# Kent Agreement Two Local Action Plan 2008-2011

#### **Background**

Local Area Agreements provide a mechanism for central and local government to agree a number of key priorities for an area. The agreed priorities form the basis of a contract over a three-year period, against which local government in partnership with key partners can be measured.

The first Kent Agreement was one of a number of pilot Local Area Agreements and covered the period April 2005 to March 2008. The Kent Agreement, between Government and the Kent Partnership (Kent wide LSP), sets out a range of indicators and targets covering key areas of public service delivery that all Kent local authorities and public agencies – such as the Primary Care Trusts and Police – signed up to and are committed to delivering.

Kent is now engaged in the development of a second Kent Agreement to cover the period of 2008-2011. As with the first Agreement, the responsibility for its development in two tier areas rests with the County Council. However, the Local Government and Public Involvement in Health Act imposed a duty on county councils 'to engage' partners and gives any partner who may be directly impacted by an LAA target an effective veto over that target and any changes to it.

# **Local Action Plan for Tunbridge Wells Together (TWT)**

In negotiations Kent Agreement Two, it has been agreed that each LSP should develop a Local Action Plan, which sets out the local priorities and evidence and how it will assist in achieving the Kent wide priorities that have been agreed.

Tunbridge Wells Borough Council has drafted a Local Action Plan (LAP), which sets out each of the priorities and how these relate to community needs and evidence at the district or neighbourhood level. Prioritisation has also been undertaken of the Kent wide targets to assist the partnership in agreeing its focus of resources and partnership intervention for the next three years

#### Recommendations:

- 1. That TWT note the prioritisation of the 35 targets within the LAP
- 2. That the Public Services Board be asked to consider the draft and ensure local targets are set for the borough in line with partner plan and priorities.
- 3. That a final draft be presented for endorsement in July 2008.

# **Enhancing the Quality of Life for All**

# Draft Tunbridge Wells Local Action Plan 2008-2011

# 1. Purpose

The Tunbridge Wells Local Action Plan (TWLAP) has a dual purpose:

- To take forward delivery against the action plan for the Sustainable Community Plan 'Enhancing the Quality of Life for All' and therefore integrate the existing action plan for 2008-2011:
- To deliver the agreed contribution to the Kent Agreement 2.

The Tunbridge Wells Local Action Plan (TWLAP) has been developed on behalf of TWT and is a formal arrangement to deliver an agreed contribution to Kent Agreement 2.

#### 2. Our Collective Vision

Our Sustainable Community Plan has been developed in partnership with a range of partners, local communities and wider stakeholders. Over 600 people were consulted in developing the key priorities. This consultation collectively shaped the vision of 'Enhancing the Quality of Life for All', which underpins this Local Action Plan.

# 3. Our Borough

Tunbridge Wells is uniquely positioned within the Heart of Kent, and benefits from a rich historical legacy and is home to an array of well-established villages and rural communities, as well as the thriving town centres of Royal Tunbridge Wells, Cranbrook, Paddock Wood and Southborough. Fifty five per cent of our population live in Royal Tunbridge Wells and forty five per cent in rural towns and villages.

Covering 33,133 hectares, the borough is home to a population of 104,030 residents, living in 42,695 households (2001 Census) representing 7.7 per cent of the county population. The borough neighbours the East Sussex districts of Wealden, Rother and the Kent districts of Sevenoaks, Tonbridge and Malling, Maidstone and Ashford and benefits from good transport links to London and the south coast.

Tunbridge Wells is an attractive place, over two thirds of our borough being designated as an Area of Outstanding National Beauty and including ten Sites of Special Scientific Interest. Our residents enjoy a high quality of life with an average life expectancy of 79.4 years and over seventy per cent of our residents live in owner-occupied households.

What makes Tunbridge Wells distinctive?

- The borough of Tunbridge Wells has twenty wards of which eight are located within Royal Tunbridge Wells.
- The main urban area is Royal Tunbridge Wells and Southborough and the small rural towns of Paddock Wood, Cranbrook and Hawkhurst serve the rural areas.
- In 2001, 2.5% of the borough population were of ethnic origin.
- Over 70% of residents live in owner-occupied households, although the traditional household structure is changing. The number of married couples is expected to decrease by 8.1% between 2006 and 2021.
- The borough is expecting to see a significant decline in those aged 0 15 and 25 44 years and an increase of over 50% in numbers of people aged 65 and over between 2006 and 2021.
- In 2006/07, Tunbridge Wells had the third highest employment rate for those of working age in Kent and Medway (78.2%).
- A large proportion of jobs are within the service sector, in particular, distribution, hotels, restaurants, public administration, education and health.

- There is reliance on the retail economy and 19.0% of total town centre floor space accounted for evening economy sector facilities in January 2007; restaurant, takeaway, public houses and cafes.
- The average house price in 2006, in the borough was £293,129.
- In 2006, 10.5% of the working age population had no qualifications; slightly higher than the average for the South East (9.6%).
- Approximately 69% of the borough is designated as an Area of Outstanding Natural Beauty;
   22% of the borough is green belt land; there are ten designated Sites of Special Scientific Interest (SSSIs) and four local nature reserves.
- There are 25 conservation areas and approximately 3,000 listed buildings.

However, it is recognised that we also face significant challenges:

- the high cost of housing, coupled with a significant gap between housing supply and needs means that there is a significant challenge in balancing the housing market
- whilst in overall terms the borough appears to be affluent, there are areas of deprivation. For
  example, within the Borough there are areas ranked among the most deprived twenty
  percent in Kent and Medway and in these areas, life expectancy is on average three years
  less than the borough average
- the high cost of living makes it difficult to attract new people to the borough and adversely affects some of our vulnerable residents
- Tunbridge Wells town centre is reliant on the retail economy and in recent years has suffered a relative decline in retail rankings in the face of increasing competition elsewhere
- the geography of the borough which can lead to increased costs and the need to promote equal access to services in rural and urban areas
- an ageing population: by 2016, over twenty per cent of our total population will be over the age of 65
- engagement with black minority ethnic (BME) and new communities is challenging due to the small numbers within the district
- we have the highest rate per 1000 of hospital admissions related to alcohol in West Kent.
- ensuring we reduce our local contribution to climate change and promote adaptation to the consequences of climate change

#### 4. Statement of ambition

Our priorities are therefore clear:

#### Maintaining a thriving economy

As we move into the future, it is critical that we promote and maintain the **economic vibrancy of our town centres** and ensure we achieve a balanced and diverse economic base. Over the next three years, the partnership will support the development of regeneration plans for our town centres and bring forward plans to develop key strategic sites. We will also ensure that our **workforce is equipped** and those who are not in **education**, **training or employment** access opportunities and benefit from local jobs.

#### Safeguarding our Environment

We recognise that we have a part to play in promoting and contributing to **sustainable development** and reducing our **contribution to climate change**. We will work to encourage reduction in household waste and reduce CO<sub>2</sub> emissions across the borough. We will focus our efforts on those who are most vulnerable and ensure the **public sector leads** on adapting to climate change.

#### **Meeting the Needs of Housing**

**Affordable, and suitable housing** is critical to the future of the borough. The partnership will work to support the delivery of achieving a balanced housing market and increasing the supply of affordable homes. We will also ensure that those **communities who are vulnerable receive support** and where possible are able to live independently. We will have a particular focus on

achieving outcomes for people living in **rural areas** and **older people** as well as **homeless** residents.

#### **Promoting Health and Improving Well Being**

Whilst the majority of our local communities benefit from good health, we know that there are **gaps** in **life expectancy** and health outcomes across the borough. We will work to promote healthy lifestyles through promoting the range of service and benefits available in the borough, and where we identify key difference, we will **target support to reduce health inequalities**.

#### Transport – getting around the borough

Ensuring we **reduce traffic congestion** by encouraging **a variety of travel options** is at the heart of ensuring the borough continues to be an attractive choice of destination in the future. The next three years is crucial as we begin to shape regeneration plans for the town centres and ensure that transport issues are addressed.

#### **Safer and Stronger Communities**

The demographics of the borough are changing and we will work to ensure that we promote **strong** and **safe communities**. We will work to engage **hard to reach** communities and ensure all our communities benefit from **safe neighbourhoods**.

We will work in partnership to increase levels of **volunteering** by providing new opportunities and access to volunteering and participation in community settings.

We will ensure that we provide opportunities **for young people** to take part in positive activities and focus our engagement in the arts and cultural activities on those who have not had traditional access to such opportunities.

We will work through the Local Children Services Partnerships to ensure all **children** services are co-ordinated and that we support the priorities set our in the Local Children and Young People strategies.

#### 5. Choices and Priorities

It is essential that delivery is prioritised against those areas that are identified as being the most important to take forward our Vision. In making choices about where to concentrate, TWT will work on achieving outcomes which:

- Meet out overarching priorities in the Sustainable Community Plan;
- Are supported by reliable and recent data:
- Can most effectively be addressed by collaborative intervention of LSP Partners;
- Are underpinned by local priorities as identified by our residents.

In accordance with the above criteria, the 35 indicators have been categorised into a high, medium and low banding (see figure 1 below). This demonstrates which of these areas are important in Tunbridge Wells and where focus will be placed over the next three years.

