

Draft Five Year Plan 2017-2022
Parish and Town Council Consultation Responses

Comment	Council	Cabinet Response
The Parish Council were largely agreeable with the draft five year plan and those strategies put forward.	Horsmonden Parish Council	Noted, thank you.
<p>1. We welcome the opportunity to respond to the Five-Year Plan, and fully support its ambitious vision to enhance the quality of life for all residents. The focus on sustainability is to be applauded. We recognise that it will be extremely challenging to achieve real growth, given the constraints (environmental, financial, national political priorities) which will influence the attainment of the council's ambitions. However, from the range and scale of the projects set out in the document, it seems that there is a well founded appetite for transformational change in the urban areas. There is also genuine recognition of the role of rural areas in contributing to social, economic and environmental well-being of the whole borough.</p> <p>2. In terms of the relationship between the borough council, and parish and town councils, we are delighted to see a strong commitment to a closer working-relationship. This recognises the shared responsibility for providing the services that are important to residents, and the need to ensure that the arrangements for commissioning or delivering those services are as robust as possible. We believe that the challenges of devolution – resources, accountability, subsidiarity – can be best addressed collaboratively, and the borough council will in Brenchley P. C. find a ready partner in seeking solutions to those challenges.</p>	Brenchley Parish Council	Noted, thank you.
The document focusses mainly on the urban area of Tunbridge Wells and pays little attention to the rural areas of the Borough. The town is, of course, an important hub for	Benenden Parish Council	We have amended the revised Five Year Plan to take account of your comments and make reference to the important roles our rural areas play, and the tourism they

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the economic and social life of local residents. However past resident and visitor surveys have indicated that the attractiveness of the town as a place to live, work, or visit is largely due to the fact that the town is not too big and that it is in a very rural setting in the High Weald AONB and surrounded by small villages and other settlements.

In the eastern part of the Borough, the town of Cranbrook is mentioned only in passing despite its strategic importance to many surrounding villages. There is however a nice picture of the Union Mill - presentation appears to be more important than strategic content in the document.

There appears to be no mention of Benenden.

So if the consultation draft is to be improved, we would suggest more detail on the issues facing villages such as Benenden, and what the Borough Council can do to tackle them.

For example, we would suggest that it should be Borough policy to encourage small scale sensitive development in the villages so as not to detract from their historic character and charm.

The provision of community facilities should be high on the agenda, especially for the local hub, Cranbrook.

Villages, such as Benenden, need to maintain the viability of their local shops, pubs and other small businesses and the Borough Council should consider how it can assist in this. In villages these are not just businesses, these are also important community facilities and their loss would turn our villages into zombie ghettos. In particular these are hard hit with the current high levels set for the NNDR, or

attract, to the larger town of Royal Tunbridge Wells and the wider borough.

Whilst we cannot list every town and village in the borough within the Five Year Plan, we have made amendments to reference to the larger towns of Southborough, Cranbrook and Paddock Wood, and the strategic importance they play.

The type and nature of development are policy issues reserved for the Local Plan and associated documents, and we not include this in our Five Year Plan corporate strategy.

We recognise the importance of community facilities, and the community centre proposals at Cranbrook, Southborough and Paddock Wood have been added as part of our 'eight big projects' to demonstrate their importance.

Business rates are set nationally, and the Council has no ability to change the rates that have been set by the Government. The government recently confirmed additional funding to support businesses that have seen significant increases in business rates following the recent revaluation. The council is developing the local criteria for relief within the borough. Any business rate relief needs to be fair and carefully balanced against the needs of other tax payers in the area.

