open during Heritage Open Day in 2006

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
	environment issues				
2.4 Produce monographs on local history and articles of local interest in newsletter Arrange walks and meetings Maintain website on matters of local interest and concern	Stimulate interest in the history and quality of life in Tunbridge Wells	Ongoing	Royal Tunbridge Wells Civic Society	Other amenity associations	Number of monographs and articles produced Number of walks and meetings arranged Website maintained
2.5 Present Conservation Awards for: <ul style="list-style-type: none"> • high standards of architecture and planning • shop fronts 	Encourage high standards in building	2006-2011	Royal Tunbridge Wells Civic Society	Tunbridge Wells Borough Council (Shop front Awards)	Number of Conservation Awards granted per year.
2.6 Assist stewardship of listed buildings through grant aid and, if necessary, legal measures	Protect and enhance listed buildings that are unoccupied and/or in poor condition	2006-2011	Tunbridge Wells Borough Council	Parish Councils and KCC	Number of 'Buildings At Risk' (listed buildings that are unoccupied and/or in poor condition)

Priority 3: Reducing the local contribution to climate change through the efficient use of resources

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 Encourage sustainable construction methods for new development	More efficient use of resources	2006-2011	Tunbridge Wells Borough Council	KCC Developers	Initiatives and documents used to promote sustainable construction methods
3.2 Investigate opportunities for plastics recycling and establish a pilot scheme for the recycling of plastics Extend the brown bin scheme to include kitchen food waste for composting	Implementation of a scheme to enable residents to recycle plastic bottles and to increase the amount of waste that is recycled An increase in the amount of waste that is sent for composting from the brown bin scheme	2007-2008	Tunbridge Wells Borough Council	KCC	Status of plastics recycling Target 42% household waste recycled or composted during 2006/07
3.3 Promote the efficient use of water resources	More efficient use of water resources	2006-2011	Environment Agency	Tunbridge Wells Borough Council	To be confirmed
3.4 Promote and support awareness-raising initiatives such as the 'Don't Choke' campaign	Improved awareness of air quality issues	2006-2011	Tunbridge Wells Borough Council	Local businesses, residents, KCC, Highways Agency and EA	One initiative per year
3.5 Develop proposals to improve air quality in the Southborough and Tunbridge Wells Air Quality Management Area	Improve air quality in the Air Quality Management Area	2007	Tunbridge Wells Borough Council	Local businesses, residents, KCC, Highways Agency and EA	Further review and assessment of air quality – November 2006 Action Plan approved – May 2007

This action plan sets out how we intend to work together to achieve our key priority objectives to safeguard our environment. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.

2 Maintaining a thriving economy – Action Plan

Aim: Promoting and maintaining a thriving and diverse local economy

Priority 1: Encourage the continued development of a wide range of enterprises in the borough

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<p>1.1 Promote the development of employment opportunities and provide accommodation for growing local and selected inward investing companies</p> <p>Continue the growth of the retail sector by the development of new activities, predominantly of the services and financial sector, with wider diversification in the rural areas</p>	<p>Opportunities for growing local businesses and new business development, and a broader economic base for the borough</p>	2006-2011	Tunbridge Wells Borough Council	<p>Locate in Kent, Local Agents, Local Businesses, Tunbridge Wells Business Forum, Rural Business Working Group</p>	<p>Engage with three agents per year of premises vacant for more than six months.</p> <p>Provide support in finding developers and end users of two more difficult premises per year</p> <p>Increase % service and financial business types in the borough</p>
<p>1.2 Produce a property and enquiry database (PED) with partners</p>	<p>A system in place to match those searching for premises with available premises, and to identify owners and potential developers of key sites.</p>	2007	Tunbridge Wells Borough Council	<p>Locate in Kent and Local Agents</p>	<p>Database produced</p> <p>Number of matched enquiries</p>

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.3 Continue to deliver high quality business start-up and business development advice across all sectors (including 'sustainable' business practice) to help new and established businesses to succeed, particularly in deprived areas	Promote opportunities for business start-up to help people and communities develop and create their own businesses	2006-2009	Business Link Kent	Enterprise Agency of West Kent Tunbridge Wells Borough Council	Deliver enterprise advice to ten potential start-up businesses per year. Support development of two social enterprises in deprived areas in the borough Deliver enterprise growth advice to ten existing businesses per year in rural and urban areas
1.4 Develop and implement an Inward Investment Strategy to attract key targeted businesses across all sectors (including retail) to the borough	Market and attract new businesses into the borough that are sustained and high quality.	2006-2009	Tunbridge Wells Borough Council	Business Forum and Working Groups, Locate in Kent, Business Link Kent	Number of businesses moved into the borough by 2008 (target is five)
1.5 Encourage local businesses and organisations to procure local goods and services and match them with local suppliers.	Stimulating local markets and promoting community benefits of local purchasing	2006-2010	Tunbridge Wells Borough Council	West Kent Chamber of Commerce, Federation of Small Businesses, Voluntary Action West Kent, Business Link Kent	Number of local suppliers enter local markets Supply chain partnership developed Number of businesses which procure local goods and services

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<p>1.6 Develop and implement an action plan to enhance local enterprise development and entrepreneurial initiatives in schools/colleges/ community</p> <p>Deliver enterprise and start-up training courses to young people, BME, women, and those living in deprived areas</p>	To encourage more people to be more entrepreneurial and learn about business start-up	2006-2011	Tunbridge Wells Borough Council	Schools, Colleges, KCC, West Kent Partnership Skills Group, Learning and Skills Council, EAWK	<p>Develop two enterprise and business start-up training courses by 2008</p> <p>Number of people in each category receiving enterprise and start-up training</p>

Priority 2: Enhance the attractiveness of towns and other centres in the borough as thriving places to visit, shop and establish new enterprises

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<p>2.1 Under the Tunbridge Wells Business Forum, establish a proactive Town Centre Business Working Group in Royal Tunbridge Wells and produce an outline Town Centre Action Plan focusing on joint marketing and other issues in the short term and seek funding to implement the plan</p>	Good communications between businesses and partners on local business issues, and the development and implementation of projects complementing the success of these local businesses in RTW town centre	2006-2007	Tunbridge Wells Borough Council	TW Business Forum members, key retailers and land owners	<p>Formation of a Town Centre Business Working group</p> <p>Convene quarterly working group meetings</p>

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<p>2.2 Develop a Marketing Partnership with key local retail businesses to:</p> <ul style="list-style-type: none"> • develop a joint vision on retail mix for RTW and its component parts • identify target retailers; • market vacancies to target retailers • retain existing national retailers • initiate and consider visitor surveys • market RTW town centre to its catchment area • develop an annual programme including special promotions and events • ensure that there is equal access to business opportunity for everyone e.g. developing social enterprises, particularly in the more deprived areas 	<p>Attracting new retailers and more customers to the town to increase footfall and the shopping experience</p>	<p>2006-2010</p>	<p>Tunbridge Wells Borough Council</p>	<p>Town Centre Business Working Group</p>	<p>Achieve 25% increase of inward investment in retail into borough</p> <p>Identify five new businesses that should be attracted to particular parts of the town</p> <p>Identify two specific opportunities for joint marketing with local businesses</p>
<p>2.3 Review the support and potential for a Business Improvement District (BID) in RTW</p>	<p>A decision by the business forum on the formation of a BID (improves the town centre as a visitor destination funded in</p>	<p>2007-2008</p>	<p>TW Business Forum</p>	<p>Tunbridge Wells Borough Council</p>	<p>Review the value of a BID proposal by 2008</p> <p>If appropriate, submit a BID proposal in consultation with local businesses by 2008-2009</p>

