

Folkestone

Hythe & Romney Marsh
Shepway District Council



Agenda

Meeting: **Council**
Date: **26 April 2017**
Time: **7.00 pm**
Place: **Council Chamber - Civic Centre Folkestone**

To: **All Members of the Council**

YOU ARE HEREBY SUMMONED to attend a meeting of the Council on the date and at the time and place shown above. The meeting will be open to the press and public.

Anyone who wishes to have information on any matter arising on the Agenda which is not fully covered in these papers is requested to give notice prior to the meeting to the Chairman or appropriate officer.

Chief Executive

1. **Apologies for Absence**
2. **Declarations of Interest**

Members of the Council should declare any discloseable pecuniary interest or any other significant interests in any item/s on this agenda.

3. **Minutes (Pages 5 - 20)**

To receive the minutes of the meeting of the council held on 22 February and 22 March 2017 and to authorise the Chairman of the Council to sign them as a correct record.

4. **Chairman's Communications**

Queries about the agenda? Need a different format?

Contact JemmaWest/Sue Lewis – Tel: 01303 853369 / 01303 853265
Email: committee@shepway.gov.uk or download from our website
www.shepway.gov.uk

5. **Petitions**

There are no petitions to be presented.

6. **Questions from the Public**

1. From Mr Bryan Rylands to Councillor Dearden, Cabinet Member for Transport and Commercial

In 2008/9 and 2013/14 SDC made a surplus on its on-street parking, according to figures provided by SDC to DCLG. SDC must publish a report showing the breakdown of how the authority has spent its surplus from its on street parking account. When can we expect the reports for 2008/9 and 2013/14 to be published?

7. **Questions from Councillors**

(Questions can be found on www.shepway.gov.uk from noon 2 days before the meeting).

Up to 45 minutes is allowed for questions from councillors.

8. **Announcements of the Leader of the Council**

To receive a report from the Leader of the Council on the business of the cabinet and on matters that the leader considers should be drawn to the council's attention. The leader shall have 10 minutes to make his announcements.

The opposition group will have an opportunity to reply to the leader's remarks. The opposition group leader shall have 5 minutes to respond after which the Leader of the Council will have a right of reply. Any right of reply will be for a maximum duration of 5 minutes.

9. **Draft Corporate Plan 2017-2020 (Pages 21 - 50)**

Report A/16/29 presents the Cabinet report outlining the draft Corporate Plan and supporting delivery plan for endorsement by Council. The Corporate Plan set outs the framework for delivering the Council's priorities over the next three year, outlining the strategic objectives, priorities and key outcomes to meet the vision for the council and district.

10. **Opposition Business**

There is no opposition business.

11. Motions on Notice

There are no Motions on Notice.

*Explanations as to different levels of interest

(a) A member with a discloseable pecuniary interest (DPI) must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares a DPI in relation to any item must leave the meeting for that item (unless a relevant dispensation has been granted).

(b) A member with an other significant interest (OSI) under the local code of conduct relating to items on this agenda must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares an OSI in relation to any item will need to remove him/herself to the public gallery before the debate and not vote on that item (unless a relevant dispensation has been granted). However, prior to leaving, the member may address the meeting in the same way that a member of the public may do so.

(c) Members may make voluntary announcements of other interests which are not required to be disclosed under (a) and (b). These are announcements made for transparency reasons alone, such as:

- membership of outside bodies that have made representations on agenda items, or
- where a member knows a person involved, but does not have a close association with that person, or
- where an item would affect the well-being of a member, relative, close associate, employer, etc. but not his/her financial position.

Voluntary announcements do not prevent the member from participating or voting on the relevant item

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SHEPWAY DISTRICT COUNCIL

Minutes for the meeting of the Council held at the Council Chamber - Civic Centre Folkestone on Wednesday, 22 February 2017

Present: Councillors Mrs Ann Berry, Miss Susan Carey, John Collier, Malcolm Dearden, Alan Ewart-James, Peter Gane, Clive Goddard, David Godfrey, Miss Susie Govett, Ms Janet Holben (Chairman), Mrs Jennifer Hollingsbee, Mrs Claire Jeffrey, Mrs Mary Lawes, Len Laws, Rory Love, Philip Martin, Ian Meyers, David Monk, David Owen, Dick Pascoe, Paul Peacock, Stuart Peall, Mrs Rodica Wheeler and Roger Wilkins

Apologies for Absence: Councillors Michael Lyons, Frank McKenna, Damon Robinson, Carol Sacre, Peter Simmons and Mrs Susan Wallace

173. Declarations of Interest

There were no declarations of interest.

174. Minutes

The minutes of the meeting held on 18 January 2017 were submitted, approved and signed by the Chairman.

175. Chairman's Communications

The Chairman stated that in terms of civic events, the last month had been fairly quiet. She had however attended the 'Armed Forces in the community' event the previous Friday which she stated was an absolute delight. The free fun and information day had been open to all of the Armed Forces Community including Serving Personnel, Reservists, Veterans and families. Various organisations attended to provide help, advice and free health checks, and there had been a backdrop of entertainment too.

The Chairman expressed her thanks to those involved in organising the event, and to the organisations which took part.

176. Petitions

There were no petitions.

177. Questions from the Public

The questions asked, including supplementary questions (if any) and the answers given are set out in Schedule 1, appended to these minutes.

178. Questions from Councillors

The questions asked and the answers given are set out in Schedule 2 appended to these minutes.

179. Announcements of the Leader of the Council

The Leader of the Council, Councillor David Monk, gave an update on the following:

- The judicial review of the lorry park was due to be conducted in June, although he believed there were ongoing negotiations between Highways England and the owner of Westenhanger Castle, so it was possible that a resolution could be found prior to this.
- The Otterpool Park collaboration board, and Shepway District Council continued to work on the design guide and identification of restraints. Further public consultations would be taking place the following month. In the mean time, a 'frequently asked questions' leaflet had been produced and would be distributed to the majority of homes in Shepway, answering most of the questions that were being asked.
- Cabinet had approved the submission of the Princes Parade scheme for planning permission, and all being well, a decision would be made on whether to proceed later in the year.
- By the end of the week, the Economic Development team would have submitted the second round bid for the £5million European Community Led Local Development scheme which was designed to provide jobs and businesses in Central and East Folkestone. Shepway District Council were one of only three councils in the South East of the country to be asked to bid for this. The Leader paid tribute to the Head of Economic Development and her team for the effort put into the submission which had the potential over the next five years to make a significant improvement to the social and economic wellbeing of the area.

Councillor Laws, Leader of the UKIP Group thanked the Leader for his updates, and made the following points:

- He was pleased that the lorry park was going to judicial review, and he stated that he would like the lorry parks to be spread evenly across the county, rather than having one big one.
- In terms of Otterpool, opinions were still being sought, and much of the issues had not even been drawn up.
- Were there doubts around Princes Parade proceeding?
- The bid by Economic Development would be welcomed to the area, particularly with Brexit on the horizon, and he hoped that the Government would underwrite it.

The Leader responded to comments made with the following additional points:

- Otterpool was a large area, and the restraints as to where the council could not build were clear.
- In terms of Princes Parade, the costs were not known as yet. The council intended to replace Hythe Pool, and if the development was a way of doing that, then the council would seek to do this.

Proposed by Councillor Monk
Seconded by Councillor Mrs Hollingsbee

RESOLVED:

That the announcements be noted.

180. Opposition Business

Councillor Meyers presented the item which was “the formation of a cross party working group to consider the impact of Brexit”. He asked that the working group carry out a time limited review of the current and likely future impact on Shepway of the UK exiting the EU and consider actions the council could take such as lobbying and local projects to capitalise on the opportunities and challenges that exiting the EU would bring and move forward.

Proposed by Councillor Meyers
Seconded by Councillor Laws; and

that the subject be referred to the Overview and Scrutiny Committee for their observations before deciding whether to make a decision on the issue.

(Voting: 9 for; 12 Against; 2 Abstentions).

The motion was therefore defeated and the item **FELL**.

181. Appointment of External Auditors

Report A/16/23 details the arrangements for appointing external auditors following the abolition of the Audit Commission and the end of the transitional arrangements at the conclusion of the 2017/18 audit. It recommends opting into a Sector Led Body (Public Sector Audit Appointments Limited) to negotiate and make the external auditor appointment be agreed as the preferred procurement route.

Proposed by Councillor Miss Carey,
Seconded by Councillor Owen; and

RESOLVED:

- 1. To receive and note report A/16/23.**
- 2. That the Council opts in to the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors.**

(voting: 24 For, 0 against, 0 abstentions)

182. Housing Revenue Account 2017/18

Report A/16/26 set out the Housing Revenue Account Revenue and Capital Budget for 2017/18 and proposed a decrease in rents and an increase in service charges for 2017/18.