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<p>Business Rate. These are, of course, imposed on us from above and not set by the Borough Council (another example of the lack of true localism). The Borough can however offer Business Rate Relief. We acknowledge that this is expensive for the Borough, as it cannot reclaim the sum from central government. However, given the strategic and community importance of these facilities in our villages the Borough should be able to help more than it does. An example of this in Hawkhurst is the Kino cinema which serves all of the eastern part of the Borough.</p> <p>In conclusion, we feel that the strategic content of the document should be enhanced, especially for the rural areas. We also feel that the document should be more ambitious and visionary. In our case, the people of Benenden should be given cause to consider themselves fortunate to live in the Borough of Tunbridge Wells and not in Ashford or Maidstone. Currently one hears this said only on a Saturday morning when the CAV Saturday dustcart is visiting. In this regard, the Council should be very wary about the sharing of operations with other local authorities. It needs to differentiate itself from them, not be taken over by them. Consideration should be given as to how localism can be improved with more powers, not just costs, for the Parish Councils.</p>		
<p>Vision/Corporate Priorities</p> <p>Although there is reference to delivering a prosperous, well and inclusive borough, the plan appears to major on what this means for Royal Tunbridge Wells and not the remainder of the borough. As an example of a rural outlying Parish, it does not feel as if the Plan has much application in Frittenden. This should be addressed.</p>	<p>Frittenden Parish Council</p>	<p>We have amended the revised Five Year Plan to take account of your comments and make reference to the important roles our rural areas play, and the tourism they attract, to the larger town of Royal Tunbridge Wells and the wider borough.</p> <p>Whilst we cannot list every town and village in the borough within the Five Year Plan, we have made amendments to reference to the larger towns of Southborough, Cranbrook</p>

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<p>Context</p> <p>With reference to 'the rural areas', the Plan refers to the fact that 'we have worked with parish and town councils ...to enhance these features [attractive villages, rich natural history, pleasant built environment, thriving rural businesses, AONB] and deliver improved services'. We are not clear in what areas the borough council has worked with rural parishes in recent years and how the relationship with parish councils will be strengthened going forward. The impact on the parish appears to result from budget cuts eg reduced civic amenity vehicle service and no bus service.</p> <p>In respect of 'devolution', we would like to understand more about the timing and type of services that may be devolved and the financial implications.</p> <p>A Well Borough</p> <p>We would question whether the proposal to charge for garden waste is compatible with the goal to achieve a recycling rate of at least 50%.</p> <p>In addition, with cuts to the service provided by the Civic Amenity Vehicle, we would suggest that the borough council should prioritise the opening of a new recycling centre in the east of the borough.</p> <p>Projects</p> <p>We are concerned that the Plan refers to 'an aspiration for a garden village within the borough'. This feels like a predetermination of the current Issues and Options Consultation which would be wholly wrong.</p>		<p>and Paddock Wood, and the strategic importance they play.</p> <p>The borough council has worked with town and parish council's through the Parish Chairmen's Forum for many years. Unfortunately, due to the extensive cuts from Government the borough council has received since 2010 (a reduction in Government grant from £4.6m to £0 next year), in recent years this work has been focussed on finding new ways to provide services together, such as changes to the Civic Amenity Vehicle scheme.</p> <p>We note the Parish Council's interest in this work stream and will include further up-dates on devolution and cross-working arrangements at the Parish Chairmen's Forum meetings.</p> <p>Our waste and recycling and waste collection contract will go out to tender in 2018, and a range of service options will be considered as part of this process. The introduction of glass recycling will help to increase our recycling rate.</p> <p>Whilst the borough council is responsible for recycling and waste collection, it is Kent County Council that is responsible for recycling and waste processing, and for recycling and waste centres. We have raised the possibility of Kent County Council opening a recycling and waste centre nearer to the Eastern part of the borough, and will continue to advocate for this. KCC Members will be reviewing the findings of a waste infrastructure review, which is part of the waste disposal strategy, and determining the future the county-wide infrastructure requirements in the autumn.</p> <p>The Five Year Plan is an aspirational document for the next five years, and as such sets out a number of themes, ideas and projects which are yet to be formally agreed through the</p>
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<p>In respect of Neighbourhood Plans, Frittenden parish would request advice and guidance in respect of the potential working up of a Plan and how this sits with the current Local Plan process.</p> <p>An Inclusive Borough</p> <p>The Plan states that 'we will continue to engage and work with parish councils...'. We would like to understand the current 'engagement and work' with us as this is not apparent. The Parish Chairmen's Forum though useful is largely a means of top-down communication. A more balanced dialogue between the borough council and Parish/Town councils could help realise the aspiration to be an inclusive borough.</p> <p>What we do</p> <p>Many of the stated services have little impact on outlying communities. Two things that would be beneficial:</p> <ol style="list-style-type: none"> 1. Press for better broadband in rural areas – desirable for domestic users and essential if rural businesses are to flourish. 2. Provide more support for the enforcement of safe on-street parking in villages. 		<p>decision-making structures of the council. It is right that residents are informed of the vision of the council for the next five years, but this does not override subsequent consultation processes, or decision making processes related to any of the projects or aspirations within the plan.</p> <p>Noted.</p> <p>Noted, we would welcome suggestions from the Parish Council for items to discuss at the next Parish Chairmen's Forum.</p> <p>TWBC has worked with KCC and the Kent Broadband Delivery UK to secure improvements to broadband in Brenchley and Matfield, Horsmonden, Cranbrook and Sissinghurst, and Speldhurst. We are continuing to work with and support KCC to deliver superfast broadband to 95% of residences across the county by the end of 2017. We know this is an important issue for rural communities, and will be addressing this through our revised Economic Development Strategy.</p> <p>On-street parking enforcement is the responsibility of the Highways Authority, KCC, and we are working together to try to address known problems. Unfortunately, highways funding is not always available to make the required improvements.</p>
<p>Members discussed the Plan and it was RESOLVED that the following observations were to be passed to Tunbridge Wells Borough Council.</p>	<p>Southborough Town Council</p>	<p>Noted, thank you.</p>

