

CORPORATE PLAN 2012-15			
EMBRACING LOCALISM			
NEW PRIORITY ACTION	NEW ACTIVITY AREAS	LEAD OFFICER	PROPOSED OUTCOMES
Improve our and engagement processes with Parish and Town Council and the voluntary and community sector	No decision about me without me	Head of Corporate Strategy & Communications/ Head of Economy & Community Services	<ul style="list-style-type: none"> Improved approach to consultation and engagement Improved process in place for core strategy Improved process in place for refuse collection arrangements
	Work with parish and town councils	Head of Corporate Strategy & Communications/Democratic & Elections Manager	<ul style="list-style-type: none"> A concordat created with Parish and Town Councils on how we will support them 3 Parish/Town Council show case events delivered Support provided for Parish and Town Councils wishing to reach "Quality Status"
	Work with Swale CVS to broker a two way dialogue with the local VCS that's more open and appropriate to the VCS needs	Head of Economy & Community Services/ Economic & Community Services Manager (Safer & Stronger)	<ul style="list-style-type: none"> VCS Strategy refreshed into a 'lets talk' concordat Senior officers acting as VCS champions and being 'open for the community' Greater involvement in our commissioning approach, consultations, service planning Wider representation (beyond CVS) on partnership bodies and forums
Encourage new entrants to voluntary and community sector	Work with emerging voluntary organisations and trusts	Head of Economy & Community Services/ Economic & Community Services Manager (Safer & Stronger)	<ul style="list-style-type: none"> 3 Community Partner days/ VCS events delivered Greater involvement in decision making, service shaping. The wider VCS more empowered
	Map the extent and commitment to localism across Swale.	Head of Economy & Community Services/Head of Corporate Strategy and Communications	<ul style="list-style-type: none"> The creation of SMEs, staff cooperatives and voluntary organisations encouraged Increase in local capacity and competence Greater personal, economic and civic responsibility especially amongst young people.
Improve linkages with county, town and parish councils.	Develop initiatives to establish Parishes across the whole of the borough	Head of Corporate Strategy & Communications/Democratic & Elections Manager	<ul style="list-style-type: none"> Community governance review completed Democratic architecture has greater clarity Staff secondment and capacity building opportunities created
	Review the effectiveness of the	Head of Corporate Strategy &	<ul style="list-style-type: none"> Locality board is more effective More opportunities to co-

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	Swale Locality Board as a commissioning forums	Communications	<ul style="list-style-type: none"> design and influence commissioning of services • Spring summit for stakeholders delivered • Annual partnership away day delivered
	Review the effectiveness of the Swale Local Engagement Forums as commissioning forums	Head of Economy & Community Services/ Economic & Community Services Manager (Safer & Stronger)	<ul style="list-style-type: none"> • LEFs are more effective • More opportunities to co-design and influence commissioning of services
	Take forward the rights to challenge and build in a customer friendly way	Head of Corporate Strategy & Communications/ Head of Property Services/ Head of Economy & Community Services	<ul style="list-style-type: none"> • A local prospectus of services developed • A list of land and buildings of community value produced • Asset transfers progressed swiftly
Further improve our procurement processes	Greater promotion of the doing business with the council webpage	Head of Corporate Strategy & Communications/Head of Commissioning and Customer Contact	<ul style="list-style-type: none"> • Increased awareness levels • Increased number of people visiting webpage • Increased number of people visiting SBC page on south east business portal
	Help local businesses to win contracts	Head of Commissioning and Customer Contact	<ul style="list-style-type: none"> • "Local business initiative" proposal developed • the "local business initiative" promoted by Cabinet Members and the Mayor in dealings with local business • Local business registering on the procurement portal to receive notifications of forthcoming tendering opportunities.
	Undertake options appraisal to ensure best possible service delivery	Head of Commissioning and Customer Contact	<ul style="list-style-type: none"> • Service specifications informed by options appraisals
	Maximise service user involvement in service design	Head of Commissioning and Customer Contact	<ul style="list-style-type: none"> • Service specifications informed by user feedback
Support Members to champion communities	Introduce a political mentoring programme	Head of Economy and Community Services/Head of Corporate Strategy & Communications/Democratic & Electoral Services Manager	<ul style="list-style-type: none"> • Increased Member confidence and capability
	Help councillors	Economy & Community	<ul style="list-style-type: none"> • Ward Profiles in place for all

