

Ref	Action	Cabinet Member
1	PRIORITY THEME 1: A BOROUGH TO BE PROUD OF	
1.1	Objective 1.1: Deliver major regeneration projects	
1.1.1	Encourage regeneration investment, job creation and urban renewal across the Borough.	Cllr Cosgrove
1.1.2	Work with Spirit and other partners to deliver the regeneration of Sittingbourne Town Centre.	Cllr Cosgrove
1.1.3	Ensure that sufficient short-term car-parking spaces are created in Sittingbourne Town Centre to offset spaces lost to redevelopment.	Cllr Simmons
1.2	Objective 1.2: Enhance the Borough's economic and tourism offer	
1.2.1	Promote Swale for business investment and expansion.	Cllr Cosgrove
1.2.1	Continue to support the success of key employment locations including Eurolink, Port of Sheerness, Kent Science Park, Kemsley Fields and Neatscourt.	Cllr Cosgrove
1.2.3	Support the local tourism industry.	Cllr Cosgrove
1.2.4	Support partners in the roll-out of fibre-based broadband within the Borough.	Cllr Cosgrove
1.3	Objective 1.3: Keep Swale clean and tidy	
1.3.1	Keep the streets and open spaces in the Borough clean and tidy and discourage littering.	Cllr Simmons
1.3.2	Continue to develop a waste collection service which encourages greater levels of recycling and reduced levels of household waste.	Cllr Simmons
1.4	Objective 1.4: Protect and improve the natural and built environments	
1.4.1	Undertake any required modifications and adopt the Local Plan.	Cllr Lewin
1.4.2	Consult, finalise, adopt and implement CIL, including its governance and administrative requirements.	Cllr Lewin
1.4.3	Continue to provide excellent stewardship of the countryside, coastline, parks and open spaces.	Cllr Simmons
1.4.4	Continue to mitigate against the causes of climate change.	Cllr Simmons
1.5	Objective 1.5: Lobby for better roads and transport	
1.5.1	Lobby for infrastructure improvements in the Borough, including the M2.	Cllr Cosgrove
1.5.2	Continue to press the case for the completion of the Sittingbourne northern relief road.	Cllr Cosgrove
1.5.3	Work with partners to ensure Swale has a public transport network which enhances work and leisure opportunities and is an attractive alternative to car use.	Cllr Cosgrove
2	PRIORITY THEME 2: A COMMUNITY TO BE PROUD OF	
2.1	Objective 2.1: Foster economic growth and prosperity for all	
2.1.1	Continue to provide tailored packages of support to local businesses and start-ups.	Cllr Cosgrove
2.1.2	Continue to improve the promotion of opportunities to bid for Council contracts among local businesses and voluntary/community organisations, use social value criteria when assessing tenders, and monitor contracts' delivery of social value commitments.	Cllr Whiting
2.1.3	Work with partners to support residents through welfare reform and encourage greater independence where appropriate.	Cllr Wright
2.1.4	Continue to support initiatives to help troubled families across Swale.	Cllr Pugh
2.2	Objective 2.2: Encourage active communities and support the voluntary sector	
2.2.1	Continue to assess options for the ownership and management of council assets with a view to maximising their value to their local community and the borough more	Cllr Whiting
2.2.2	Continue to support voluntary service in the Borough, and undertake a review of the Council's overall strategy for supporting the local voluntary and community	Cllr Whiting
2.2.3	Commemorate the 1914-1918 centenary.	Cllr Bowles
2.2.4	Help residents and communities to adapt to a changing climate, with a particular emphasis on preparedness for unprecedented adverse weather conditions.	Cllr Simmons
2.3	Objective 2.3: Reduce crime and disorder	
2.3.1	Continue to tackle crime, disorder and antisocial behaviour.	Cllr Pugh

2.4	Objective 2.4: Use our influence to ensure local skills are matched to local jobs	
2.4.1	Target lobbying and influencing activity on the need to bring the Borough's skills profile up to the national and regional averages.	Cllr Cosgrove
2.4.2	Continue to encourage the creation of opportunities for young people to enter employment and learning, particularly apprenticeships.	Cllr Cosgrove
2.4.3	Press the case for equitable access to further education across Swale, and ideally for better provision within the Borough.	Cllr Cosgrove
2.4.4	Work to facilitate an improvement in linkages between employers and skills providers so that training provision more accurately reflects employers' needs.	Cllr Cosgrove
2.5	Objective 2.5: Work collaboratively to improve health and mental health	
2.5.1	Continue to use the local Health and Wellbeing Boards to influence the local health and public health agendas.	Cllr Pugh
2.5.2	Support partners to improve health and reduce hospital admissions through effective home adaptations and by improving conditions in privately rented homes.	Cllr Pugh
2.5.3	Pilot and roll out an identification and initial assessment service among frontline staff to ensure appropriate referral of apparent mental health needs.	Cllr Pugh
2.5.4	Continue to enable healthier lifestyles and physical activity through the implementation of the sport and physical activity framework for Swale and the indoor sports strategy 2015-2025.	Cllr Pugh
2.5.5	Support lead partners wherever possible in the development of shared routes for cycling and walking.	Cllr Pugh
3	PRIORITY THEME 3: A COUNCIL TO BE PROUD OF	
3.1	Objective 3.1: Improve residents' perceptions and customers' experiences	
3.1.1	Implement the corporate Communications Strategy.	Cllr Bowles
3.1.2	Identify and address the factors with the strongest influence on residents' perceptions of the Council.	Cllr Wilcox
3.1.3	Provide a choice of access to our services through a balance of cost-effective and convenient options, and pursue initiatives to improve customer service at reduced cost, including self service options where appropriate.	Cllr Bowles
3.2	Objective 3.2: Ensure that Swale's internal governance and decision-making are second to none	
3.2.1	Use the annual budget-setting process to produce balanced budgets and ensure maximum value for money, and closely monitor expenditure against budgets during the year.	Cllr Dewar-Whalley
3.2.2	Continue to undertake robust performance management of Swale's services and regular benchmarking with other top-performing councils.	Cllr Wilcox
3.2.3	Implement the revised risk strategy to improve the Council's understanding of its risk appetite and provide appropriate mechanisms for managing risks at all levels.	Cllr Wilcox
3.3	Objective 3.3: Encourage innovation at every level	
3.3.1	Ensure that staff are supported to experiment and innovate in finding new ways to achieve better outcomes at lower cost.	Cllr Wilcox
3.3.2	Continue to be proactive in learning about 'what works', whether from our own experiences or from those of other organisations across the public, private and voluntary sectors.	Cllr Bowles
3.3.3	Work with MKIP partners to deliver Transformation Challenge Award-funded telephony and digitisation projects and ensure the Council and its residents are able to benefit from big data applications.	Cllr Bowles
3.4	Objective 3.4: Strengthen our financial and political resilience	
3.4.1	Ensure that income from government sources over which the Council has some control (e.g. New Homes Bonus and retained NNDR) is maximised.	Cllr Bowles
3.4.2	Assess and pursue options for generating revenue to reduce dependence on government-controlled funding streams.	Cllr Whiting
3.4.3	Work to develop a preferred outcome to secure the best arrangements for Swale's residents in the event of local government reorganisation.	Cllr Bowles
3.5	Objective 3.5: Enhance our capacity for achieving outcomes collaboratively	
3.5.1	Strengthen further our ability to work in partnership with other agencies, whether at strategic, tactical or operational levels.	Cllr Bowles
3.5.2	Work to improve our capacity for systematic and concerted lobbying.	Cllr Bowles