Proposed by Councillor Ewart-James,
Seconded by Councillor Collier; and

RESOLVED

- 1. To receive and note Report AC/16/26.**
- 2. To approve the Housing Revenue Account Budget for 2017/18. (Refer to paragraph 2.1 and Appendix 1)**
- 3. To approve the decrease in rents of dwellings within the HRA on average by £0.85 per week, representing a 1.0% decrease with effect from 3 April 2017. (Refer to paragraph 3.2)**
- 4. To approve the increase in service charges. (Refer to section 3.5)**
- 5. To approve the Housing Revenue Account Capital Programme budget 2017/18. (Refer to paragraph 4.1 and Appendix 2)**

(voting: 24 For, 0 against, 0 abstentions)

183. Update to the General Fund Medium Term Capital Programme and Quarter 3 Monitoring 2016/17

Report A/16/22 updated the General Fund Medium Term Capital Programme for the five year period ending 31 March 2022 and provided a projected outturn for the General Fund capital programme in 2016/17, based on expenditure to 30 November 2016. The report also set out both the prudential indicators for capital expenditure and the Minimum Revenue Provision Policy Statement to be approved by full Council. The General Fund Medium Term Capital Programme is required to be submitted to full Council for consideration and approval as part of the budget process. Overview and Scrutiny Committee considered this report on 17 January 2017 ahead of Cabinet approving it on 18 January 2017 to be submitted to full Council.

Proposed by Councillor Miss Susan Carey,
Seconded by Councillor Monk; and

RESOLVED:

- 1. To receive and note report A/16/22.**
- 2. To approve the updated General Fund Medium Term Capital Programme as set out in Appendix 2 to this report.**
- 3. To approve the Prudential Indicators for capital and borrowing set out in the Appendix 3 to this report.**
- 4. To approve the Minimum Revenue Provision (MRP) Policy Statement set out in Appendix 4 to this report.**

(voting: 24 For, 0 against, 0 abstentions)

184. Treasury Management Strategy Statement 2017/18 including Treasury Management Indicators

Report A/16/24 set out the proposed strategy for treasury management for 2017/18 including the Annual Investment Strategy and Treasury Management Indicators to be approved by full Council. Overview and Scrutiny Committee considered this report on 17 January 2017 ahead of Cabinet approving it on 18 January 2017 to be submitted to full Council.

Proposed by Councillor Miss Carey,
Seconded by Councillor Monk; and

RESOLVED:

- 1. To receive and note Report A/16/24.**
- 2. To approve the strategy for treasury management in 2017/18 set out in the report is adopted.**
- 3. To approve the 2017/18 Annual Investment Strategy set out in the report is adopted.**
- 4. To approve the treasury management indicators set out in the report.**

(voting: 24 For, 0 against, 0 abstentions).

185. General Fund budget and Council Tax 2017/18

Report A/16/25 concluded the budget-making process for 2017/18. It set out recommendations for setting the council tax after taking into account the district's council tax requirement (including town and parish council requirements and special expenses in respect of the Folkestone Parks and Pleasure Grounds Charity), the precepts of Kent County Council, the Kent Police & Crime Commissioner and the Kent & Medway Fire & Rescue Service.

Proposed by Councillor Miss Carey,
Seconded by Councillor Monk; and

RESOLVED:

- 1. To receive and note Report A/16/25.**
- 2. To approve the District Council's budget for 2017/18 as presented in Appendix 1 to this report and the council tax requirement for 2017/18, to be met from the Collection Fund, of £11,444,953.**
- 3. To approve that the following amounts be now calculated by the Council for the year 2017/18 in accordance with sections 31 to 36 of the Local Government Finance Act 1992:**

- a) **£99,405,985** – being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act (as in Appendix 2).
- b) **£87,961,032** – being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act (as in Appendix 2).
- c) **£11,444,953** – being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its council tax requirement for the year (as in Appendix 2).
- d) **£305.75** – being the amount at 3(c) above divided by the tax base of 37,431.37 calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its council tax for the year.
- e) **£2,573,344** – being the aggregate of all special items (including parish precepts) referred to in Section 34(1) of the Act.
- f) **£237.01** - being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by the tax base of 37,431.37 calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates, ie Old Romney and Snargate.
- g) Part of the Council's area

Folkestone	325.83	Being the amounts given by adding to the amount at 3(f) above the special items relating to dwellings in those parts of the Council area mentioned here divided in each case by the appropriate tax base calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.
Sandgate	309.15	
Hythe	294.64	
Lydd	321.16	
New Romney	321.73	
Acrise	239.29	
Elham	260.53	
Elmsted	246.79	
Hawkinge	309.45	
Lyminge	268.97	
Lympne	266.59	
Monks Horton	246.42	
Newington	270.47	
Paddlesworth	247.73	
Postling	254.66	
Saltwood	261.41	
Sellindge	296.33	

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Stanford	270.09
Stelling Minnis	256.51
Stowting	251.16
Swingfield	282.07
Brenzett	275.58
Brookland	298.12
Burmarsh	271.41
Dymchurch	272.89
Ivychurch	288.04
Newchurch	269.74
Old Romney	237.01
St Mary in the Marsh	263.26
Snargate	237.01

(h) Part of the Council's area

Valuation Bands

Parish	A £	B £	C £	D £	E £	F £	G £	H £
Folkestone	217.22	253.42	289.62	325.83	398.23	470.64	543.05	651.66
Sandgate	206.10	240.45	274.80	309.15	377.85	446.55	515.25	618.30
Hythe	196.42	229.16	261.90	294.64	360.11	425.59	491.06	589.28
Lydd	214.11	249.79	285.47	321.16	392.53	463.89	535.26	642.32
New Romney	214.49	250.24	285.98	321.73	393.23	464.72	536.22	643.46
Acrise	159.53	186.11	212.70	239.29	292.46	345.64	398.81	478.58
Elham	173.69	202.63	231.58	260.53	318.42	376.32	434.22	521.06
Elmsted	164.53	191.95	219.37	246.79	301.63	356.47	411.32	493.58
Hawkinge	206.30	240.68	275.07	309.45	378.22	446.98	515.75	618.90
Lyminge	179.31	209.20	239.08	268.97	328.74	388.51	448.28	537.94
Lympne	177.73	207.35	236.97	266.59	325.83	385.07	444.31	533.18
Monks Horton	164.28	191.66	219.04	246.42	301.18	355.94	410.70	492.84
Newington	180.31	210.37	240.42	270.47	330.58	390.68	450.79	540.94
Paddlesworth	165.15	192.68	220.20	247.73	302.78	357.83	412.88	495.46
Postling	169.77	198.07	226.36	254.66	311.25	367.84	424.43	509.32
Saltwood	174.27	203.32	232.36	261.41	319.50	377.59	435.68	522.82
Sellindge	197.55	230.48	263.40	296.33	362.18	428.03	493.88	592.66
Stanford	180.06	210.07	240.08	270.09	330.11	390.13	450.15	540.18
Stelling Minnis	171.01	199.51	228.01	256.51	313.51	370.52	427.52	513.02
Stowting	167.44	195.35	223.26	251.16	306.98	362.79	418.61	502.32
Swingfield	188.05	219.39	250.73	282.07	344.75	407.43	470.12	564.14
Brenzett	183.72	214.34	244.96	275.58	336.83	398.07	459.31	551.16
Brookland	198.75	231.87	265.00	298.12	364.37	430.62	496.87	596.24
Burmarsh	180.94	211.09	241.25	271.41	331.72	392.03	452.34	542.82
Dymchurch	181.92	212.24	242.56	272.89	333.53	394.17	454.81	545.78
Ivychurch	192.03	224.03	256.04	288.04	352.05	416.06	480.07	576.08
Newchurch	179.83	209.80	239.77	269.74	329.68	389.63	449.57	539.48
Old Romney	158.01	184.34	210.68	237.01	289.68	342.35	395.02	474.02
St Mary in the Marsh	175.51	204.76	234.01	263.26	321.76	380.26	438.76	526.52
Snargate	158.01	184.34	210.68	237.01	289.68	342.35	395.02	474.02

Being the amounts given by multiplying the amounts at 3(f) and 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. To note that for the year 2017/18 Kent County Council, Kent Police and Crime Commissioner and the Kent & Medway Fire & Rescue Service have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Kent County Council	785.88	916.86	1,047.84	1,178.82	1,440.78	1,702.74	1,964.70	2,357.64
Kent Police and Crime Commissioner	104.77	122.23	139.69	157.15	192.07	226.99	261.92	314.30
Kent & Medway Fire & Rescue	48.90	57.05	65.20	73.35	89.65	105.95	122.25	146.70

Major preceptor amounts remained subject to confirmation at the time of preparing this report.