THEME	NATIONAL INDICATOR	PRIORITY LEVEL (Red, Amber, Green)
Economic	NI 163: Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	
Success	NI 171: New business registration rate	
	NI 152: Working age people on out of work benefits	
	NI 188: Planning to adapt to climate change	
Learning for	NI 161: Learners achieving a Level 1 qualification in literacy	
everyone	NI 162: Learners achieving an Entry level 3 qualification in numeracy	
	NI 117: 16-18 year olds who are not in education, employment or training (NEET)	
Improved	NI 120: All-age all cause mortality rate	
health,	NI 55: Obesity among primary school children in reception year	
care and	NI 39: Rate of hospital admissions per 100,000 for Alcohol related harm	
well-being	NI 40: Number of drug users in effective treatment	
	NI 125: Achieving independence for older people through rehabilitation/intermediate care	
	NI 51: Effectiveness of child and adolescent mental health (CAMHs) services	
Environ-	NI 189: Flood and coastal erosion risk management	
mental	NI 186: Per capita CO2 emissions in the LA area	
excellence	NI 191: Residual household waste per household	
	NI 197: Improved local biodiversity – proportion of local sites where positive conservation management	
Stronger	NI 195: Improved street and environmental cleanliness	
and safer	NI 15: Serious violent crime rate	
communities	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local Council and police	
	NI 111: First time entrants to the Youth Justice System aged 10 - 17	
	NI 32: Repeat incidents of domestic abuse	
	NI 3: Civic participation in the local area	
	NI 6: Participation in regular volunteering	
Enjoying	NI 11: Engagement in the arts	
life	NI 8: Adult participation in sport and active recreation	
	NI 110: Young people's participation in positive activities	
Keeping	NI 198: Children travelling to school – mode of travel usually used	
Kent moving	NI 175: Access to services and facilities by public transport, walking and cycling	
	NI 47: People killed or seriously injured in road traffic accidents	
High quality	NI 170: Previously developed land that has been vacant or derelict for more than 5 years	
homes	NI 187: Tackling fuel poverty- % of people receiving income based benefits living in homes with a low energy efficiency rating	
	NI 154: Net additional homes provided	
	NI 155: Number of affordable homes delivered (gross)	
	NI 141: Percentage of vulnerable people achieving independent living	

# 6. Delivering the Local Action Plan

Designated Lead Partners will be responsible for ensuring appropriate internal systems are in place to manage and monitor performance against the agreed targets. Lead partners will be expected to:

- Enter into contracting arrangements with Kent Partnership (Kent County Council as the
  accountable body) to deliver the appropriate targets and adhere to all requirements including
  performance management;
- To report to the TWT on a regular basis on progress and where appropriate provide evidence of supporting measures being put in place to address any underperformance;
- To report to the relevant scrutiny panel under the 'Duty to Co-operate' guidance;
- To ensure that they contribute to ensuring we communicate effectively to local communities on the work of TWT;
- Outline and manage risk related to the delivery of the Local Action Plan and where appropriate inform TWT of any potential impact against delivery.

#### HIGH PRIORITIES FOR TUNBRIDGE WELLS

Vision for Kent Theme:	Economic Success – Opportunities For All
Headline priority:	Improving enterprise, competitiveness and productivity
Sustainable Community Plan 2006-	Maintaining a thriving economy
2011 Theme:	

Kent Agreement Target:		NI 163: Proportion of population aged 19 – 64 for males and 19 – 59 for females qualified to at least level 2 or higher Baseline: 67%  Target 2008/09: Will be available by 30 April. Target 2009/10: Target 2010/11:
Link to Sustainable Community Plan		SCP (9) 3.1: Provide community and adult learning programmes
Public priorities:	BVPI Survey 2006/07	Education was regarded as the third most important thing making somewhere a good place to live.
,	Borough Wide Survey 2008	Education was regarded as the second most important community priority for the future. 28% of respondents held no qualifications and 24% held a GCSE or equivalent as their highest qualification.

#### Geographical distribution of issue

If people are qualified to level 2 or higher they have achieved at least 5 GCSEs grade A\* - C (or equivalent). In 2005/06, 66.3% of the working age population in Tunbridge Wells were qualified to at least Level 2, which was slightly lower than the Kent average (67.3%). This shows a vast change from that recorded in 2001/02, when 72.2% of the working age population in the borough were qualified to at least level 2 and a much lower percentage was recorded for Kent (61.1%).

Data held in Learning and Skill's Council Individualised Learner Record (ILR). Have contacted Learning Skills Council for district level data, awaiting response.

There are areas that are less qualified than that of the borough average. In 2001, 39.3% of all people in Sherwood had no qualifications, 35.7% in Rusthall and 35.7% in Southborough & High Brooms. Sherwood and Southborough & High Brooms also had the largest proportion of residents in employment with no qualifications, which may suggest that residents in these wards were employed in low-skilled and low paid work.

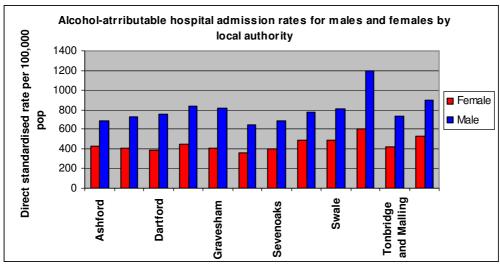
Tunbridge Wells Target:	
Intended direction of travel	

Designated Lead Partner	Learning Skills Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Improved health, care and well-being
Headline priority:	Reducing drug and alcohol misuse and the harm it causes
Sustainable Community	Promoting health and improving well-being
Plan 2006-2011 Theme:	

Kent Agreement Target:		NI 39: Rate of Hospital admissions per 100,000 for Alcohol related harm Baseline: Will be set when third year of trend dates available Target 2008/09: As above. Target 2009/10: Target 2010/11:
Link to Sustainable Community Plan		SCP (7) 1.2: Provide a drugs and alcohol outreach service to
Public priorities:	BVPI Survey 2006/07	difficult to contact groups.  59.8% of respondents thought Health Services were important in making somewhere a good place to live.
•	Borough Wide Survey 2008	36% of respondents thought health and well-being was an important community priority for the future.

The most recent data that will relate specifically to this indicator is due to be published shortly. Therefore reference needs to be made to the most recent local authority alcohol profile data. In 2004/05, the borough of Tunbridge Wells was average in Kent and Medway for alcohol-attributable hospital admission rates. However since March 2005, records have shown a vast increase in the number of hospital admissions related to alcohol. The profile for Tunbridge Wells shows both alcohol-attributable and alcohol-specific hospital admission rates to be higher than the regional average for males and females, placing the borough as the second highest for alcohol related admission rates in Kent. Plus male alcohol-attributable admission rates were 15.6% higher than that of the regional average in 2005-06. Rates across Kent are detailed below.



Source: Hospital Episode Statistics - Information centre

#### **Tunbridge Wells Target**

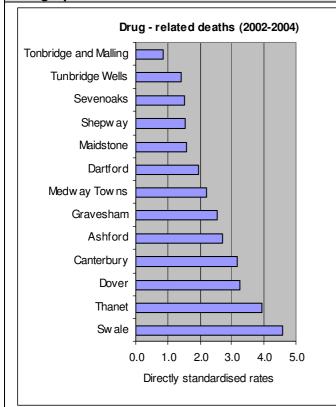
#### Intended direction of travel

Priority neighbourhoods for drugs and alcohol intervention work are: Broadwater, Sherwood and Rusthall in accordance with the recent Community Safety Partnership Strategic Assessment 2007/08. Will use intervention success as a proxy measure at a local level. Therefore at local level, assessment will be made of those cases, which have had a positive outcome.

Designated Lead Partner	West Kent Primary Care Trust
Supporting Delivery Partner	KDAAT/Tunbridge Wells Borough Council
Expected outcome	

Vision for Kent Theme:	Improved health, care and well-being
Headline priority:	Reducing drug and alcohol misuse and the harm it causes
Sustainable Community Plan 2006-2011 Theme:	Promoting health and improving well-being

Kent Agreement Target:		NI 40: Number of drug users recorded as being in effective treatment  Baseline: Not available until summer 2008.  Target 2008/09: +5%  Target 2009/10: +6%
Link to Sustainable Community		Target 2010/11: +7% (+19.1% cumulative total)  SCP (7) 1.2: Provide a drugs and alcohol outreach service to difficult
Plan	·	to contact groups.
Public priorities:	BVPI Survey 2006/07	59.8% thought Health Services were important in making somewhere a good place to live and 37.1% thought Health services needed improving.
	Borough Wide Survey 2008	Only 3% of respondents regarded drug abuse as one of their dislikes about living in the borough. However 36% did feel health and wellbeing was a important community priority for the future.



This indicator focuses on both the demand for and effectiveness of drug treatment. Finalised baseline date is not due to be available until August 2008, therefore the Primary Care Trust and Local Drug partnership are being advised to develop plans with a percentage change on projected performance.

In 2006/07, there were 2,672 people in drug treatment in Kent.

According to KDAAT data for the financial year 2006-2007, the borough had a higher rank in Kent and Medway when the substance used was alcohol. In West Kent, Tunbridge Wells saw the most clients in terms of drug users with 74 clients and the wards with the highest numbers of clients accessing treatment were:

Sherwood

St. Johns

St. James

Between January and December 2007, 321 contacts were made with Kenward Trust for the drugs and alcohol outreach service, of which 66 were signposted to other services.

Source: Choosing Health in South East (2006)

# Tunbridge Wells Target: Intended direction of travel

2008/09 2009/10 2010/11

Designated Lead Partner	KDAAT (Kent Drugs and Alcohol Abuse Team)/
	Kent County Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Stronger and safer communities
Headline priority:	Reducing crime and the perception of crime
Sustainable Community	Maintaining community safety and reducing the fear of crime
Plan 2006-2011 Theme:	

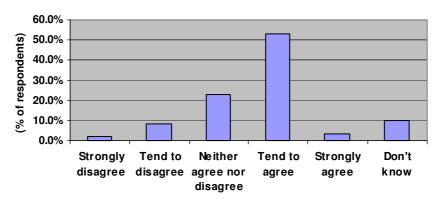
Kent Agre	ement Target:	NI 21: Dealing with local concerns about anti-social behaviour and crime by the local council and police Baseline: Survey question in current BCS to be imported into full KCVS. Target 2008/09: Target 2009/10: Target 2010/11:
Link to Sustainable Community Plan		SCP (4) 1.1: Multi-agency approach to reducing alcohol-driven disorder in the night-time economy SCP (4) 1.2: Partnership activity to reduce town centre crime SCP (4) 1.3: Support community – led crime reduction initiatives in rural and disadvantaged neighbourhoods. SCP (4) 1.5: Multi-agency work to address anti-social behaviour by individuals
Public priorities:	BVPI Survey 2006/07	The top two forms of anti-social behaviour that residents believed were most problematic were: Parents not taking responsibility for their children and teenagers hanging around on streets.
	Borough Wide Survey	Details below.

