

Action No.	Short Title	Description	Managed by	(Service) Committee	Year One Update
EP2	Asset Disposal Programme	Implement the Property Asset Strategy and key projects	Kieren Mansfield	Economy & Property	<p>The Disposals and Community Asset Transfer Policies (which support the Property Asset Strategy) were approved by Committee in January 2025.</p> <p>Project highlights include</p> <ul style="list-style-type: none"> - transfer of TS Hazarde to Faversham Town Council concluded - short term operator secured on site at Barton's Point until October 2025; ecological surveys concluded (April 2025) to help shape longer term options - lease signing for two further units at Bourne Place secured - Fountain St site demolished, and sale agreed at auction - Neptune Terrace Store returned to use (initially by Sheppey Matters) - Parish and Town Council expressions of interest for asset / land transfer received and being progressed.
EP13	Swale House - lettings	Manage the marketing and letting processes to complete the letting of identified surplus space at Swale House and continue to optimise the use of space to secure income, including the undertaking of minor capital works and any related required review of building operations, including reception.	Kieren Mansfield/Deborah Hardy	Economy & Property	Two new tenants have been welcomed to Swale House, although one has since left due to changes to their own internal operations. All other tenants remain. The remaining space identified as surplus continues to be marketed with support from the appointed Letting Agent. A small budget has been agreed within Swale 2025-26 UK Shared Prosperity Fund to support upgraded IT infrastructure.
EP21	Planned maintenance	Deliver on our identified programme of regular maintenance and condition surveys and begin to transform the balance of service towards planned rather than reactive maintenance.	Deborah Hardy	Economy & Property	The programme of Condition Survey works has been regularly reviewed and proactive works undertaken where budget has allowed. The urgent works at Faversham Pools were complete, with disruption minimised. Quotes have been received for the agreed Sheppey Pool work and preferred contractor identified. Significant planned works have included the removal of asbestos from the Old Library in Sheerness, roof works at Faversham Pools, and works to the Swallows Leisure Centre plant room. Additional works have been accommodated as tenancy opportunities have arisen, such as Barton's Point cafe internal and external refurbishment works, and internal works at Neptune Terrace. These have been supported by UKSPF investment where possible.
EP31	Levelling-Up Fund - delivery	Deliver the LUF capital programme from design to completion / handover, to time and to budget at: <ul style="list-style-type: none"> - Beachfields (including wider landscaping) - Masters House - Sheppey College 	Inger Lorraine / Jay Jenkins	Economy & Property	Contract awards for the construction projects at Masters House and Beachfields were agreed by Committee in December 2024. Planning permissions for Masters House and the extension of Sheppey College were secured in September 2024, with permission for Beachfields granted in January 2025. A ground-breaking event took place to mark the start of the construction of the Sheppey College extension in February 2025, followed by similar events to mark the start of works at Beachfields and Masters House. All Beachfields tenants have successfully relocated operations to accommodate the refurbishment and extension works. Public consultation took place on the design of the historically-themed Sheerness Shipwreck Adventure Golf course, with input from local schools. The Adventure Golf was formally opened in late July, and early uptake has been very positive. The programme continues to be within the budget envelope, and within agreed extensions of time set by MHCLG.
EP37	UKSPF - delivery (including REPF)	Manage, amend and deliver the UK Shared Prosperity Fund revenue and capital programmes (including Rural England Prosperity Fund) to time and to budget, including: <ul style="list-style-type: none"> - Town Centre capital programme - Town Centre Action Grant scheme - Community Infrastructure Grant scheme - Rural Swale Small Business Grant scheme - People and skills programme - Wider capital and revenue programme 	Kieren Mansfield	Economy & Property	<p>Full programme spend of £1.168m was achieved across UKSPF and REPF funding streams. Highlights include:</p> <ul style="list-style-type: none"> - the installation of the second phase of the Faversham wayfinding scheme - restoration and interpretation project at Periwinkle Mill - landscape project at Trinity Gardens, Sheerness - development of a 'Visit Swale' photo and video library - the award of 54 grants across small business, town centre and community infrastructure schemes, totalling £404,613. <p>This programme informed proposals for 25-26 UKSPF and REPF investment which were agreed at Committee in March 2025.</p>

PTP80	Local Plan	Progress 2022-2040 Local Plan to Examination in Public and Full Council adoption, including: - Commissioning an exploratory piece of work regarding advisory housing targets - Determining which non-statutory evidence base pieces to commission - Commissioning or directly delivering work to meet identified gaps in the evidence base - Reviewing, updating and developing Local Plan policies - Review evidence with members in line with the agreed Internal Communications Plan - Approval of the Local Development Scheme - Undertaking Reg 18 Draft Plan consultation and processing consultation responses - Undertaking Reg 19 Draft Plan consultation and processing consultation responses	Natalie Earl / Stuart Watson	PTPWG and P&R	<p>The exploratory piece of work was reviewed by the Planning and Transportation Policy Working Group in November 2024. Members then proceeded to agree the Local Plan housing target at Full Council in January 2025. Employment Land allocations and the Local Plan's Vision and Objectives have also been agreed. A Preferred Growth Option was recommended by PTPWG and P&R, but awaits review and progression to Full Council.</p> <p>The development of the evidence base and draft policies has continued. Full Council resolved in July 2025 to amend the Local Development Scheme in line with PTPWG and P&R's recommendations, given the delay to the Highsted Inquiry proceedings. The launch of the Reg 18 consultation is being prepared for progression through PTPWG, P&R and Full Council, with consultation launch in early January.</p>
Multi	Housing Options Improvement Plan	Identify areas where improvements can be made to the service	Charlotte Hudson	Housing and Health	Extensive work has been undertaken as part of the Housing Options Improvement Plan and a range of systems have been updated, the TA purchase programme is near completion with 47 out of 50 properties completed by end of March 25. Restructure and additional investment in team has taken place. This has resulted in a reduction in households in TA numbers and costs.