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2017/18 for each of the categories of dwelling shown below:

(i) Part of the Council's area Valuation Bands

Parish	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Folkestone	1,156.77	1,349.56	1,542.35	1,735.15	2,120.73	2,506.32	2,891.92	3,470.30
Sandgate	1,145.65	1,336.59	1,527.53	1,718.47	2,100.35	2,482.23	2,864.12	3,436.94
Hythe	1,135.97	1,325.30	1,514.63	1,703.96	2,082.61	2,461.27	2,839.93	3,407.92

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Lydd	1,153.66	1,345.93	1,538.20	1,730.48	2,115.03	2,499.57	2,884.13	3,460.96
New Romney	1,154.04	1,346.38	1,538.71	1,731.05	2,115.73	2,500.40	2,885.09	3,462.10
Acrise	1,099.08	1,282.25	1,465.43	1,648.61	2,014.96	2,381.32	2,747.68	3,297.22
Elham	1,113.24	1,298.77	1,484.31	1,669.85	2,040.92	2,412.00	2,783.09	3,339.70
Elmsted	1,104.08	1,288.09	1,472.10	1,656.11	2,024.13	2,392.15	2,760.19	3,312.22
Hawkinge	1,145.85	1,336.82	1,527.80	1,718.77	2,100.72	2,482.66	2,864.62	3,437.54
Lyminge	1,118.86	1,305.34	1,491.81	1,678.29	2,051.24	2,424.19	2,797.15	3,356.58
Lympne	1,117.28	1,303.49	1,489.70	1,675.91	2,048.33	2,420.75	2,793.18	3,351.82
Monks Horton	1,103.83	1,287.80	1,471.77	1,655.74	2,023.68	2,391.62	2,759.57	3,311.48
Newington	1,119.86	1,306.51	1,493.15	1,679.79	2,053.08	2,426.36	2,799.66	3,359.58
Paddlesworth	1,104.70	1,288.82	1,472.93	1,657.05	2,025.28	2,393.51	2,761.75	3,314.10
Postling	1,109.32	1,294.21	1,479.09	1,663.98	2,033.75	2,403.52	2,773.30	3,327.96
Saltwood	1,113.82	1,299.46	1,485.09	1,670.73	2,042.00	2,413.27	2,784.55	3,341.46
Sellindge	1,137.10	1,326.62	1,516.13	1,705.65	2,084.68	2,463.71	2,842.75	3,411.30
Stanford	1,119.61	1,306.21	1,492.81	1,679.41	2,052.61	2,425.81	2,799.02	3,358.82
Stelling Minnis	1,110.56	1,295.65	1,480.74	1,665.83	2,036.01	2,406.20	2,776.39	3,331.66
Stowting	1,106.99	1,291.49	1,475.99	1,660.48	2,029.48	2,398.47	2,767.48	3,320.96
Swingfield	1,127.60	1,315.53	1,503.46	1,691.39	2,067.25	2,443.11	2,818.99	3,382.78
Brenzett	1,123.27	1,310.48	1,497.69	1,684.90	2,059.33	2,433.75	2,808.18	3,369.80
Brookland	1,138.30	1,328.01	1,517.73	1,707.44	2,086.87	2,466.30	2,845.74	3,414.88
Burmarsh	1,120.49	1,307.23	1,493.98	1,680.73	2,054.22	2,427.71	2,801.21	3,361.46
Dymchurch	1,121.47	1,308.38	1,495.29	1,682.21	2,056.03	2,429.85	2,803.68	3,364.42
Ivychurch	1,131.58	1,320.17	1,508.77	1,697.36	2,074.55	2,451.74	2,828.94	3,394.72
Newchurch	1,119.38	1,305.94	1,492.50	1,679.06	2,052.18	2,425.31	2,798.44	3,358.12
Old Romney	1,097.56	1,280.48	1,463.41	1,646.33	2,012.18	2,378.03	2,743.89	3,292.66
St Mary in the Marsh	1,115.06	1,300.90	1,486.74	1,672.58	2,044.26	2,415.94	2,787.63	3,345.16
Snargate	1,097.56	1,280.48	1,463.41	1,646.33	2,012.18	2,378.03	2,743.89	3,292.66

6. To determine that the District Council's basic amount of council tax for 2017/18 is not excessive in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992.

The motion was put to a recorded vote in accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014 as set out below:

FOR: Councillors Ann Berry, Susan Carey, John Collier, Malcolm Dearden, Alan Ewart-James, Peter Gane, Clive Goddard, David Godfrey, Susie Govett, Janet Holben, Jenny Hollingsbee, Claire Jeffrey, Len Laws, Rory Love, Philip Martin, Iain Meyers, David Monk, David Owen, Dick Pascoe, Paul Peacock, Stuart Peall, Rodica Wheeler and Roger Wilkins (24).

AGAINST: 0.

ABSTENTIONS: 0

(Voting: For 24; Against 0; Abstentions 0).

186. Motions on Notice

Proposed by Councillor Mrs Lawes
Seconded by Councillor Miss Govett.

'Should we as a council and society do more to help the 'homeless' in our district?'

Substantive Motion

Proposed by Councillor Love.
Seconded by Councillor Monk.

That the motion be amended to read as follows:

'This Council asks the Overview and Scrutiny Committee to consider the question:

"Should we as a council and society do more to help the 'Homeless' in our district?"

in order to take account of:

1. the details provided tonight by the Cabinet Member for Housing on Shepway's current activities, and
2. the emerging agenda of the Homelessness Reduction Bill, once it has completed its passage through Parliament.'

Upon being put, the substantive motion was **carried**.

(Voting: 24 For; 0 Against; 0 Abstentions).

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SHEPWAY DISTRICT COUNCIL

Minutes for the meeting of the Council held at the Council Chamber - Civic Centre Folkestone on Wednesday, 22 March 2017

Present: Councillors Mrs Ann Berry, Miss Susan Carey, John Collier, Malcolm Dearden, Alan Ewart-James, Peter Gane, Clive Goddard, David Godfrey, Miss Susie Govett, Ms Janet Holben (Chairman), Mrs Jennifer Hollingsbee, Mrs Claire Jeffrey, Mrs Mary Lawes, Len Laws, Rory Love, Philip Martin, Frank McKenna, Ian Meyers, David Monk, David Owen, Dick Pascoe, Paul Peacock, Stuart Peall, Damon Robinson, Carol Sacre, Peter Simmons, Mrs Susan Wallace, Mrs Rodica Wheeler and Roger Wilkins

Apologies for Absence: Councillors Michael Lyons

187. Declarations of Interest

There were no declarations of interest.

188. Annual Pay Policy Statement

Report A/16/27 presented the pay policy statement for 2017/18 for approval.

Proposed by Councillor David Monk;
Seconded by Councillor Alan Ewart-James, and

RESOLVED –

1. Report A/16/27 be received and noted.
2. Under S38(1) Localism Act 2011 the Pay Policy Statement appended to this report for 2017/18, be approved.

(Voting: For 29; Against 0; Abstentions 0)

189. East Kent Project Business Case

Proposed by Councillor Frank McKenna
Seconded by Councillor Mrs Mary Lawes and

RESOLVED That the application be considered “in committee” in accordance with council procedure rule 15.14.1, and that for the duration of this meeting the following rules be suspended:

- Procedure rule 15.3 (the prerogative of a Councillor seconding a motion to reserve their speech to later in the debate);
- Rule 15.4 (content and length of speeches)
- Rule 15.5 (when a Councillor may speak again) and
- Rule 21.1 (Councillors standing to speak).

(Voting: For 25; Against 1; Abstentions 3).

Report A/16/28 presented the business case commissioned by the East Kent District Councils (as approved by each Council in July 2016). Local Partnerships and the Local Government Association (LGA) were commissioned to prepare the Business Case. Based on the emerging findings, Ashford Borough Council decided it no longer intended to be involved in the creation of a single council, however, the merits of the case for the remaining four districts were clear and a four way business case was subsequently prepared.

Proposed by Councillor Mrs Lawes;
Seconded by Councillor Mrs Govett,

That all talks around the East Kent Merger cease, and Shepway be removed from all discussions. Following advice from officers, Councillor Mrs Lawes accepted that the motion did not comply with the Council Procedure Rules.

Proposed by Councillor Monk;
seconded by Councillor Miss Carey, and

RESOLVED that the debate end, and the motion to accept the recommendations set out in the report be put to the vote.