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<ul style="list-style-type: none"> • Members support the process for the new cultural hub and civic centre. • Although Members would support devolution in principle, the appropriate funds would need to be available. • Members support the works done to date on the cycling strategy and additional 20 mph zones the next challenge is a cheap reliable bus service. • Members support the work being put into tackling social deprivation. • More community safety cameras to be installed. • Members would support kerbside glass recycling 		
<p>The population of the Borough is approximately half in the urban area of Tunbridge Wells and half in the rural parishes. This Five Year Plan does not reflect that balance. The terminology used implies a greater commitment to the urban areas. An example is ‘we will have completed...’ for the urban area as opposed to ‘we will have supported...’ for the rural areas.</p> <p>Tourism is an important part of the economy, but there is nothing in the Plan to actively encourage and support tourism in the rural parishes. There should be some active coordination and provision of all tourism information throughout the Borough.</p> <p>There is little in this Plan that encourages access to and from the rural areas. There needs to be some innovation on the provision of bus services, perhaps mini-buses, or car sharing. The lack of frequency and convenience of such services means that cars are the only viable option. If bus timetables could reliably match the train times, buses would be used more. Pembury Hospital visits are a particular problem for non-drivers due to the absence of the 297 bus on Sundays and weekday evenings.</p>	<p>Cranbrook and Sissinghurst Parish Council</p>	<p>This refers to wording in the document relating to supporting the development of community centres. As this work is being done in conjunction with the relevant town and parish councils (with the town or parish council as lead), we see our role as supporting these aspirations.</p> <p>We have amended the plan to include references to the importance of tourism in the rural economy. More detailed issues, projects and plans relating to promoting tourism are contained in the Destination Management Plan, and are being developed in the revised Economic Development Strategy, which includes a significant section on the rural economy.</p> <p>Kent County Council are the responsible authority for the provision of bus services, in conjunction with the bus companies.</p> <p>Noted.</p> <p>Noted, the recent Economic Needs study recognises the need for a range of premises and sites for businesses including in rural areas. This will be picked up through the</p>

