

12 February 2014	Agenda item 4
<b><i>Corporate plan update for 2014/15</i></b>	
Lead Member:	Cllr Bowles – Leader of the Council
Report author:	David Clifford – Policy and Performance Manager
Head of service:	David Clifford – Policy and Performance Manager
<b>Recommendations</b> That the Committees: <ol style="list-style-type: none"><li>1. <b>Note</b> the work already undertaken to update the corporate plan for next year.</li><li>2. <b>Consider</b> the draft text and priorities for action as they currently stand and provide comments to the lead Member and officer.</li></ol>	

## 1 Purpose of report and executive summary

- 1.1 This report appraises the committees of work already undertaken on the annual update of the corporate plan, and invites Members to consider and comment on the draft text and associated priorities for action as they currently stand.

## 2 Background

- 2.1 In May 2012 the council adopted its second corporate plan, setting out the strategic direction of the organisation to 2015. The plan introduced three new overarching corporate priorities:
- Embracing localism;
  - Open for business; and
  - Healthy environment.
- 2.2 In order to ensure the ongoing relevance of the plan, the council is committed to conducting an annual update to review the text and amend the 'priorities for action' which sit under it. The intention is to ensure that the detail of the plan is kept up to date, rather than to alter the overall strategic direction. The next wholesale re-write of the plan is scheduled for 2015.

## 3 Discussion and recommendations

- 3.1 Since the plan was updated for 2013/14, there have been a number of developments which have necessitated some further revisions for 2014/15, including the production of an economic development strategy, the introduction of the new waste contract, and some further refinement of the

council's approach to localism. The committees' views on this revised text, together with the revised priorities for action, are now sought.

- 3.2 As a key component of the council's policy framework, adoption of the updated corporate plan is a matter for full council, and the intention is for a final version of the 2014/15 plan to come to annual council in May.

#### **4 Consultation undertaken or proposed**

- 4.1 To date, Cabinet Members, directors, heads of service and a number of third-tier managers have been involved in updating the plan, and it is anticipated that all these groups will continue to be consulted as the update progresses.
- 4.2 A full public consultation was undertaken on the plan when it was first developed in 2012. In view of the fact that the council's overall strategic direction will not be affected by the 2014/15 update, it is not intended that further public consultation will take place until a brand new corporate plan is produced in 2015.

#### **5 Appendices and background papers**

The following documents are to be published with this report and form part of the report:

- Appendix I: Draft corporate plan text 2014/15.
- Appendix II: Draft priorities for action 2014/15.

#### **6 Officer contact details**

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## **Swale First Corporate Plan 2012-2015: Updated for 2014/15**

### **Foreword**

Two years ago, as we were developing this corporate plan, the world was still mired in the depths of the worst economic conditions since the Great Depression. Our desire to help Swale take advantage of new freedoms from Whitehall control was given particular urgency by the need to stimulate the local economy and empower our communities to take charge of their own futures.

We are at last beginning to see the first signs of a sustained economic recovery, but the scale of the national debt is such that public spending will need to be severely constrained for many years to come. Local authorities, which have already borne the brunt of massive across-the-board spending reductions, will not be exempt from this.

As council budgets continue to shrink, there is an ongoing impetus for communities to step up and take responsibility for the assets and services they value – but our successes over the last two years have demonstrated that community involvement in services is about much more than saving money. Across the borough, from sports clubs to village halls, Swale is supporting people to play an active role in the future of the amenities that matter to them.

In the economy too, our hard work is paying off, making a real difference to people's lives. Some 1,200 young residents per year are now seizing the chance for high-quality vocational training through the apprenticeship scheme, and almost 120 small employers have so far benefited from the free business support service and interest-free business loans we have facilitated.

But there is still much to be done, and we must continue to work with our communities to find imaginative and cost-effective solutions to local issues, whether these are social, economic or environmental. I am confident that this updated corporate plan will provide us with the springboard we need to work together to make Swale a better place for everyone.

