

PRIORITY 1: A BOROUGH TO BE PROUD OF**Objective 1.1: Deliver major regeneration projects**

- | | |
|-------|---|
| 1.1.1 | Encourage regeneration investment, job creation and urban renewal across the Borough. |
| 1.1.2 | Work with Spirit and other partners to deliver the regeneration of Sittingbourne Town Centre. |
| 1.1.3 | Ensure that sufficient short-term car-parking spaces are created in Sittingbourne Town Centre to offset spaces lost to redevelopment. |

Objective 1.2: Enhance the Borough's economic and tourism offer

- | | |
|-------|--|
| 1.2.1 | Promote Swale for business investment and expansion. |
| 1.2.1 | Continue to support the success of key employment locations including Eurolink, Port of Sheerness, Kent Science Park, Kemsley Fields and Neatscourt. |
| 1.2.3 | Support the local tourism industry. |
| 1.2.4 | Support partners in the roll-out of fibre-based broadband within the Borough. |

Objective 1.3: Keep Swale clean and tidy

- | | |
|-------|--|
| 1.3.1 | Keep the streets and open spaces in the Borough clean and tidy and encourage reduced littering. |
| 1.3.2 | Continue to develop a waste collection service which encourages greater levels of recycling and reduced levels of household waste. |

Objective 1.4: Protect and improve the natural and built environments

- | | |
|-------|---|
| 1.4.1 | Publish, submit and adopt the Local Plan. |
| 1.4.2 | Continue to provide excellent stewardship of the countryside, coastline, parks and open spaces. |
| 1.4.3 | Continue to mitigate against the causes of climate change. |

Objective 1.5: Lobby for better roads and transport

- | | |
|-------|--|
| 1.5.1 | Lobby for infrastructure improvements to the M2 in the Borough as set out in the 2014 South-East Local Growth Fund bid. |
| 1.5.2 | Continue to press the case for the completion of the Sittingbourne relief road. |
| 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. |

PRIORITY 2: A COMMUNITY TO BE PROUD OF**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. |
| 2.1.2 | Promote opportunities to bid for Council contracts among local businesses, and use social value criteria when assessing tenders to ensure fair competition. |

2.1.3	Work with partners to support residents through welfare reform and encourage greater independence where appropriate.
2.1.4	Continue to support initiatives to help troubled families across Swale.
Objective 2.2: Encourage active communities and support the voluntary sector	
2.2.1	Continue to transfer responsibility for assets and services to parish/town councils and voluntary/community groups.
2.2.2	Ensure the aims of the volunteering strategy are delivered.
2.2.3	Promote opportunities to bid for Council contracts among local voluntary/community organisations, and use social value criteria when assessing tenders to ensure fair competition.
2.2.4	Commemorate the 1914-1918 centenary.
2.2.5	Help residents and communities to adapt to a changing climate.
Objective 2.3: Reduce crime and disorder	
2.3.1	Continue to tackle crime, disorder and antisocial behaviour.
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.
2.4.2	Continue to encourage the creation of opportunities for young people to enter employment and learning, particularly apprenticeships.
2.4.3	Press the case for equitable access to further education across Swale (especially Sittingbourne), and ideally for better provision within the Borough.
2.4.4	Work to facilitate an improvement in linkages between employers and skills providers so that training provision more accurately reflects employers' needs.
Objective 2.5: Work collaboratively to improve health and mental health	
2.5.1	Continue to use the local Health and Wellbeing Board to influence the local health and public health agendas.
2.5.2	Support partners to improve health and reduce hospital admissions through effective home adaptations and by improving conditions in privately rented homes.
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.
2.5.4	Implement <i>Move Ourselves</i> , the sport and physical activity framework for Swale.
2.5.5	Support the development of shared routes for cycling and walking.
PRIORITY 3: A COUNCIL TO BE PROUD OF	
Objective 3.1: Improve residents' perceptions and customers' experiences	
3.1.1	Implement the corporate Communications Strategy.
3.1.2	Identify and address the factors with the strongest influence on residents' perceptions of the Council.

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.
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.
3.2.2	Continue to undertake robust performance management of Swale's services and regular benchmarking with other top-performing councils.
3.2.3	Improve the Council's understanding of its appetite for risk and ensure that appropriate mechanisms are in place to manage risks at all levels.
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.
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.
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.
3.4.2	Assess and pursue options for generating revenue to reduce dependence on government-controlled funding streams.
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.
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.
3.5.2	Work to improve our capacity for systematic and concerted lobbying.