Information to monitor this indicator will be collected through the Place Survey and will also be included in the APACS (Assessment of Policing and Community Safety) framework. There is no baseline data at present. Therefore reference will be made to the recent Borough Wide Survey (2008), whereby, over 1,000 residents were asked the question:

'How much would you agree or disagree that the police and local council are dealing with antisocial behaviour and crime issues that matter in this area?'

The response to this question is presented below:

'How much do you agree or disagree that the Police and local Council are dealing with anti-social behaviour and crime issues'



Source: Borough Wide Survey 2007/08 (top line findings)

There was quite a positive response to this question. 57.0% of respondents either 'tended to agree' or 'strongly agree' that the Police and local Council were dealing with these issues.

Tunbridge Wells Target:
Intended direction of travel

Designated Lead Partner	Tunbridge Wells Crime and Disorder Reduction Partnership
Supporting Delivery Partner	West Kent Police
Expected Outcome	

Vision for Kent Theme:	Stronger and safer communities
Headline priority:	Reducing domestic abuse
Sustainable Community	Maintaining community safety and reducing the fear of
Plan 2006-2011 Theme:	crime

Kent Agreement Target:		NI 32: Repeat incidents of domestic abuse
	_	Baseline: For introduction within APACS in 2009/10
		Target 2008/09: No target set for year 1 (in line with GOSE)
		Target 2009/10: Set upon outcome of MARACS/incident data
		Target 2010/11: Set upon outcome of MARACS/incident data
Links to monitoring of Sustainable		SCP (4) 1.4: Delivery of support for victims of domestic abuse via
Community Plan		Freedom programme
Public	BVPI Survey 2006/07	No related questions.
priorities:	Borough Wide Survey	No related questions.
	2008	

Repeat victimisation refers to a violent incident that occurred within 12 months of the original incident and that is referred to a MARAC (Multi-agency risk assessment conference) or Police.

Tunbridge Wells along with other Districts in Kent has not yet developed a MARAC and will be following guidance to assess whether it will be a compulsory part of monitoring and meeting the targets set under this indicator.

West Kent has the best performance in Kent for the percentage of repeat incidents (36.5%) and repeat victims (18.8%). However we are unable to assess performance in Tunbridge Wells alone as there are difficulties obtaining baseline data. Various monitoring carried out does not sit accurately with the monitoring of this indicator. Therefore awaiting further information.

# **Tunbridge Wells Target:**

# Intended direction of travel

2008/09: Establish a MARAC in West Kent

2009/10: Set a baseline

2010/11: Achieve a reduction

Designated Lead Partner	West Kent Police
Supporting Delivery Partner	Tunbridge Wells Crime and Disorder Reduction
	Partnership
Expected Outcome	

Vision for Kent Theme:	Enjoying life
Headline priority:	Improving the participation and engagement of all children &
	young.
Sustainable Community	Enabling people to take part in and enjoy leisure
Plan 2006-2011 Theme:	activities

Kent Agre	ement Target:	NI 110: Young people's participation in positive activities  Baseline: Available Autumn 08, through 'Tell us' survey  Target 2008/09:  Target 2009/10:  Target 2010/11: Unable to set until baseline established
Links to Sustainable Community Plan		SCP (3) 1.1: Bring together voluntary, commercial and Council run leisure organisations and schools to offer a Go and Try incentive scheme for limited period for young people.  SCP (3) 1.2: Work with youth clubs, the youth service and artists to give young people opportunities to try out different arts  SCP (3) 1.3: Encourage participation by children and young people in youth, cultural and community initiatives through delivering workshops for schools linked to shows and contribute to Kent and Medway's Museums 'Inside Out.'  SCP (7) 1.3: Provide play activities for young people at various outdoor locations across the borough
Public Priorities:	BVPI Survey 2006/07	38.6% of respondents thought that 'activities for teenagers' was one of the things that most needed improving.
	Borough Wide Survey 2008	14% of respondents regarded 'lack of facilities for young people' as one of the things they least liked about living in the borough.

This indicator will be measured using responses from the 'Tell us' survey. The survey will be carried out on an annual basis and data will be weighted and matched to local area profiles based on the school census. Positive activities include a wide range of sporting, cultural and recreational activities and opportunities for volunteering. Therefore we are unable to provide baseline data for this indicator until the 'Tell us' survey results are available.

Tunbridge Wells Target:	
Intended direction of travel	
2008/09:	
2009/10:	
2010/11:	

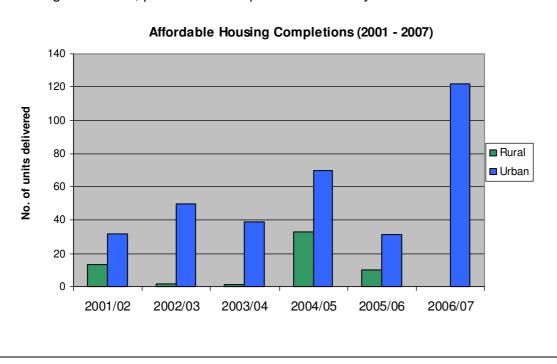
Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	High quality homes
Headline priority:	Increasing the supply of housing of all types and tenures
Sustainable Community	Meeting the need for housing
Plan 2006-2011 Theme:	

	eement Target:	NI 155: Number of affordable homes delivered (gross)  Baseline: 0 (agreed by GOSE)  Target 2008/09: +1,356  Target 2009/10: +1,503 = 2,859  Target 2010/11: +1,425 = 4,284  SCP (6) 1.1: Develop and implement a rolling five year Affordable housing development programme  SCP (6) 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
Public priorities:	BVPI Survey 2006/07	36.1% of respondents thought affordable decent housing was one of the things that most needed improving. 38.7% of respondents thought affordable decent housing was most important.
	Borough Wide Survey 2008	11% of respondents thought that the 'lack of affordable housing' was one of the things they least liked about living in the borough. Those living in Pembury particularly raised this issue.

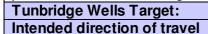
The provision of affordable housing is critical to meet current demand. Although the shortage of affordable housing is a national issue, it is a particular concern for the borough of Tunbridge Wells. The average house price for Tunbridge Wells in 2006 was £293,129 and with only 15.3% of the total households in the borough, Housing association, the borough is already short of the national average (19.3%) for affordable housing. The Housing Needs Survey 2005 identified a need for 406 new affordable homes per year to address the net housing need. The Housing Strategy 2006-2011 sets to deliver 500 new affordable housing units in the strategy five-year plan period.

The following graph represents the number of affordable housing units that have been delivered between April 2001 and March 2007 in the urban and rural areas of the borough. Units include those delivered through new build, purchase and repair and home buy.

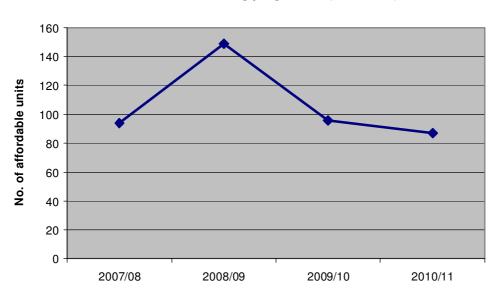


Will obtain clarification on the rural/urban split for the delivery of affordable units in 2006/07.

As the chart illustrates, a large proportion of the affordable housing delivered since 2001 has been in the urban areas of the borough. In 2006/07 Tunbridge Wells Borough Council set up an initiative to address the needs for affordable housing in the rural areas. This project was called the 'Rural HeLP project' and will place particular focus on housing need in the rural areas of the borough, enabling local people to remain in or move back to the local community where they live or work. Housing needs surveys will be carried out in the selected rural parishes and once the need has been identified, RSL development partners and Tunbridge Wells Borough Council will work closely with these parishes to provide affordable housing that meets their needs and is in keeping with the area.



#### Affordable Housing programme (2007-2011)



Will obtain clarification on whether any changes have been made to the affordable housing programme between 2007 and 2011.

Designated Lead Partner	Tunbridge Wells Borough Council
Supporting Delivery Partner	
Expected Outcome	

#### MEDIUM PRIORITIES FOR TUNBRIDGE WELLS

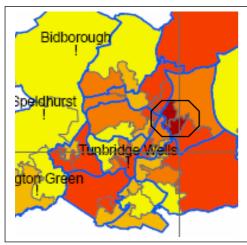
Vision for Kent Theme:	Economic Success – Opportunities For All
Headline priority:	Promoting pathways to economic independence
Sustainable Community Plan	Maintaining a thriving local economy
2006-2011 Theme:	

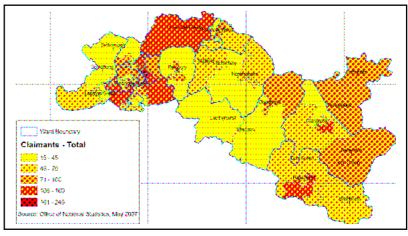
Kent Agreer	ment Target:	NI 152: Working age people on out of work benefits  Baseline: Available by 2 April 2008  Target 2008/09: Available by 2 April 2008  Target 2009/10:  Target 2010/11:
Link to Susta	inable Community Plan	<b>SCP (8) 3.1:</b> Develop opportunities to enable people of working age, including those with disabilities, to enter workplace.
Public priorities:	BVPI Survey 2006/07	15.2% of respondents thought job prospects were most important in making somewhere a good place to live.
,	Borough Wide Survey 2008	Only 4% of respondents thought 'lack of jobs' was what they least liked about the borough.

#### Geographical distribution of issue

In September 2007, the resident based rate of unemployment for working age people in the borough of Tunbridge Wells was 0.9%. This rate was lower than the Kent average (1.8%) and showed a 0.6% decrease since 2000. Some areas in the borough had a greater rate of unemployment than the borough average. For example, in September 2007, the highest unemployment rate was found in Sherwood with 1.9%.