(Voting: For 15; Against 13; Abstentions 1).

Proposed by Councillor Monk;
Seconded by Councillor Ewart-James, that

1. Report No A/16/28 be received and noted.
2. That having considered the business case, Council authorises Cabinet to explore further the abolition of the local government district areas of Canterbury, Dover, Shepway and Thanet and the constitution of a new local government district area of East Kent comprising the areas of those districts.
3. That the unspent balance of the £20,000 previously agreed by the Council to fund the preparation of the business case be made available to fund a public consultation and engagement exercise.
4. That the Cabinet be requested to ensure an appropriate public consultation and engagement exercise is undertaken to ascertain views on the proposal set out in 2 above.
5. That a further report be submitted to the Council prior to the making of any submission to the Secretary of State, whilst Cabinet has the authority to proceed if so desired.

(Voting: For 8; Against 19; Abstentions 2).

The motion was therefore defeated.

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This report will be made public on 18 April 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **A/16/29**

To: Council
Date: 26 April 2017
Status: Key Decision
Director: Alistair Stewart, Chief Executive
Cabinet Member: Cllr David Monk, Leader of the Council

SUBJECT: DRAFT CORPORATE PLAN 2017-2020

SUMMARY:

This report presents the Cabinet report outlining the draft Corporate Plan and supporting delivery plan for endorsement by Council. The Corporate Plan set outs the framework for delivering the Council's priorities over the next three year, outlining the strategic objectives, priorities and key outcomes to meet the vision for the council and district.

REASONS FOR RECOMMENDATIONS:

Council is asked to agree the recommendations set out below because:-

- a) The priorities for the council and the district have been re-evaluated taking into consideration local and national changes and issues facing local government and Shepway's communities.

RECOMMENDATIONS:

1. To receive and note Report A/16/29
2. For Council to endorse the Corporate Plan and supporting delivery plan for 2017-2020, subject to Cabinet's approval on the 19 April 2017.

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This report will be made public on 7 April 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/16/124**

To: Cabinet
Date: 19 April 2017
Status: Key Decision
Director: Alistair Stewart, Chief Executive
Cabinet Member: Cllr David Monk, Leader of the Council

SUBJECT: DRAFT CORPORATE PLAN 2017-2020

SUMMARY:

This report presents the draft Corporate Plan for consideration by Cabinet. The Corporate Plan set out the framework for delivering the Council's priorities over the next three year, outlining the strategic objectives, priorities and key outcomes to meet the vision for the council and district.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because:-

- a) The priorities for the council and the district have been re-evaluated taking into consideration local and national changes and issues facing local government and Shepway's communities.

RECOMMENDATIONS:

1. To receive and note Report C/16/124
2. To approve the attached draft Corporate Plan for 2017-2020 and recommend to Council for approval.
3. To approve the attached draft delivery plan to the Corporate Plan and recommend to Council for approval.

1. BACKGROUND

- 1.1 The Corporate Plan is a strategic, management document, which summarises the areas identified that matter most to the council over the next three years (2017-2020). It seeks to identify the key objectives and priorities the council will work towards both for the district (externally focused) and the council as an organisation (internally focused).
- 1.2 The current corporate plan for the Council was prepared for the five year period between 2013 and 2018. A Cabinet awayday held in Autumn 2016 confirmed the need to review the existing corporate plan and update it to reflect the recent changes, challenges and opportunities facing local government and Shepway as a district.
- 1.3 The strategic objectives and the vision for the plan have been updated to reflect the new priorities and the presentation has been simplified to ensure it is a useful, practical document; however, the core work of the council remains unchanged.
- 1.4 The development of the corporate plan has been built on discussions with Cabinet members, Corporate Management Team and senior officers to ensure it reflects the council's current priorities and commitments.

2. HOW HAS IT CHANGED?

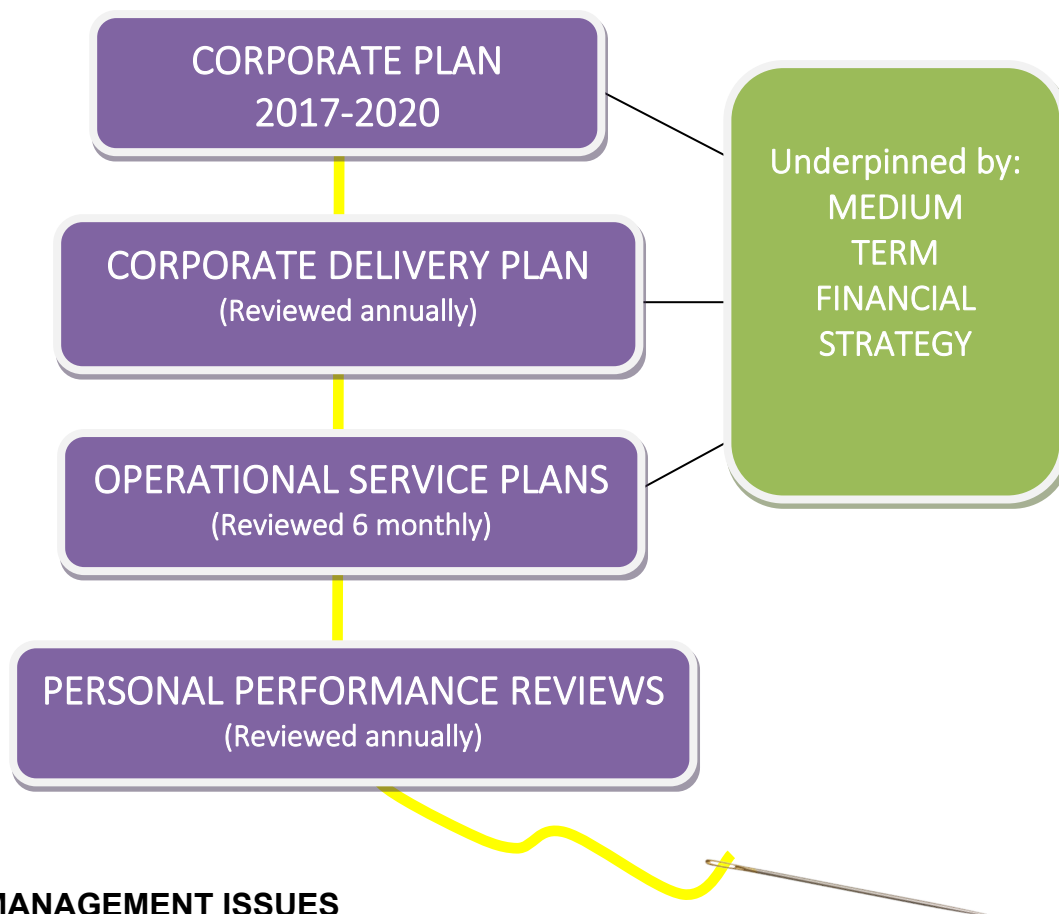
- 2.1 The core work undertaken by the council remains largely unchanged and the review of the corporate plan has led to a change in emphasis in some areas. For example:
 - 2.1.1 **More Homes** – the objective heading has remained the same; however there is a stronger emphasis on accelerating the delivery of the right homes through a number of means e.g. council owned.
 - 2.1.2 **More Jobs** – the heading has been simplified from the existing version (Boost the local economy and increase job opportunities) however, the priorities for the objective remain largely the same.
 - 2.1.3 **Appearance Matters** – the heading has also been simplified from the existing objective (Support an Attractive and Vibrant Place to Live) however, the emphasis on enforcement and waste has been strengthened. The reference to tourism has been removed as any activities relating to this area would fall under the 'more jobs' objective and links to providing a vibrant local economy.
 - 2.1.4 **Health Matters** – the council has statutory responsibilities for public health services as set out in the Health & Social Care Act 2012 that transferred from primary care trusts to local authorities from 1 April 2013. With CCGs now in existence, Shepway is working closely with Dover District Council and health partners within the East Kent Coastal area. This new objective reflects this priority and incorporates the activities undertaken to keep communities safe through the Community Safety Partnership.

- 2.1.5 **Achieving Stability** – this objective replaces the existing objective (Delivery value for money). With changes to the financial grants from central Government e.g. Revenues Support Grant, additional pressures facing the council e.g. renewing the waste contract, the resource implications relating to the implications outlined in the Homelessness Bill, the council needs to have a commitment to achieve stability for the council for generations to come. Value for money is still important, however, the council will be required (as with most councils across the country) to look at alternative income streams, efficiencies, collaborative working opportunities to sustain service delivery for the communities of Shepway.
- 2.1.6 **Delivering Excellence** – this is a largely new objective, however, does incorporate elements of the existing objective (Listening to Local People). The emphasis will be on delivering customer excellence (which by default will involve listening to local people) and equipping staff, members and customers as well as optimizing the digital delivery for services. At the Cabinet Away day, it was clear that listening and involving people is required in all that we do and underpins the corporate plan through the core value of **Customer First**.