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<p>Encouraging cycling and walking is good, but not on our rural roads and lanes, where it is positively unsafe to do this. Safety requires major investment in pavements and cycle paths. Locally cars both park and drive on pavements with impunity.</p> <p>Thriving rural businesses need somewhere to be based. There should be active encouragement of conversion of redundant farm buildings for commercial use. Rural businesses also need a top quality broadband provision.</p> <p>We accept that we will have to experience an increase in housing, but this must be done with due consideration of the historical character of Cranbrook, Sissinghurst and the surrounding hamlets.</p> <p>Although many services can be devolved to local level, this cannot be done without the budget and supporting expertise. Providing budget for the only first few years is not sufficient. It is of regret that we see no commitment to continuation of the provision of the Community Amenity Vehicle.</p> <p>A new sports site in Tunbridge Wells will be of little benefit to those in rural parishes, especially for those reliant on bus transport. Investment in our local provision instead would be welcome and more useful.</p> <p>Similarly the new theatre in Tunbridge Wells is likely to be viewed as a vanity project. It is easier for non-car users to access London theatres, and London provides a much wider selection. The theatre in Canterbury is also accessible.</p>		<p>new Local Plan and revised Economic Development Strategy.</p> <p>TWBC has worked with KCC and the Kent Broadband Delivery UK to secure improvements to broadband in Brenchley and Matfield, Horsmonden, Cranbrook and Sissinghurst, and Speldhurst. We are continuing to work with and support KCC to deliver superfast broadband to 95% of residences across the county by the end of 2017. We know this is an important issue for rural communities, and will be addressing this through our revised Economic Development Strategy.</p> <p>Noted.</p> <p>Noted, we have amended wording in the Five Year Plan to reflect that budgets must follow responsibilities.</p> <p>Sports facilities strategy is looking at the condition of sports facilities across the borough, and the aspirations of local clubs and national sports federations for the area. Where areas have specific ambitions for sports in their area, this can be included in discussions for contributions should any funding for the area, in the form of S106 money for example, become available.</p> <p>Details from the Assembly Hall database show that visitors are split 60/40 between those from the TN1, TN2 and TN4 postcodes that take in the town centre, Pembury, Southborough and Rusthall and those from rural areas of the borough. This demonstrates our theatre draws in audiences from across the borough, and not just the town itself. The work we have completed also shows that there is unmet demand for theatre in Tunbridge Wells postcodes and a much more significant potential audience in the</p>
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<p>To complement Cranbrook's growth and importance consideration should be given to it being the location for new tertiary education provision mentioned under 'Projects a Prosperous Borough'. This could be an offshoot from Hadlow or West Kent Colleges offering agricultural, horticultural and technical education. Adult education facilities are sadly lacking in the rural areas.</p> <p>In general, greater investment is needed in Cranbrook to re-establish its position as an important market town attracting visitors and providing services to residents and those of the surrounding areas. Improved sports and community facilities are a vital factor in improving social cohesion. Facilities in Tunbridge Wells are mostly unavailable to our residents due to the distance and poor public transport.</p> <p>Investment should match the need.</p>		<p>surrounding South East. Increased visitor numbers attracted by the new theatre will boost the tourism economy, and those businesses that service it, from across our area.</p> <p>Noted. Further work would be required to ascertain if Cranbrook would be a suitable location for new tertiary education provision. Both the Five Year Plan and the ED Strategy reference the desire to explore options for the provision of further HE in the Borough.</p>
<p>Generally, the document is focussed on the urban rather than rural areas of the Borough. This needs to be addressed to achieve a better strategic balance.</p> <p>CONTEXT For example, in the CONTEXT section on page 6 'Demographic and Economic Growth', there is no mention of the rural economy.</p> <p>FARMING Much of the Borough is taken up with farmland and yet there is no mention of farming on page 7: 'The Rural Areas', where one might expect to see it, or anywhere else in the document?</p> <p>TOURISM Tunbridge Wells is mentioned as 'A Destination Town' but</p>	<p>Hawkhurst Parish Council</p>	<p>We have amended the revised Five Year Plan to take account of your comments and make reference to the important roles our rural areas play, and the tourism they attract, to the larger town of Royal Tunbridge Wells and the wider borough.</p> <p>Whilst we cannot list every town and village in the borough within the Five Year Plan, we have made amendments to reference to the larger towns of Southborough, Cranbrook and Paddock Wood, and the strategic importance they play.</p> <p>We will be addressing issues related to the rural economy specifically through the revised Economic Development Strategy, and note this is an important issue for towns and parishes.</p> <p>Highways issues (including traffic congestion/air quality, and</p>

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the rural villages, although acknowledged in Cllr Jukes opening letter, seem not to be considered as tourist destinations needing support to grow and prosper as such.

RURAL INCLUSION

The rural economy also needs to prosper to be a “prosperous borough”. Any off-street car parking project (page 12) should include rural settlements. The same applies to traffic congestion / air quality.

Under the “well borough” heading, the projects to 'enhance the public realm' on page 13 could include work to improve pedestrian safety in rural settlements. People don't leave the car and walk if it isn't safe to do so.

As stated in the document, new sports facilities are needed across the borough, not just in the major town. In addition to “the possibility of a new site” a commitment to assisting and supporting local initiatives would be welcome.

RURAL ISSUES

One of the biggest issues for many rural villages is HGV routing and there should be a project within the five year timeframe to tackle this problem jointly with adjacent boroughs. It is not a subject that can be left with the County Council, the Borough Council should be proactively representing the views of the Borough residents and putting forward consensual suggestions.