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
	part by an additional business rates)				
2.4 Further development of the borough as an attractive tourist destination, actively promoting the borough to visitors and to a wider range of service providers and businesses	Increase in tourists, service providers and businesses in the borough	2006-2008	Tunbridge Wells Borough Council	Heart of Kent Partners, Tourism South East, Southern English Cities, Kent Tourism Alliance	Number of visitors to the Tourist Information Centre Value of accommodation bookings to providers Increased values of tourism and employment in the tourist industry from the 2003 base rate
2.5 Continue to support the Safe Town Partnership	Reduction in town centre crime and disorder, including that impacting on the night-time leisure economy	2006-2009	Safe Town Partnership	Traders already members of the scheme, Tunbridge Wells Borough Council, Police	Increase in membership of the Safe Town Partnership Number of police town centre operations Number of CCTV reports to the police Number of training sessions and staff trained on shop theft and credit card fraud
2.6 Develop and implement a Cranbrook Town Centre Marketing programme (including customer surveys, events development and promotion) to help support the continued success of this important service centre	Additional visitors and business development in Cranbrook town centre and development of local community partnerships and services in town	2006-2009	Cranbrook Business Association	Tunbridge Wells Borough Council, Cranbrook Parish Council, Cranbrook Rural Partnership, Tourism Forum	Customer survey in town to be completed by 2007 Two joint marketing and events with local businesses delivered

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.7 Implement the Cranbrook Tourism Action Plan to draw additional visitors to attractions and accommodation in the area and help sustain local businesses	Additional visitors to local tourist attractions, hotels and bed and breakfast establishments in Cranbrook area	2006-2007	Cranbrook Tourism Development Forum	Cranbrook Rural Partnership, Cranbrook Parish Council, Cranbrook Business Association	<p>Number of visitors to Weald Information Centre</p> <p>Leaflets produced and distributed</p> <p>Update at regular Cranbrook Tourism Development Forum meetings</p>
2.8 Review opportunities for delivering SEEDA Market Town projects in Paddock Wood and Hawkhurst to help support the continued success of these important service centres	Develop community initiatives and partnerships to build on the local economic and service functions of the town centres	2006-2009	Tunbridge Wells Borough Council	Paddock Wood Town Council, Hawkhurst Parish Council, Kent County Council, Rural Towns Partnership	<p>Strategic economic & community partnerships developed in Paddock Wood and Hawkhurst</p> <p>Countryside Agency Health-checks completed for each town</p> <p>Delivery Plans for each town prepared by 2008</p>
<p>2.9 Bring forward the development of the food store and the 'Hub' in Southborough to underpin the vitality and viability of the centre</p> <ul style="list-style-type: none"> • Retailer to produce a Master-plan for the site • Complete all commercial negotiations with retailer • Finalise legal agreements for site • Commission design for the Hub 	Completion of the first stage of Southborough town centre HUB development	2008-2009	Tunbridge Wells Borough Council	KCC, Southborough Town Council, Retailer	Hub completion

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.10 Market the Tunbridge Wells area as a tourist destination to draw a low volume of high spending visitors to sustain heritage aspects of Tunbridge Wells, including historic parks, gardens and other visitor attractions	Increased visitors to the borough	2006-2008	Tunbridge Wells Borough Council	Southern Cities, Kent Tourism Association, Heart of Kent, Seven Wonders, National Trust, etc	Increased values of tourism and employment in the tourist industry from the 2003 base rate

Priority 3: Support the sustainable economic development of the more rural areas

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 Under the Tunbridge Wells Business Forum, establish a proactive Rural Business Working Group to identify and bring forward initiatives including: <ul style="list-style-type: none"> joint and direct marketing distribution channels for local food diversification of production and added value development of tourism businesses and business floor space 	Enhance the support and development of more sustainable businesses and farming practices in the rural areas of the borough	2006-2008	Tunbridge Wells Borough Council	TW Business Forum members, key retailers and land owners, community groups, Department for Environment, Food and Rural Affairs (DEFRA), KARC	Rural Business Working Group to be convened by 2006 and meet quarterly Action Plan to be developed for the land-based sector by 2008

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<ul style="list-style-type: none"> strategic investment for crop diversification (e.g. woodchip facilities) 					
<p>3.2 Examine how best to support rural services, shops and visitor facilities to become sustainable to ensure jobs and services are retained in smaller settlements, and seek funds to implement two new rural economic initiatives</p>	<p>Develop action plan to sustain rural services to the community and support the retention of a treasured countryside</p>	<p>2007-2008</p>	<p>Tunbridge Wells Borough Council</p>	<p>Village Shops, Associations, relevant businesses and BLK, KCC, High Weald, Countryside Agency</p>	<p>Improve two existing rural services, shops, offices or visitor facilities</p> <p>No loss of rural services.</p>

This action plan sets out how we intend to work together to achieve our key priority objectives to maintain a thriving economy. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.

3 Enabling people to take part in and enjoy leisure activities – Action Plan

Aim: To ensure that a wide range of high quality and enjoyable leisure opportunities is available

Priority 1: Focusing on providing activities and facilities for children and young people

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 Bring together voluntary, commercial and Council-run leisure organisations and schools to offer a Go and Try incentive scheme for a limited period to young people	Young people encouraged to try leisure activities which they might not otherwise have considered trying	March 2009	Tunbridge Wells Borough Council	Commercial providers Sports clubs Arts organisations Leisure trusts Local media Kent County Council Education	Achieve three positive press stories, and 100 new attendances at leisure activities
1.2 Work with youth clubs, the youth service and artists to give young people opportunities to try out different arts activities	Increased opportunities for young people to participate in arts activity	March 2008	West Kent Arts Partnership	Tunbridge Wells Borough Council, Sevenoaks District Council, Tonbridge and Malling Borough Council, Maidstone Borough Council, Kent County Council, Connexions, artists, Blingin'	Ten arts workshops by March 2007 100 young people participating in arts workshops
1.3 Encourage participation by children and young people in youth, cultural and community initiatives through: • delivering workshops for	Children and young people encouraged to participate in theatre and cultural activities	March 2007	Tunbridge Wells Borough Council	Schools	40 workshops to be delivered

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<p>schools linked to shows at the Assembly Hall Theatre</p> <ul style="list-style-type: none"> contributing to Kent and Medway Museums Partnership 'Inside Out' project for young people in Kent 					
1.4 Improve provision of play and recreation facilities in Royal Tunbridge Wells and the parishes, as identified in the Local Plan Review and the Playing Pitch Strategy	Children and young people encouraged to participate in community activities	March 2007	Tunbridge Wells Borough Council	Local Community, Rustahall Village Association, The Zone Rusthall Community and Youth Project, Tunbridge Wells Day Services	<p>'Neighbourhood Equipped Area of Play' scheme commenced at St John's Recreation Ground</p> <p>Outline design for Neighbourhood Equipped Areas of Play and new pitches at Rusthall developed</p> <p>Outline design for new pitches at Hawkenbury developed</p>

Priority 2: Encourage people of all ages and abilities to participate in a good variety of leisure opportunities and activities

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.1 Increase funds available for local leisure activities by supporting and advising local groups in making bids and fund raising	Improved and increased leisure opportunities and activities	March 2008	Voluntary Action West Kent	Sports Clubs Forum, Arts Forum, Tunbridge Wells Borough Council	Four successful funding applications by voluntary groups
2.2 Increase the confidence of volunteers to run sports	A high standard of practice for local sports	March 2007	Kent Sports Development	Tunbridge Wells Borough Council,	Two training courses per year

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
activities by providing annual best practice training	organisations		Unit	Sports Club Forum, Sports Coach UK	
2.3 Make better use of existing opportunities to market leisure activities in the borough	Increased awareness of existing leisure opportunities and new initiatives	March 2008	Courier Newspaper	Sports Club Forum, Leisure Forum, Arts Forum	Increase visits to Courier leisure listings
2.4 Bring together voluntary, commercial and Council-run leisure organisations to offer a Go and Try incentive scheme for a limited period to adults	Increased levels of participation in existing activities	March 2009	Tunbridge Wells Borough Council	Commercial providers, sports clubs, arts organisations, leisure trusts, local media	Achieve three positive press stories, and 100 new attendances at leisure activities
2.5 Co-ordinate 400th Anniversary Celebrations in Royal Tunbridge Wells town during 2006	Increased participation in events	December 2006	Tunbridge Wells Borough Council	Local voluntary and commercial organisations	Seven Tunbridge Wells Borough Council events
2.6 Increase the number of sports clubs who achieve the nationally-recognised Clubmark accreditation	Increased number of well-run clubs, providing good quality coaching and competitive opportunities	2006-2011	Tunbridge Wells Borough Council	Sports Club Forum, Kent Sports Development Unit	Three newly accredited clubs per year

