

CORPORATE PLAN REFRESH 2011 - 2012

CURRENT PRIORITY ACTION	CURRENT ACTIVITY AREAS	NEW PRIORITY ACTION	NEW ACTIVITY AREAS
1 REGENERATING SWALE			
<i>Learning and Skills</i>			
RS1 Deliver the Swale Learning & Skills Strategy to deliver learning and skills performance in Swale.	<ul style="list-style-type: none"> ▪ Support learning provision at Kent Science Resource Centre ▪ Deliver Future Jobs Fund ▪ Implement Learning ambassadors ▪ Encourage employer engagement in learning and skills 	New RS1 Support improved Learning and Skills performance in Swale	<ul style="list-style-type: none"> ▪ Encourage collaboration with employers and between learning providers ▪ Support good quality information, advice and guidance for employers and learners ▪ Work with partners to extend vocational learning
RS2 Increase opportunities and participation in community learning	<ul style="list-style-type: none"> ▪ Support Seashells Sure Start ▪ Involvement in Local Childrens Services Boards (LCSBs) 	New RS2 Increase opportunities and improve life chances for children and young people.	<ul style="list-style-type: none"> ▪ Integrate and improve learning outcomes within community development activity ▪ Work in partnership with KCC and local organisations to deliver services to children and young people ▪ Work with KCC to implement review of children's centres in Swale
<i>Business and Enterprise</i>			
RS3 Broaden the Borough's economic base to create opportunities for new types of employment	<ul style="list-style-type: none"> ▪ Plan for the provision of key employment sites ▪ Strengthen innovation, technology, retail, tourism and creative/leisure sectors 	No Change	<ul style="list-style-type: none"> ▪ Establish viable town markets ▪ Implement Rural Development Programme ▪ Plan for the provision of new employment sites ▪ Work with the private sector to secure new employment led investment for the Borough ▪ Support to Visit Kent (tourism) and Kent Tourism Quality Programme
RS4 Promote and enable a more prosperous local economy	<ul style="list-style-type: none"> ▪ Support Swale Development Forum Facilitate the development of SERP ▪ Deliver Annual business awards ▪ Implement Local Investment plan 	No Change	<ul style="list-style-type: none"> ▪ Promote access to information and support for local business ▪ Work with others to promote the attractions of the locality to business ▪ Support Swale Development Forum ▪ Support Sheppey Tourism Alliance
RS5 Support Swale's business community increasing business engagement and strengthening the voice for local business	<ul style="list-style-type: none"> ▪ Improve engagement with local businesses ▪ Work with new employers to the area ▪ Improve local access to jobs ▪ Respond to redundancies in the Borough 	No Change	<ul style="list-style-type: none"> ▪ Develop a network that promotes involvement from the business community in decisions and local partnerships ▪ Facilitate the development of SERP and its links to the LEP ▪ Support the annual Swale Business Awards
<i>Key Regeneration Projects</i>			

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RS6 To work with partners and local communities to progress the regeneration of Sittingbourne Town Centre, Sheerness, Leysdown, Queenborough and Rushenden	<ul style="list-style-type: none"> ▪ Use our assets to support Sittingbourne Town Centre regeneration ▪ Integrate community engagement into regeneration projects ▪ Improve approach to community and cultural environmental infrastructure ▪ Enhance the local retail offers ▪ Support development of transport projects 	No Change	<ul style="list-style-type: none"> ▪ Art at the Centre ▪ Artlands at Milton Creek ▪ Enhance the local retail offers ▪ Leysdown Rose-tinted ▪ Help to facilitate the transition of Q&R from SEEDA ▪ Integrate community engagement into regeneration projects ▪ Work with partners to deliver regeneration in Sittingbourne Town Centre ▪ Support the delivery of key of transport projects ▪ Enable Green Infrastructure projects in partnership with Green in the Gateway Kent and Medway
RS7 Work with partners to realise the economic opportunities of Kent Science Park	<ul style="list-style-type: none"> ▪ Continue to support Kent Science Park as a focus for the creation of new quality jobs 	No Change	<ul style="list-style-type: none"> ▪ Continue to support the Kent Science Park as one of the key sites to secure new, quality jobs
RS8 Work with partners to shape the future of the Borough primarily through the local development framework and through partnership working in north Kent	<ul style="list-style-type: none"> ▪ Develop the LDF Core Strategy ▪ Implement the North Kent Multi Area agreement ▪ Approve the Building Control business plan ▪ Conduct the Strategic housing land availability study ▪ Implement a revised Development Control Service Improvement plan ▪ Implement the Community Infrastructure Plan (and associated Community Levy Infrastructure) ▪ Implement a Sustainable Design and Construction SPD ▪ Implement various site specific Development Brief SPDs ▪ Jointly with KCC, work with central Government to explore options for improving local transport options including relieving congestion at the M2 junction 5 	No Change	<ul style="list-style-type: none"> ▪ Approve and monitor the Building Control business plan ▪ Bring forward Faversham Creek DPD ▪ Conduct the Strategic housing land availability study ▪ Develop the LDF Core Strategy ▪ Implement a refreshed Planning Services Improvement plan ▪ Implement the Community Infrastructure Plan (and associated Community Infrastructure Levy) ▪ Jointly with KCC, work with central Government to explore options for improving local transport options including relieving congestion at the M2 junction 5 ▪ Review way forward following publication of Localism Bill regarding neighbourhood planning
Culture			
RS9 Work with partners to improve and develop the cultural offer in Swale	<ul style="list-style-type: none"> ▪ Support Swale Arts Forum, Museums Group and Active Swale ▪ Implement Projects for London 2012 and Cultural Olympiad ▪ Involvement In North Kent 	No Change	<ul style="list-style-type: none"> ▪ Consider future options for future delivery of art and sport services. ▪ Deliver Encounter (NKLAAP) – autumn ▪ Support Swale Arts Forum, Museums Group and Active