***Councillor Andrew Bowles, Leader of the Council***

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## Introduction

This updated corporate plan sets out:

- What the council aims to achieve in making Swale a better place for its residents over the next year;
- The priorities that will help us get there;
- The key actions we will undertake or engage in to achieve those priorities; and
- How we will manage and monitor our performance to deliver our objectives.

It is organised around our three interlinked corporate priorities – ‘embracing localism’, ‘open for business’ and ‘healthy environment’. It focuses specifically on areas of change and improvement rather than attempting to cover everything the council does.

### ***Figure 1: The Corporate Compass (to be inserted)***

The council’s overarching purpose is to ‘make Swale a better place’. The corporate compass sets out the interrelated priorities, values and competencies that we as an organisation need to achieve this.

## **A Portrait of the Borough in Numbers**

In developing our priorities, we have considered evidence from a wide range of sources, including residents' views of what is important and what needs improving, as well as demographic and statistical facts about the borough and how it compares to other parts of the UK.

### **Swale at a glance**

#### ***Figure 2: Map of Swale (to be inserted)***

Area: 140 square miles (360km<sup>2</sup>)

Population: 137,700

This section summarises some of Swale's main demographic features and key social and economic challenges, and outlines some of the successes the borough has had in addressing these. Further information is available in our publication *Swale in 2014*, available to download from <http://www.swale.gov.uk/corporate-plan/>.

### **Quality of life: the indices of deprivation**

There are significant disparities in the quality of life enjoyed by Swale's residents in different areas. The borough is a mix of rural and urban, and of affluent and less affluent. While prosperity is returning following the recession, Swale still encompasses pockets of poverty and disadvantage not typically associated with the South-East.

The English indices of deprivation are calculated by central government based on a range of indicators of social and economic wellbeing in individual neighbourhoods. These neighbourhood scores can be combined to give an overall score for each local authority as rough indicator of the quality of life enjoyed there.

Swale is ranked as the 99th most deprived area out of 326 in England, meaning that our residents' socioeconomic wellbeing is among the lowest third of local authorities in the country. This overall figure masks considerable variation within the borough, with more than one-fifth of Swale's neighbourhoods among the worst-off 20 per cent nationally, and almost one-tenth among the worst-off ten per cent.

Many of these least well-off areas are situated in the west of the borough, in the urban centres of Sheerness and Sittingbourne. However, there are also pockets of deprivation in Faversham, as well as significant levels of isolated rural poverty, particularly on eastern Sheppey.

## **Swale's economy: skills, jobs and income levels**

Swale's economy has historically been most strongly associated with manufacturing, port activities and agriculture, but the last 25 years have seen a successful diversification towards a broad range of small and medium-sized businesses. Closures and job losses exacerbated by the recent economic crisis have been partially mitigated by new opportunities, but the need to continue to diversify and improve the range of local jobs remains.

One of the legacies of Swale's industrial past is its 'skills gap', with a higher than average proportion of residents having insufficient workplace skills and fewer than average highly qualified professionals. However, the borough has seen dramatic improvement in young people's GCSE attainment in recent years, bringing the overall proportion of the workforce with no qualifications closer to the national and regional averages and improving employability.

### ***Figure 3: Qualifications and jobs: key indicators, relativised so that Great Britain = 100 (to be inserted)***

Nonetheless, this relative lack of professional jobs and marketable skills means that unemployment remains higher than the regional average and salaries are lower. In combination, this explains why the average income level of Swale's households is well below that of a typical district in the South-East.

### ***Figure 4: Salaries, benefits and household income: key indicators, relativised so that Great Britain or England = 100 (to be inserted)***

These are issues which have the potential to exact a continued toll on the borough even as the economy recovers, leaving Swale with fewer good jobs and greater welfare dependency than other areas. It is these issues, which impair people's lives and hold back their potential, that the council's priorities – especially being 'open for business' – are intended to address.

## **What Swale residents think**

Each year, the council runs a survey of residents to find out their views on the positive and negative features of local life and the priorities they think we should be concentrating on. Residents are asked to choose the five features of local life which they believe are most important in making somewhere a good place to live, and the five which are most in need of improvement in Swale. The most popular answers in 2013 are shown below.