Priority 3: Providing appropriate places for people to pursue their leisure interests

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 Investigate insurance issues with regard to community use of schools	Increased access for leisure organisations to school premises	March 2008	Kent County Council	Leisure organisations	Increase community use of school premises
3.2 Improve play provision in the parishes through Play Grants to Town and Parish Councils	Improved play provision	March 2007	Town and Parish Councils	Tunbridge Wells Borough Council	Improvements made to play provision
3.3 Improvements to Parks through: <ul style="list-style-type: none"> • Landscape Management Plans for Dunorlan Park, Grosvenor and Hilbert Recreation and the Grove • Green Flag applications for at least two parks in Royal Tunbridge Wells 	Improved parks in Royal Tunbridge Wells	March 2007	Tunbridge Wells Borough Council	Friends of Parks groups, community groups, and residents' associations	Dunorlan Park Plan adopted Grosvenor and Hilbert Recreation Plan adopted The Grove Plan implemented and reviewed Two Green Flag applications made

This action plan sets out how we intend to work together to achieve our key priority objectives to enable people to take part in and enjoy leisure activities. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.

4 Increasing community safety and reducing the fear of crime – Action Plan

Aim: Develop partnership activity to achieve safer and stronger communities

Priority: To reduce crime, fear of crime and anti-social behaviour

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 Multi-agency approach to reducing alcohol driven disorder in the night-time economy	Reduction in alcohol-fuelled disorder, including violence, drunkenness, public order offences and anti-social behaviour	2005-2008	West Kent Police	Pubwatch, Tunbridge Wells Borough Council, Kenward Trust, Kent Fire and Rescue Service, Kent Trading Standards Institute	10% reduction in specified crime and disorder in the night-time economy (LAA Outcome 9 and LPSA2) Monitoring through TWCSF drug and alcohol quarterly
1.2 Partnership activity to reduce town centre crime	Reduction in crime and fear of crime in Royal Tunbridge Wells town centre	2005-2008	Tunbridge Wells Safe Town Partnership	Tunbridge Wells Borough Council, West Kent Police, businesses, Kent Fire and Rescue Service	Contribute to target of 10% reduction in BCS comparator crimes 10% reduction in reported shop theft Monitoring through Safe Town Partnership quarterly
1.3 Support community-led crime reduction initiatives in rural and disadvantaged neighbourhoods	Reduced fear of crime	2005-2008	Tunbridge Wells Community Safety Partnership	KCC Community Wardens, West Kent Police and PCSOs, High Weald Housing, West Kent Neighbourhood Watch, Tunbridge Wells Borough Council Environmental Services, Kent Fire and Rescue Service, voluntary and community	10% reduction in fear of crime (LAA Outcomes 12 and 13, LPSA2) Monitoring through TWCSF geographic sub-groups quarterly meetings and Kent Police annual survey

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
				organisations, churches	
1.4 Delivery of support for victims of domestic abuse via Freedom Programme	Reduction in repeat victimisation	2005-2008	Tunbridge Wells Community Safety Partnership	SW/Kent PCT, Domestic Abuse Forum, Tunbridge Wells Borough Council, West Kent Police, Voluntary Organisations, RSLs	Under 33% repeat victimisation within 12 months Three Freedom programmes funded and delivered per annum Monitoring through bi- annual meetings of DA sub-group
1.5 Multi-agency work to address anti-social behaviour by individuals	Reduction in anti-social behaviour	Until June 2008	Tunbridge Wells Borough Council	West Kent Police, YOS, Probation, KCC Social Services, Education, SW/Kent PCT, Registered Social Landlords	80% of individuals removed from ASB list within six months Monitoring through ASB sub-group monthly
1.6 Targeted work with young people at risk of offending (Power Project)	Reduction in number of young people entering the criminal justice system	2005-2007	Tunbridge Wells Community Safety Partnership: Power Project Steering Group	KCC Social Services, Youth Offending Service, Education, Youth and Community, Tunbridge Wells Borough Council, West Kent Police, voluntary youth organisations	5% reduction in new entrants into the Criminal Justice System Minimum 50 assessments resulting in 40 action plans per annum Monitoring through steering group
1.7 Provision of support for identified vulnerable young people	Reduced risk behaviour by young people	2005-2008	Kent County Council Education	Kent Safe Schools, KCC Social Services, Youth and Community West Kent Police, Tunbridge Wells Borough Council	Schools in disadvantaged neighbourhoods achieving attendance targets, minimum 48 young people supported by Safe Schools in six schools per annum Monitoring through quarterly monitoring by TWCSPP

This action plan sets out how we intend to work together to achieve our key priority objectives to increase community safety and reduce the fear of crime. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives. For more information on other initiatives contact the Tunbridge Wells Community Safety Partnership.

5 Transport – getting around the borough – Action Plan

Aim: To ensure that residents and visitors can get to work, school, health and leisure facilities in Tunbridge Wells borough in a safe, convenient and sustainable way

Priority 1: Reduce traffic congestion and pollution by increasing responsible travel options and enhancing accessibility to key destinations

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 In conjunction with local School Travel Plans carry out a programme of Safer Routes to Schools improvements in Royal Tunbridge Wells on A26 (north), A264 (east)	Improved pedestrian and cycle facilities on corridors are likely to serve large volumes of school travel with increased pedestrian and cycle activity and fewer car journeys	2006-2009	Kent County Council – Sustainable Transport Team and Mid-Kent Division	KHS, Tunbridge Wells schools, bus operating companies, Tunbridge Wells Borough Council (Environmental Services)	<ul style="list-style-type: none"> • 40% of schools to have STPs by 2006 • 100% of schools to have STPs by 2010 • % reduction in education-based car travel (March 2006 LTP to define)
1.2 Improve the efficiency of the transport system including parking, traffic management systems, pedestrian access and lobbying for improvements to the A21 and A228	Improved transport system, reduced congestion, improved pedestrian access, and improvements to key routes in the borough	2011	Kent County Council	Tunbridge Wells Borough Council	<ul style="list-style-type: none"> • 25% of major employers (>200 employees) in the borough to be operating a travel plan by 2011 • % reduction in work-based car travel (March 2006 LTP to define)
1.3 Support and expand the New Ways to Work Kent initiative to develop workplace travel plans for the major employers in the	More employers with operational travel plans which help reduce traffic congestion and	2006-2009	Kent County Council – Sustainable Transport Team	KHS, Tunbridge Wells Borough Council (Development Control and Environmental Services)	<ul style="list-style-type: none"> • 25% of major employers (>200 employees) in the borough to be operating a travel plan by 2011 • % reduction in work-based car

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
borough, including Kentcarshare	increase sustainable, healthier trips to work			TW employers and bus operating companies	travel (March 2006 LTP to define)
1.4 Reach a strategic view on parking issues in Royal Tunbridge Wells, including the merits of Park and Ride	Clarity on way forward for future parking policies in Royal Tunbridge Wells	2007-2008	Tunbridge Wells Borough Council	Kent County Council	<ul style="list-style-type: none"> view taken
1.5 Implement RTW priority cycle network [Barnetts Wood to Longfield Road; Sandhurst Road to Goods Station Road, and A26]	To provide a network of safe, continuous and integrated facilities for cyclists and increase trips made by cycle	2006-2009	Kent Highway Services – Mid-Kent Division	Developers	<ul style="list-style-type: none"> schemes implemented 38% increase in cycle trips by 2010/11 from 2003/04 base year
1.6 Review the operation of major junctions on A26 (north) to improve junction efficiency and enhance protection of vulnerable road users. Carry out improvements to: <ul style="list-style-type: none"> St John's Road/Grosvenor Road junction London Road/Mount Ephraim 	Reduce junction congestion and improve safety for all users	2007-2008	Kent Highway Services (KHS) Mid-Kent Division	Bus operating companies, Tunbridge Wells Borough Council (Environmental Services)	<ul style="list-style-type: none"> schemes implemented 40% reduction in numbers killed or seriously injured by 2007/08 from 2000 base year 50% reduction in numbers of children killed or seriously injured by 2010/11 from 2000 base year 10% reduction in numbers of slight injury crashes by 2010/11 from 2000 base year % reduction in pollutant levels in Royal Tunbridge Wells and Southborough Air Quality Management Area
1.7 Provide cycle links to school/sports centre and local facilities in Paddock Wood	To provide a network of safe, continuous and integrated facilities for cyclists and	2008/09	Kent Highway Services – Mid-Kent Division	Paddock Wood Town Council	<ul style="list-style-type: none"> schemes implemented % reduction in education-based car travel (March 2006 LTP to define)

