

Policy & Resources Committee Meeting	
Meeting Date	11 March 2026
Report Title	Corporate Plan 2023-2027 update report
EMT Lead	Larissa Reed – Chief Executive
Head of Service	Philip Sutcliffe – Communications & Policy Manager
Lead Officer	Janet Dart – Policy & Engagement Officer
Classification	Open
Recommendation	1) Members of the Policy & Resources Committee are invited to note and discuss the Corporate Plan 2023-2027 update at Appendix I. 2) To agree that members and officers start work on a new Corporate Plan 2027-2028 in Autumn 2026 to provide continued clarity about the organisation's priorities and ensure coherent decision-making by members as well as help to inform the new unitary about what the local priorities are.

1 Purpose of Report and Executive Summary

- 1.1 The report at Appendix I provides an update on the progress of the objectives and actions in the Corporate Plan 2023-2027.
- 1.2 The update shows that good progress has been made on most of the actions. Out of 59 actions, 47 are rated as green, of those 9 are completed, 37 are ongoing or on track for completion and one the plan is completed and the delivery is ongoing. Twelve are rated as amber (changed and/or timeline revised, but on track for delivery), 0 are rated red (on hold, significantly behind schedule with a risk of non-delivery or not started). This shows that since an update report was presented in March 2025, 4 actions have moved from amber to green and 2 have moved from red to amber. One that was rated as red/amber has this year moved to amber.

2 Background, Context and Proposals

- 2.1 Following the May 2023 borough election, the administration developed a Corporate Plan which set out their vision and ambition for the borough for the period 2023-2027. The Corporate Plan was adopted by Council on 3 April 2024. This is a living document setting out the vision of the council and the strategic, corporate priorities.
- 2.2 It is good practice to review the Corporate Plan each year to monitor the progress on actions, noting which items are completed, on target for completion or are at risk on non-completion.

- 2.3 The Council's Corporate Plan establishes the political and managerial priorities on which the organisation will focus over a medium-term period. Without attempting to cover in any detail all of the objectives to be pursued by every department, it sets the tone for future resource allocation, establishing which activities and objectives are priorities.
- 2.4 In an era of constrained and diminishing resources, it is important to have a Plan that is linked to the Medium-Term Financial Plan (MTFP) which should inform the key decisions of the Council.
- 2.5 The Corporate Plan is also linked to the Annual Delivery Plan which is a 3-year service plan prioritising and setting the work programmes for each service. It also sets out statutory duties, areas for service improvement, key projects and procurements.
- 2.6 The plan is central to the strategic framework which links to departments' operational service plans and to individual officers' objectives. It establishes clear priorities while also providing a steer for all teams to link their work to the overall ambitions of the council.
- 2.7 Currently the timeline for Local Government Reorganisation, states that Vesting Day for the new Unitary Council is 1 April 2028, the current Corporate Plan covers the period 2023 to 2027. Until Vesting Day, Swale Borough Council services will continue to operate and it is important that a Corporate Plan is in place to ensure that the Council's resources continue to be allocated in a coherent, accountable and effective way. This will provide clarity about the organisation's priorities and ensure coherent decision-making by members as well as help to inform the new unitary about what the local priorities are. It is proposed that members and officers start work on developing a new Corporate Plan in Autumn 2026.

3 Recommendations

- 3.1 Members of the Policy & Resources Committee are invited to note and discuss the Corporate Plan 2023-2027 update at Appendix I.
- 3.2 To agree that members and officers start work on a new Corporate Plan 2027-2028 in Autumn 2026 to provide continued clarity about the organisation's priorities and ensure coherent decision-making by members as well as help to inform the new unitary about what the local priorities are.