<b>Residents' views on features of local life</b>	
<i>Most important in making somewhere a good place to live</i>	<i>Most in need of improvement in Swale</i>
Level of crime Clean streets Health services Good schools Road and pavement repairs	Road and pavement repairs Activities for teenagers Job prospects Traffic congestion Shopping facilities

Some of the features in the table above are the direct responsibility of Swale Borough Council, but many of them are the responsibility of our partners such as Kent County Council and Kent Police, underlining the continuing importance for Swale of good partnership working between local agencies.

**You said, we did**

It is important to us that the community helps shape our priorities and activities, and so between December 2011 and March 2012 we asked for your views on the priorities in the first draft of this plan.

The feedback we received broadly fell into five areas:

- Engaging communities and support for new community groups.
- Support for local business.
- The importance of growing local jobs and improving skill levels.
- Improving the local transport network.
- Issues relating to tackling climate change and enhancing the environment more generally.

These comments have helped us shape our detailed plans, and have influenced the key projects and priority actions we have set out in this updated corporate plan.

## **Embracing Localism**

Swale favours pushing decision-making to the most local and appropriate level, devolving power over local problems away from the state to the local people who are best placed to know how to solve them. The intention is to reinvigorate the grassroots of our society, pruning back the state and encouraging greater personal and community responsibility for the wellbeing of people and places.

### **A responsive and empowering council**

In Swale, we are working hard to ensure that this 'localist' approach to public services is more than just a concept. In part, this is about improving how we listen to the views of our residents and design our services accordingly, but it is also about supporting communities to develop their own solutions to the issues that matter to them and then handing over the power to make those solutions happen.

As a responsive council with a passionate drive to do the best for our communities, localism was already high on Swale's agenda long before it appeared on the government's. We already enjoy good relationships with the grassroots organisations which are fundamental to making localism work, and we want to continue to build on this track record.

### **Localism in practice in Swale**

We will continue to transfer the responsibility for assets and services to the community and voluntary organisations which have the passion and the local knowledge to run them most effectively. We will continue to help groups of residents with an interest in an asset or service to acquire the skills necessary for a successful transfer of responsibility for that asset or service. We will also implement our 'Local First' policy, maximising the social value of our contracts by supporting local businesses and organisations to win them.

We are also working hard to embed a 'localist' ethos across the full range of the council's activities. This includes areas such as spatial planning, where we will continue to support parish councils and community groups to develop and adopt neighbourhood plans, and housing, where our new allocations policy will include a criterion requiring applicants to demonstrate a genuine connection with the local area.

### **Ward councillors as community champions**

We recognise the crucial role councillors have to play in making localism work, both as champions for the interests of their wards and as catalysts for grassroots activism in their communities. We believe that councillors as elected representatives should be visible to residents, helping them to voice any concerns, and accountable to their communities for decisions on the allocation of public money. This gives councillors an essential role in scrutinising decision-making and ensuring that public services, however they are delivered, are accountable, accessible and inclusive.

### **Priority projects and actions**



During 2014/15 we will deliver a number of key projects and actions under this corporate priority. [...]

## **Open for Business**

This priority is about working with our private and public sector partners to stimulate economic growth and ensure that the benefits of this are experienced by local people and businesses. We want to promote a positive image for the borough as a place to do business – and as one of the best places in Britain in which to live, work and invest.

### **Creating an ‘open for business’ environment**

In order to support economic growth, we need to ensure an ongoing supply of new development opportunities capable of attracting inward investment, as well as tackling barriers which could deter that investment. Many of these barriers are infrastructure-related, and despite the challenging financial climate we will continue to lobby for solutions, particularly for further progress on the relief roads and a new M2 junction for Sittingbourne, as well as for improvements at the existing junctions 5 and 7. We will also work with partners to enhance public transport and broadband connectivity.

We will ‘plan for growth’, providing sites capable both of meeting the needs of expanding businesses and attracting major new investment. We also need to support key employment locations, focusing especially on regeneration plans for town centres, as well as on the continued success of Kent Science Park, Eurolink, Neatscourt and Kemsley Fields Industrial Estate.