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<ul style="list-style-type: none"> • Warrington Road • Maidstone Road • Station Road • Nursery Road • Maidstone Road Toucan Crossing 	increase trips made by cycle				<ul style="list-style-type: none"> • 38% increase in cycle trips by 2010/11 from 2003/04 base year • % increase in bus punctuality (March 2006 LTP to define)
<p>1.8 Carry out improvements to A264 (east) corridor to improve junction efficiency and enhance protection of vulnerable road users:</p> <ul style="list-style-type: none"> • Pembury Road/Sandrock Road • Pembury Road/Sandhurst Road • Bayhall Road/Pembury Road • Carr's Corner junction 	Reduce junction congestion and improve safety for all users by addressing conflicts	2006-2009	Kent Highway Services – Mid-Kent Division	Bus operating companies	<ul style="list-style-type: none"> • schemes implemented • 40% reduction in numbers killed or seriously injured by 2007/08 from 2000 base year • 50% reduction in numbers of children killed or seriously injured by 2010/11 from 2000 base year • 10% reduction in numbers of slight injury crashes by 2010/11 from 2000 base year
<p>1.9 Work with PCT and NHS Trusts to provide advice on travel options to patients and visitors through publicising information on site and on appointment letters</p>	Increased awareness of sustainable travel choices	2006-2007	Kent County Council – Sustainable Transport Team	Bus operating companies, West Kent PCT, Tunbridge Wells and Maidstone NHS Trust	<ul style="list-style-type: none"> • initiatives launched
<p>1.10 Continue the programme of pedestrian improvements in Royal Tunbridge Wells town centre, in accordance with</p>	Barriers to pedestrian and mobility-impaired movement removed along key corridors with increased use of	2007-2009	Kent Highway Services – Mid-Kent Division	KCC – Sustainable Transport Team	<ul style="list-style-type: none"> • schemes implemented

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
the Pedestrian Facilities Audit, needed to facilitate walking and movement (including for the mobility-impaired)	footways				
1.11 Goudhurst Parish Rural Connections options initiative: work on existing informal travel-sharing initiatives and current public and private transport routes. Seek ways to raise awareness of and increase the sustainability of access to essential services having regard to issues raised within the Accessibility Plan for Kent	To protect and enhance the rural village character/ Improve essential access	2007-2008	Kent Highway Services – Mid-Kent Division	Goudhurst Parish Council, bus operating companies, KCC Commercial Services	<ul style="list-style-type: none"> initiative launched

Priority 2: Pursue improvements to key transport routes and public transport to promote the role of the Tunbridge Wells/Tonbridge Transport Hub, as defined in the South East Plan

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.1 Implement bus infrastructure to support a Quality Bus Partnership (QBP) for Royal Tunbridge Wells and Southborough	Increased bus reliability on selected corridors with consequent increased usage	2006-2009	Kent Highway Services – Mid-Kent Division	Tunbridge Wells Borough Council, Arriva Southern Counties, bus operating companies Tunbridge Wells Borough Council (Environmental Services)	<ul style="list-style-type: none"> • schemes implemented • 4% increase (pa) in bus patronage in QBP areas by 2010/11 from 2003/04 base year • 10% increase in bus satisfaction in QBP areas by 2010/11 from 2003/04 base year • 35% increase in proportion of buses being easy access by 2010/11 from 2005/06 base year • 15% increase in households within 45 mins of town centre by bus by 2010/11 from 2005/06 base year • % increase in bus punctuality (March 2006 LTP to define) • % reduction in pollutant levels in Royal Tunbridge Wells and Southborough Air Quality Management Area (Tunbridge Wells Borough Council AQMA Action Plan to define)
2.2 Lobby SEERA and work with Highways Agency to ensure earliest possible co-ordinated delivery of improvements to the A21, including Tonbridge to Pembury dualling, Kippings Cross to Lamberhurst dualling, and	Reduced barriers to access and improved safety to complement transport-hub status	2006-2009	Kent County Council Land Use and Transport Policy	Tunbridge Wells Borough Council, Tonbridge and Malling Borough Council, Sevenoaks District Council, East Sussex County Council, Hastings Borough Council, Tunbridge	<ul style="list-style-type: none"> • lobbying work undertaken • status of road proposal

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
improvements to the route south of Lamberhurst				Wells and Maidstone NHS Trust employers	
2.3 Lobby SEERA and work to ensure earliest possible co-ordinated delivery of improvements to the A228 Colts Hill Strategic Link	Reduced barriers to access and improved safety to complement transport-hub	2006-2009	Kent County Council Land Use and Transport Policy	Tunbridge Wells Borough Council, TMBC, Tunbridge Wells and Maidstone NHS Trust	<ul style="list-style-type: none"> • lobbying work undertaken • status of road proposal
2.4 Royal Tunbridge Wells and Southborough Arriva Bus Service Review: review the effectiveness of current Arriva services and future proposed changes to service provision reflecting partner investment	Improved bus usage and reliability on selected corridors	2006-2007	Arriva Southern Counties	Kent County Council Commercial Services, Southborough Town Council	<ul style="list-style-type: none"> • status of review • 10% increase in bus satisfaction in QBP areas by 2010/11 from 2003/04 base year • 15% increase in households within 45 mins of town centre by bus by 2010/11 from 2005/06 base year • % increase in bus punctuality (March 2006 LTP to define) • % reduction in pollutant levels in Royal Tunbridge Wells and Southborough AQMA (Tunbridge Wells Borough Council AQMA Action Plan to define)
2.5 Provide easy access buses on route 402	To reduce barriers to movement	2006/07	Arriva Southern Counties		<ul style="list-style-type: none"> • 35% increase in proportion of buses being easy access by 2010/11 from 2005/06 base year
2.6 Submit revised Kickstart bid for route 281	Improved bus usage and reliability on selected corridors	2007-2008	Kent County Council – Sustainable Transport Team	Arriva Southern Counties, Kent County Council Commercial Services, Southborough Town Council	<ul style="list-style-type: none"> • bid submitted

Priority 3: Improve travel safety for all – in towns, villages and rural areas

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 Encourage schools in Tunbridge Wells borough to prepare School Travel Plans to KCC Platinum standard and implement improved facilities such as School Safety Zones, footway links, cycle routes and toucan crossings where possible	Increased safety for pedestrians and cyclists.	2006-2009	Kent Highway Services – Mid-Kent Division	Kent County Council – Sustainable Transport Team, Tunbridge Wells Borough Council (Environmental Services)	<ul style="list-style-type: none"> • 40% of schools to have School Travel Plans by 2006 • 100% of schools to have School Travel Plans by 2010
3.2 Introduce a quiet lane/ rural lane project incorporating National Cycle Route 18 to support the local community network	Increased pedestrian/ equestrian and cycle trips on rural lanes. Raised driver awareness and protected rural character	2006-2007	Kent Highway Services – Mid-Kent Division	Parish Councils	<ul style="list-style-type: none"> • scheme implemented • 40% reduction in numbers killed or seriously injured by 2007/08 from 2000 base year • 50% reduction in numbers of children killed or seriously injured by 2010/11 from 2000 base year • 10% reduction in numbers of slight injury crashes by 2010/11 from 2000 base year • 38% increase in cycle trips by 2010/11 from 2003/04 base year • 10% reduction in vehicle speeds by 2011 from 2005/06 base year
3.3 Rural Town, Village and Parish Area Enhancements, including sign culling/gateways/ pedestrian access/speed	Increased safety	2007-2009	Kent Highway Services – Mid-Kent Division	Parish and Town Councils	<ul style="list-style-type: none"> • 38% increase in cycle trips by 2010/11 from 2003/04 base year