4 Alternative Options Considered and Rejected

- 4.1 For recommendation 1, as this is largely a report for information, there are no alternative options proposed.
- 4.2 For recommendation 2, the alternative is not to start work on a new Corporate Plan for the period 2027-2028. This is not recommended as there is a legal requirement for councils to have a definite policy framework, but there is no

specific requirement for a corporate plan. However, the absence of a plan is likely to result in a lack of clarity about the organisation's priorities and less coherent decision-making by members.

5 Consultation Undertaken or Proposed

- 5.1 The Senior Management Team were consulted to obtain updates on each of the actions in the Corporate Plan 2023-2027.

6 Implications

Issue	Implications
Corporate Plan	The Corporate Plan 2023-2027 was adopted by Council on 3 April 2024. It is good practice to review the Corporate Plan each year to monitor the progress on actions, noting which items are completed, on target for completion or are at risk on non-completion.
Financial, Resource and Property	By carrying out an annual update of the Corporate Plan, any financial implications arising from identified delivery problems can be addressed at an early stage. The Corporate Plan complements the MTFP, in that it sets out in broad terms what the council aims to achieve given the resources established by the MTFP. It is anticipated that the activities required by the plan will generally be funded within the resourcing framework established in the MTFP.
Legal, Statutory and Procurement	The legal status of the Corporate Plan as a component of the statutory policy framework originates from the Local Government Act 2000 and regulations subsequently made under it. No specific procurement implications have been identified at this stage.
Crime and Disorder	The Plan at Appendix II includes some specific points of relevance to crime and disorder, particularly under priority 1 – Community.
Environment and Climate/Ecological Emergency	The Plan at Appendix II includes some specific points of relevance to the environment and to the climate and ecological emergencies, particularly under priority 3 - Environment.
Health and Wellbeing	The Plan at Appendix II includes some specific points of relevance to health and wellbeing, particularly under priority 4 – Health & Housing.
Safeguarding of Children, Young People and Vulnerable Adults	The Plan at Appendix II includes some specific points of relevance to safeguarding of children, young people and vulnerable adults, particularly under priority 1 – Community and priority 4 – Health & Housing.
Risk Management and Health and Safety	No specific implications have been identified at this stage.

Equality and Diversity	The Public Sector Equality Duty requires decision-makers to have due regard to the need to eliminate unlawful discrimination and advance equality of opportunity right throughout the decision-making process. An equality impact assessment was carried out when the Corporate Plan was developed. The Corporate Plan is in general at too high a level of abstraction for the aims of the Equality Duty to be relevant in any concrete way, although they are likely to be much more relevant to many of the pieces of work which will flow from it, which will all need to be subject to individual impact assessments. The impact of the Plan itself on the aims of the Equality Duty, without reference to these more detailed pieces of work, is considered to be low, and nothing requiring the mitigation of adverse impacts has been identified. It is believed that the Plan involves no unlawful discrimination.
Privacy and Data Protection	No specific implications have been identified at this stage.
Local Government Reorganisation	No specific implications have been identified at this stage as the current Corporate Plan covers the period 2023 to 2027. However, there may be actions that need to be carried out as part of the preparation for Local Government Reorganisation.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:

Appendix I – Corporate Plan 2023-2027 update report

Appendix II – [Corporate Plan 2023-2027](#)

8 Background Papers

None.

Corporate Plan update on actions – March 2026

RAG rating definitions:

Action on hold, significantly behind schedule with a risk of non-delivery or not started, or does not have funding.
Action changed and/or timeline revised, but on track for delivery. Further or additional funding may be needed which could cause some delay in delivery.
Action on track or completed.

Priority 1: Community - To enable our residents to live, work and enjoy their leisure time safely in our borough and to support community resilience.