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	Cultural Initiatives <ul style="list-style-type: none"> ▪ Deliver Sports & Physical Activities ▪ Manage the Leisure Contract ▪ Develop the Leisure Trust ▪ Review of culture and tourism services 		Swale <ul style="list-style-type: none"> ▪ Enable delivery of Sheppey Festival Summer 2011 ▪ Support Faversham Hop Festival Committee to deliver Faversham Hop Festival ▪ Enable event for Sittingbourne/Milton Creek – autumn 2011
Housing			
RS10 Increase affordable housing supply	<ul style="list-style-type: none"> ▪ Agree Housing Association Development Eligibility Protocol ▪ Implement MAA Housing and Planning Group Innovation Project ▪ Develop Rural Housing Needs and Exception Site Strategy ▪ Implement HCA Empty Homes purchase and Repair Scheme 	No Change	<ul style="list-style-type: none"> ▪ Agree Housing Association Development Eligibility Protocol ▪ Develop Rural Housing Needs and Exception Site Strategy ▪ Implement HCA Empty Homes purchase and Repair Scheme ▪ Implement MAA Housing and Planning Group Innovation Project
RS11 Improve housing conditions and local neighbourhoods	<ul style="list-style-type: none"> ▪ Deliver Private Sector Stock Conditions Survey ▪ Implement HMO Licensing and Enforcement ▪ Oversee Landlord Accreditation ▪ Deliver Affordable Warmth Strategy 	No Change	<ul style="list-style-type: none"> ▪ Deliver Affordable Warmth Strategy ▪ Deliver Private Sector Stock Conditions Survey ▪ Implement HMO Licensing and Enforcement ▪ Oversee Landlord Accreditation
RS12 Support Vulnerable People	<ul style="list-style-type: none"> ▪ Develop Housing Strategy delivery plan and supporting strategies ▪ Review Temporary accommodation and provision ▪ Develop programme of Housing Options for vulnerable people ▪ Develop full housing employment scheme for young people 	No Change	<ul style="list-style-type: none"> ▪ Develop Housing Strategy delivery plan and supporting strategies ▪ Develop full housing employment scheme for young people ▪ Develop programme of Housing Options for vulnerable people ▪ Review Temporary accommodation and provision
RS13 Tackle disadvantage and improve quality of life	<ul style="list-style-type: none"> ▪ Implement Disabled Facilities Grant Action Plan ▪ Develop additional older persons housing ▪ Increase number of Lifetime Homes and fully disabled adapted stock in new developments ▪ Implement targeted initiatives through Home Improvement Agency 	No Change	<ul style="list-style-type: none"> ▪ Develop additional older persons housing ▪ Implement Disabled Facilities Grant Action Plan ▪ Implement targeted initiatives through Home Improvement Agency ▪ Increase number of Lifetime Homes and fully disabled adapted stock in new developments
2 CREATING A CLEANER GREENER SWALE			
CG1 Increase the opportunities for waste minimisation whilst	<ul style="list-style-type: none"> ▪ Implement Action on Waste action plan ▪ Manage the waste contract 	No Change	<ul style="list-style-type: none"> ▪ Implement ongoing actions contained in the Waste Action Plan