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
limit revisions/ensuring the sympathetic use of materials					
3.4 A229 Angley Road junction Waterloo Road, Cranbrook. Change existing junction layout to make A229 the main through route bypassing the town centre	Improved junction safety	2008-2009	Kent Highway Services – Mid-Kent Division	Cranbrook Parish Council	<ul style="list-style-type: none"> • schemes implemented • 40% reduction in numbers killed or seriously injured by 2007/08 from 2000 base year • 50% reduction in numbers of children killed or seriously injured by 2010/11 from 2000 base year • 10% reduction in numbers of slight injury crashes by 2010/11 from 2000 base year
3.5 Introduce crash remedial measures at locations with road safety incidents	Reduce the number of people killed or suffering serious injury in road crashes	2006-2009	Kent Highway Services – Mid-Kent Division		<ul style="list-style-type: none"> • schemes implemented • 40% reduction in numbers of people killed or seriously injured by 2007/08 from 2000 base year • 50% reduction in numbers of children killed or seriously injured by 2010/11 from 2000 base year • 10% reduction in numbers of slight injury crashes by 2010/11 from 2000 base year

This action plan sets out how we intend to work together to achieve our key priority objectives to ensure that residents and visitors can get to work, school, health and leisure facilities in the borough in a safe, convenient and sustainable way. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.

6 Meeting the need for housing – Action Plan

Aim: To meet the housing and related support needs of local people of all ages

Priority 1: Provision of affordable homes (including social rented homes, low cost-home ownership and housing for key workers)

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 Develop and implement a rolling five-year Affordable Housing Development Programme	Increased supply of affordable homes, including social rented homes, low-cost home ownership and housing for key workers	2006-2007 and annually thereafter	Tunbridge Wells Borough Council	Registered Social Landlords (RSLs), The Housing Corporation	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Programme to be agreed by April 2006, to include annual target for new affordable homes
1.2 Lobby Government for increased funding for affordable housing	Increased funding for affordable housing including social rented homes, low-cost home ownership and housing for key workers	2006-2011	Borough Housing Partnership	RSLs, West Kent Partnership, other partner agencies	To be monitored by Borough Housing Partnership Lobbying undertaken at least annually
1.3 Re-survey affordable housing need via Borough-wide Housing Needs Survey, or possibly through County-wide Housing Needs Survey	Up-to-date evidence of housing need to support case for increased funding for affordable housing and to support delivery of affordable housing through the Planning	2010-2011	Tunbridge Wells Borough Council	Other Kent local housing authorities	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Survey completed 2010-2011

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
	system				
1.4 Increase the provision of affordable housing and smaller homes in our towns and villages by developing and implementing planning policies and a Supplementary Planning Document on Affordable Housing	This will assist in delivering new affordable homes (including social rented homes, low cost home ownership and housing for key workers) through the Planning System	2006	Tunbridge Wells Borough Council		Supplementary Planning Document completed Number of affordable homes

Priority 2: Supporting independence for all vulnerable people (including older people, young people and those with disabilities)

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.1 Seek to secure the provision of supported housing (including sheltered and extra care sheltered housing, housing suitable for people with physical and/or learning disabilities or mental illness, young people aged 16/17, people recovering from substance misuse and ex-offenders) where there is an identified need	Increased supply of supported housing	2006-2011	Tunbridge Wells Borough Council	KCC Social Services, Kent Supporting People Team), RSL, The Housing Corporation	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership At least one new supported housing scheme provided within the period 2006-2011 for each identified need group

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.2 Ensure the identified housing needs of Black and Minority Ethnic groups including Gypsies/ Travellers are met	Housing needs of Black and Minority Ethnic groups including Gypsies/ Travellers met	2006-2011	Tunbridge Wells Borough Council	Registered Social Landlords (RSLs)	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Identified needs met/planned for
2.3 Further develop services to assist older and disabled households to remain in their homes, including: <ul style="list-style-type: none"> • increased funding for Disabled Facilities Grants and Home Improvement Grants, Affordable Warmth Measures Grants • improved Occupational Therapy services • improved links with Health services • the development of an equity-release loan scheme endorsed by Tunbridge Wells Borough Council 	Older and disabled households able to remain in their homes in more cases/longer than as at present	2006-2011	Tunbridge Wells Borough Council	KCC Social Services OT Bureau, Kent Supporting People Team, Care & Repair, Health Primary Care Trusts, GPs, Kent Energy Centre	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Additional 50 clients per annum assisted to remain in their own homes Additional 40 vulnerable households per annum provided with affordable warmth assistance

Priority 3: Preventing homelessness

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 Develop, implement and monitor a West Kent Homelessness Strategy	Prevent more people from becoming homeless and help people live on their own homes in the community	2006-2007 and onwards	Tunbridge Wells Borough Council	Sevenoaks District Council, Tonbridge & Malling Borough Council, partner agencies of all three local authorities	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Homelessness Strategy in place by September 2006 and implementation commenced
3.2 Develop the range of housing options for young people to reduce homelessness amongst young people	Prevent young people from becoming homeless	2006-2011	Tunbridge Wells Borough Council	Sevenoaks DC, Tonbridge & Malling BC, RSLs, KCC Social Services, Kent Supporting People Team, KCC Education Services	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Year-on-year reduction in number of young people aged 16-21 presenting to the Council as homeless
3.3 Reduce the use of temporary accommodation by homeless households by 50% by 2010, by further developing a range of options to prevent homelessness	Prevent more people from becoming homeless thereby avoiding the need for them to move into temporary accommodation	2006-2010	Tunbridge Wells Borough Council	Sevenoaks DC, Tonbridge & Malling BC, RSLs	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership 50% reduction achieved by 2010

Priority 4: Improving the quality of existing homes and housing related services

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
4.1 Ensure that social housing stock in the borough meets the Decent Homes Standard by 2010	Improve the condition of homes in the borough	2006-2010	Registered Social Landlords (RSLs)	Tunbridge Wells Borough Council, The Housing Corporation	To be monitored by RSLs and reported to Tunbridge Wells Borough Council/ Borough Housing Partnership All social housing stock in the borough meets the Decent Homes Standard by 2010
4.2 Ensure that 70% of private homes occupied by a vulnerable household meet the Decent Homes Standard by 2010	Improve the condition of homes in the borough	2006-2010	Tunbridge Wells Borough Council	Private landlords, lettings agents, Southern Private Landlords Association (SPLA), Care & Repair	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership 70% of private homes occupied by a vulnerable household meet the Decent Homes Standard by 2010
4.3 Re-survey housing stock conditions via Borough-wide Housing Stock Condition Survey, or possibly through County-wide Housing Stock Condition Survey	Up-to-date evidence of housing need to support case for increased funding for housing renewal	2008-2009	Tunbridge Wells Borough Council	Other Kent local housing authorities	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Survey completed 2008/09

Action	Outcome	Timescale	Lead Organisation	Partner organisations	Monitoring information and targets
4.4 Develop a Private Sector Landlords' Accreditation Scheme (possibly in partnership with other West Kent authorities), and develop an Empty Homes Strategy to improve the condition of empty properties and bring them back into use	Improve the condition of homes in the borough, reduce the number of empty homes, and bring empty homes back into use as affordable homes	2006-2008	Tunbridge Wells Borough Council	Private landlords, lettings agents, SPLA, Sevenoaks DC, Tonbridge & Malling BC, Care & Repair, Kent Energy Centre	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Accreditation Scheme operational by April 2007 Reduced numbers of empty homes
4.5 Introduce a Choice-based Lettings Scheme by 2010 to increase choice in the allocation of and maximise the use of existing social and private rented housing in partnership with other Kent local authorities	Improve customer choice in offering social housing via Housing Associations	2006-2008	Tunbridge Wells Borough Council	RSLs, other Kent local housing authorities	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Choice-based Lettings Scheme operational by September 2007