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	develop ward profiles	Services Manager (Safer & Stronger)/Policy & Performance Manager	wards
Implement corporate communications Strategy	Key Communications Campaigns agreed	Head of Corporate Strategy & Communications	<ul style="list-style-type: none"> Localism Road shows held Strategy supports local actions
	Website Strategy implemented	Head of Corporate Strategy & Communications	<ul style="list-style-type: none"> Improved access to information
Greater openness and accountability	Produce an open data and open book policy	Head of Corporate Strategy & Communications	<ul style="list-style-type: none"> Residents have greater involvement in decision making Residents feel better informed about council decisions
	Improved joint working across the council	Head of Organisation Development	<ul style="list-style-type: none"> Cross team working established as a core way of working Greater showcasing of services via third tier manager meetings encouraged Improved efficiency Key learning shared
Help staff to translate equality and diversity into practical actions beyond issues of race and diversity	Respecting difference workshops to be rolled out	Head of Corporate Strategy & Communications	<ul style="list-style-type: none"> Greater awareness of equality and diversity issues in a range of scenarios
	Consider requesting an equalities peer review	Head of Corporate Strategy & Communications	<ul style="list-style-type: none"> Action plan produced Timescales considered
OPEN FOR BUSINESS			
NEW PRIORITY ACTION	NEW ACTIVITY AREAS	LEAD OFFICER	PROPOSED OUTCOMES
Establish the brand of Swale as unifying force	Get inward tourism	Director of Regeneration/ Economic & Community Services Manager (Culture & Place)	<ul style="list-style-type: none"> Increased the awareness of the Borough Greater use of the website to promote the borough
	Get inward investment	Director of Regeneration	<ul style="list-style-type: none"> Increased awareness of local opportunities Brochure promoting key sites and skills commissioned Launch event held
	Retain retail spend within the borough	Director of Regeneration	<ul style="list-style-type: none"> "Buy Local" campaigns promoted New retail facilities encouraged on the back of the consented supermarkets
Support and develop catalytic regeneration	Work with partners to deliver regeneration in Sittingbourne Town Centre	Director of Regeneration/STC Senior Project Advisor	<ul style="list-style-type: none"> Development Agreement with SoS formally completed Detailed planning consent for Phase 1 sites achieved Continued expansion of Eurolink Industrial Estate Increase in the Borough's range of retail shops

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	Continue to support the Kent Science Park as a key employment site	Director of Regeneration/ Economic & Community Services Manager (Economic Development)	•
	Encourage the development of Sheerness and the rest of the borough as a centre for offshore wind engineering and manufacturing	Director of Regeneration/ Head of Economy & Community Services	<ul style="list-style-type: none"> • Development of a major Wind Turbine Manufacturing plant • Planning application by Peel/Vestas determined • Option on land converted to full lease
	Support local neighbourhood planning projects	Head of Economy & Community Services/ Head of Planning Services/Democratic & Electoral Services Manager	<ul style="list-style-type: none"> • Completion of Faversham Creek Neighbourhood Plan • Training offered • Design statements submitted
Foster an environment where local businesses can flourish	Support the tourism industry locally	Head of Economy & Community Services/ Economy and Community Services Manager (Culture & Place)	•
	Encourage growth in green industries	Head of Economy & Community Services/ Economic & Community Services Manager (Culture & Place)	<ul style="list-style-type: none"> • Local businesses accredited as Green Deal Installers • Low carbon technology businesses established
	Promote improvements to the local business environment.	Head of Economy & Community Services/ Economic & Community Services Manager (Economic Development)	•
	Review the business support available locally	Head of Economy & Community Services/ Economic & Community Services Manager (Economic Development)	<ul style="list-style-type: none"> • Decision as to whether to procure an enhanced service • No of Business Births • Businesses surviving 3 or more years
	Help local business to have a stronger voice	Head of Economy & Community Services/ Economic & Community Services Manager (Economic Development)	<ul style="list-style-type: none"> • Private sector involvement in SERP extended
Work in partnership to increase the range of vocational learning opportunities	Encourage and promote the creation of new apprenticeship opportunities for young people	Head of Economy & Community Services/ Economic & Community Services Manager (Economic Development)	<ul style="list-style-type: none"> • Reduction in young people not in education, employment or training • Increased number of apprenticeships in the Borough
	Seek to secure	Head of Economy &	<ul style="list-style-type: none"> • Increased number of grants