### **Understanding and supporting local businesses**

While attracting inward investment is important, much of the diversification of the borough’s economy to date has been the result of growth in existing local businesses. We will continue to provide support for the borough’s employers through a dedicated advice service and signposting to the TIGER interest-free loan fund. We will also lobby for parts of the borough to be given ‘assisted area’ status,

It is important that the council values and builds its relationship with business. We need to create opportunities for a broad cross-section of the business community to get involved and establish better mechanisms through which we can capture their views, perceptions and concerns. This will help to improve our understanding of businesses’ needs and how we can help meet them.

### **Promoting Swale as a location for investment and tourism**

Swale has an improving offer, both as a business location and as a visitor destination. We need to develop a coherent ‘story’ for Swale which highlights what the borough has to offer, and we need to work both directly and with partners such as Visit Kent and Locate In Kent to promote this to a wider audience across the UK and globally. We will also work to develop greater confidence in the borough’s attractiveness among existing businesses and communities.

## **Retaining the benefits of economic growth within the borough**

Wherever possible, we want local jobs to go to local residents. As well as supporting access to employment for those with lower skill levels, we will also seek to encourage higher-skilled workers to live and work in the borough. Young people's life chances were hit especially hard by the recent recession, and we will work to prevent this temporary lack of opportunities from creating a 'lost generation'. Using our links with KCC, schools and employers, we will continue to promote high-quality apprenticeships, as well as lobbying for improved vocational training aligned to business need.

In implementing our new 'local first' policy, we will also further our commitment to ensuring that the council's own spending secures additional social benefits for the borough. This includes providing more opportunities for local businesses to be suppliers of goods and services to the council.

## **Priority projects and actions**

During 2014/15 we will deliver a number of key projects and actions under this corporate priority. [...]

## **Healthy Environment**

This priority is about our responsibility to nurture the place that is Swale, both as a geographical area and as a community. Council activities in fields as diverse as town planning, community safety and regulatory services all have a significant impact on the quality of the physical environment and the health and wellbeing of the population. Swale's residents consistently rank low crime, clean streets and good health services as the three most important things in making an area a good place to live.

### **Protecting and enhancing the natural environment**

Swale's varied natural environment includes internationally protected wetlands on both sides of the Swale estuary, part of the Kent Downs area of outstanding natural beauty, and an extensive coastline with a variety of economic uses. Approximately 75 per cent of the land area of the borough is covered by an environmental designation. Through its planning policies, the council will continue to play an important role in safeguarding and enhancing these natural environments. The effects of climate change represent a particular threat for Swale, with its long coastline of low-lying land, and we will continue to work to mitigate this.

### **Improving the built environment**

Important though the countryside is, most people live in towns and villages. Our planning policies will continue to protect our built and historic heritage wherever possible, and we will encourage new building which is well designed, attractive and environmentally sustainable. Good services and good planning, including the incorporation of public open space, will make our town centres better places to be. We will continue to reduce the amount of through-traffic, and especially heavy goods vehicles, in our town centres, reducing air pollution and improving pedestrian safety. We will also work with developers to provide adequate affordable housing for our residents.

### **A cleaner and safer borough**

The new contract for waste collection came into operation in late 2013, obviating the need for residents to separate glass from other recycling, and introducing new collections of clothing and small electricals. There will also be weekly collections of food waste starting in Spring 2014, and we anticipate that the new contract will result in a significant improvement to the proportion of the borough's household waste which is recycled or composted. Close joint working with the police, fire service and other partners to keep Swale safe remains another key area of focus for the council, and we are keen to build on the success we have enjoyed in recent years in reducing both crime itself and residents' fear of crime.

## **Improving health and reducing inequality**

The health of Swale residents compares poorly to other areas overall, but there are stark inequalities in people's health between different neighbourhoods within the borough, with average male life expectancy over 14 years lower in the worst-off areas than in the most affluent<sup>1</sup>.