Priority 5: Promoting safe, sustainable communities through housing related initiatives

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
5.1 Reduce the number of evictions of tenants of Registered Social Landlords on grounds of nuisance/anti-social behaviour through increased preventative action	Prevent more people from becoming homeless/reduction in level of nuisance and anti-social behaviour	2006-2011	Registered Social Landlords (RSLs)	Tunbridge Wells Borough Council, Kent Police	To be monitored by RSLs and reported to Borough Housing Partnership Year-on-year reduction in number of evictions of RSL tenants on grounds of nuisance/anti-social behaviour
5.2 Develop a range of initiatives to improve home security, particularly for older and disabled people	Improved home security. Reduction in crime/fear of crime	2006-2008	Care & Repair	Tunbridge Wells Borough Council, RSLs, private landlords, lettings agents, SPLA, Care & Repair	To be monitored by Care & Repair and reported to Borough Housing Partnership Year-on-year reduction in number of domestic burglaries
5.3 Reduce the number of house fires through increased promotion of the benefits of fire prevention/protection	Reduction in loss of life/serious injury/ damage to property as a result of house fires	2006-2011	Kent Fire & Rescue Service	Tunbridge Wells Borough Council, RSLs, private landlords, lettings agents, SPLA, Care & Repair	To be monitored by Kent Fire & Rescue Service and reported to Borough Housing Partnership Year-on-year reduction in number of house fires
5.4 Encourage the installation of energy-efficient heating systems, insulation and renewable energy systems, to reduce domestic energy consumption by a further 18% on 2003 levels by 2011	Improve health and reduce fuel costs for local residents	2006-2011	Tunbridge Wells Borough Council	Kent Energy Centre, RSLs, Developers, private landlords, Care & Repair	To be monitored by Tunbridge Wells Borough Council and reported to Borough Housing Partnership Reduction in domestic energy consumption by a further 18% on 2003 levels achieved by 2011

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
5.5 Work towards the achievement of affordable warmth for all homes by 2012 in accordance with the Kent Health & Affordable Warmth Strategy	Improve health and reduce fuel costs for local residents	2006-2011	Kent Energy Centre	Tunbridge Wells Borough Council, RSLs, developers, private landlords, Care & Repair	To be monitored by Kent Energy and Tunbridge Wells Borough Council and reported to Borough Housing Partnership Affordable warmth for all homes achieved by 2012

This action plan sets out how we intend to work together to achieve our key priority objectives to meet the need for housing. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.

7: Promoting health and improving well-being – Action Plan

Priority 1: Promoting healthy lifestyles

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 Provision of business awards schemes	An increase in healthy workplaces and the availability of healthy eating options for employees and customers	2007	Tunbridge Wells Borough Council	Primary Care Trusts	Number of awards issued 100 awards
1.2 Produce and co-ordinate the submission of five project briefs to be funded from the Primary Care Trusts' Choosing Health funding allocation to enable the following actions (1.3 to 1.6) to take place	Five project briefs seeking funding towards: <ul style="list-style-type: none"> • smoking reduction • community Alcohol worker • GP lifestyle referral programme • feeding the Family • detached (i.e. mobile) playworkers 	2006	Tunbridge Wells Borough Council	Primary Care Trusts, Kenward Trust, Kent Youth and Community, Kent Education, Kent Alliance on Smoking and Health, West Kent Arts Partnership, Oak Road Community Association	Five successful bids £102,000 of funding from the Choosing Health allocation
Subject to the success of the action above the following actions will be undertaken:					
1.3 Provide a community alcohol worker service	A reduction the harmful use of alcohol and other drugs by offering weekly clinics to people with	Ongoing	Kenward Trust	All Tunbridge Wells Community Safety Partnership partners, West Kent Health, KCA, Police, Probation, Youth	400 face-to-face sessions with people not currently in touch with addiction services - 50% to be women.

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
	problems of addiction in their family, located in areas accessible to the target populations			Offending Service, Social Services, Tunbridge Wells Borough Council, Kent Drug & Alcohol Action Team, GPs	
1.4 Provide play activities for young people at various outdoor locations across the borough	To increase levels of participation in moderate-intensity physical activity by targeted young people	2006-2008	Tunbridge Wells Borough Council	Kent Youth and Community, Kent Community Wardens, Kent Police, Kent Education, Grey Zebra, The Power Project, Blingin' (West Kent Arts Partnership), Oak Road Community Association	<p>120 attendances at activities led by qualified sports and arts facilitators by children and young people each calendar month</p> <p>36 hours of physical activity provided each calendar month</p> <p>30 young people per year introduced to sports and arts activities other than those provided by the detached play workers</p> <p>Provide two incentive schemes to young people to adopt healthy eating habits or cease smoking</p>
1.5 Continue to provide a GP lifestyle referral programme (a weight and exercise programme)	To develop an existing initiative which aims to: <ul style="list-style-type: none"> • support those needing to manage their weight and fitness in the prevention or control of obesity • support individuals in their 	2006-2008	South West Kent Primary Care Trust	GPs and Tunbridge Wells Borough Council sports centres	Number of referrals - target 300/year

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
	management of long-term conditions such as diabetes, heart disease, cancer, depression <ul style="list-style-type: none"> • prevent the loss of independence of an individual through ageing/injury/inactivity by increasing physical capacity 				
1.6 Encourage smoke-free workplaces	To encourage workplaces and key family-focused licensed businesses to go smoke-free before the 2007 and 2008 targets through the Smoke-Free Award Scheme and to encourage and provide take-up of the Smoking Cessation Service for employees in service sectors mainly employing manual and non-skilled employees	Until June 2007	Tunbridge Wells Borough Council	Primary Care Trusts	100 premises to achieve the Smoke-Free Award

Priority 2: Improving access to health services

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.1 To develop a Primary Care Centre which is fit for the purpose to deliver care to the community. A recent survey of GPs found 61% due to retire in the next 5-8 years, current premises will also be sold	High quality centre, maybe multi-agency, capable of delivering as per action	2011-2014	South West Kent Primary Care Trust, GPs	Tunbridge Wells Borough Council, PPI Forum, other agencies still to be identified	First meeting recently taken place - more information to follow
2.2 Access to breast feeding support	Town centre breast feeding clinic and support network in T Wells Baptist Church	2006-2007	South West Kent Primary Care Trust	MTW, National Childbirth Trust, Baptist Church	Attendance rates at clinic Increasing length of breast feeding
2.3 Health Needs Assessment In priority neighbourhoods includes public consultation	To identify gaps in service and work with partner organisations to address identified needs	2006-2007	South West Kent Primary Care Trust	Tunbridge Wells Borough Council, Social Services	Publication of report Action plan to address identified needs
2.4 Multi-disciplinary Mental Health Team for adults	Comprehensive assessment. Brief intervention therapy by range of professionals. psychologists, gateway workers, primary care workers and counsellors	2006	South West Kent Primary Care Trust		Plan to reduce waiting list to six-eight weeks within six months of set up
2.5 Children and Adolescent Mental Health Service Tier 2: early intervention and multi-agency working in	As part of a comprehensive CAMHS SSKY project delivering range of	2006	South West Kent Primary Care Trust	Social Services, Education, WK NHS & SC Trust	Have a Tier 2 service in place by end 2006

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
the community to meet the needs of children and young people with emotional and mental health difficulties	therapy from multi-professional team				

Priority 3: Improving hospital cleanliness and performance

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 To allocate responsibility for hospital cleanliness to hospital site matrons Each hospital to have its own matron	Responsibility and authority to identify problems and get them resolved Acts a single point of contact and is very visible	By 2006	Maidstone and Tunbridge Wells NHS Trust	Public and Patient Involvement (PPI) Forums, Health Overview and Scrutiny Committee (HOSC)	Patient Environment Action Team scores MRSA reporting Infection reports
3.2 Separate emergency and elective patient flows through service reconfiguration	Separates patients who are screened for infection from those that are not Allows better infection control measures	Ongoing	Maidstone and Tunbridge Wells NHS Trust		
3.3 Increase investment in cleaners	Improved coverage of areas; hit teams can be more flexible	From 2006 onwards	Maidstone and Tunbridge Wells NHS Trust		% increase in investment in cleaners
3.4 Continue to invest in maintenance and refurbishment of buildings	Easier to maintain and keep clean	Ongoing	Maidstone and Tunbridge Wells NHS		Level of investment in £s