3. DELIVERING THE PRIORITIES

- 3.1 The Corporate Plan is ambitious and reflects the priorities of Cabinet. The format has been simplified to provide it as a strategic document on one page. The Plan is therefore supported by a delivery plan that can (and should) be reviewed annually in line with budget monitoring and to provide the flexibility to react to changes to local government or the needs of the district and the council. The draft Delivery Plan is outlined in Appendix 2. Performance against the corporate delivery plan will be measured on at least every six months and reported to Overview & Scrutiny Committee and Cabinet as part of the council's Performance Management Framework.
- 3.2 In addition, there is a clear 'golden thread' from the Corporate plan and its delivery plan, supported by the MTFs and operational service plans (reviewed on a six monthly basis). It is essential this thread is not lost as it provides the basis for individual officer Personal Performance Reviews across the council (diagram outlined in 3.3):

3.3 Diagram 1: The Golden Thread



4. RISK MANAGEMENT ISSUES

4.1 A summary of the perceived risks follows:-

Perceived Risk	Seriousness	Likelihood	Preventative
That there are insufficient resources to finance the actions outlined in the draft Corporate Plan and delivery plan.	High	Medium	The delivery plan will need to be monitored in line with any changes to the medium term financial budget in light of the uncertainty around pressures such as the Homelessness Bill. It is essential the delivery plan is flexible to enable prioritization to be amended to reflect limited resources.

That the reputation of the council suffers due to the focus of the activities outlined in the Corporate Plan.	High	Low	Any strategic projects will undergo consultation and therefore this can be mitigated through comprehensive engagement.
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5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1 Legal Officer's Comments (AK)

There are no legal implications arising directly out of this report.

5.2 Finance Officer's Comments (PM)

There are no direct financial implications arising out of this report.

5.3 Diversities and Equalities Implications (ST)

There are no specific diversities and equalities implications arising from this report.

6. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Alistair Stewart, Chief Executive

Tel: 01303 853203, email: Alistair.stewart@shepway.gov.uk

Suzy Tigwell, Leadership Support Manager

Tel: 01303 853232, email: suzy.tigwell@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

Appendices:

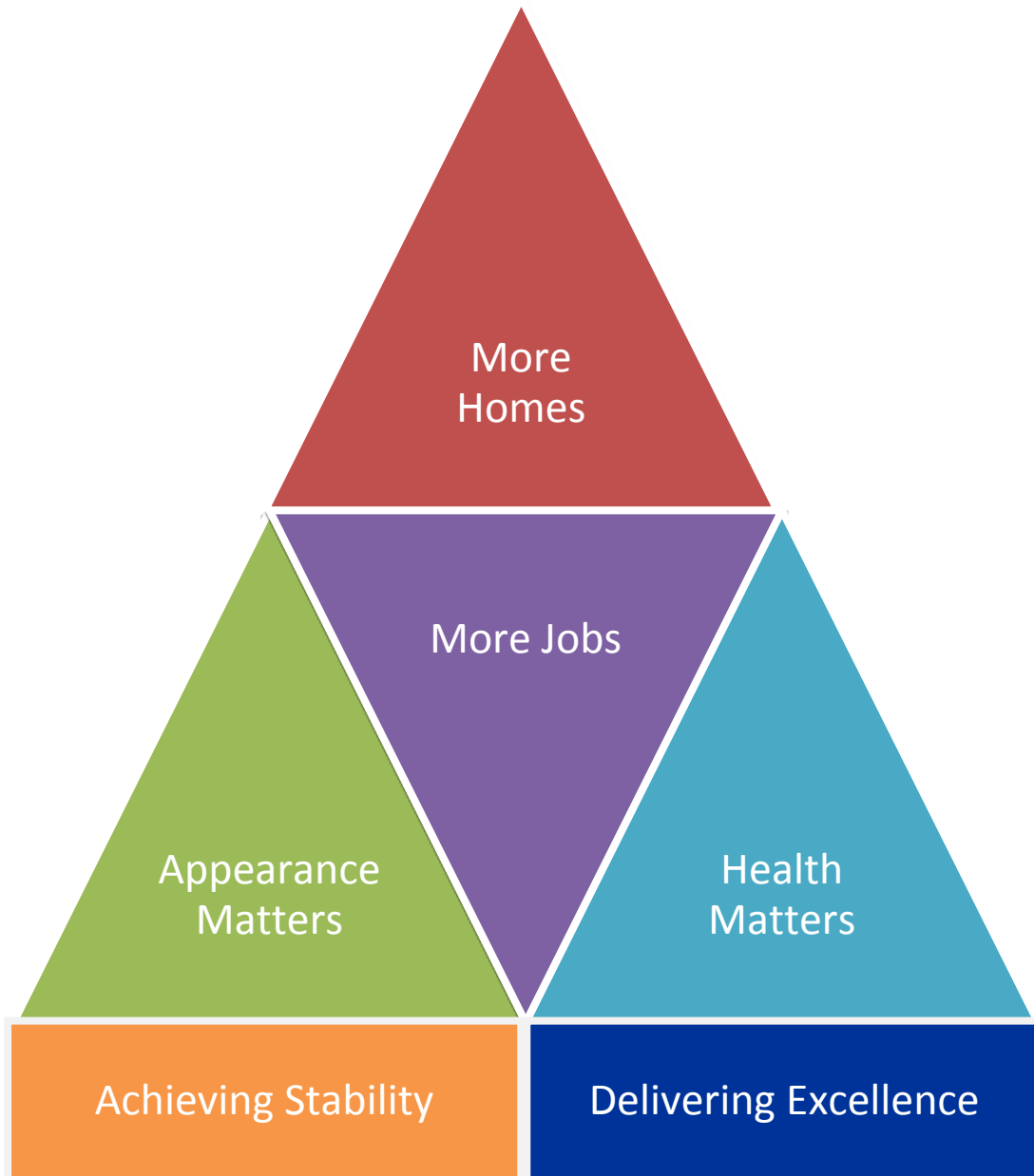
Appendix 1 – Draft Corporate Plan 2017-2020