VULNERABILITY

There is no mention of vulnerable people, even under the “inclusive borough” heading on pages 15-16? On page 18, ensuring all borough council services are accessible for our more vulnerable and disabled people such as via GATEWAY is important and should be included in the Chief Exec's list of services and what we get for our 50p per day on page 20. It also warrants a specific objective to continue

HGV routing) are the responsibility of the Highways Authority, KCC, and we are working together to try to address known problems. Unfortunately, highways funding is not always available to make the required improvements.

Sports facilities strategy is looking at the condition of sports facilities across the borough, and the aspirations of local clubs and national sports federations for the area. Where areas have specific ambitions for sports in their area, this can be included in discussions for contributions should any funding for the area, in the form of S106 money for example, become available.

The council has an Equality Policy Statement and Objectives, which is updated every four years and agreed at Full Council meetings. This deals specifically with the Council's equality duties, and outlines and action plan for improvements. We are also supporting Cranbrook and Sissinghurst Parish Council, Paddock Wood Town Council and Southborough Town Council in their plans to deliver community centres, which will make local services more directly available to residents.

Noted, the Council has a Digital Inclusion Strategy which recognises that not everyone can, or wants to, engage with the Council digitally. We recognised the need to maintain a face to face present for those that need this level of provision.

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<p>and improve.</p> <p>TECHNOLOGY WITH EMPATHY While supportive of increasing effective use of technology (page 28) to interface with people quickly and conveniently, we also feel it is important to acknowledge the need to maintain human, face to face availability of council services.</p>		
<p>We support the views expressed by Cranbrook and Sissinghurst Parish Council and by Hawkhurst Parish Council.</p>	<p>Goudhurst Parish Council</p>	<p>Noted, thank you.</p>
<p>Town Forum response to Tunbridge Wells Borough Council 5 year plan 2017 – 2022</p> <p>While the Town Forum welcomes many aspects of the Borough Council's 5 year plan, it has a number of observations and suggestions for improvement.</p> <p>The Vision statement is a good encapsulation of Royal Tunbridge Wells, both its heritage and its future as a centre of culture. References to quality of life, the financial challenges that the Borough faces and the need for new homes are clearly described.</p> <p>The Corporate Priorities on pages 3/4 add little to the document. Better would be to explain HOW the projects listed later will deliver the Vision.</p> <p>The Context on pages 5/6 is useful, but some items are solutions rather than context. The linkage between congestion, highways infrastructure and growth through housing is misleading. Building the right sort of housing in the right place near to local services is more effective in</p>	<p>Royal Tunbridge Wells Town Forum</p>	<p>Noted, thank you.</p> <p>Noted. We have revised the final version of the Five Year Plan to take solutions out of the context section.</p> <p>Building new housing near to services is a good way to prevent future congestion, however the current congestion we suffer in the borough is partly as a result of historic housing and road networks not able to cope with today's development needs. New roads are one way to mitigate existing congestion problems.</p> <p>We disagree that the reference to Royal Tunbridge Wells as a destination town does not belong in the context. This section sets out the current issues and opportunities for the borough, and Royal Tunbridge Wells has a long history of being a destination town, which we are seeking to enhance and preserve through some of the projects in the Five Year Plan.</p> <p>Planning considerations, policy and strategy are contained within the Local Plan and associated planning documentation. It would be inappropriate to talk in detail on</p>