In May 2007, the top two super output areas for working age benefit claimants were both located within the ward of Sherwood (see maps below) and totalled nearly 250 residents in each small area. These two super output areas were also the highest in the borough for working age residents claiming job seekers allowance and lone parent benefits. Furthermore, one super output area in Sherwood featured in the top two for total claimants, job seeker allowance claimants, incapacity benefit claimants and lone parent benefit claimants, which highlights the extent of working age people on out of work benefits in this small area. It also indicates that this area is both health and income deprived.





Source: Total benefit claimants (May 2007) - zoom in on top two wards in Sherwood

Tunbridge Wells Target:

Intended direction of travel

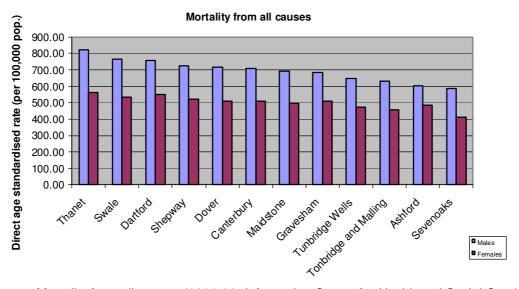
Awaiting latest data from JobCentre Plus to develop baseline data and targets.

Jobcentre Plus
Tunbridge Wells Borough Council

Vision for Kent Theme:	Improved health, care and well-being
Headline priority:	Reduce inequalities in health and well-being
Sustainable Community	Promoting health and improving well-being
Plan 2006-2011 Theme:	

Kent Agre	ement Target:	NI 120: All –age all cause mortality rate
		Baseline: Male (656), Female (491), All persons (565)
		Target 2008/09: Male (613), Female (467), All persons (535)
		Target 2009/10: Male (596), Female (459), All persons (523)
		Target 2010/11: Male (579), Female (451), All persons (512)
Link to Sustainable Community Plan None		None
Public	BVPI Survey 2006/07	59.8% of respondents thought Health services were most important
priorities:	_	in making somewhere a good place to live. 37.1% also thought that
•		Health Services needed improving.
	Borough Wide Survey	15% of residents had a long-standing illness, disability or infirmity.
	2008	36% of respondents thought that health and well-being was an
		important community priority,

The rate of mortality from all causes is lower in Tunbridge Wells for all persons than both the average for Kent and West Kent Primary Care trust area. The all-cause mortality rate for males is 27.0% higher than that for females in the borough. However this follows the trend within Kent and England where the all-cause mortality rate for males is up to 30.0% higher than that of females. The chart below shows the comparison between Tunbridge Wells and other districts within Kent.



Source: Mortality from all causes (2004-06, Information Centre for Health and Social Care)

Despite Tunbridge Wells having a lower all-cause mortality rate for all persons, the borough does have a slightly higher all-cause mortality rate than the Kent average for those aged less than 15 years. In fact, Tunbridge Wells is in the top four for the all-cause mortality rate for females aged less than 15 years.

Tunbridge Wells Target:
Intended direction of travel

Designated Lead Partner	West Kent Primary Care Trust
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Environmental excellence
Headline priority:	Sustainable water and flood risk management
Sustainable Community	Safeguarding our environment
Plan 2006-2011 Theme:	

Kent Agre	ement Target:	NI 189: Flood and coastal erosion risk management
	_	Baseline: 0% (agreed with GOSE)
		Target 2008/09:
		Target 2009/10:
		Target 2010/11: 80% of LA actions being undertaken satisfactorily.
Links to monitoring of Sustainable		SCP (1) 3.3: Promote the efficient use of water resources.
Communit	y Plan	
Public	BVPI Survey 2006/07	No related questions.
priorities:	Borough Wide Survey	15% of respondents believed that climate change was the greatest
	2008	threat to the environment in Kent. 32% of respondents also thought
		that the protection of the environment was a community priority.

The borough of Tunbridge Wells is not located on the coast; therefore coastal erosion is not a priority for this area. However according to the Strategic Flood Risk Assessment (Dec 2007), 1374 properties in the borough are located within Flood Zone 2. Flood Zone 2 means that these properties are situated in a medium risk flood zone and at risk of flood events with an annual probability between 1.0% - 0.1%. 1283 properties were reported to be located in Flood Zone 3 (a high risk flood zone –whereby properties are at risk of flood events with an annual probability greater than 1.0%).



Source: Flood risk map (Environment Agency, 2008)

Fluvial flooding (flooding by river or watercourse) is the main flood risk in the borough and particular water-courses that place the area at risk are the River Teise, River Beult, River Rother and various tributaries that have formed from the River Medway. These watercourses mean the settlements of Paddock Wood, Five Oak Green, Lamberhurst and the east of Cranbrook are most likely to be affected (please see flood risk maps above).

#### **Tunbridge Wells Target:**

#### Intended direction of travel

There are no proposals to construct flood defences but the Strategic Flood Risk Assessment (Dec 2007) recommended that flood risk management policies are put in place to manage and maintain channel flows and prepare for future climate change. These recommended policies should be included in the Local Development Framework and water resource policies considered in planning land use.

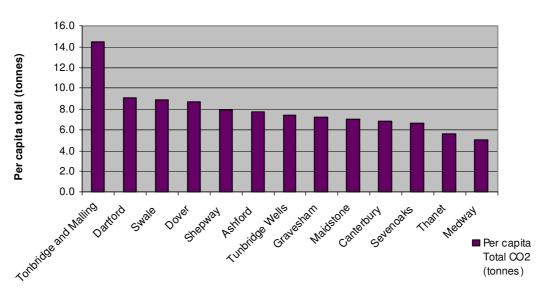
Designated Lead Partner	Environment Agency
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Environmental excellence
Headline priority:	Reducing Kent's carbon footprint
Sustainable Community	Safeguarding our environment
Plan 2006-2011 Theme:	

Kent Agree	ement Target:	NI 186: Per capita CO2 emissions in the LA area
	· ·	Baseline: 7.5 tons (to be agreed with GOSE)
		Target 2008/09:
		Target 2009/10:
		Target 2010/11: 11% reduction (+/- 2%)
Link to Sust	ainable Community Plan	SCP (1) 3.4: Promote and support air pollution awareness-raising
	•	initiatives such as the don't choke campaign
		SCP (1) 3.5: Develop proposals to improve air quality in the
		Southborough and Tunbridge Wells air quality management area
Public	BVPI Survey 2006/07:	14.2% of respondents thought the level of pollution was most
priorities:		important in making somewhere a good place to live. 11.8% thought
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		pollution needing improving.
	Borough Wide Survey	33% thought that the volume of traffic/traffic congestion was the
	2008	greatest threat to the natural environment in Kent.

As the chart shows below, per capita total CO<sub>2</sub> emissions for the borough of Tunbridge Wells (7.4) were average for Kent & Medway in 2005 and also 0.1 tonne above the South East average (7.3).

#### Per capita total CO<sub>2</sub> emissions by local authority (2005)



Source: DEFRA (Local and regional estimates carbon emissions by end user, 2005)

These estimates indicated that the borough was in the three lowest districts for emissions from industry and commercial premises in Kent and Medway but within the top four districts for emissions from road transport (not including motorways).

#### **Tunbridge Wells Target:**

#### Intended direction of travel

Need to see whether there is any more information on CO2 emissions at a local level (hotspots in the borough etc) via DEFRA. It is likely that each district will have a target that will focus on particular issue for that area; business, transport etc. May need to develop action plan accordingly.

Designated Lead Partner	Kent County Council/Tunbridge Wells Borough Council
Supporting Delivery Partner	DEFRA
Expected Outcome	

Vision for Kent Theme:	Keeping Kent moving
Headline priority:	Reducing the need to travel and make better use of existing strategic
Sustainable Community Plan 2006-2011 Theme:	Transport – getting around the borough

Kent Agre	ement Target:	NI 198: Children travelling to school – mode of travel usually used  Baseline: Primary (44% car), Secondary (32% car)  Target 2008/09: Target 2009/10: Target 2010/11: Primary (39% car), Secondary (27% car)
Plan  SCP (5) 1.1: In conjunction with local School Travel Plans or programme of Safer routes to schools improvements in Roy Tunbridge Wells on A26 (north), A264 (east).  SCP (5) 3.1: Encourage schools in Tunbridge Wells boroug prepare School Travel Plans to KCC Platinum standard and implement improved facilities such as School Safety zones,		SCP (5) 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).  SCP (5) 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.
Public priorities:	BVPI survey 2006/07	57.4% of respondents thought 'the level of traffic congestion' was one of the things that most needed improvement.
	Borough Wide Survey 2008	33% of respondents thought that traffic congestion/ volume of traffic was the greatest threat to the natural environment in Kent.

This indicator was developed to help local authorities monitor and manage road traffic associated with the school run and the mode of transport/travel used to do so. Local authorities will be required to calculate modes of travel shared for children aged 5-10 years and 11–16 years. The target developed will need to be based on the overall proportion of children travelling to school by car and treat the age groups as one (5-16 years).

At December 2007, 40% of primary schools and 56% of secondary schools had approved travel plans. Results from the Pupil Level Annual School Census (Jan 2007) indicated that countywide, there was an 5-6% increase in walking to school at primary schools compared to control data from 2004/05 and 2005/06. The most recent school census data is likely to be available shortly.

Information on mode of travel used will be collected via the School census on an annual basis.