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maintaining high levels of household waste sent for recycling			
CG2 Work with partners to protect and enhance our green spaces	<ul style="list-style-type: none"> ▪ Manage the grounds maintenance contract ▪ Implement Landscape character appraisal 	No Change	<ul style="list-style-type: none"> ▪ Manage the grounds maintenance contract ▪ Review Green Grid Strategy and Biodiversity Action Plan to 2014 ▪ Isle of Sheppey Green Cluster – tree planting ‘The Greenway’ ▪ New model for managing country parks ▪ North Kent Walking Festival ▪ Implement Higher Level Stewardship ▪ Launch and promote cycle routes (IoS)
CG3 Work with the Carbon Trust, the Energy Savings Trust and other partners to tackle issues related to climate change in Swale	<ul style="list-style-type: none"> ▪ Implement carbon management plan ▪ Manage the Salix fund ▪ Implement climate change strategy and action plan ▪ Deliver energy efficiency retrofit proposals at Rushenden 	No Change	<ul style="list-style-type: none"> ▪ Continue to implement carbon management plan, including management of the SBC carbon management reserve ▪ Implement climate change action plan ▪ Deliver energy efficiency retrofit proposals at Rushenden
CG4 Maintain high levels of cleanliness of the Swale street scene	<ul style="list-style-type: none"> ▪ Manage the street cleansing contract ▪ Manage the public conveniences contract ▪ Manage Parking Services ▪ Remove Abandoned Vehicles ▪ Minimise Graffiti, fly tipping and fly posting 	No Change	<ul style="list-style-type: none"> ▪ Manage the street cleansing contract ▪ Manage the public conveniences contract ▪ Manage Parking Services ▪ Minimise Graffiti, fly tipping and fly posting ▪ Remove Abandoned Vehicles
3 PROMOTING A SAFER & STRONGER SWALE			
<i>Stronger Community</i>			
SSC1 Improve our approach to community engagement to better understand the needs of our local community	<ul style="list-style-type: none"> ▪ Refresh Voice for Swale citizens panel ▪ Improve Local Engagement Forums ▪ Support Swale Community Empowerment Network ▪ Support the Youth forum ▪ Implement Community Empowerment Action Plan 	New SSC1 Support the local Community and Voluntary sector in delivering local services and participate in local decision making.	<ul style="list-style-type: none"> ▪ Deliver LEF grant programme ▪ Implement recommendations from the Local Engagement Forum review. ▪ Develop and Implement the Community Empowerment Action Plan ▪ Support Swale Community Empowerment Network ▪ Support the Youth Forum. ▪ Progress Asset Transfer ▪ Implement the Voluntary and Community Sector Strategy. ▪ Deliver capacity building programme ▪ Enable members to develop their community leadership

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			<ul style="list-style-type: none"> role. ▪ Support and develop Milton Creek Friends Group ▪ Develop Sheppey Greeters
SSC2 Improve our Corporate Communications	<ul style="list-style-type: none"> ▪ Refresh Corporate Communications Strategy ▪ Introduce targeted communications campaigns ▪ Further develop the Council Website ▪ Implement Corporate Branding Guidelines 	No Change	<ul style="list-style-type: none"> ▪ Implement Corporate Branding Guidelines ▪ Implement Corporate Communications Action Plan ▪ Implement further development phases of website ▪ Implement Gateway Communications Plan
SSC3 Invest in and support the 3 rd Sector to build stronger communities	<ul style="list-style-type: none"> ▪ Comply with Kent Partners Compact ▪ Progress Asset Transfer ▪ Support Queenborough Gateway ▪ Implement a 3rd Sector Strategy ▪ Implement LEF/Community Grants Review 	Merge with SSC1 to create a single action around the big society agenda?	
SSC4 Work with partners to build more cohesive communities celebrating diversity and tackling inequalities	<ul style="list-style-type: none"> ▪ Undertake Community Tension Monitoring ▪ Deliver Connecting Communities Project ▪ Implement Community Cohesion Projects ▪ Administer the Community Cohesion Fund ▪ Promote a Celebration of Cultures ▪ Implement the Community Cohesion and Equality Strategy ▪ Work towards level 2 (achieving status) of the equalities framework ▪ Promote a prioritised programme of Equality Impact Assessments 	Change in reference number – now SSC3	<ul style="list-style-type: none"> ▪ Implement the Corporate Equality Scheme ▪ Implement the equality priorities in the Four-Year Equality Scheme: <ul style="list-style-type: none"> ○ Build equality in how we commission, procure and deliver services ○ Promote equality as a local employer ○ Improve local engagement ▪ Promote a prioritised programme of Equality Impact Assessments ▪ Work towards level 2 (achieving status) of the equalities framework
Community Safety			
SSC5 Work with partners to tackle crime, disorder, anti-social behaviour, substance misuse and to reduce re-offending	<ul style="list-style-type: none"> ▪ Contribute to the Annual Strategic Needs Assessment ▪ Implement the community safety strategy ▪ Contribute to the Community Safety Strategy rewrite ▪ Implement the ASB Improvement Delivery Plan 	Change in reference number – now SSC4	<ul style="list-style-type: none"> ▪ Contribute to the Swale CSP Strategic Assessment. ▪ Contribute to the Community Safety Strategy re-write. ▪ Deliver the Community Safety Strategy 2011/12. ▪ Community Based Budgeting support the project in Swale
Regulatory Services			