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	ongoing funding to support small businesses in providing new apprenticeship opportunities for young people	Community Services/ Economic & Community Services Manager (Economic Development)	secured by local businesses • Increased number of apprenticeships in the Borough
Work with partners to shape the future of the Borough primarily through the local development framework and through partnership working in north Kent	Press the case for the staged investment to secure a solution to the issues of transport congestion throughout the borough especially at Junction 5 of the M2.	Director of Regeneration/Head of Planning Services (our involvement is through SERP)	•
	Ensure there is adequate housing supply to meet the demands of employment growth and demographic change	Head of Planning Services/Head of Housing	•
	Work with partners to deliver the Queenborough and Rushenden Master plan	Head of Planning Services/ Head of Economy & Community Services/	•
HEALTHY ENVIRONMENT			
NEW PRIORITY ACTION	NEW ACTIVITY AREAS	LEAD OFFICER	PROPOSED MEASURES
Protect and enhance the natural and visual environment	Excellent stewardship of the countryside and coastline	Head of Service Delivery	•
	Help connect communities to open and green spaces, footpaths, cycle ways and wildlife	Head of Economy & Community Services/Economy & Community Services Manager (Culture & Place)	•
	Develop of shared routes for cycling, walking and horse riding on Sheppey	Head of Economy & Community Services/Economy & Community Services Manager (Culture & Place)	• Cross Sheppey Greenway in place
	Continuing to mitigate and adapt to climate change	Head of Corporate Strategy & Communications /Head of	• Coastal Communities (Sheppey Pilot) delivered • Climate Local Swale

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		Service Delivery	<ul style="list-style-type: none"> implemented Big Lottery Bid (Sustainable Sheppey) delivered Contribution to former NI185 (GHG report) and new county targets
Improve the built environment	Use the planning system to protect the natural and built environment from damage	Head of Planning Services	<ul style="list-style-type: none"> All new development to the highest possible standard as set out in the Core Strategy
	Enhance the built environment	Head of Housing	<ul style="list-style-type: none"> Increased number of empty homes brought back into use Increased number of properties retrofitted Households signing up for Green Deal Businesses signing up for Green Deal
Keeping Swale clean	Successful completion of the waste contract negotiations and mobilising new provider	Head of Commissioning and Customer Contact / Head of Service Delivery	<ul style="list-style-type: none"> Improved recycling rates Improving residents' satisfaction with street cleanliness.
Keeping Swale safe	Continuing to tackle crime, disorder and antisocial behaviour	Head of Economy & Community Services/Economy & Community Services Manager (Safer & Stronger)	<ul style="list-style-type: none"> Reduction in crime and disorder Improved ASB levels
	Initiatives to help troubled families across Swale	Head of Economy & Community Services/Economy & Community Services Manager (Safer & Stronger)	
Contribute to the public health agenda	Implement a local health and well being board	Head of Housing	<ul style="list-style-type: none"> Reduction in health inequalities Reduced levels of fuel poverty
	Work with partners to provide targeted sports and leisure services	Head of Economy & Community Services/ Head of Commissioning and Customer Contact	<ul style="list-style-type: none"> Increased participation levels