Tunbridge Wells target:	
Intended direction of travel	

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Kent Children's Trust
Expected Outcome	

Vision for Kent Theme:	Keeping Kent moving
Headline priority:	Saving lives and reducing injuries on the roads and pavements
Sustainable Community Plan 2006-2011 Theme:	Transport – getting around the borough

Kent Agre	ement Target:	NI 175: Access to services and facilities by public transport, walking and cycling Baseline: Hospitals (58.9%), GPs (88.9%)  Target 2008/09: Target 2009/10: Target 2010/11: Hospitals (68.9%), GPs (94.8%) under review
Links to Sustainable Community Plan  SCP (5) 1.5: Imp network (Barnett Goods Station Re SCP (5) 1.7: Pro facilities in Padde SCP (5) 1.9: Wo travel options to on site and on ap SCP (5) 2.1: Imp		SCP (5) 1.5: Implement Royal Tunbridge Wells priority cycle network (Barnetts Wood to Longfield Road; Sandhurst Road to Goods Station Road and A26).  SCP (5) 1.7: Provide cycle links to schools/sports centre and local facilities in Paddock Wood.  SCP (5) 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.  SCP (5) 2.1: Implement bus infrastructure to support a Quality Bus Partnership (QBP) for Royal Tunbridge Wells and Southborough.
Public priorities:	BVPI Survey 2006/07	26.4% of respondents thought public transport most needed improving.
	Borough Wide Survey 2008	26% of respondents thought good transport services were an important community priority. More details below.

This indicator is regarded as a quality of life outcome and will require monitoring on an annual basis. It will measure access to selected core services and facilities by individuals. Core Services include; hospitals and GP surgeries, primary schools, secondary schools and higher education, food shops and employment sites.

Reference will need to be made to the Local Transport plan. However we can also refer to the response in the recent Borough Wide Survey, whereby residents were asked about their ease in getting to specific services and facilities using their usual form of transport. Most respondents considered it fairly easy to reach most services but the top four services that respondents found most difficult to reach were:

(1) Local hospital
(2) Post office
(3) Railway station
(4) Sports & Leisure facilities
(10% found it 'very' or 'fairly difficult')
(9% found it 'very' or 'fairly difficult')
(8% found it 'very' or 'fairly difficult')

It was predominantly respondents from the rural wards who have difficulty accessing the above services. More detail provided below:

Difficulty in accessing local hospital: Benenden & Cranbrook

Difficulty in accessing post office: Speldhurst & Bidborough, Culverden and St. Johns Difficulty in accessing railway station: Benenden & Cranbrook, Goudhurst & Lamberhurst,

Hawkhurst & Sandhurst

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Intended	direction	of travel

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Designated Lead Partner	Kent County Council
Supporting Delivery Partner	West Kent Primary Care Trust/Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Keeping Kent moving
Headline priority:	Saving lives and reducing injuries on the roads and
	pavements
Sustainable Community	Transport – getting around the borough
Plan 2006-2011 Theme:	

Kent Agre	eement Target:	NI 47: People killed or seriously injured in road traffic accidents Baseline: 1,183 Target 2008/09: Target 2009/10: Target 2010/11: Proposed at 592 (50% reduction)
Links to Su Plan	ustainable Community	SCP (5) 3.5: Introduce crash remedial measures at locations with road safety incidents
Public	BVPI Survey 2006/07	No related questions
priorities:	Borough Wide Survey 2008	No related questions

This is an APACS indicator and will contribute to the national casualty reduction target of reducing by 2010, the number of people killed or seriously injured in road traffic accidents by 40%, compared to the average between 1994 and 1998.

In terms of Kent statistics, Kent Fire & Rescue Service record approximately per annum 6,000 crashes, of which there are around 7,500 casualties and 100 deaths.

Between January and December 2007, Kent Fire & Rescue attended 92 road traffic crashes, of which there were 34 casualties. They also estimated that there are approximately 300 road traffic collisions per annum.

Kent Fire & Rescue Service are proposing initially to look at young drivers (17 to 24) as they are a high risk group and make up nearly a third of all drivers killed. Intervention work will include a number of campaigns and programmes; 'Grow up, slow down', Know the limits, Operation Carmageddon, Licence to Kill etc. They will also hold awareness days. More information required for this area via Kent Fire & Rescue and West Kent Police.

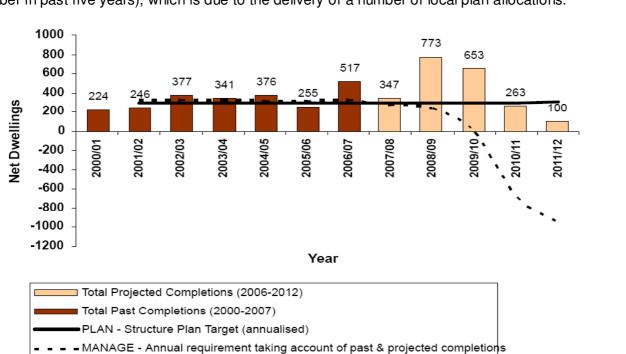
Tunbridge Wells target:	
Intended direction of travel	

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	West Kent Police/Kent Fire & Rescue Service
Expected Outcome	

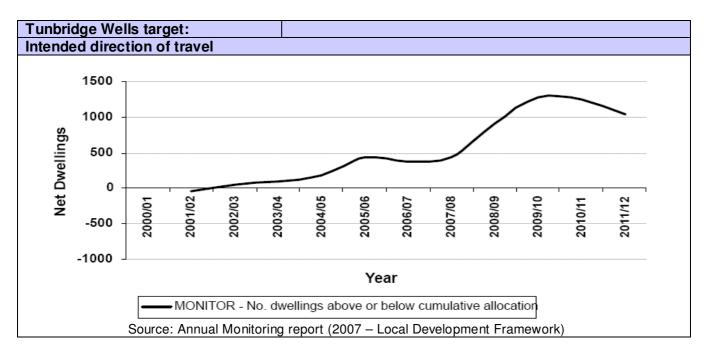
Vision for Kent Theme:	High quality homes
Headline priority:	Increasing the supply of housing of all types and tenures
Sustainable Community	Meeting the need for housing
Plan 2006-2011 Theme:	

Kent Agre	ement Target:	NI 154: Net additional homes provided  Baseline: 5,765 (countywide?)  Target 2008/09: 5,765  Target 2009/10: 5,765  Target 2010/11: 5,765
Links to Su Plan	ustainable Community	None
Public priorities:	BVPI Survey 2006/07	36.1% of respondents thought 'affordable decent housing' most needed improving and affected quality of life.
•	Borough Wide Survey 2008	11% of respondents disliked the lack of affordable housing in the area and 6% disliked the price of property in the area. In fact 28% of respondents thought Housing in general was an important community priority.

Between 2001/02 and 2006/07, 2113 net dwellings were completed at an average rate of 325 dwellings per annum. As fig. X illustrates below, 517 dwellings were completed in 2006/07 (greatest number in past five years), which is due to the delivery of a number of local plan allocations.



Source: Annual Monitoring report (2007 - Local Development Framework)



Designated Lead Partner	Tunbridge Wells Borough Council
Supporting Delivery Partner	
Expected Outcome	

#### LOW PRIORITIES FOR TUNBRIDGE WELLS

Vision for Kent Theme:	Economic Success – Opportunities For All
Headline priority:	Improving enterprise, competitiveness and productivity
Sustainable Community Plan 2006-	Maintaining a thriving economy
2011 Theme:	

Kent Agreer	ment Target:	NI 171: New business registration rate Baseline: Available October 2008 Target 2008/09: Target 2009/10:
		Target 2010/11:
	inable Community Plan	SCP (2)1.3: Continue to deliver high quality business start up and business development advice across all sectors to help new and established businesses succeed particularly in deprived areas SCP (2)1.4: Develop an Inward Investment Strategy to attract key targeted businesses across all sectors of the borough
Public	BVPI Survey 2006/07	26.4% of respondents thought that shopping facilities were most important in making somewhere a good place to live.
priorities:	Borough Wide Survey 2008	Only 19% of respondents thought that a prosperous local economy was an important community priority.

#### Geographical distribution of issue

The data used to set targets at county level are not due to be available until October 2008, so there are no baseline or targets available. However, work has begun to look at target setting. Between 2008 and 2011, the Kent County Council area will look to improve performance and its differential by 2 percentage points or more on the GOSE level on at least one occasion. The most recent data available for the Tunbridge Wells area is that provided below via the BERR website.

#### Overview

Between April 2005 and March 2006, SEEDA recorded that there were approximately 40.4 – 45.9 VAT registered businesses per 10,000 inhabitants in the borough of Tunbridge Wells, which is much higher than that of the South East average (35.4). In fact in 2006, it was recorded at a rate of 47, compared to a Kent average rate of 41. Also, in 2004/05, 94.0% of businesses were still registered for VAT 12 months after their initial registration.

#### Registrations v De-registrations

In 1996, there were 420 VAT registrations in the borough, compared with 390 in 2006, demonstrating that although there has been little change in the number of registrations, the borough has still seen a slight reduction in the past ten years. The registration rate for the borough in 2006 was 47.0 per 10,000 resident adults, which was slightly higher than that of Kent (41.0). In 1996, the registration rate for Kent was 36.0, which indicated that the County had seen an increase in business start-ups whereas Tunbridge Wells consistently had a higher registration rate with the registration rate for 2006 being the lowest since 1995.

Tunbridge Wells Target:	
Intended direction of travel	

Designated Lead Partner	Business Link Kent
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Economic Success – Opportunities For All
Headline priority:	Improving enterprise, competitiveness and productivity
Sustainable Community Plan 2006-	Maintaining a thriving economy
2011 Theme:	

Kent Agreement Target:		NI 188: Planning to adapt to climate change Baseline: Level 1 (Finalising with GOSE)
		Target 2008/09:
		Target 2009/10:
		Target 2010/11: Level 3
Link to Su	stainable Community Plan	None
Public	BVPI Survey 2006/07	No related questions.
priorities:	Borough Wide Survey 2008	Respondents considered environmental protection the third most important priority and 15% cited climate change as one of the greatest threats to the environment.

In 2006/07 Tunbridge Wells Borough Council joined the Nottingham Declaration on Climate Change and will be following the action pack on undertaking tasks in levels 1-4. Will obtain advice as to what level the local authority is currently at and what has been achieved so far to assess and manage climate risks in our area.