Appendix 2 – Draft Corporate Delivery Plan 2017-2020

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Corporate Plan 2017 – 2020

Investing for the Next Generation



Delivering More of what Matters

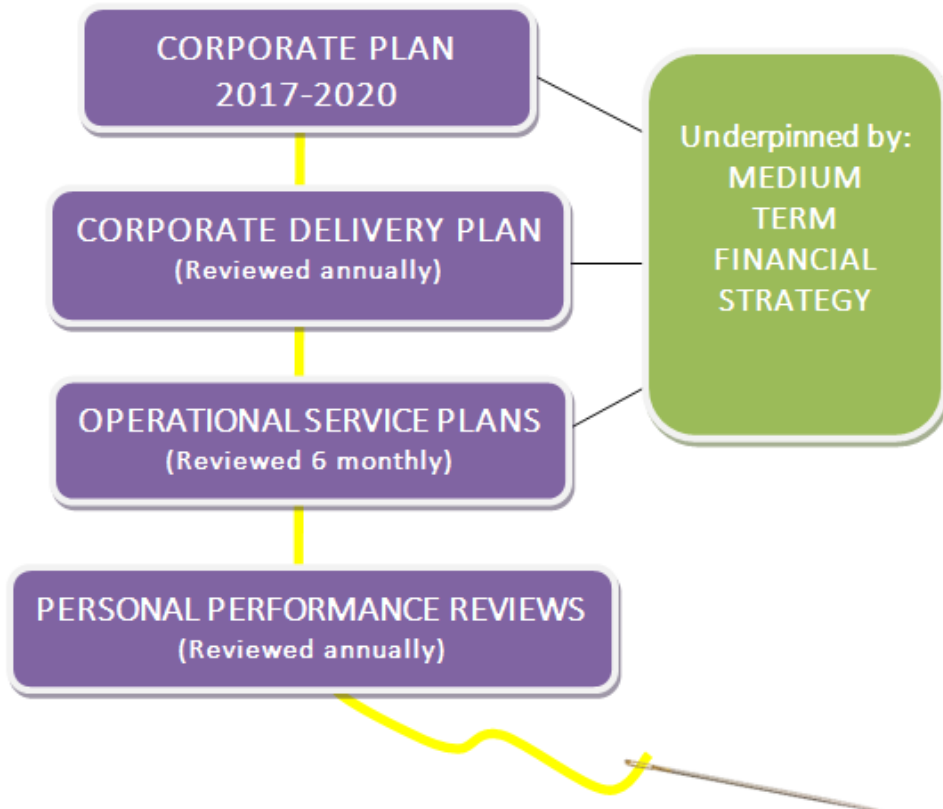
Folkestone

Hythe & Romney Marsh
Shepway District Council

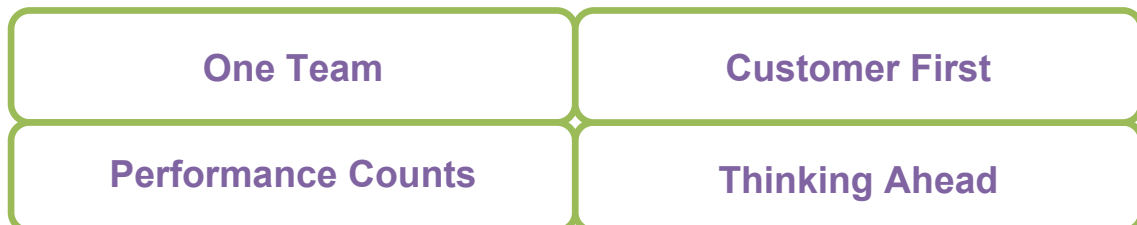


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How It All Fits Together



Supported by the Core Values



Monitoring progress

The supporting Corporate Delivery Plan will be reviewed annually to ensure it reflects the council's priorities and react to local and central government changes.

Service plans are reviewed on a six monthly basis and based on service budgets.

Personal performance reviews are undertaken annually and assist employees to understand their contribution to the corporate plan.

Contact us

For additional information on the corporate plan please contact:

Leadership Support Team by:

Email: leadership.support@shepway.gov.uk; or

Telephone: 01303 853232

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DRAFT

Shepway District Council Corporate Plan 2017 – 2020

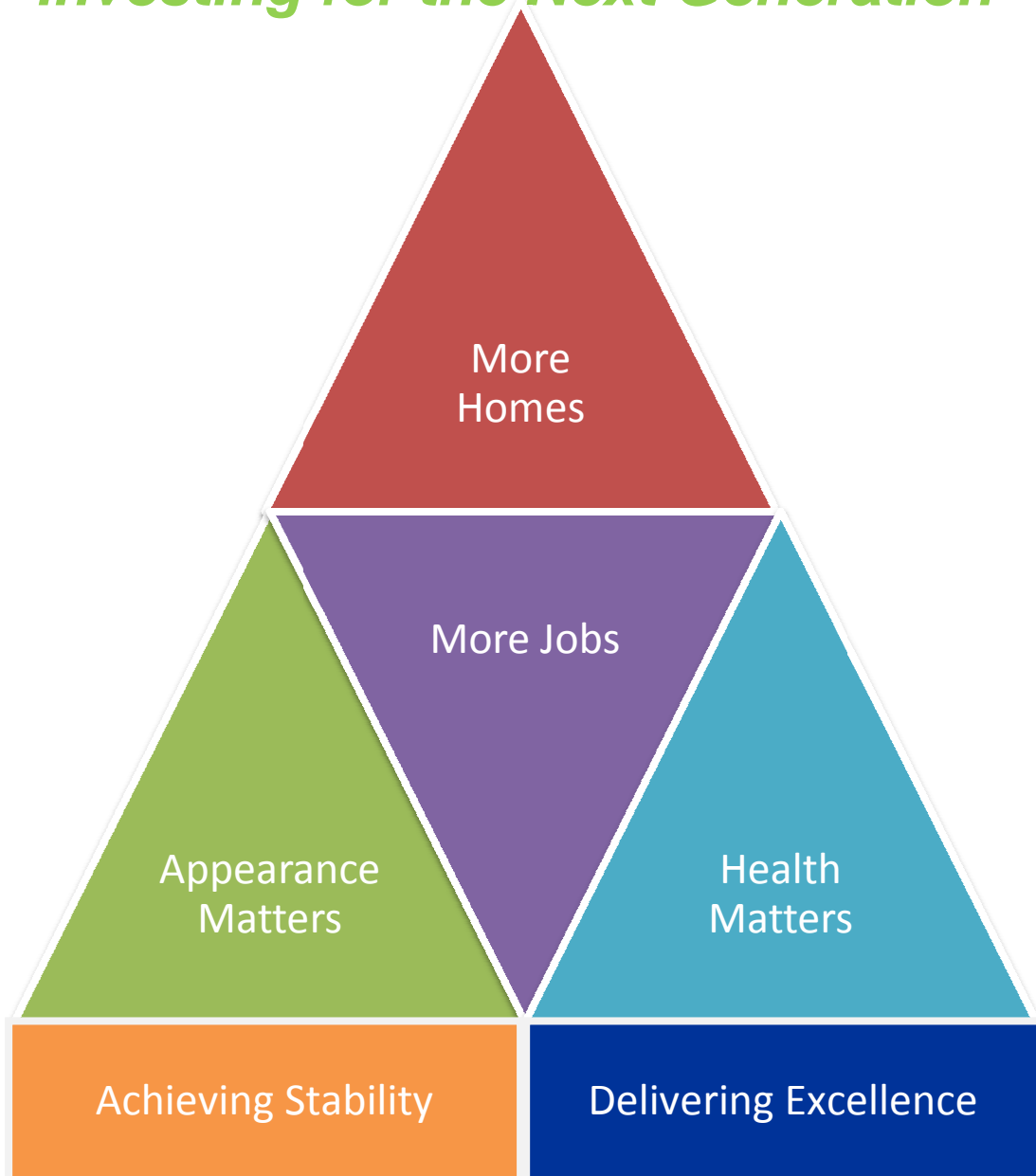
Investing for the next generation ~ delivering more of what matters

STRATEGIC OBJECTIVES	More Homes Provide and enable the right amount, type and range of housing	More Jobs Work with businesses to provide jobs in a vibrant local economy	Appearance Matters Provide an attractive and clean environment	Health Matters Keep our communities healthy and safe	Achieving Stability Achieve financial stability through a commercial and collaborative approach	Delivering Excellence Deliver excellent customer service through commitment of staff and members
To deliver these objectives we will:						
Page 33 OUR PRIORITIES	<ul style="list-style-type: none"> • Deliver homes that meet the needs of our changing population • Accelerate supply of housing • Prevent homelessness through early intervention • Create a new Garden Town at Otterpool Park • Improve private sector housing conditions • Bring empty homes back into use • Plan for strategic growth in the district 	<ul style="list-style-type: none"> • Support local employers to flourish • Identify key sites for future employment opportunities • Encourage appropriate development and promotion of commercial premises • Support partners to deliver dynamic and diverse high streets • Explore opportunities to support the nuclear industry • Enable appropriate infrastructure to enhance connectivity 	<ul style="list-style-type: none"> • Keep the district clean and tackle environmental issues • Maintain and improve natural and historic assets • Maintain a high quality environment through active enforcement • Work with partners to boost the appearance of the district • Prepare a new recycling, waste and street cleansing contract for the district • Provide clean and well maintained public spaces • Protect and manage the coastal sites in an environmentally sustainable way 	<ul style="list-style-type: none"> • Promote healthy lifestyles within our communities • Reduce the impact of anti-social behaviour • Support the South Kent Coast Health & Wellbeing Board and Local Children’s Partnership Group • Ensure access to high quality open space • Provide a new district leisure facility • Ensure the best use of our community assets to support community and voluntary sector organisations • Help reduce health inequalities through our services and partnership working 	<ul style="list-style-type: none"> • Ensure strong financial discipline • Explore alternative income streams including commercial opportunities • Develop an investment strategy for the longer term benefits of the district • Explore opportunities including working collaboratively to achieve efficiencies, reduce costs and improve resilience • Optimise the financial benefit from major developments in the shorter and medium term • Identify ‘Invest to Save’ opportunities 	<ul style="list-style-type: none"> • Focus on the customer in delivering excellence • Create a ‘Digital by default’ approach to services • Keep all councillors, staff and customers informed • Retain and recruit staff to deliver the new ways of working and challenges ahead • Motivate and enable staff to maintain and enhance performance • Sustain and develop a flexible and responsive workforce • Recognise and reward the value of staff

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Corporate Delivery Plan 2017 – 2020

Investing for the Next Generation



Delivering More of what Matters

Introduction

This Corporate Delivery Plan provides the detail of what the council plans to achieve over the next 3 years to support the objectives and priorities of the Corporate Plan for 2017-2020.