Priority number	Corporate Plan actions	Actions update	RAG rating
1.1	Provide the evidence base for the Local Plan to ensure our built and outdoor sport and health facilities meet the demands of the current and future populations.	Built Facilities Strategy has been commissioned, developed and approved by the Community and Leisure Committee and Sport England. It is now being used by planners to justify developer contributions. The Playing Pitch Strategy is now completed and signed off by Sport England and Housing, Health and Community Committee. Focus is now on delivery of both strategies. Project complete.	Complete
1.2	Review the Leisure centre service in order to deliver a range of options for residents to improve their health and wellbeing.	Tender specification and documents completed. PSQ stage held which shortlisted companies interested in taking part in the tender. Four companies are now progressing through the tender and have submitted initial bids. A round of dialogue and negotiation is currently underway and will be followed by a final tender submission round between March and May 2026.	On track
1.3	Inspect and maintain the playgrounds across the borough and seek external contributions to enhance them wherever possible.	Playground development programme approved by Community and Leisure Committee. 2024/25 and	On track

		2025/26 playground improvements currently out to tender. Review of all playgrounds completed and report recently taken to Housing, Health and Community Committee. Outcome will be progressed depending on Member recommendations. Daily, quarterly and annual inspections continue as day-to-day business. Further work being undertaken on procuring improvements to play areas benefitting from Section 106 funding.	
1.4	Complete the Parking Policy review and implement the principles to ensure traffic flow across the borough.	Project completed. Policy approved by Members and uploaded to website. Principles being used for ongoing decisions. Civil Enforcement Contract and Cashless Parking option contract approved for extension.	Complete
1.5	Work in partnership with the local towns and parishes and voluntary sector on our community assets – e.g. playgrounds, sports pitches and pavilions, community halls.	Corporate process for asset transfers has been reviewed. Disposal and Asset Transfer policies now approved by committee. Expression of interest form created for town and parishes to complete and updated them via Parish Liaison Forum. More recently a new Voluntary and Community Sector Lettings Policy has been consulted upon. Have been working with interested community groups such as New Road Football Club around future asset transfers. Activity in the second half of 2025/26 has focused on potential interest from Parish and Town Councils in greenspaces, community assets and public toilets, with Committee approval supporting a	On track

		number of potential transfers. Negotiations continue in respect of these and other possible transfers. Committed funding from developer contributions to a project to install a new artificial playing pitch in Faversham supporting local school and community sports club.	
1.6	To support local groups and organisations in Swale through the delivery of the member grants programme and review the funding mechanism of a community lottery scheme.	Members grant scheme operated and closes at end of February. Swale Community Lottery successfully launched in March 2025. Work continues to raise the profile and promote the scheme across the borough.	Ongoing
1.7	Enable and empower the existing voluntary and community sector in Swale to develop, strengthen, grow, and improve sustainability for the future.	Extension of the original project continued throughout 2025 to continue to strengthening collaboration, provide guidance and resources, and enhance representation across Swales voluntary sector. The project will close at the end of March 2026 whereby Swale CVS will continue its work through their own programmes. A refreshed Voluntary and Community Sector Lettings Policy was agreed by Economy and Property Committee in January 2026, following public consultation. UK Shared Prosperity Funding has continued to be used to support the sector, including capacity grants	On track

		to SVA and CVS and over £120,000 of Community Infrastructure Grants.	
1.8	To consult with our residents on ways of devolving power and giving communities a greater say in what happens in their locale potentially through the establishment of new Parish, Town and Community Councils if there is community support to do it.	A Community Governance review commenced on 17 December 2025. There are a number of areas of the borough included within the review including, consulting residents on the establishment of a town or parish council for the currently unparished areas of the borough; and some amendments to existing.	On track
1.9	To ensure active and effective engagement mechanisms are in place so that all residents and communities have the opportunity to engage with the Council.	The Communications Strategy 2024-2027 was developed with members and adopted at Policy & Resources Committee on 16 October 2024. This document sets out the priorities and mechanisms for communicating and engaging with residents. In September 2025 at the Policy & Resources Committee, Members agreed the Public Consultation Policy Statement along with a public guidance document and member guide along with a toolkit for officers. Area Committees continue to take place and are proven to be an important engagement mechanism.	On track
1.10	To support the voluntary and community sector to co-ordinate an effective response to the cost-of-living crisis, including effective distribution of the Household Support Fund.	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 and will cease in its current format at the end of March to become the new Crisis and Resilience Fund.	On track
1.11	To work as part of the Community Safety Partnership to delivery priorities to address domestic abuse, crime, and disorder, ASB and support vulnerable people.	The Community Safety Partnership has delivered against the priorities set out in the 2024/25 2025/26 CSP plan. The strategic assessment is being prepared to review priorities for next year's plan.	Complete