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SSC6 Deliver regulatory services to help improve the safety of the workforce and the residents of Swale	<ul style="list-style-type: none"> ▪ Improve Food Safety ▪ Manage Noise & Pollution Control ▪ Improve our Environmental Response ▪ Manage the Licensing Service 	Change in reference number – now SSC5	<ul style="list-style-type: none"> ▪ Maintain a programme of Food Safety Inspections ▪ Deliver a risk assessed programme of Health and Safety at Work Inspections ▪ Risk assess new and existing private water supplies ▪ Manage Noise and Pollution Control ▪ Improve our response to Environmental offences ▪ Manage the Licensing Service ▪ Safeguarding children and vulnerable adults
4 BECOMING A HIGH PERFORMING ORGANISATION			
HP1 Ensure we manage our business, people and resources in the most efficient, effective and economic way	<ul style="list-style-type: none"> ▪ Complete our Managing Performance Assessment ▪ Complete our Use of Resources Assessment ▪ Implement our Use of Resources Improvement Plan ▪ Continue to improve our financial management ▪ Deliver Annual Audit Letter Recommendations ▪ Improve understanding of costs and benchmarking ▪ Refresh our Workforce Strategy ▪ Implement Competency framework ▪ Implement Leadership development programme ▪ Deliver Investors In People Improvement action plan ▪ Implement our Corporate Training & Development Plan ▪ Support MKIP Partnership Shared Services and Total Place Initiative ▪ Support the LSP to deliver its contribution to the SCS and KA2 	No Change	<ul style="list-style-type: none"> ▪ Formally adopt an Asset Strategy and Asset Management Plan ▪ Continue to improve our financial management ▪ Continue to improve understanding of costs and benchmarking ▪ Continue Leadership development ▪ Continue our Corporate Training & Development Plan ▪ Refresh our Workforce Strategy ▪ Restructuring and re-shaping the organisation for the merging role of local government ▪ Support MKIP Partnership Shared Services ▪ Support the Locality Board to deliver its contribution to the SCS and V4K ▪ Priority to continue to improve the adequacy of the internal control environment as reported within the Annual Governance Statement ▪ Implement a refreshed Risk Management Strategy ▪ Implement the recommendations arising from the Audit Commission review of the Effectiveness of Internal Audit
HP2 Improve our approach to customer care and work with our communities to make our services more	<ul style="list-style-type: none"> ▪ Implement the Sheerness Gateway Project ▪ Deliver CSC Review Action Plan ▪ Implement Communications 	No Change	<ul style="list-style-type: none"> ▪ Apply for Customer Service Excellence accreditation ▪ Improve complaints handling ▪ Open Sheerness Gateway

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responsive to local needs	Scrutiny Review Action Plan <ul style="list-style-type: none"> ▪ Improve complaints handling ▪ Improve staff training and awareness of customer handling ▪ Refresh our Service Standards ▪ Implement Customer Profiling (Interreg Project) ▪ Increase use of 'Do it online' ▪ Improve our approach to procurement 		<ul style="list-style-type: none"> ▪ Provide more self service facilities for greater and more convenient access to services
HP3 Improve local involvement in decision making and the democratic process	<ul style="list-style-type: none"> ▪ Improve Member Development ▪ Move to 4 yearly elections ▪ Implement E-petitions ▪ Implement Constitution Review ▪ Implement Electoral Review 	No Change	<ul style="list-style-type: none"> ▪ Continue to improve Member Development ▪ Implement Constitution Review ▪ Refresh of postal voter identifiers ▪ polling places review