The borough council plays a major role in enabling people to make healthier life choices, but responsibility for many health-related functions lies with other local agencies. We will continue to work with Kent County Council in delivering its new public health obligations, for example through our planning, housing, regulatory and leisure services. We are already active members of the local health and wellbeing board, and will continue to use this as a means of influencing decisions on the services provided in the borough by KCC and our partners within the NHS.

## **Priority projects and actions**

During 2014/15 we will deliver a number of key projects and actions under this corporate priority. [...]

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<sup>1</sup> Source: Public Health Mortality File, 2008-12; Office of National Statistics; South-East Public Health Observatory; Kent and Medway Public Health Observatory. See <http://www.kmpho.nhs.uk/health-and-social-care-maps/swale/>.

## Financial Summary

For 2014/15, Swale Borough Council will have a gross revenue budget (excluding benefits) of £25.4m, which represents a 15% reduction on the budget four years ago. This year's budget thus once again reflects the impact of the government's aim of eliminating the structural deficit by 2017.

Swale has seen sizeable falls in government funding across all four years since the 2010 comprehensive spending review. In spite of this, the council has successfully produced a balanced budget each year without the need to increase council tax. Instead, the funding difficulties have driven a major programme of value-for-money initiatives, which to date have been successful in limiting the impact of cuts on frontline services. These include:

- Improved commissioning and procurement of goods and services, including substantial savings on renegotiated waste and street cleansing contracts.
- Sharing services with other Kent councils to achieve economies of scale in areas including building control, HR, internal audit, legal services, parking and planning administration.
- Adoption of a council-wide 'category management' approach to smaller items of spend such as IT consumables, utilities and communications.
- Efficiency reviews of transactional systems and processes in areas such as revenues, benefits and planning.
- Encouraging 'channel shift', maximising self-service arrangements and encouraging customers to choose less expensive ways to access services.
- Undertaking a continual review of operational methods.

Our achievement in protecting frontline services in the face of severe budget cuts was recognised in 2013 by our external auditor, who awarded Swale the highest possible score for securing financial resilience.

### ***Figure 5: Where our money comes from (to be inserted)***

#### **Looking ahead**

From April 2013 business rates were partially localised, so that while the rate in the pound is still set nationally, local authorities now retain 50% of the income collected locally. The system is subject to a highly complex set of tariffs, levies and safety nets, which resulted in the council retaining around £4m in 2013/14, compared to a total amount collected of £40m.

The council prepares a budget projection for three years in its medium-term financial strategy, which is available at <http://www.swale.gov.uk/medium-term-financial-strategy/>. We recognise that with no end to the national austerity programme likely for the foreseeable future, the council will need to go further and faster in its search for efficiencies if it is to continue to maintain frontline services. We are confident that this plan, with its emphasis on localist innovation and economic growth, provides us with the necessary springboard to do this.

## **Capital programme**

The council's general policy is to remain free from external borrowing and not to undertake borrowing to fund capital expenditure other than in exceptional circumstances. Given this, the capital budget is now very limited and is almost wholly dependent upon specific government grant, primarily for disabled facilities.

## How We Manage and Measure Our Performance

This plan has outlined our priorities for the medium term through to 2015 and the actions we will undertake to achieve them during 2014/15.

We have in place a robust framework for monitoring and reviewing progress towards delivering these priorities:

- Corporate priorities direct what we do.
- Priorities for action clarify the activities on which we will focus our attention and resources.
- Each service area has a service plan showing the contribution it will make.
- We review of our effectiveness through ongoing performance management.
- We set clear objectives and targets and hold staff accountable for them.
- We regularly report progress to our strategic management team, cabinet and scrutiny committee.
- Up-to-date information on the council's performance against key indicators can be downloaded from <http://www.swale.gov.uk/Monthly-performance-monitoring/>.

We review this plan annually as an opportunity to take stock of what we are doing and how effectively we are doing it. This includes reviewing the evidence to ensure that our priorities continue to reflect the views of local people and businesses. This review process, in turn, informs the annual budget setting process each autumn. It also allows adjustments to be made to the corporate plan and service plans as appropriate. This is illustrated in Figure 6.