		Delivery of a range of initiatives and use of the PCC grant have been achieved.	
1.12	To deliver the Safer Streets Programme in Sittingbourne and Sheerness town centres.	The Safer Streets programme has been delivered with successful outcomes in Sittingbourne and Sheerness Town Centres. This has included a wide range of initiatives including increased CCTV, Street Marshalls, Youth Provision, By-stander training and environmental works.	Complete
1.13	To deliver an effective public space CCTV service and town centre radio scheme, and to grow wider service delivery by the control centre.	The control centre continues to operate a high-quality service and has seen expansion through external contract with other councils. The town centre radio scheme continues to operate. Project is in place to extend the physical footprint of the control room in order to take on more external contracts.	On track
1.14	To engage with schools to inform young people about democracy and the work of the council.	Delivered an event in Democracy Week with a number of secondary schools, the Mayor, members and officers in November 2025.	Complete

Priority 2: Economy - Working with our businesses and community organisations to work towards a sustainable economy which delivers for local people

Priority number	Corporate Plan actions	Actions update	RAG rating
2.1	Use the Levelling-Up Fund as a catalyst for further regeneration on the Isle of Sheppey.	The new Makers Studios at Masters House were formally opened in January 2026. Sheppey College welcomed its first new student cohort to the building's extension that month. The Adventure Golf course was opened at Beachfields in July 2025 and has proved very popular. Internal works to extend and reconfigure the Healthy Living Centre progress. LUF investment has been supported by UKSPF funding, including capital works at the Neptune Terrace Building which has been successfully let. £20m Pride in Place funding was announced for Sheppey East in September 2025. Economy and Property Committee agreed in January 2025 not to dispose of the Old Library in Trinity Road, pending an exploration of external investment opportunities.	On track
2.2	Use the Sittingbourne Supplementary Planning Document as a model framework to support town centre regeneration.	Outside of the Levelling Up Fund, town centre regeneration has been delivered principally via UKSPF, through both revenue grants and capital works. This has included, for example, a commitment to refurbishing the Central Avenue toilets in Sittingbourne . The Pride in Place Impact Fund has awarded £1.5m across the borough for	On track

		2025/26 and 2026/27 and the Prosperity Funds Member Working Group has proposed a town centre focus for a significant part of this budget.	
2.3	Implement the Property Asset Strategy to support best use of our assets and look to increase our income.	A number of disposals and transfers have been considered by Economy and Property Committee in the last year including: • Land rear of Queenborough Guildhall • 34 High Street, Sittingbourne • Barton's Point Coastal Park • Oare Gunpowder Works Country Park • Sheerness Allotments (Medway Road and Richmond Street / Nursery Close) • Thistle Hill Community Centre and Playing Field Work continues to enact the Committee resolutions, and a pipeline of requested asset transfers to Parish and Town Councils is being progressed New lettings and rent reviews mean that there is projected growth in income generated from property assets.	On track
2.4	Deliver economic development through the UK Shared Prosperity Fund (UKSPF) and the Rural England Prosperity Fund (REPF) (currently programmed to March 2025).	Both programmes are on track to achieve full spend by the nationally extended deadline 30 September 2026. It is now known that this will be the last year of UKSPF funding. Funding allocations have been made to the Borough through the Pride in Place programme and Pride in Place Impact Fund,	On track