The corporate Plan has 6 Strategic Objectives:

- More Homes
- More Jobs
- Appearance Matters
- Health Matters
- Achieving Stability
- Delivering Excellence

The first four objectives are externally focussed and detail how the Council will contribute to the district and its communities. The last two objectives are internally focussed to identify the priorities required for the council to ensure its stability and excellence in service delivery.

Provide and enable the right amount,
type and range of housing

Our Priorities	By 2020, we will:
<p>Deliver homes that meet the needs of our changing population</p>	<ul style="list-style-type: none"> • Update the Housing Strategy to ensure housing and related needs in the district are identified and addressed. • Seek to achieve 30% affordable housing as part of major housing developments. • Build at least 60 additional affordable homes. • Encourage new care and extra care facilities to meet the needs of an ageing population. • Ensure 20% of new homes meet Acceptable Adaptable Dwelling Standards.
<p>Accelerate supply of housing</p>	<ul style="list-style-type: none"> • Enable an average of 400 new homes to be built in the district per year. • Review and adopt the Places and Policies Local Plan in 2018.
<p>Prevent homelessness through early intervention</p>	<ul style="list-style-type: none"> • Provide advice and alternative housing options to prevent more people from becoming homeless. • Prevent 550 families at risk of homelessness from losing their home per year. • Increase the availability of suitable temporary accommodation through a review of the use and type. • Prevent rough sleeping by delivering Rapid Response Service with local partners. • Increase availability of private rental properties through the promotion of the Social Lettings Agency.
<p>Create a new Garden Town at Otterpool Park</p>	<ul style="list-style-type: none"> • Engage with the community and local residents and other stakeholders to prepare a masterplan by Nov 2017. • Submit a planning application for Otterpool Park in partnership with other landowners by mid 2018. • Oversee communications relating to plans for Otterpool Park. • Start building on site by 2020.

<p>Improve private sector housing conditions</p>	<ul style="list-style-type: none"> • Improve at least 130 homes as a result of direct intervention by the council and its partners each year. • Improve the quality of buildings through active enforcement.
<p>Bring empty homes back into use</p>	<ul style="list-style-type: none"> • Undertake a review of empty homes in the district. • Bring at least 70 long-term empty private sector homes back into use each year.
<p>Plan for strategic growth in the district</p>	<ul style="list-style-type: none"> • Deliver at least 20 new build homes or acquisitions through the Housing Revenue Account Programme each year. • Carry out a review of the Core Strategy and adopt by March 2020 to meet emerging housing needs.

Work with businesses to provide jobs in a vibrant local economy

Our Priorities	By 2020, we will:
<p>Support local employers to flourish</p>	<ul style="list-style-type: none"> • Visit at least 10 key employers per year as part of the business engagement programme. • Understand the skills gaps and employment needs of local employers through regular dialogue including an annual survey. • Work with East Kent College to address skills issues raised by local businesses. • Provide support in central Folkestone to residents to access jobs and businesses to grown through the Folkestone Community Led Local Development (CLLD) European Programme. • Offer a Pre-Application Planning Advice Service with the provision of a free first meeting for proposals that will generate employment. • Promote the district as a cost effective, well connected place to do business through the Folkestone.works website, recognised as a valuable information source.
<p>Identify key sites for future employment opportunities</p>	<ul style="list-style-type: none"> • Prepare new policies within the PPLP to support those in the Core Strategy to be adopted in 2018. • Undertake a Core Strategy Review from 2016 onwards for adoption in 2019.
<p>Encourage appropriate development and promotion of commercial premises</p>	<ul style="list-style-type: none"> • Deliver at least two strategic employment schemes to bring forward new business accommodation in the districts, providing at least 5,000sqm of units for occupation. • Facilitate investment in at least one major new employment schemes in the district.
<p>Support partners to deliver dynamic and diverse high streets</p>	<ul style="list-style-type: none"> • Support the four coastal community teams in the district to bring forward and gain funding for at least one scheme identified in their economic plans. • Provide landscape & urban design advice to to achieve high quality places to live and work

<p>Explore opportunities to support the nuclear industry</p>	<ul style="list-style-type: none">• Maximise opportunities to further develop the nuclear energy sector within the district through engagement and full awareness of any opportunities arising from the Government's nuclear-related programmes and activities
<p>Enable appropriate infrastructure to enhance connectivity</p>	<ul style="list-style-type: none">• Secure Government funding for at least two infrastructure schemes to enhance infrastructure.• Require new housing and commercial developments to have superfast broadband infrastructure through a planning policy and condition.

Provide an attractive and clean environment

Our Priorities	By 2020, we will:
Keep the district clean and tackle environmental issues	<ul style="list-style-type: none"> • Engage local volunteers to provide at least 20 community clear ups each year. • Increase environmental volunteering and work experience opportunities through the provision of at least 25 Green Gym sessions. • Enforce the council's approach to fly-posting on council land.
Maintain and improve natural and historic assets	<ul style="list-style-type: none"> • Retain Green Flags for the Coastal Park and Royal Military Canal. • Explore options for newly acquired open space at St Marys Westbrook. • Provide landscape & urban design advice in order to achieve high quality places to live and work.
Maintain a high quality environment through active enforcement	<ul style="list-style-type: none"> • Provide targeted enforcement action to address litter, trade waste, fly-tipping and fly-posting. • Implement and enforce a new Public Space Protection Orders for dog control across the district. • Deliver a programme of public educational events to tackle environmental issues e.g. responsible dog ownership. • Deal with untidy development sites through appropriate planning legislation using enforcement powers where necessary. • Protect the amenity of the district and its residents through use of planning enforcement powers.
Work with partners to boost the appearance of the district	<ul style="list-style-type: none"> • Deliver the Radnor Park regeneration project in partnership with the local community. • Increase joint enforcement operations with other teams/ agencies e.g. Veolia. • Carry out an annual targeted high profile campaign to ensure business trade waste is disposed of properly.
Prepare a new recycling, waste and street cleansing contract for the district	<ul style="list-style-type: none"> • Investigate future service provision through current partnership agreements. • Procure, develop and deliver a recycling incentive scheme jointly with Dover District Council.

<p>Provide clean and well maintained public spaces</p>	<ul style="list-style-type: none">• Introduce the Dog Public Space Protection Order.• Provide services to ensure clean, well maintained and managed streets, parks and open spaces.
<p>Protect and manage the coastal sites in an environmentally sustainable way</p>	<ul style="list-style-type: none">• Develop and implement coast protection schemes in accordance with relevant policies.• Undertake maintenance works to all engineering assets.

Keep our communities healthy and safe

Our Priorities	By 2020, we will:
<p>Promote healthy lifestyles within our communities</p>	<ul style="list-style-type: none"> • Contribute to both mental and physical wellbeing through supporting the levels of participation in sports, leisure and cultural activities through working with partners like the Shepway Sports Trust, Creative Foundation. • Maintain independent living through Disabled Facilities Grants. • Have high levels of participation in local democracy, community action and volunteering. • Continue to develop and deliver Shepway's Dementia Friendly Action Plan. • Protect residents and visitors by maintaining the standards of food safety. • Ensure health and wellbeing is at the heart of good planning through the provision of Development Management Policies in the Places & Policies Local Plan.
<p>Reduce the impact of anti-social behaviour</p>	<ul style="list-style-type: none"> • Reduce crime, tackle antisocial behaviour and support vulnerable people by working with partners through the Shepway Community Safety Partnership. • Support the most vulnerable people in our communities to tackle crime and fear of crime to enable people to feel safe and secure through measures such as tackling Anti-Social Behaviour and designing out crime. • Achieve high quality places to live and work through the provision of landscape & urban design advice.
<p>Support the South Kent Coast Health & Wellbeing Board and Local Children's Partnership Group</p>	<ul style="list-style-type: none"> • Support local initiatives by participating in the awarding of Local Children's Partnership Group grants (currently £40k) in collaboration with KCC Commissioning Teams. • Support communities to deliver better health and wellbeing outcomes for disadvantaged groups by implementing the recommendations of the Shepway Health Inequality Action Plan. • Encourage community cohesion by proactively engaging with marginalised communities to increase understanding and involvement in local issues.