Multi	Future affordable housing supply	To assess options and strategy to ensure affordable housing provision and future pipeline/supply	Charlotte Hudson	Housing and Health	Work continues with registered providers to engage them in providing land led and S.106 schemes in Swale. Despite excellent delivery over the past few years, there are challenges to viability and capacity and despite a strong s.106 pipeline RPs are not able to make the schemes work. 228 new Affordable Homes delivered during 24/25
HC3	Breaking Barriers Innovation - Sheppey Project	Delivery of next phase of Breaking Barriers innovation project	Charlotte Hudson	Housing and Health	Intervention designed for Sheppey work readiness pilot programme, delayed roll out due to changes with secondary school system on the Island. Further funding required to deliver further work. Currently linking into the Kent Marmot Coastal Programme to establish if pilot can be funded. MSHCP have identified some funding.
Multi	Government Funded Programmes	To deliver housing and health related programmes that we receive government funding for e.g RSI, Healthy Homes etc. LAHF	Multiple	Housing and Health	Programmes have been delivered utilising a wide range of grant funding.
HC63	Health and Care Partnership - Work well / MEAM / Relevant projects	Delivery of agreed health related projects in partnership with HCP	Sarah-Jane Radley	Housing and Health	SBC has continued and active engagement in the Swale Health and Care Partnership and working on a range of initiative and delivery strands.
HC1	Housing, Homelessness and Rough Sleeping strategy	Delivery of Strategy actions and refresh of strategy for April 2027	Charlotte Hudson	Housing and Health	Good progress has been made against the delivery priorities of the Housing, Homelessness and Rough Sleeping Strategy 2023-27. Annual report is provided to Housing and Health Committee.
HC49	Coordination of the Community Safety Partnership	Coordination of CSP Executive and appropriate sub-groups or task and finish groups	Sarah-Jane Radley	Community and Leisure	The Community Safety Partnership has delivered against the priorities set out in the 24/25 CSP plan. The strategic assessment has been prepared to review priorities for next years plan. Delivery of a range of initiatives and use of the PCC grant have been achieved.
HC53	Cost of Living Work	Delivery of agreed cost of living projects and coordination of meeting groups (internal and external)	Sarah-Jane Radley	Community and Leisure	Cost of Living partnership group continues to meet and deliver a co-ordinated response for residents. The Household Support Fund has delivered direct support through VCSE organisations.
HC52	SVA contract	Monitoring of Swale Voluntary Alliance Contract	Sarah-Jane Radley	Community and Leisure	Extensive work undertaken with the Swale Voluntary Alliance and programme of work delivered, outcome report has been provided. Currently establishing work programme for 25/26 funded through UKSPF.
EL4	Civil Parking Enforcement Contract extension	The Civil Parking Enforcement contract with APCOA (and Maidstone Borough Council) expires 1st June 2025. The option to extend by three years until 1st June 2028 forms part of the current contract arrangement. If the option to extend is not used, then procurement for a new service will need to start in August 2024 at the latest.	Jeff Kitson	Community and Leisure	Project Complete: The Contract was approved for extension by Community and Leisure Committee on 11 December 2024.
EL5	Respond to the KCC review of on-street parking functions	Review KCC proposals, contribute to task and finish group and consider impact on services and operation	Martyn Cassell	Community and Leisure	This continues to be reviewed at KCC now in light of political change and LGR
EL8	Future Leisure contract options	Reviewing current service, preparing options paper for future operating models, financial projections, facility investment requirements, manage and prepare information for Member working group.	Jay Jenkins	Community and Leisure	Two year extension agreed by Community and Leisure Committee running from April 25 - March 27. Consultants appointed for long term contract. Agreement by Community and Leisure to remain contracted out for a 10+5 year contract and to include Faversham Pools in the tender. Tender started in July 2025.
EL28	Playing Pitch Audit/Strategy - approval and implementation	Audit and review of current and future needs to support local plan evidence	Graeme Tuff	Community and Leisure	Community and Leisure have approved the stage C report and recommendations. Working through the final stages of Stage D with national governing bodies of sport and Sport England. Expect formal adoption later in 2025.