		Sample highlights of the current programme have included: • Investment in open spaces and in the Boroughs leisure facilities • Grant scheme to support Community Infrastructure • Grants to support local CVS organisations and community projects, recruiting and training volunteers and tackling loneliness • Grant to support work with young people not in education, employment or training. •	
2.5	Develop an Economic Development Strategy, building on the successes of the Economic Improvement Plan.	Work on the Economic Development Strategy has been paused pending an understanding of the input of national and regional government in delivering economic development, and in particular the future funding landscape (eg the introduction of central government funded schemes / devolved funding / the future of regional economic partnerships such as KMEP, Brand Kent, etc). The UKSPF, REPF and latterly the PIP and PIPIF funding guidance / indicators have provided suitable frameworks for interim investment.	On hold
2.6	Progress a Local Plan with local needs and capacity at its heart.	There has been significant work undertaken in 2025/26 to develop Swale's next Local Plan culminating in the launch of the Reg 18 consultation in January 2026, and the selection of a growth option and non-strategic site allocations by the Planning and Transportation Policy Working Group, also in January (to be recommended to Policy and Resources Committee in March).	On track

		Supportive work has included the adoption of: • A revised Local Development Scheme • A Protocol for Urgent Designation to the Local Heritage List • The refreshed Statement of Community Involvement. • Kent and Medway Local Nature Recovery Strategy. Evidence base work has been completed throughout the year, including the Whole Plan Viability Assessment and Important Countryside Gaps Review.	
2.7	Support skills development through advocacy and partnership working.	The Sheppey College extension – funded via Levelling Up Fund investment to provide junior, further and adult education across a range of subject – welcomed its first students in January 2026. We have used UKSPF to continue to support those Not in Employment, Education or Training (NEETs). We continue to provide space for providers in Swale House, where appropriate and sought to work with others looking for delivery space in the Borough. Separately, we have responded to KCC's Schools Commissioning Plan and lobbied regarding the changing needs of the Borough and the issue of local provision for local students.	On track

2.8	Develop the borough's second Heritage Action Plan that reflects in-house and partnership capacity, to support and promote our outstanding assets.	Swale's second Local Heritage List has been developed during the course of 2025, and a Protocol for Urgent Listing was approved by Policy and Resources Committee in June. Conservation Area reviews have been progressed for Graveney Church, Graveney Bridge, Goodnestone Graveney, Bexon, Newington Church, Newington High Street and Newington Manor. These are scheduled at Policy and Resources Committee across February and March 2026. Commencing consultation on the boundaries of an Area of Special Advertisement Control is being recommended to Policy and Resources Committee in February, following consideration by Planning and Transportation Policy Working Group.	On track
2.9	Support modal shift and partnership-based solutions to key issues countering sustainability and congestion.	We continue to advocate for modal shift investment and prioritisation for rail freight, including in consultation responses. We continue to work with Network Rail to promote investment opportunities for rail freight and for opportunities to combat congestion in central Sittingbourne	On track

Priority 3: Environment - To provide a cleaner, healthier, more sustainable and enjoyable environment, and to prepare our borough for the challenges ahead

Priority number	Corporate Plan actions	Actions update	RAG rating
3.1	Refresh the Climate and Ecological Emergency Action Plan and continue to be a leader in our work towards net zero.	Carbon footprint of the Council has been re-calculated. Steady progress being made against our emissions. New action plan approved in March 2025. Work underway on new actions. First annual report of the new plan taken through committee in January 2026. Member and officer steering group still well attended and monitoring progress.	Plan - complete Delivery - ongoing
3.2	Look at the feasibility of solar and renewable energy solutions for our estate, including council car parks.	A 294-panel solar array is to be installed on the roof of Swale House in Spring 2026, which will generate approximately 117,128 kWh, and offsetting 50% of the total electricity currently consumed by Swale House annually Work has been conducted to look at other suitable sites including leisure centres. The pay back period for Council car parks is considerably longer due to the need for steel framework to create the canopies. Opportunities still being monitored to see if the position changes.	On-track
3.3	Create an air quality policy that formalises what we can do to improve air quality for the benefit of our residents.	The Air Quality policy is now complete with updates made in 2024. Changes will be included in the Regulation 18 local plan consultation reflecting the recent updates to NPPF.	On-track