***Figure 6: High-level planning cycle (to be inserted)***

## Your Councillors

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Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
EL 1	Conclude the community governance review and implement the outcomes agreed by Council.	Undertake Stage 2 consultation. Analyse consultation results and take report/recommendations to Council for relevant orders to be made.	Decisions implemented by May 2015.	Mark	Katherine	Cllr Bowles
EL 2	Produce a localism framework.	Provide a clear policy statement on SBC's approach to subsidiarity and devolved decision-making. Provide clear guidelines for parish and town councils on the support available from SBC to take advantage of the full range of localist opportunities, including neighbourhood planning.	Residents, KCC and parish and town councils have greater clarity on the scale and nature of decisions which SBC believes should be taken more locally. Parish and town councils have clarity on the support available, and are enabled to take advantage of opportunities.	Pete Abdool	Emma (David)	Cllr Whiting
EL 3	Continue to transfer responsibility for assets and services to parish/town councils and voluntary/community groups.	Continue to develop working relationships with voluntary organisations and trusts. Implement the procurement strategy and Local First to improve local voluntary organisations' opportunities to bid for council work. Consider development of a trust mentoring scheme. Continue to provide grant funding to Swale CVS and CAB.	Successful engagement events held and capacity-building opportunities created. Greater voluntary sector involvement in SBC's commissioning and consultation exercises. Assets transferred and services commissioned as appropriate.	Pete	Emma	Cllr Whiting
EL 4	Ensure the aims of the volunteering strategy are delivered.	Support voluntary organisations in their recruitment of volunteers. Promote volunteering opportunities and the benefits of volunteering, and highlight the positive work of existing volunteers. Collate volunteering opportunities in the borough through the volunteering centre. Increase the use of volunteers by public and private sector organisations.	Higher rates of volunteering in the borough. Greater recognition of the work done by volunteers and its benefits. Greater range of opportunities for potential volunteers.	Pete	Emma	Cllr Whiting

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
EL 5	Continue to support residents through welfare reform.	Continue to offer the best possible support to residents, including homelessness prevention and housing options. Work with partners to monitor and respond to the effects of welfare reform on local demographics. Ensure that people with a local Swale connection are given priority when applying for social housing.	Residents signposted to relevant services. Homelessness cases prevented. Homelessness strategy and allocations policy implemented. Demographic shifts monitored and responses developed with partners as appropriate.	Pete Abdool	Amber Brian	Cllr Dewar-Whalley Cllr Wright
EL 6	Raise awareness of our commissioning and procurement processes.	Implement the procurement strategy and 'local first' policy. Continue to produce a timetable of procurement opportunities. Promote registration of local businesses on the procurement portal. Continue to undertake options appraisal to ensure best possible service delivery. Maximise service user involvement in service design.	Greater proportion of council spend retained within the borough. Greater social value derived from contracts, including the creation of employment and training opportunities for Swale residents, particularly the long-term unemployed. More local businesses receiving notifications of forthcoming tendering opportunities. Service specifications informed by options appraisals and user input.	Abdool Pete	Dave Emma	Cllr Dewar-Whalley Cllr Cosgrove Cllr Whiting
EL 7	Develop the corporate communications strategy.	Deliver key communications campaigns. Implement the communications strategy.	Council reputation enhanced. Satisfaction with council services improved.	Abdool	Emma	Cllr Bowles
EL 8	Commemorate the 1914 centenary.	Provide local partners and community groups with access to opportunities to communicate and promote events and activities commemorating the centenary of World War I in 2014, including signposting to funding sources.	Wide range of people enabled to learn about and understand heritage, develop skills, change attitudes/behaviours and volunteer time. Heritage assets in better condition and better interpreted.	Abdool	Emma	Cllr Bowles