<p>Ensure access to high quality open space</p>	<ul style="list-style-type: none"> • Improve play facilities, accessibility, use and satisfaction with local parks and playgrounds. • Ensure quality spaces for residents and visitors to enjoy through an Open Space and Play Strategy. • Require the delivery of on-site play and open space or off site contributions to enhance existing areas from new housing developments.
<p>Provide a new district leisure facility</p>	<ul style="list-style-type: none"> • Deliver a new leisure facility.
<p>Ensure the best use of our community assets to support community and voluntary sector organisations</p>	<ul style="list-style-type: none"> • Encourage community-focused, locally-led action through a Community Right to Bid. • Deliver new and improved community assets through investment from S106 and Community Infrastructure Levy (CIL). • Update the Infrastructure Delivery Plan to support Local Plan and Core Strategy CS Review. • Develop local community asset data base and establish regular voluntary sector forums. • Provide support for funding opportunities locally to increase resilience and wellbeing within communities
<p>Help reduce health inequalities through our services and partnership working</p>	<ul style="list-style-type: none"> • Ensure access to the right service at the right time. • Have more people taking advantage of digital opportunities to reach our services. • Reduce fuel poverty through a programme of affordable warmth activities.

Achieving Stability

Achieve financial stability through a commercial and collaborative approach

Our Priorities	By 2020, we will:
<p>Ensure strong financial discipline</p>	<ul style="list-style-type: none"> • Be recognised as a council that makes effective use of available resources underpinned by a sustainable Medium Term Financial Strategy. • Optimise income generation from all assets. • Develop an asset challenge programme and dispose of assets that do not deliver services or value for money. • Administer and monitor the collection of Community Infrastructure Levy (CIL) to ensure funding delivers infrastructure priorities. • Have an effective and efficient treasury management strategy underpinning the financial operation of the Council. • Maximise capital receipts for future investment as part of an Asset Management Strategy.
<p>Explore alternative income streams including commercial opportunities</p>	<ul style="list-style-type: none"> • Have implemented a commercialisation strategy to understand and maximise commercial opportunities. • Increase income through trading opportunities within existing areas as well as identifying new opportunities that align residents' needs through the implementation of a Commercialisation Strategy. • Continue to expand the operations of Oportunitas.
<p>Develop an investment strategy for the longer term benefits of the district</p>	<ul style="list-style-type: none"> • Maximise our asset base to facilitate inward investment through the provision of an Investment Strategy.
<p>Explore opportunities including working collaboratively to achieve efficiencies, reduce costs and improve resilience</p>	<ul style="list-style-type: none"> • Consider the merits of collaborative working to reduce costs and increase resilience in customer services. • Explore collaboration opportunities with neighbouring districts through One Public Estate. • Focus our efforts on those partnerships that make a significant contribution to our priority

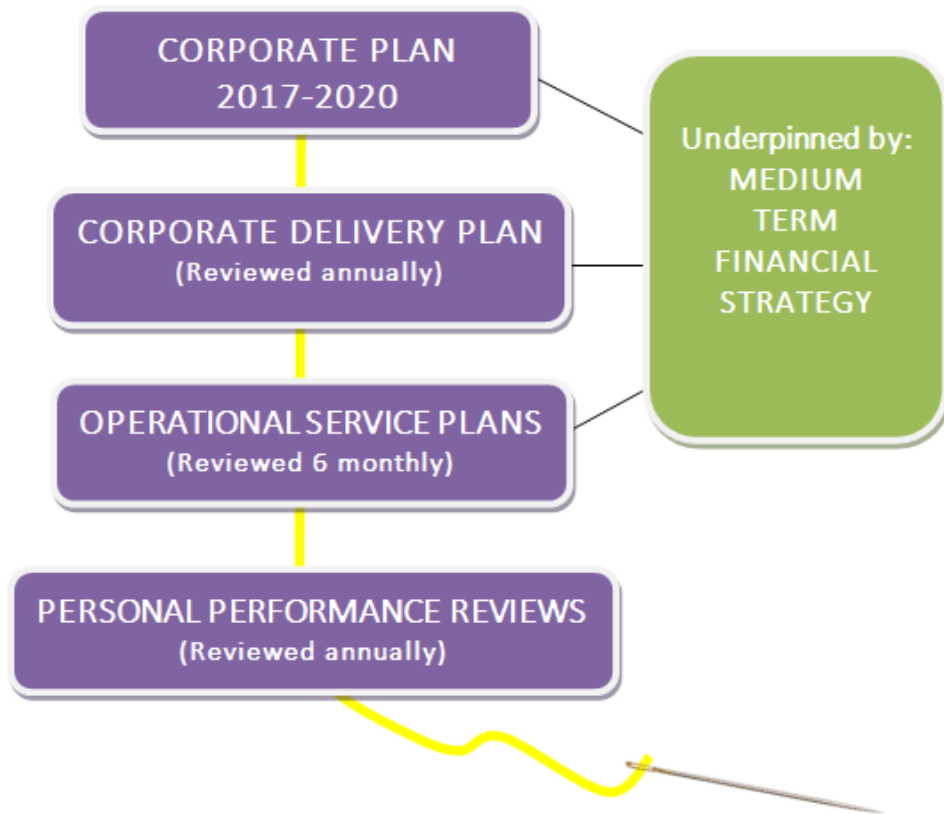
	<p>outcomes.</p> <ul style="list-style-type: none"> • Explore opportunities to work collaboratively with neighbouring East Kent authorities.
<p>Optimise the financial benefit from major developments in the shorter and medium term</p>	<ul style="list-style-type: none"> • Have begun to see the financial benefits of delivering a new garden town for Otterpool Park. • Invest directly in at least 2 schemes to general income streams e.g. Bigginwood. • Support infrastructure needs through the ongoing collection and allocating of CIL (Community Infrastructure Levy).
<p>Identify 'Invest to Save' opportunities</p>	<ul style="list-style-type: none"> • Identify opportunities for transformation and development through the development and implementation of a Business Transformation Strategy. • Implement a change programme to deliver a flexible workforce responsive to customer demand. • Develop a strategy and started to exploit the opportunities of a digitally enabled world.

Deliver excellent customer service through commitment of staff and members

Our Priorities	By 2020, we will:
Focus on the customer in delivering excellence	<ul style="list-style-type: none"> • Meet Service standards as outlined in the Customer Charter. • Consult customers when developing new approaches to service delivery and listen to their feedback. • Respond efficiently to all customer enquiries via all access channels e.g. email, social media, web chat and phone.
Create a 'digital by default' approach to services	<ul style="list-style-type: none"> • Provide 24/7 access to services through interactive digital channels. • Support customers in getting the full benefits from our digital access channels, including involving them in the design and testing of new facilities.
Keep all councillors, staff and customers informed	<ul style="list-style-type: none"> • Provide all public information on the internet to increase transparency. • Use multiple two-way communications channels to ensure strong communications between employees (e.g. staff survey, briefings & team meetings). • Investigate and use modern technology platforms to enable communications with a modern and remote workforce. • Ensure open and regular communication throughout the organisation to cascade information on a regular basis.
Retain and recruit staff to deliver new ways of working and the challenges ahead	<ul style="list-style-type: none"> • Reduce employee skills gaps in the transition to digital delivery. • Identify key talent and put in place development and retention plans for the top 10%. • Have succession plans for key roles across the organisation.
Motivate and enable staff to maintain and enhance performance	<ul style="list-style-type: none"> • Roll out a modern individual performance management frameworks that enable a culture of feedback and drive individual performance. • Have sickness at less than 7 days absence per employee per year. • Develop a health & wellbeing programme in conjunction with Health Assured to support employee attendance and engagement.

	<ul style="list-style-type: none"> • Continue to train employee in the latest thinking on best practice approaches to people management to enhance employee engagement and performance. • Enable managers to achieve management development qualifications to ensure a professional standard of management.
<p>Sustain and develop a flexible and responsive workforce</p>	<ul style="list-style-type: none"> • Define and develop the organisational capabilities required to support our new target operating model. • Assist organisational change through design and delivery of relevant interventions and continuous support of change projects in order to maintain engagement and ensure robust decision-making. • Ensure efficient and streamlined processes through a continuous review of service functions.
<p>Recognise and reward the value of staff</p>	<ul style="list-style-type: none"> • Continue with the Recognition scheme in order to enhance employee engagement. • Complete the Pay Review project to ensure the pay and grading mechanisms are fit for purpose to attract and retain appropriately qualified employees. • Ensure compliance with the National Living Wage for all employees. • Continue to develop and support staff employees to achieve relevant professional qualifications to ensure a high standard of service delivery.

How It All Fits Together



Supported by the Core Values

One Team	Customer First
Performance Counts	Thinking Ahead

Monitoring progress

This Corporate Delivery Plan will be reviewed annually to ensure it reflects the council's priorities and react to local and central government changes.

Service plans are reviewed on a six monthly basis and based on service budgets.

Personal performance reviews are undertaken annually and assist employees to understand their contribution to the corporate plan.

Contact us

For additional information on the corporate plan please contact:

Leadership Support Team by:

Email: leadership.support@shepway.gov.uk; or

Telephone: 01303 853232

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