3.4	Form partnerships with key stakeholders to ensure we champion active travel opportunities.	Active Travel co-ordinator has had a successful year, attracting external funding to design/develop new schemes. Swale's Local Cycling and Walking Infrastructure Plan has been created and a successful public consultation has been completed. The Plan is due back at committee in March for adoption. Planning process encourages new active travel opportunities through the design and application process of new developments.	On-track
3.5	Review the grounds maintenance service to ensure we maximise biodiversity gains, particularly with grass cutting, whilst continuing to provide places for residents to enjoy their leisure time.	The Grounds maintenance contract has been reviewed and an extension to the contract was granted by Members, allowing the Council to adapt grass cutting regimes and apply savings to the annual contract cost. Officers are continuing to survey each of the sites across the Borough in order to review if maintenance regimes can be improved. Our country parks continue to develop and improve.	Complete
3.6	Ensure key policy documents such as the Local Plan and Open Spaces Strategy lever in improvements in the quantity and quality of open space to meet the needs of a growing population.	The existing Open Spaces and Play Strategy is used by planners to lever in developer contributions for existing open spaces or generating new ones. The strategy was placed on hold subject to the outcome of the Highsted planning enquiry. The initial stage of work has been completed and will be reconvened following publishing of the outcome. The completion of the Playing Pitch strategy mentioned above is already assisting us in pulling in developer contributions and recommendations	Delayed

		have been made as part of the Local Plan development to strengthen policy positions in these areas. The Council is working with Kent Wildlife Trust to create a pilot habitat bank at Queensdown Warren Nature Reserve, helping to restore the landscape, provide long term protection, and satisfy Biodiversity Net Gain (BNG) requirements where on-site offsetting is not feasible.	
3.7	Work with our partners and contractor to successfully deliver the new waste collection contract and undertake initiatives to deliver improved recycling participation.	The collection service has settled and now is delivering consistent service. The Council has trialled a number of new campaigns and projects on increasing food waste collection and can share that the food waste tonnages collected have increased by 30%, removing more food waste from recycling and refuse and therefore positively impacting our recycling rates.	On track
3.8	Promote the circular economy by raising awareness of how the materials residents put in their bins can be used for the benefit of the environment.	Residents to be informed of the government legislation changes and what this means for collections. A range of communications campaigns have been delivered across the year. Our resident e-newsletter has seen an increase in sign-ups with regular messaging going out about recycling and waste minimisation.	On track
3.9	Build on the benefits of an improved street cleansing service and work with residents to	The indicator remains Amber with the project still on-going to make the street cleansing service more	On track

	ensure they can take pride in their local community.	efficient. All litter bins have now been audited with a new asset inventory created and a programme of old bin replacements underway. QR codes have been created for ease of reporting by residents are being rolled out across the Borough in Q1 of 2026. We continue to trial new innovations with a new project looking at litter bin 'fill rates' to allow smarter scheduling.	
3.10	Make best use of our resources alongside other enforcement agencies to investigate the most disruptive environmental crimes across the borough, in order to deliver the best environmental outcomes for residents.	The team has had another successful year, running 10 multi-agency Operations to target waste criminals. We remain partners on a number of high-profile waste crime investigations. Fly-tipping cases have reduced by 10% from last year, with continued effort on targeting those that commit offences resulting in 37 formal/informal resolutions.	On track
3.11	Lobby for the best possible standards in marine and coastal environments, protecting our habitats and reducing the impacts of pollution.	Regular engagement with Southern Water and the Environment Agency. We pay close attention to monitoring of sea pollution and continue to push for improvements. Water quality has enabled the Council to apply for Blue Flags and Quality Seaside awards. 2026 water quality results were positive again with the ability to apply for Blue flags at two of our three beach resorts.	On track