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<p>solving congestion than building new roads, as the Campaign to Protect Rural England pointed out in its recent report http://www.cpre.org.uk/magazine/opinion/item/4576-road-building-time-for-a-new-direction.</p> <p>The reference to Royal Tunbridge Wells as a destination town does not belong in Context. It is a key generator of economic activity which helps the whole borough to prosper and its development needs to be stated as a strategic aim.</p> <p>The Town Forum has commented elsewhere on the new Local Plan, but the key is for housing to be built where it's needed and for the people that need it, often in the villages, where children and grandchildren can't afford to live in the place where their grandparents grew up. The National Planning Policy Framework requirement to meet the current Objectively Assessed Need for housing with 50% affordable needs to be included in the Context section. In recent years housing in Tunbridge Wells has been low density and expensive and concentrated in Royal Tunbridge Wells. The five year plan needs to explicitly redress this imbalance.</p> <p>The description of how the Borough Council provides its services is thorough but the limits of its powers and responsibilities could be clearer:</p> <ul style="list-style-type: none"> • In areas such as health, transport & education, the Borough Council's strategy can and should be laid out, but it should be stressed that it cannot deliver the desired outcomes and can only be an enabler in these matters. • More needs to be made of the fact that little of the money raised locally is spent on local services – 		<p>planning matters in the Five Year Plan, which is an aspirational 'vision' document.</p> <p>Noted, amendments have been made to the Five Year Plan to indicate where we are not able to deliver things ourselves because they are not our direct responsibility.</p> <p>Noted, changes have been made to the layout of the Five Year Plan and Strategic Compass to show the relationship between services and projects, and to make these easier to interpret. The key strategic aim of the Council is to "encourage investment and sustainable growth, and to enhance quality of life for all", and the projects within the plan reflect this external emphasis.</p> <p>Noted, we recognise that active travel is an important issue for Royal Tunbridge Wells, and this is being addressed more thoroughly in the new Transport Strategy. We have amended the wording in the Five Year Plan to recognise this.</p> <p>The Borough Council needs to balance the needs of all residents and visitors, and this includes those who choose to drive and those who want to engage with more active travel. There is a need for parking facilities that support the vitality of the town centre, and the council will be seeking to address the balance between car parking and active travel through its new Transport Strategy.</p> <p>Other highways issues (including traffic congestion/air quality, and HGV routing) are the responsibility of the Highways Authority, KCC, and we are working together to try to address known problems. Unfortunately, highways funding is not always available to make the required</p>
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<p>most residents do not understand this point.</p> <p>There is an absence of projects relating to the Council's objectives other than Leisure, Culture and Tourism, with the overall effect of an imbalance in the document towards services and their delivery.</p> <p>The strategic compass on page 25 seems to be an attempt to address a key concern of the Local Government Association's Peer Challenge from October 2016.</p> <p><i>"The council needs to develop a 'strategic narrative' for Tunbridge Wells that conveys what the borough and the council are all about to help people understand the strategic direction of the borough."</i></p> <p>However, it is rather complex and fails to explain how the projects underpin the Vision.</p> <p>Recent government guidance to Local Authorities on cycling and walking and on clean air should be referenced to support the Borough's objective of more people travelling actively. Unfortunately the references to active travel lack prominence under Social and Health Inequalities. Active travel is not an afterthought. Of all the issues that face the town, the one that many people highlight as bringing most benefit is the need for facilities that get people walking and cycling the shorter distances into town, rather than being forced into a car, as at present.</p> <p>This desire for active travel is undermined on page 12 by the projects to "improve" highways and to have more car parking, both of which lead to more cars, and thereby more congestion, more pollution and worse health. As we have</p>		<p>improvements.</p> <p>Educational needs are referenced in both the context of the Five Year Plan, as an aspiration under a Prosperous Borough, and as a specific project to see a new primary school delivered at Hawkenbury. Kent County Council are however the statutory authority responsible for education, and our role is limited to advocating what we see as the needs of the borough.</p> <p>Noted, we have amended the wording in the Five Year Plan to reflect the role community groups, such as the Royal Tunbridge Wells Town Forum, might play in designing new neighbourhood plans.</p> <p>Noted, we have taken account of the LGA Peer Challenge recommendations and included new sections within the Five Year Plan. This includes an updated Vision, a strategic approach for Our Borough, under which our projects are nested, and new sections under Our Services, Our People and Providing Value, which cover the strategic approach for the services that we deliver. The updated Five Year Plan sets out the key strategic aims for the authority, and a Programme Board sits under this to ensure the work is directed across the organisation.</p>
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stated elsewhere, we would not endorse the need for more parking in the absence of a comprehensive parking strategy which integrates all aspects of parking, including non-residents parking on residential streets.

Educational needs are understated. We have blackspots of need at primary, secondary and tertiary level, although we accept that the Borough Council is limited in what it can deliver.

Royal Tunbridge Wells is implicitly excluded by the reference to supporting neighbourhood plans of parish and town councils. We would welcome a reference to the need, in the absence of a local council for RTW, to consult with the RTW Town Forum in implementing the Plan.

In summary, the Town Forum asks the Borough Council to consider whether it has fully implemented the recommendations of the Local Government Association's Peer Challenge in this five year plan.

The council should take all the transformation activity that is already underway, build on it and develop it into a strategic approach and programme with application across the organisation focused on helping to fulfil the council's ambitions.

Adrian Berendt

Chair, Royal Tunbridge Wells Town Forum