Level 0: LA has not assessed and managed climate risks and opportunities, or incorporated appropriate action into local authority strategic planning.

Level 1: LA has undertaken a comprehensive, local risk-based assessment of current vulnerabilities to weather and climate, both now and in the future. It has developed possible adaptation responses explicitly related to other relevant council strategies, plans, partnerships and operations.

Level 2: The LA has identified most effective adaptation responses to address the risks and opportunities, explicitly related to other council strategies, plans and operations. This will yield a set of locally specific, preferred options.

Level 3: The LA has developed an adaptation action plan to deliver necessary steps to achieve the existing objectives set out in council strategies, plans, investment decisions and partnership arrangements in light of projected climate change.

Level 4: The LA has implemented an adaptation action plan, and a process for monitoring and review to ensure progress with each measure.

#### **Tunbridge Wells Target:**

#### Intended direction of travel

The monitoring of this indicator will be theme based. Awaiting further information.

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Learning for everyone
Headline priority:	Raising aspirations, transforming skills for young people & adults
Sustainable Community	Learning for all
Plan 2006-2011 Theme:	

Kent Agre	ement Target:	NI 161: Learners achieving a Level 1 qualification in literacy Baseline: Dependent on further national guidance definitions Target 2008/09: Target 2009/10: Target 2010/11: Uncertain – presume 19 years +
Link to Sus Plan	stainable Community	SCP (9) 1.1: Continue to focus on numeracy and literacy within primary education. SCP (9) 3.1: Provide community and adult learning programmes.
Public priorities:	BVPI Survey 2006/07	Education was regarded as the third most important thing making somewhere a good place but did not require great improvement.
	Borough Wide Survey 2008	42% of respondents thought education was an important community priority.

	2008	priority.	
Geographical distribution of issue			
Learning Starget as t	Skills Council own this da	ta but have not yet released district level data to assist with setting the ues that need to be resolved. Boundaries need to be defined for data	
Tunbridge	e Wells Target:		
Intended	direction of travel		
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Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Learning Skills Council
Expected Outcome	

Vision for Kent Theme:	Learning for everyone
Headline priority:	Raising aspirations, transforming skills for young people & adults
Sustainable Community Plan 2006-2011 Theme:	Learning for all

Kent Agreement Target:		NI 162: Learners achieving an Entry Level 3 qualification
		in numeracy
		Baseline: Dependent on further national guidance.
		Target 2008/09:
		Target 2009/10:
		Target 2010/11: As above (NI 161).
Link to Sustainable Community Plan		SCP (9) 1.1: Continue to focus on numeracy and literacy within
•		primary education.
		SCP (9) 3.1: Provide community and adult learning programmes
Public	BVPI Survey 2006/07	Education was regarded as the third most important thing making
<b>Priorities:</b>	-	somewhere a good place but did not require great improvement.
	Borough Wide Survey	42% of respondents thought education was an important community
	2008	priority.

Learning Skills Council own this data but it has not yet been released to assist with setting the target, as there are a number of issues that need to be resolved. Boundaries need to be defined for data to be accurate at district level.

#### **Entry level 3 - Numeracy**

# Understanding and using mathematical information

At this level, adults can

#### Read and understand

information given by numbers, symbols, diagrams and charts used for different purposes and in different ways in graphical, numerical and written material

#### Specify and describe

a practical problem or task using numbers, measures and diagrams to collect and record relevant information

#### Calculating and manipulating mathematical information

At this level, adults can

#### Generate results

to a given level of accuracy using given methods, measures and checking procedures appropriate to the specified purpose

#### Interpreting results and communicating mathematical information

At this level, adults can

#### Present and explain results

that meet the intended purpose

that meet the interided purpose
Tunbridge Wells Target
Intended direction of travel

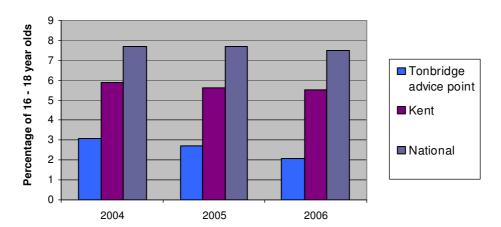
Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Learning Skills Council
Expected Outcome	

Vision for Kent Theme:	Learning for everyone
Headline priority:	Enhancing education, employment and training opportunities
Sustainable Community	Learning for all
Plan 2006-2011 Theme:	

Kent Agreement Target:		NI 117: 16 – 18 year olds who are not in education, training or employment (NEET) Baseline: 5.27% Target 2008/09: Target 2009/10: Target 2010/11: Target agreed at 4.8% but DCSF requesting below 4.6%.
Link to Sustainable Community Plan		SCP (9) 2.2: Increase apprenticeship activities in West Kent; Priority sectors and emerging secondary sectors SCP (9) 2.3: Provide greater access to range of opportunities for vocational education to meet the 14 – 19 agenda
Public	BVPI Survey 2006/07	No related questions.
priorities:	Borough Wide Survey 2008	Education was regarded by 43% of respondents as an important community priority for them and their family.

Tonbridge Connexions Advice point provides data for the Tunbridge Wells area. Generally, the NEET figures for the West Kent area are much lower than the Kent and National average. Furthermore, between 2005 and 2007, there was a reduction in the number of 16–18 year olds not in education, employment or training from 2.5% to 2.0% in this area. This shows that in contrast to the higher, more stable rate in Kent, Tunbridge Wells has seen a steady decline (see below).

16 - 18 year olds that are 'Not in education, employment or training (NEET)'



Source: Connexions Kent and Medway

Particular issues have been highlighted in research carried out by Kent County Council on young people who are currently NEET or at risk of becoming NEET. The following issues were reported:

- Bullying regarded as a major problem and cause for NEET
- Lack of vocational and work-based opportunities
- Lack of training of basic skills for students to progress into work area or training
- Exclusions, transfers or truancy affected ability to progress and lack of alternative provision

Tunbridge Wells Target	
Intended direction of travel	

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Connexions
Expected Outcome	

Vision for Kent Theme:	Improved health, care and well-being
Headline priority:	Reduce inequalities in health and well-being
Sustainable Community	Promoting health and improving well-being
Plan 2006-2011 Theme:	

Kent Agre	ement Target:	NI 55: Obesity in primary school age children in reception
		Baseline: 9.4
		Target 2008/09: 9.6
		Target 2009/10: 9.7
		Target 2010/11: 9.7 Agreed with GOSE
Link to Sustainable Community		SCP (9) 3.4: Increase number of schools achieving Healthy schools
Plan	•	status
		SCP (7) 1.3: Provide play activities for young people at various
		outdoor locations across the borough
Public	BVPI Survey 2006/07	No related questions but 8.8% of respondents thought facilities for
Priorities:		young children were important in making somewhere a good place to
		live.
	Borough Wide Survey	No related questions but 7% of respondents thought that the lack of
	2008	facilities for young people needed improving.

As a national target, the Government aims to 'reverse the rising tide of obesity and overweight in the population, by ensuring that all individuals are able to maintain a healthy weight. Our initial focus is on children: by 2020, we will have reduced the proportion of overweight and obese children to 2000 levels.'

The indicator will record the percentage of children in reception who are obese, as shown by the National Child Measurement programme (NCMP). The Primary Care Trust will be responsible for coordinating the assessment with the school programme and record height, weight, sex, date of birth etc for each pupil. Primary Care Trusts will then be required to send this data to the NHS Information Centre, who will then produce local authority reports.

There is no accurate baseline at present.

Tunbridge Wells Target:	
Intended direction of travel	

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Kent Children's Trust/ Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Improved health, care and well-being
Headline priority:	Helping people live life independently
Sustainable Community	Promoting health and improving well-being
Plan 2006-2011 Theme:	

Kent Agr	eement Target:	NI 125: Achieving independence for older people through rehabilitation/ intermediate care  Baseline: Dependent on data collection, not due until June 2008.  Target 2008/09: Due to be set late June 2008.  Target 2009/10:  Target 2010/11:
Link to Sustainable Community Plan		None
Public	BVPI Survey 2006/07	No related questions.
priorities	Borough Wide Survey 2008	No related questions.

	2008	
	Geographical distribution of issue	
	This is a new indicator, which relies on new data.	The collection of data will require piloting and is not
	likely to be available for reporting until October 20	008.
	Tunbridge Wells Target:	
	Intended direction of travel	
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Kent County Council
Primary Care Trust

Vision for Kent Theme:	Improved health, care and well-being
Headline priority:	Improve mental health, care and well-being
Sustainable Community	Promoting health and improving well-being
Plan 2006-2011 Theme:	

	eement Target:	NI 51: Effectiveness of child and adolescent mental health (CAMHs) services Baseline: 12 Target 2008/09: 13 Target 2009/10: 13 Target 2010/11: 14
Links to Sustainable Community Plan		None
Public	BVPI Survey 2006/07	No related questions.
priorities	Borough Wide Survey 2008	No related questions.

CAMHs steering group have started to collate information on current service provision – re: number of services, staff etc.

However as no substantial data at present – local authorities and PCT's will be expected to respond to four questions, scoring a self assessed 1 – 4 for each question for the period 2008/09:

Has a full range of child and adolescent mental health services for children and young people with learning disabilities been commissioned for the Local Authority/PCT area?

Do 16/17 year olds from the Local Authority/PCT area who require mental health services have access to services and accommodation appropriate to their age and level of maturity

Are arrangements in place for the Local Authority/PCT area to ensure that 24 hr cover is available to meet the urgent mental health needs of children and young people and for a specialist mental health assessment to be undertaken within 24 hrs or the next working day, where indicated?

Was a full range of early intervention support services delivered in universal settings and through targeted services for children experiencing mental health problems commissioned by the Local Authority and PCT in partnership?