EL98	Motorhome and caravan project Sheppey	A project crossing multiple departments (ERT/Leisure and Technical/Housing/Safeguarding) aiming to try and solve the parking of vehicles long term in areas across the Island (Shingle bank/Ship on Shore/Shellness).	Jay Jenkins/Alister Andrews/Martyn Cassell	Community and Leisure	Two Community and Leisure meetings have discussed the issues and considered the results of a public consultation. Agreed to implement overnight charging at Shellness and Shingle Bank. Implemented for summer 2025.
EL13	Eastchurch Cliffs - cliff erosion management and public engagement	Exploring options following Council motion. Canvas opinion from other national organisations and prepare a report for consideration by committee. Coordinate input from other departments. Liaising and preparing info for residents to form part of a comprehensive community engagement plan.	Steph Curtis / Phil Sutcliffe/ Mike Knowles	Community and Leisure and P&R	Following extensive work by officers, a report was taken to Environment committee in March 2025. Committee agreed to shift focus from changing the policy to engaging those affected. Officers given remit to develop engagement plan agreed by Environment committee.
EL16	SBC Owned Street Lighting replacement project	Project to convert the existing SBC lighting stock to LEDs. Preparing specification, tendering work, overseeing completion of works, ongoing maintenance plan	Mike Knowles	Environment and Climate Change	Project well underway. 119 lights replacements have been completed with 96 remaining. This has resulted in an estimated 7.35 tonnes of carbon being saved since the start of the project. 17 columns replaced with 14 remaining. There is insufficient funding remaining to replace all lights, once the funding has been spent in full we will bring a report back to Members.
EL30	Review of the Grounds maintenance service	Undertake full review of current service provision and look at different service models ahead of the end of current contract in January 2027. Deliver target of £175k reduction on contract fee from 25/26.	Rob Lucas	Environment and Climate Change	An initial paper detailing potential savings was rejected by Members in favour of looking at in-house services. Recent announcements on local government reorganisation have resulted in revisiting the savings and extension options. Wider review of operating models to be undertaken when we know future outcomes of LGR.
EL36	Waste and Recycling / Street Cleansing new contract mobilisation	Prepare for delivery of the new waste contract. Set up new processes and procedures. Liaise with contractor throughout mobilisation period. Make changes where required.	Alistair Andrews / Kelly Mehmet	Environment and Climate Change	Roll-out throughout 24/25. Various adjustments to collection rounds and additional rounds added in. 3 - 4 re-routes to ensure service is as effective and efficient as possible. IT systems and uploads updated regularly. Street cleansing review ongoing with transfer to online monitoring delayed whilst collections were resolved. Full Member Scrutiny process carried out with key recommendations being monitored by Waste working group. Review of litter bins ongoing through 2024/25. QR code project underway to make reporting of litter bins easier.
EL67	Review of CEE Action Plan and delivery of the revised actions	Following Carbon Trust baselining review CEE actions with action holders. Agree with Environment Committee. Deliver revised actions	Janet Hill	Environment and Climate Change	Full Carbon footprinting recalculation undertaken. Revised Action Plan to Committee 18 March and adopted unanimously.
EL75	SBC property solar and renewables	Feasibility of Solar and other Renewables on SBC owned property. Exploration of funding and applications, installation management (JJ as HoS)	Deborah Hardy	Environment and Climate Change	Project approved at Environment committee for Swale House installation. Currently out to tender. Evaluation and contract award to follow with hope for installation by summer 2025.
EL89	Active Travel - Funding Search	Pursue funding opportunities as and when they arise such as: • Active Travel Fund 5 • Capability Fund • Cycling UK • Sustrans • Developers • Particular focus on Rural enhancements EL88	Michelle Anderson	Environment and Climate Change	KCC Capbility Funding received to help develop feasibility studies for key walking and cycling routes. Major bid gone in for 25/26 activity.
EL119	Air Quality Policy	Develop a policy formalises what we can do to improve air quality for the benefit of our residents, outlines the principles we adopt for monitoring. Including the completion of the Annual Status Report, actions identified in the Air Quality Action Plan 2023-28.	Clare Lydon	Environment and Climate Change	Guidance document for Cllrs and other partners detailing how work within the local air quality management regime has been produced. A cllr briefing has also been delivered on the subject.
F8	Financial Management	Maintain a fiscally sound and stable position (deliver a balanced budget)	Claire Stanbury	P&R	Budget set for 2025/26, balanced through the use of reserves.
EL4	Elections	Delivery of lawful elections	Jo Millard	P&R	Achieved
EL67	Democratic Process	Ensure delivery of democratic process	Jo Millard	P&R	Achieved
IG9	Information handling	Ensure information is held and handled legally and efficiently	Claire Stanbury	P&R	Team continue to monitor data breaches and report as necessary. Ensure that DPIAs are completed for new systems or processes to ensure the legal handling of information.
SS2	Employer of choice	Be the employer of choice, ensuring we retain highly qualified and experienced people with shared values	Larissa Reed	P&R	Continue to introduce incentives and programmes to attract people. Offer learning & devpt programme. Values work will be complete by September 2025.
SS2	Member/ officer relationship	Work to improve member/ officer relations and build trust and respect	Larissa Reed	P&R	Work ongoing