Priority 4: Health & Housing - To aspire to be a borough where everyone has access to a decent home and improved health and wellbeing

Priority number	Corporate Plan actions	Actions update	RAG rating
4.1	Work with Breaking Barriers Innovation playbook programme, to develop a long-term programme to tackle health inequalities on the Isle of Sheppey.	Intervention designed for Sheppey work readiness pilot programme – awaiting agreement to proceed with funding from Kent Marmot Coastal Programme – Accelerator programme	Delayed
4.2	Actively play our role in the Health and Care Partnership to address health inequalities in the borough.	SBC has continued active engagement in the Swale Health and Care Partnership and working on a range of initiative and delivery strands.	On track
4.3	Ensure we address health inequalities in all our policies ensuring a blueprint for a healthy borough.	Health implications are considered as part of the decision-making process of all policies.	On track
4.4	Deliver the Housing, Homelessness and Rough Sleeping Strategy 2023 -2027, to meet and build on our statutory obligations to tackle homelessness and improve the standards of homes.	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. Strategy will be revised in-line with new Government Strategy.	On track
4.5	Purchase accommodation to use as temporary accommodation to enable us to control costs and provide improved quality and more local provision.	Temporary Accommodation purchase programme Phase 1 has been completed. Evaluation of programme is being completed.	On track
4.6	Prepare for the introduction of the Renters Reform Bill 2023 and ensure we implement the requirements when it receives royal ascent.	The Renters Rights Act has now been enacted. Project team and implementation plan created. New Burdens funding received for 25/26. Team training has begun and 2 Apprentices recruited.	On track
4.7	Work in partnership to maximise the number and range of affordable homes in the borough.	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	Ongoing

		and despite a strong s.106 pipeline RPs are not able to make the schemes work. Work is on-going to develop the Council's own scheme on Cockleshell Walk. Build contract procurement has taken place and funding bids submitted.	
4.8	Ensure we meet our safeguarding obligations to keep children and vulnerable adults safe.	Safeguarding processes well established in the Council. External audit assurance have taken place with both the adult and children's boards with good level of assurances.	Complete
4.9	Achieve Domestic Abuse Housing Accreditation, demonstrating our commitment to identifying abuse, preventing it and provide help to those affected.	We have been awarded Gold for the DAHA assessment – the first Council in Kent to have achieved this status.	Complete

Priority 5 - Running the Council - Working within our resources to proactively engage with communities and outside bodies to deliver in a transparent and efficient way

Priority	Theme	Corporate Plan actions	Actions update	RAG rating
5.1	Finance	Maintain fiscally sound and stable position.	Budget for 2026/27 was passed at full council on 18 February 2026. The fair funding review has delivered a neutral position for 2026/27 however reductions in homelessness and RSG from 2027/28 means that a savings plan is required to avoid unsustainable reliance on reserves.	At risk
		Maximising opportunities for external funding and income streams.	Teams are working to maximise grant opportunities and fees and charges set to maximise our income streams.	Ongoing
		Work towards maximising the rates of income on all commercial council properties.	The property team are reviewing where possible and issuing leases to optimise the council's position. New lettings and rent reviews over the past year have resulted in projected growth in income from commercial property assets, subject to retaining existing tenants.	Ongoing
		Maximising opportunities for external grant funding to deliver the Council's corporate objectives.	Grant funding is sought to deliver council schemes and maximised to support services where the criteria allows.	Ongoing
		Managing finances and having a sound culture of performance management robustly to ensure Value for Money.	Internal and external audit opinions have reported that we continue to deliver a sound culture of financial and performance management have a strong governance	Ongoing