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
			Trust		
3.5 Develop new ways of working, with emphasis on ward-based management.	Better accountability and supervision, leading to better standards	Ongoing	Maidstone and Tunbridge Wells NHS Trust		
3.6 Improve monitoring through; National Cleaning Standards, cleanliness audit reports for each ward, software to help domestic supervisors	Problem areas identified quickly and actions can be taken - better management of the whole process	Ongoing	Maidstone and Tunbridge Wells NHS Trust		
3.7 Continue to focus on cleanliness and infection control through 'Saving Lives Action Plan' and 'Clean your Hands' campaign	Awareness of issues has to be reiterated to constantly raise standards	Ongoing	Maidstone and Tunbridge Wells NHS Trust		
3.8 Reduce the patient pathway time from referral to treatment to a maximum of 18 weeks	Patient journey from referral to treatment will take no longer than 18 weeks	By December 2008	Local Health Economy	Strategic Health Authority, Primary Care Trust	All patients seen within 18 weeks from referral to treatment (exceptions apply e.g. cancer patients who are seen much quicker)

This action plan sets out how we intend to work together to achieve our key priority objectives to promote health and improve well-being. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.

8 Encouraging social inclusion by supporting independence – Action Plan

Aim: To give everyone an opportunity to lead a fulfilling life

Priority 1: Encouraging volunteering and empowering local communities to participate in decision making and delivery of service

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 Increase voluntary activity by those at risk of social exclusion including: <ul style="list-style-type: none"> • establish data from Volunteer Centre • promote Compact and deliver seminar on increasing volunteering • establish baseline in priority neighbourhoods (Sherwood/Broadwater) • provide grant support to voluntary and community sector 	Increased levels of volunteering	March 2007	Tunbridge Wells Volunteer Centre West Kent Compact Steering Group High Weald Housing Tunbridge Wells Borough Council	Tunbridge Wells Borough Council, Voluntary Action West Kent, Kent County Council Tunbridge Wells Volunteer Centre Tunbridge Wells Community Safety Partnership	To recruit minimum of 150 new volunteers per annum (LAA Outcome 13)
1.1 Develop neighbourhood forums including: <ul style="list-style-type: none"> • Develop Community Trust Sherwood 	Increased number of neighbourhood bodies and community-led projects	Jan 2007	Tunbridge Wells Borough Council	Kent County Council, High Weald Housing voluntary sector, churches,	Minimum of two neighbourhood forums (LAA Outcome 13)

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
<ul style="list-style-type: none"> Grant support No. 1 Community Trust (Showfields) 			Tunbridge Wells Borough Council		
1.2 Identify and establish group in Showfields and run pilot project to increase participation and improve community	Increased participation to improve local community	February 2007	Tunbridge Wells Borough Council	No. 1 Community Trust	Deliver 'Making It' project in Showfields Deliver pre-school, out of school and community activity within No. 1 (LAA Outcome 7 and 13)
1.3 Hold a 'Tunbridge Wells Mela' multi-cultural event	Increased volunteering activity and additional community led project	Summer 2006	Tunbridge Wells Borough Council	North West Kent Race Equality Council	Multi-cultural event delivered and number of volunteers involved (LAA Outcome 13)
1.4 Develop and support community facilities in Sherwood and Broadwater	Improved quality of life for people in the most disadvantaged neighbourhoods	March 2007	Tunbridge Wells Borough Council		Community facilities supported in Sherwood and Broadwater
1.5 Support development of Parish Plans	Improved understanding of parish need and ambition	March 2007	Action with Communities in Rural Kent	Tunbridge Wells Borough Council	Achieve minimum of one Parish Plan per annum (LAA Outcome 13)

Priority 2: Promoting the physical, emotional, social and intellectual development of children and young people

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.1 Provide parenting training and support	Improvement in the behaviour, emotional and social stability of children	2005-2008	Tunbridge Wells District Children's Consortia	Kent County Council Social Services, Education, Youth and Community, Tunbridge Wells Borough Council, voluntary organisations, churches, High Weald Housing, TWCSF	Number of courses per annum in priority neighbourhoods Monitoring through TWCSF quarterly monitoring
2.2 Provide appropriate pre-school opportunity in disadvantaged neighbourhoods	Improved physical, emotional, social and intellectual development of children and young people	Ongoing to 2011	Kent County Council	KCC Education, Tunbridge Wells Borough Council, SW/Kent PCT, Voluntary Action West Kent, Homestart, voluntary organisations, churches	Family Centre in Sherwood operational by Dec 06 and minimum 20 pre school places available Monitoring through TW Children's Consortia annually
2.3 Provide out of school activities in rural and disadvantaged areas	Improved participation and engagement by children and young people in community, youth and cultural activities	Ongoing to 2011	Tunbridge Wells Borough Council	KCC Youth and Community, Education, Social Services, voluntary and community organisations, churches, KCC Community Wardens	Minimum Four after school sessions per week term time. Minimum seven summer playschemes with total 500 attendances. Adoption of Children and Youth Plan by Sept 2006 (LAA Outcome seven and 13) Monitoring through TWCSF quarterly
2.4 Provide opportunities for young people to make a positive contribution to decision-making and community activity by: <ul style="list-style-type: none"> • encouraging schools and organisations to 	Young people empowered to participate in local decision-making through engagement in community activity.	2005-2008	Tunbridge Wells Borough Council	West Kent Voluntary Service Unit, schools, KCC Youth and Community, voluntary organisations	Minimum ten schools/organisations represented on Youth Council Minimum 220 young people through volunteering in minimum four areas

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
be represented on the Youth Council <ul style="list-style-type: none"> encourage young people to volunteer 					

Priority 3: Engaging with, helping realise the potential of, and meeting the diverse needs of older people, people with disabilities and Black and Minority Ethnic groups

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 Develop opportunities to enable Social Services' clients of working age, including those with disabilities, to enter the workplace	People with disabilities have enhanced independence	2006-2008	Kent County Council – Adult Services	Business, Tunbridge Wells Borough Council, West Kent YMCA, Jobcentre Plus	250 into clients into paid employment of up to eight hours per week for a minimum of 13 weeks. 50 clients into paid employment of more than eight hours (LAA Outcome 15, LPSA 2) Monitoring through Jobcentre/KCC annual
3.2 Provide opportunity for increased voluntary and community engagement, especially amongst those at risk of social exclusion	Increased independence and fulfilment for older people, people with disabilities, black and minority ethnic groups and those in disadvantaged communities	2006 -2008	Tunbridge Wells Borough Council	Volunteer Centre, Voluntary Action West Kent, businesses, voluntary and community organisations, churches	Minimum 150 new volunteers through Volunteer Centre Minimum 65 volunteers in disadvantaged neighbourhoods Minimum one promotional event per annum (LAA 13) Monitoring through volunteer centre annual reporting and TWCSA quarterly reporting on disadvantaged areas
3.3 Improve provision for disabled people, including	People with disabilities have improved access	Continue to 2011	KCC/ Tunbridge	Access Group, providers of services open to the	100% of Council buildings where services are provided to the public to

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
access to public buildings, road crossing and use of sports facilities	to services		Wells Borough Council	public	be reasonably accessible for disabled people by March 2009/10 One award scheme event per annum Minimum ten street access audits per annum

This action plan sets out how we intend to work together to achieve our key priority objectives to encourage social inclusion by supporting independence. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.