Tunbridge Wells Target:	
Intended direction of travel	

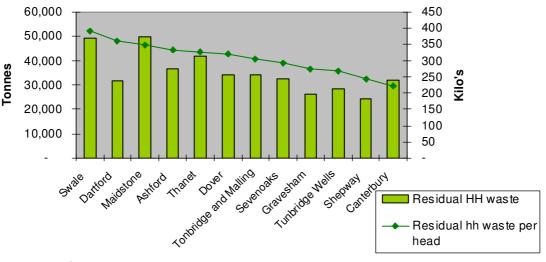
Designated Lead Partner	Kent County Council/CAMHs Steering Group
Supporting Delivery Partner	
Expected Outcome	

Vision for Kent Theme:	Environmental excellence
Headline priority:	Sustainable management of waste
Sustainable Community	Safeguarding our environment
Plan 2006-2011 Theme:	

Kent Agre	ement Target:	NI 191: Residual household waste per household
	_	Baseline: 860kg (agreed with GOSE)
		Target 2008/09: 762kg
		Target 2009/10: 733kg
		Target 2010/11: 704kg (agreed with GOSE)
Link to Sustainable Community		SCP (1) 3.2: Investigate the opportunities for the doorstep collection of
Plan	•	plastic bottles for recycling (to be introduced in 2008). Implement and
		provide three-year pilot project to provide facilities for the collection
		and recycling of plastic bottles at ten bring sites.
Public	BVPI Survey 2006/07	67.7% of satisfied with the waste collection service overall.
priorities:	_	81.5% were satisfied with the collection of paper and cardboard for
•		recycling overall.
	Borough Wide Survey	65% of respondents were satisfied with collection of hshold rubbish.
	2008	73% were satisfied with the collection of green waste.
		72% were satisfied with the collection of paper and cardboard.

Since 2006/07, over 42% of household waste was recycled and composted, diverting 21,261 tonnes of material from landfill. In 2006/07 Tunbridge Wells Borough Council had 28,406 tonnes of residual household waste (approximately 267 kilograms per head), which was indicative of the 42.76 household recycling and composting rate.

#### Residual household waste by local authority (2006/07)



Source: DEFRA (Municipal waste 2006/07)

As the chart illustrates, the borough of Tunbridge Wells collected the third least amount of residual household waste, compared with that of the other local authorities in Kent (excluding Medway).

Tunbridge Wells Target:		
Intended direction of travel		

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Environmental excellence
Headline priority:	Protecting and enhancing biodiversity and landscape in Kent
Sustainable Community	Safeguarding our environment
Plan 2006-2011 Theme:	

		NI 197: Improved Local Biodiversity – proportion of Local sites where positive conservation management has been or is being implemented  Baseline: 231 (agreed locally, provisionally with GOSE)	
		Target 2008/09: Target 2009/10: Target 2010/11: 265 (+15%)	
Link to Sus Plan	stainable Community	SCP (1) 1.2: Develop a local biodiversity action plan for borough SCP (1) 1.3: Increase community involvement in the protection and management of the countryside SCP (1) 2.1: Continue to carry out periodic Conservation Area Appraisals and Enhancement scheme	
Public BVPI Survey 2006/07 No related question.		No related question.	
priorities:	Borough Wide Survey 2008	32% of respondents regarded the protection of the environment as an important community priority.	

Tunbridge Wells Borough Council has produced a draft local biodiversity action plan and is now starting in the process of consultation, with the Local Biodiversity action plan steering group.

Need to obtain information on where Council is currently at, with active management of local sites. To what stage is the Council with the following?

- advice on conservation management has been provided by the local sites partnership and has been /is being acted upon
- Management plan written and has been/is being implemented
- Management schemes the site is being managed in accordance with an environmental management scheme such as Environmental Stewardship, Countryside stewardship, Woodland Grant scheme.

Biodiversity action plan - management activity carried out in accordance with Biodiversity action plan

Tunbridge Wells target:	
Intended direction of travel	

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Stronger and safer communities
Headline priority:	Improving the quality & appearance of street scene and open
	spaces
Sustainable Community Maintaining community safety and reducing the fear of	
Plan 2006-2011 Theme:	crime

(levels of litter, detritus, graffiti and fly posting) Baseline: L/D (11.49%), Gr (5.11%), FP (0.44%)		Baseline: L/D (11.49%), Gr (5.11%), FP (0.44%)	
		Target 2008/09: Target 2009/10:	
Links to Su Plan	ustainable Community	mmunity SCP (1) 2.2: Continue the Clean Neighbourhoods Initiative	
Public	BVPI Survey 2006/07	77% of respondents were satisfied with the cleanliness of public	
priorities:		land.	
•	Borough Wide Survey 2008	Only 10% of respondents thought that litter and dirt in the streets was what they least liked about the borough.	

#### Overall improvements to environmental cleanliness

Tunbridge Wells Borough Council is already working hard to improve street and environmental cleanliness and has met previous targets set for the Best Value Performance Indicators related to levels of graffiti, litter, detritus and fly-posting.

Between 2005/06 and 2006/07, the relevant land and highways assessed saw a reduction in the proportion of litter, detritus, graffiti and fly posting visible. In fact unacceptable fly posting was almost completely invisible in these locations with only 0.06% recorded as visible in 2006/07. Graffiti has reduced from 12.0% to 7.0% between 2005/06 and 2006/07 and litter/detritus has reduced from 10.4% to 8.0% in the same time period.

#### Graffiti

Graffiti reported as a crime dropped dramatically in 2006/07 by 41.0% and the borough is now experiencing graffiti levels lower than that recorded in 2004-2005. However the Environment and Street Scene have seen an increase in reported graffiti, which is likely to be due to the Graffiti Hit Squad that was put in place to seek out and clear graffiti. Although reports are relatively low across the borough, there are hotspots of activity, such as the wards of Pantiles & St. Marks and Park, which have been the top two wards for reported graffiti since April 2005.

#### **Best Value Performance Indicator General Survey**

In the 2006/07 BVPI General Survey, 77.0% of respondents were 'fairly' or 'very satisfied' with the cleanliness of public land and this showed an improvement since the 2003/04 and 2000/01 surveys whereby, 72.0% were 'fairly' or 'very satisfied' with the cleanliness of public land.

Furthermore, 65.9% of respondents thought that rubbish and litter lying around was either 'not a very big problem' or 'not a problem at all.'

big problem of not a problem at all.	
Tunbridge Wells Target:	
Intended direction of travel	

Designated Lead Partner	Clean Kent Delivery Group
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Stronger and safer communities
Headline priority:	Reducing crime and the perception of crime
Sustainable Community	Maintaining community safety and reducing the fear of
Plan 2006-2011 Theme:	crime

Kent Agre	ement Target:	NI 15: Serious violent crime rate Baseline: 2008/09 is baseline setting year Target 2008/09: Proxy using serious violence (reduction from 0.5 to 0.4 per 1,000. Reduction of 16%). Target 2009/10:	
		Target 2010/11: Target to be reviewed at end of year 1 when baseline.	
Link to Sus	stainable Community Plan	SCP (4) 1.4: Delivery of support for victims of domestic abuse via Freedom programme	
Public	BVPI Survey 2006/07	No specifically related questions	
priorities:	Borough Wide Survey 2008	No specifically related questions	

Geographical distribution of issue
Geographical distribution of issue  This is an APACS indicator and will be recorded on a monthly basis (number of serious crimes) and compared to the borough population. Will await further information, as the baseline is developed.
Tunbridge Wells Target: Intended direction of travel
Intended direction of travel

Designated Lead Partner	West Kent Police
Supporting Delivery Partner	Tunbridge Wells Crime and Disorder Reduction Partnership
Expected Outcome	

Vision for Kent Theme:	Stronger and safer communities
Headline priority:	Reducing the levels of offending
Sustainable Community	Maintaining community safety and reducing the fear of
Plan 2006-2011 Theme:	crime

Kent Agreement Target:		NI 111: First time entrants to the Youth Justice system aged 10 – 17  Baseline: Technical definition still under consultation.  Target 2008/09:
		Target 2009/10: Target 2010/11:
Link to Sustainable Community Plan		SCP (4) 1.6: Targeted work with young people at risk of offending (Power Project) SCP (4) 1.7: Provision of support for identified vulnerable young people particularly in neighbourhoods identified as a priority through the Community Safety Audit and by partners.
Public	BVPI Survey 2006/07	No related questions
priorities:	Borough Wide Survey 2008	No related questions

Although this indicator has been submitted as one of the 35 indicators. The monitoring may change following discussions since the set of indicators were sent to GOSE.

Awaiting further information.

Tunbridge Wells Target:	
Intended direction of travel	

It has been agreed that Youth Offending Team (YOT) representatives on each of the CDRP's will set targets at a district level.

Designated Lead Partner	Kent County Council/ Youth Offending Team
Supporting Delivery Partner	Tunbridge Wells Crime and Disorder Reduction
	Partnership
Expected Outcome	

Vision for Kent Theme:	Stronger and safer communities
Headline priority:	Increasing community cohesion, participation & sense of belonging
Sustainable Community Plan 2006-2011 Theme:	Encouraging social inclusion by supporting independence

Kent Agre	ement Target:	NI 3: Civic participation in the local area Baseline: Cannot be set until Place Survey conducted Target 2008/09: Target 2009/10: Target 2010/11: +2%
Link to Sus	stainable Community	None
Public priorities:	BVPI Survey 2006/07	33.8% of respondents were satisfied with the opportunities for participation in local decision-making. 35% of respondents thought that they could influence decisions affecting their area.
	Borough Wide Survey	See details below.

This indicator is due to be measured by the forthcoming Place Survey in autumn 2008. Therefore no Kent baseline can be established until this survey is conducted. In order to establish the case for civic participation in Tunbridge Wells, reference will be made to response in the recent Borough Wide Survey (2008).

Residents were asked whether they felt they could influence decisions affecting their local area. Of which only 48% agreed that they could. Only 17% of respondents wished to be more involved in local decision-making and 28% thought it depended on the issue.