			position and are delivering value for money services.	
		Ensuring value for money is embedded in culture, service quality and social values.	Internal and external audit opinions have reported that we continue to deliver a sound culture of financial and performance management have a strong governance position and are delivering value for money services.	Ongoing
		Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero.	Projects are assessed on their financial viability, member decisions and where possible we aim to contribute to the council's net zero objective.	Ongoing
5.2	Resources/ staff	Seek to make best use of assets and staff resources.	Ongoing process of review and assessment of staff and assets required to deliver our services. Workforce strategy approved by Policy & Resources Committee on 5 February 2025.	Ongoing
5.3	Partnership working	Effective partnership working. Reviewing contract and partnership arrangements to ensure the most appropriate and efficient means of delivering services to our diverse communities and customers.	Service contracts and delivery methods under constant review when procurement dictates or changes arise to allow a seek alternative approaches to efficient service arrangements.	Ongoing
5.4	Customer Services	Reviewing our customer service options to enable better outcomes for customers.	Customer Experience Strategy has been adopted. Delivery plan created.	On track
5.5	Equality, Diversity and Inclusion	Ensuring inclusivity and equality for all residents.	The Corporate Equality Strategy 2024-2028 was developed with Members and adopted at Policy & Resources Committee in July 2024.	Ongoing

		Actively promoting fairness, equality and diversity.	The equality objectives progress will be reported to Committee in 2026.	
5.6	Communication with residents	Improving communication with residents via all channels.	The Communications Strategy 2024-2027 was developed with members and adopted at Policy & Resources Committee on 16 October 2024. This document sets out the priorities and mechanisms for communicating and engaging with residents. There is continued growth in engagement and reach of council owned channels.	Complete
5.7	Services/ performance management	Provide services that meet the needs of residents. A sound culture of performance management.	Regular performance monitoring is reported to members with a review of indicators completed in line with the adoption of the new Corporate Plan.	Ongoing
5.8	Staff values, development and well-being	Create a culture that empowers and fosters an ambitious and motivated workforce. Welcoming fair and appropriate challenge. Instilling the values of integrity, dignity, respect and pride. Embedding well-being policy. Supporting and training for effective workforce development.	Wellbeing events and information are shared regularly with staff across the council. There is also a wellbeing week delivered annually promoting a number of health initiatives to improve staff wellbeing. A shared set of Values for Members and Officers was agreed in 2025. These were launched to Officers at the All Staff event in September. A series of Team Talks follow to embed the values and subsequent competency framework. Training plan is organised and delivered annually based on skill requirements from the	Ongoing

		Work collaboratively to alleviate difficulties with recruitment and retention.	organisation and development needs from staff. Managers and HR work together on recruitment and this can include advice from external recruitment agencies to address hard to fill roles.	
5.9	Members training, values and codes of conduct	Appropriate training and support to be provided to our councillors. Welcoming fair and appropriate challenge. Instilling the values of integrity, dignity, respect and pride. Working together to ensure that staff and elected members codes of conduct are met and adhered to.	The Member Development Working Group established a comprehensive training programme for the 2025/26 civic year, ensuring all Members have access to a wide range of training and briefing opportunities. Sessions have been delivered both in person and remotely to support flexible participation, and all training has been recorded so Members may revisit content or view sessions at a time that suits their schedules. This approach ensures that every Member has had the opportunity to fully engage with the programme and maintain their ongoing professional development. A shared set of values was agreed in 2025, launched to Officers in September at the All Staff event. The member/officer protocol has now been adopted by Council and following a process of minor amendment has been communicated to all members and staff.	Ongoing

5.10	Governance	Ensuring core governance around corporate and financial planning, workforce planning, managing assets and sound and ethical procurement. Maintaining effective governance that allows sound decision making.	Robust policies and procedures in place to support our financial management, procurement and governance position – evidenced by sound internal and external audit opinions. Any proposed changes to the Constitution go through the Constitution Working Group.	Ongoing
------	------------	--	--	---------