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
OB 1	Work with partners to deliver regeneration in Sittingbourne and Sheerness town centres and help strengthen Faversham's vitality.	Grant detailed planning consent for Phase 1 sites and outline planning permission for Phase 2, improving the borough's range of retail shops and leisure facilities. Develop the Trinity Road site in Sheerness and progress the Townscape Heritage Initiative bid. Progress plans for a Swale skateboard park.	Additional housing and leisure facilities provided in Sittingbourne town centre. Key Sheerness sites regenerated. Greater proportion of retail spend retained within the borough. Skate park realised.	Pete Mark	Pete Anne Emma	Cllr Cosgrove Cllr Whiting
OB 2	Promote Swale for business investment and expansion.	Develop a coherent 'Open for Business' story for Swale. Hold an annual regeneration conference. Use a range of media to promote Swale's offer to target audiences. Develop and build a suite of Invest in Swale materials, including a web portal.	Invest In Swale website established. More positive perceptions of the borough as an investment location. Positive impact on the business rates collected locally. Marketing to target audiences attracting interest from potential investors.	Pete	Emma	Cllr Cosgrove
OB 3	Encourage and promote the creation of opportunities for young people to enter employment and learning.	Work in partnership to increase the range of vocational learning opportunities available locally. Promote apprenticeships to local employers.	More young people in education, employment or training. More apprenticeships in the borough. More grants secured by local businesses.	Pete	Emma	Cllr Cosgrove

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
OB 4	Create an 'Open for Business' environment, supporting existing businesses and new investment.	<p>Lobby for necessary improvements to local transport infrastructure, including the completion of the Sittingbourne northern and southern relief roads, a new J5a for the M2 and a solution to the issues at J5.</p> <p>Contract and oversee the delivery of high-quality business support to encourage start-ups and help existing microbusinesses and SMEs.</p> <p>Help local business to have a stronger voice with local decision-makers.</p> <p>Support the continued expansion of Eurolink Industrial Estate.</p> <p>Support local activity that improves the environment and vibrancy of Faversham, Sheerness and Sittingbourne town centres.</p> <p>Implement the procurement strategy and Local First to improve local businesses' ability to bid for council work.</p> <p>Work with Locate In Kent and other partners to raise awareness of local opportunities.</p> <p>Create and promote an 'Invest In Swale' package and hold launch event.</p>	<p>Adaptable economic policy statement produced.</p> <p>Increase in business births and in businesses surviving three or more years.</p> <p>Private-sector involvement in SERP extended.</p> <p>Supply of employment land provided, offering flexibility and choice to investors.</p> <p>Economic vitality of the borough's town centres improved.</p> <p>Inward investment encouraged.</p>	Pete	Emma	Cllr Cosgrove
OB 5	Support the roll-out of fibre-based broadband within the borough.	Monitor the roll-out of BDUK/KCC-funded fibre broadband provision in Swale and continue to offer assistance to parish councils and community groups in bidding for funding and developing schemes to plug gaps in BDUK provision.	<p>Fibre-based connectivity available to all but the hardest-to-reach premises of the borough by December 2015.</p> <p>Parish councils and community groups supported to enhance local fibre provision.</p>	Abdool	(David)	Cllr Cosgrove
OB 6	Promote and support growth in green industries in the borough where appropriate.	<p>Promote the development of Sheerness and the rest of the borough as a centre for offshore wind engineering and manufacturing.</p> <p>Facilitate and support further green industries within the borough where appropriate.</p>	<p>Proposals for Sheerness developed and facility opened.</p> <p>Further businesses facilitated and supported.</p>	Pete	Pete	Cllr Cosgrove