Residents were also asked whether they had undertaken any specific roles in the past 12 months in this sort of area. Only 7% had, of which their involvement had been:

- A member of another group making decisions on services in the local community (3%);
- A member of a decision-making group set up to regenerate the local area (2%);
- A member of a decision-making group set up to tackle local crime problems (2%);
- A member of a group making decisions on local services for young people (2%);
- A member of a group making decisions on tocal health services (1%);
- A member of a tenants' group decision-making committee (1%);
- A member of a group making decisions on local education services (1%);
- A local councillor (for Tunbridge Wells Borough Council or parish councillor) (<0.5).</li>

Source: Borough Wide Survey (2008)

# Tunbridge Wells Target: Intended direction of travel

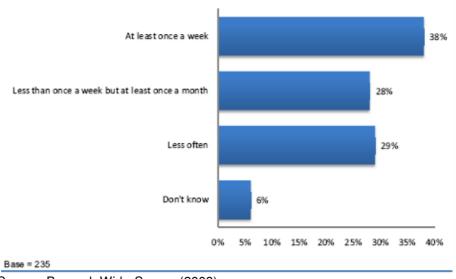
Designated Lead Partner	District Councils
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Stronger and safer communities
Headline priority:	Increasing community cohesion, participation & sense of belonging
Sustainable Community Plan 2006-2011 Theme:	Encouraging social inclusion by supporting independence

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Kent Agre	ement Target:	NI 6: Participation in regular volunteering
		Baseline: Cannot be set until Place Survey conducted
		Target 2008/09:
		Target 2009/10:
		Target 2010/11: Unable to set until baseline established
Link to Sustainable Community		SCP (8) 1.1: Increase voluntary activity by those at risk of social
Plan		exclusion
		SCP (8) 3.2: Provide opportunity for increased voluntary and
		community engagement especially amongst those at risk of social
		exclusion.
Public	BVPI Survey 2006/07	10.1% of respondents thought community activities were important in
priorities:	_	making somewhere a good place to live.
•	Borough Wide Survey	Detailed below.
	2008	

This indicator is due to be measured by the forthcoming Place Survey in autumn 2008. Therefore no Kent baseline can be established until this survey is conducted. In order to establish the case for volunteering in Tunbridge Wells, reference will be made to response in the recent Borough Wide Survey (2008).

In the Borough Wide Survey, respondents were provided with a definition of formal volunteering and asked if they had participated in any of the listed forms of volunteering in the past twelve months. Only 23% of respondents had taken part in at least one of the listed activities. The frequency at which help was given by these respondents is detailed in the graph below:



Source: Borough Wide Survey (2008)

# Tunbridge Wells Target Intended direction of travel

2008/09: 2009/10: 2010/11:

Designated Lead Partner	Tunbridge Wells Borough Council
Supporting Delivery Partner	Community, Voluntary Sector
Expected Outcome	

Vision for Kent Theme:	Enjoying life
Headline priority:	Improving play, cultural, arts, learning & leisure opportunities for all
Sustainable Community Plan 2006-2011 Theme:	Enabling people to take part in and enjoy leisure activities

Kent Agre	eement Target:	NI 11: Engagement in the arts Baseline: Established through new question in Active People Survey. Commencing Apr 08, baseline expected Oct 08.  Target 2008/09: Target 2009/10: Target 2010/11: Unable to set until baseline established
Links to S Plan	ustainable Community	None
Public priorities	BVPI Survey 2006/07	54.2% of respondents were satisfied with Museum's and Galleries. 62.5% were satisfied with Theatres and Concert halls
•	Borough Wide Survey 2008	92% of respondents were satisfied with the Assembly Hall Theatre. 85% were satisfied with Museums.

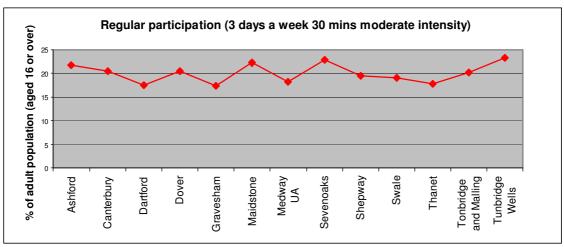
Geographical distribution of issue
The National Active People Survey will provide a baseline for this indicator and the results of this survey
are expected October 2008.
·
Tunbridge Wells Target:
Intended direction of travel
interface direction of traver

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	Enjoying life
Headline priority:	Increasing involvement in active lifestyles, participation in sport for all
Sustainable Community Plan 2006-2011 Theme:	Enabling people to take part in and enjoy leisure activities

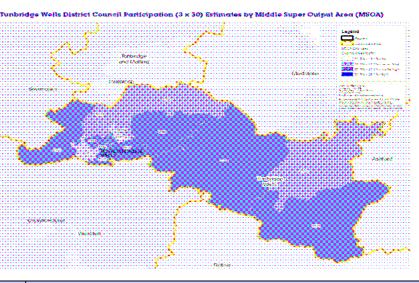
	ement Target:	NI 8: Adult participation in sport  Baseline: 20.3% (05/06) Under discussions with GOSE  Target 2008/09: Target 2009/10: Target 2010/11: Under discussion with GOSE
Links to Sustainable Community Plan		SCP (3) 2.4: Bring together voluntary, commercial and Council run leisure organisations to offer and Go and Try incentive scheme for limited period for adults
		SCP (3) 2.6: Initiate a healthy walks project targeted at older people
		SCP (7) 1.4: Continue to provide a GP lifestyle referral programme
Public	BVPI Survey 2006/07	67.5% of respondents were satisfied with sports and leisure facilities
priorities:	Borough Wide Survey 2008	20% of respondents thought the provision of leisure and recreation facilities was an important community priority.

The Sport England Active People Survey particularly looked at the participation of the adult population in sport and active recreation in 2005/06. Headline results showed that Tunbridge Wells featured in the top 25% local authorities nationally and also had the highest participation rate in Kent (23.2%) as fig.x illustrates below.



Source: Active People Survey Headline results (Dec 2006)

At the borough level, participation rates varied more significantly and the lowest adult participation rates for 30minutes moderate intensity activity for at least three times a week were found in the areas of Sherwood, High Brooms and Rusthall.



Tunbridge Wells Target:		
Intended direction of travel	Intended direction of travel	

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	High quality homes
Headline priority:	Creating sustainable communities/Promoting social & physical
	regeneration
Sustainable Community	Meeting the need for housing
Plan 2006-2011 Theme:	

Kent Agre	ement Target:	NI 170: Previously developed land that has been vacant or derelict for more than 5 years  Baseline: Available 10 April 2008  Target 2008/09: Target 2009/10: Target 2010/11: Available 2 April 2008
Links to Su Plan	ustainable Community	SCP (1) 1.5: Ensure 90% of new dwellings are built on previously-developed land
Public	BVPI Survey 2006/07	No specifically related questions.
priorities:	Borough Wide Survey 2008	No specifically related questions.

Geographical distribution of issue
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This indicator is designed to assess the re-use of brown field land for regeneration and economic growth. Information due on baseline and targets shortly. Once received will use same methodology to obtain borough level information and Tunbridge Wells Borough Council will then develop local targets accordingly.

Tunbridge Wells Target:	
Intended direction of travel	

Designated Lead Partner	Tunbridge Wells Borough Council
Supporting Delivery Partner	
Expected Outcome	

Vision for Kent Theme:	High quality homes
Headline priority:	Delivering sustainable homes incorporating high quality design
Sustainable Community	Meeting the need for housing
Plan 2006-2011 Theme:	

Kent Agre	eement Target:	NI 187: Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Baseline: Awaiting technical guidance (Autumn 08) Target 2008/09: Target 2009/10: Target 2010/11: Unable to set until baseline established
Links to S Plan	ustainable Community	SCP (6) 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. SCP (6) 5.5: Work towards the achievement of affordable warmth for all homes by 2012 in accordance with the Kent Health and Affordable Warmth Strategy
Public priorities	BVPI Survey 2006/07 Borough Wide Survey 2008	No related question.  24% of respondents felt that they could not afford to heat their home adequately. In particular respondents living in the wards of Southborough North, St. James, Southborough & High Brooms and Brenchley and Horsmonden.

This indicator will be monitored through surveys such as the Local House Condition Survey and telephone or postal SAP surveys targeted at households who are in receipt of low-income benefits.

Good performance is shown by a reduction in the proportion of households with a SAP rating below 35 and an increase in the proportion of households with a SAP rating of 65 or greater.

Once baseline data and source of data established at county level, reference will be made to the same source at Tunbridge Wells Borough Council in order to develop local level targets and assess the current level of performance in this area.

Tunbridge Wells Target:	
Intended direction of travel	

Designated Lead Partner	Kent Energy Centre/ Kent Energy Efficiency Partnership
Supporting Delivery Partner	Tunbridge Wells Borough Council
Expected Outcome	

Vision for Kent Theme:	High quality homes
Headline priority:	Improving access to high quality housing for all
Sustainable Community	Meeting the need for housing
Plan 2006-2011 Theme:	

Kent Agre	eement Target:	NI 141: Percentage of vulnerable people achieving independent living Baseline: 65.7% Target 2008/09: 66.7% Target 2009/10: 68.2% Target 2010/11: 71.0%
Links to S Plan	ustainable Community	SCP (6) 2.1: Seek to secure the provision of supported housing where there is an identified need.
Public	BVPI Survey 2006/07	No related questions.
priorities	Borough Wide Survey 2008	33% of respondents felt that older people did not receive the support they needed to live independently.

This indicator measures the extent at which housing related support helps people move onto more independent living.

This indicator relates to:

- short term based accommodation services (less than 2 years)
- direct access accommodation (where intended length of stay is less than a month)

This indicator also specifically refers to a planned move to an independent outcome. Such as:

- move to supported housing scheme
- move to permanent accommodation
- move back to service users family
- other types of planned move

The service provider will be required to complete a quarterly return to the Local Authority. The local Authority will then submit the information to Communities and Local Government.

Tunbridge Wells Target:	
Intended direction of travel	

Designated Lead Partner	Kent County Council
Supporting Delivery Partner	Kent Housing Group/Tunbridge Wells Borough Council
Expected Outcome	