9 Learning for all – Action Plan

Aim: To raise educational achievement across the borough and develop the opportunities for everyone to acquire the lifetime skills needed to find and remain in work

Priority 1: To improve literacy, numeracy, behaviour and school attendance in early years, primary and secondary education, and ensure that collaboration between agencies continues to improve services for those with additional education and welfare needs

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.1 Continue to focus on numeracy and literacy within primary education	Increase the level of attainment in Local Education Authority (LEA) Schools in Tunbridge Wells KS1 and 2	2007	KCC Children's Families and Education (CFE)	Tunbridge Wells Cluster/Cranbrook and Paddock Wood Cluster	Cluster Plans (monitoring) % improvement
1.2 Develop the engagement of parents and carers in family learning or their children's learning	Increase the level of attainment in LEA Schools in Tunbridge wells KS1 and 2/3/4	2008	KCC Children's Families and Education (CFE)	Tunbridge Wells Cluster/Cranbrook and Paddock Wood cluster Adult Ed/WEA	Adult Education targets (in deprived wards) Increase in Family Learning Sessions participation (Audit)
1.3 Provide a number of strategies targeted at improving attendance	Increase the level of attainment and attendance in LEA Schools in Tunbridge Wells KS3 and KS4	2009	KCC Children's Families and Education (CFE)	Tunbridge Wells Cluster/Cranbrook and Paddock Wood cluster, West Kent Learning Federation, Police, TW Consortium	Department for Education and Skills (DfES) targets for each school for 2008 to achieve median for each school Monitored termly
1.4 Provide appropriate provision for excluded pupils	Increase the level of attainment and attendance in LEA	2009	KCC Children's Families and	Tunbridge Wells Cluster/Cranbrook and Paddock Wood Cluster.	All excluded pupils placed in full time provision within 15 days of exclusion (falling to six days from September

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
Development of Alternative Curriculum Programmes in partnership with employers, Further Education Colleges and the Voluntary sector	Schools		Education (CFE)	West Kent Learning Federation, Police, Social Services, TW Consortium	2007
1.5 Continue to develop provision and support for 'Looked after Children'	Increase the level of attainment in LEA Schools in Tunbridge Wells Key Stages 1 and 2	2008	KCC Children's Families and Education (CFE)	Tunbridge Wells Cluster/Cranbrook and Paddock Wood Cluster	KS2 38% achieve Level 4 Eng /Maths
1.6 Continue to develop provision and support for 'Looked after Children'	Increase the level of attainment in LEA Schools in Tunbridge Wells Key Stage 3 and Key Stage 4	2008	KCC Children's Families and Education (CFE)	Tunbridge Wells Cluster/Cranbrook and Paddock Wood Cluster, West Kent Learning Federation, Police, Social Services	KS3 31% achieve Level 5 Eng /Maths KS4 42% achieve 5 A*-G GCSE 65% achieve one Level 1 qualification
1.7 Provide appropriate provision for excluded pupils Development of alternative curriculum programmes in partnership with employers, further education colleges and the voluntary sector	Increase the level of attainment in LEA Schools	2009	KCC Children's Families and Education (CFE)	Tunbridge Wells Cluster/Cranbrook and Paddock Wood Cluster. West Kent Learning Federation, Police, Social Services, TW Consortium	
1.8 Engage a wide range of multi-agency partners to support young people within their school environment	Increase number of initiatives to support young people within their school environment	2008	KCC Children's Families and Education (CFE)	SS/Health/Police/ Tunbridge Wells Borough Council/vol orgs/Libraries/Adult Ed/Clusters	Attendance figures. fewer exclusions fewer referrals to SS + CAHMS

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
1.9 Develop a transitions booklet involving pre-school practitioners and primary schools	Improve liaison/transition between pre-school practitioners and primary schools	2008	KCC Children's Families and Education (CFE)	Clusters	Numbers
1.10 Raise quality in non-maintained nursery schools	Continue to work towards providing one qualified early years teacher to every ten non-maintained settings		KCC Children's Families and Education (CFE)	Clusters Pre-school Learning Alliance	Number of settings engaged with qualified early years teacher

Priority 2: Increase the number of students leaving schools and colleges that have skills and academic and vocational qualifications which meet business needs.

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
2.1 Provide appropriate provision for young people out of school and wider curriculum for all pupils.	Increase in young people attending education provision	2010	KCC Children's Families and Education (CFE)	Clusters, West Kent Learning Federation, West Kent College	Increase in attendance
<p>2.2 Increase apprenticeship activities in West Kent Kent & Medway LSC funding priorities are in the following sectors:</p> <p><u>Priority Sectors</u></p> <ul style="list-style-type: none"> • Construction • Health & Social Care • Advanced Manufacturing • Transport and Distribution <p><u>Emerging Secondary Sectors</u></p> <ul style="list-style-type: none"> • Tourism & Hospitality • Media & Creative Arts • Business Services 	Improved choice of apprenticeship pathways that meet the needs of local businesses	2006 - 2009	West Kent College	<p>West Kent College</p> <p>Kent & Medway Learning & Skills Council</p> <p>Appropriate work-based Learning providers</p>	Increase in apprenticeship enrolments in sector priorities
2.3 Provide greater access to the range of opportunities for vocational education to	Members of the West Kent Learning Federation would	2006-2009	West Kent College	<p>West Kent College</p> <p>West Kent Learning</p>	Increase in enrolments on vocational programmes for 14 – 19 year olds.

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
meet the 14 -19 agenda	provide access to a greater selection of vocational options to 14 – 19 year olds			Federation CFE	

Priority 3: Further develop the wider role of schools and colleges within their community and increase their focus on community and adult learning

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.1 Provide community and adult learning programmes	Continue to support community based learning programmes where funding permits	2006-2009	West Kent College	West Kent College Kent Adult Education Service Other community stakeholders	Maximise funding opportunities to provide adult and community opportunities
3.2 Develop Pilot Extended schools and use best practice to inform other schools	Increased multi-agency work in and around schools	2008	KCC Children's Families and Education (CFE)	Health, Police, Social Services, Tunbridge Wells Borough Council, voluntary organisations, Youth & Community	More schools working towards and/or achieving extended school status
3.3 Increase number of after-school clubs	Increased attendance	2010	KCC Children's Families and Education (CFE)		Increase number of breakfast clubs from 13 to 20 Increase the number of after-school clubs from 12 to 20
3.4 Increase number of schools achieving Healthy Schools Status	Increased awareness of health issues	2010	KCC Health	CFE, Clusters	Healthy Schools Conference attendance Increased number of schools achieving Healthy Schools Status

Action	Outcome	Timescale	Lead organisation	Partner organisations	Monitoring information and targets
3.5 More affordable quality childcare based around schools	Increased number of parents able to access childcare	2010	Early Years & Childcare	Health, CFE, Clusters	Increased links with The Childminding Association and rural schools Increase in the number of schools working in partnership with other agencies to provide affordable childcare for more parents
3.6 Easier access to information and support for parents and the community	Increased number of agencies providing better help to staff, parents and the community to address children's wider needs	2010	KCC Children's Families and Education (CFE)	Health, Police, Social Services, TWBC, voluntary organisations, KCC Youth & Community	<ul style="list-style-type: none"> • Number of schools involved in Extended Schools • Number of schools providing information • Community Schools Development Manager Audit 2008 • Increase number of Family Liaison Officers (from 4-7) appointed by the clusters
3.7 Engage a wide range of multi agency partners to support young people within their school environment	Increase number of initiatives to support young people within their school environment	2008	KCC Children's Families and Education (CFE)	Social Services, Health, Police, TWBC, voluntary organisations, libraries, Adult Education, Clusters	More agencies offering adult/family learning through schools Increased number of Parent Information Points at key transition points in school life
3.8 Increased community access to schools for the communities they serve	Greater participation from young people, parents and the wider community in accessing ICT, sports, arts and adult learning facilities	2010	KCC Children's Families and Education (CFE)	Social Services, Health, Police, TWBC, voluntary organisations, Libraries, Adult Education, Clusters West Kent Learning Federation	By 2010 all secondary schools will be open from 8am – 6pm all year round, providing a range of activities for young people

This action plan sets out how we intend to work together to achieve our key priority objectives to promote learning for all. It is not intended to be exhaustive, but shows collaborative work towards these key priority objectives.