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
OB 7	Continue to support the success of key employment locations including Eurolink, Port of Sheerness, Kent Science Park, Kemsley Fields and Neatscourt.	Work with site owners and partners to promote and develop the offer at key sites. Work with Peel Ports to develop a masterplan for Sheerness Port.	Investment at key locations attracted and retained. Increase in number of jobs available within the borough.	Pete	Emma	Cllr Cosgrove
OB 8	Bring the vanguard neighbourhood planning process for Faversham Creek to a successful conclusion.	Continue to work with the local community to develop the Faversham Creek neighbourhood plan.	Faversham Creek referendum undertaken.	Pete	James	Cllr Lewin
OB 9	Support the local tourism industry.	Work with Visit Kent to promote awareness of the borough. Greater use of a micro website to promote the borough. Facilitate scoping and development of eco-tourism projects. Encourage environmental sustainability within the tourism industry.	Inward tourism encouraged and developed. Increase in green accreditations among tourist businesses.	Pete	Emma	Cllr Cosgrove
OB 10	Work with partners to shape the future of the borough through the local plan.	Ensure there is adequate housing supply to meet the demands of employment growth and demographic change. Work with partners to deliver the Queenborough and Rushenden masterplan.	Adequate housing supply programmed in, together with supporting infrastructure. Queenborough and Rushenden masterplan implemented.	Pete	Pete Amber James	Cllr Lewin Cllr Wright Cllr Cosgrove
HE 1	Implement the new joint waste contract.	Introduce fully commingled recycling collections. Introduce weekly food waste collections. Improve performance on key waste and recycling indicators.	Proportion of household waste reused, recycled or composted increased from 32% to 44%. Residual household waste reduced from 558kg to 520kg per household. Improved resident satisfaction with street cleanliness.	Abdool	Dave	Cllr Simmons
HE 2	Support and encourage the development of shared routes for cycling, walking and horseriding.	Work with Sustrans and other partners to implement the cross-Sheppey greenway. Work with communities developing neighbourhood plans to encourage provision for cycling and walking.	Communities better connected to countryside, town centres and places of work and leisure via footpaths and cycleways.	Pete	Emma	Cllr Simmons Cllr Cosgrove

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
HE 3	Continue to support initiatives to help troubled families across Swale.	Work with partners to deliver the local delivery model to engage with identified families. Implement the troubled families programme.	Reduction in offending/ASB, truancy/exclusion and worklessness in targeted families. Troubled families helped to secure better life chances. Demand for public services reduced over the longer term.	Pete	Emma	Cllr Pugh
HE 4	Continue to provide excellent stewardship of the countryside and coastline.	Continue to implement management plans for open spaces, and support management plan initiatives through the Kent Downs area of outstanding natural beauty. Pursue the policies within the shoreline management plan for the Swale area. Continue to work in partnership with other local councils and agencies to support common environmental, biodiversity and sustainability objectives.	Biodiversity and landscapes protected and enhanced. Soil stabilised, flood risk reduced and air quality improved. Contribution of coast and open spaces to health and wellbeing maximised. Economic development and regeneration remains sustainable.	Abdool Pete	Brian Emma	Cllr Simmons
HE 5	Improve the built environment.	Use the planning system to protect the natural and built environment from damage. Enhance the built environment.	Local tourism initiatives and businesses supported. Empty homes brought back into use. Older properties retrofitted to improve energy efficiency and sustainability.	Pete	James Amber	Cllr Lewin Cllr Wright
HE 6	Continue to mitigate and adapt to climate change	Work to achieve targets agreed in Climate Local Swale. Work in partnership to deliver the Sustainable Sheppey programme.	Climate Local Swale commitments progressed and delivered. Sheppey communities prepared for the challenges/opportunities of climate change, empowered to make greener choices and equipped to use assets and resources more effectively.	Abdool	(David)	Cllr Simmons
HE 7	Continue to tackle crime, disorder and antisocial behaviour.	Work with partners to deliver the annual community safety plan.	Further reductions in crime and antisocial behaviour.	Pete	Emma	Cllr Pugh

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
HE 8	Continue to contribute to the local health and public health agendas.	<p>Work with partners to ensure the CCG-level health and wellbeing boards provide the council with a means to exercise its democratic legitimacy in local health decisions.</p> <p>Contribute to the joint strategic needs assessment, and work with partners to implement the joint health and wellbeing strategy.</p> <p>Continue to support KCC's public health role through the provision of services enabling residents to make healthier lifestyle choices.</p>	<p>Effective partnership architecture which adds value and enhances each partner's contribution through common understanding, shared ambitions and aligned activity.</p> <p>Improved performance against a range of health metrics.</p> <p>Reduction in health inequalities.</p>	Pete	Amber	Cllr Pugh