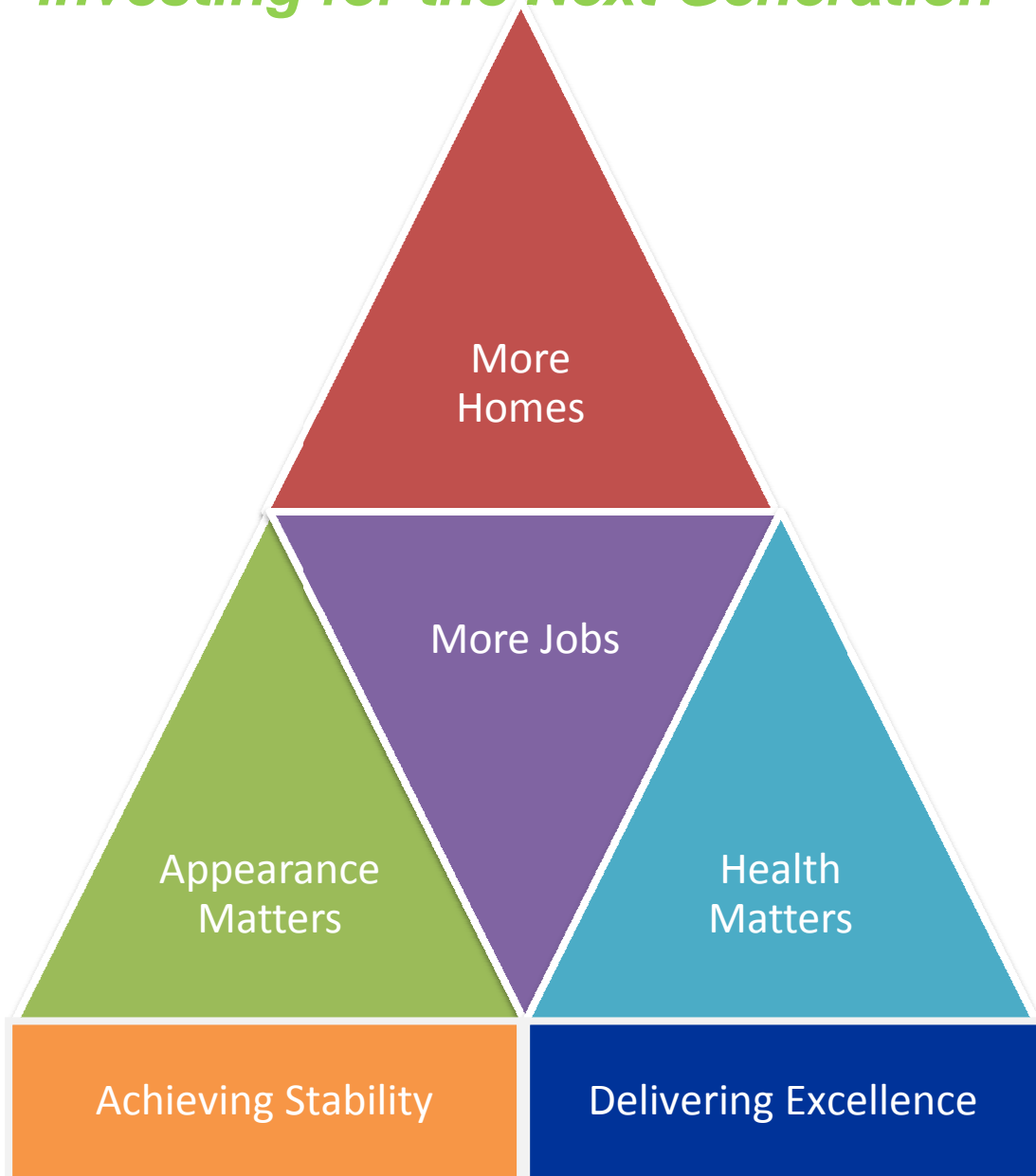


Corporate Delivery Plan 2017 – 2020

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.

More Homes

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.

Improve private sector housing conditions

- 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.

Bring empty homes back into use

- Undertake a review of empty homes in the district.
- Bring at least 70 long-term empty private sector homes back into use each year.

Plan for strategic growth in the district

- 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:
Support local employers to flourish	<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.
Identify key sites for future employment opportunities	<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.
Encourage appropriate development and promotion of commercial premises	<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.
Support partners to deliver dynamic and diverse high streets	<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

Explore opportunities to support the nuclear industry

- 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

Enable appropriate infrastructure to enhance connectivity

- 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.

Appearance Matters

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.

Provide clean and well maintained public spaces

- Introduce the Dog Public Space Protection Order.
- Provide services to ensure clean, well maintained and managed streets, parks and open spaces.

Protect and manage the coastal sites in an environmentally sustainable way

- 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

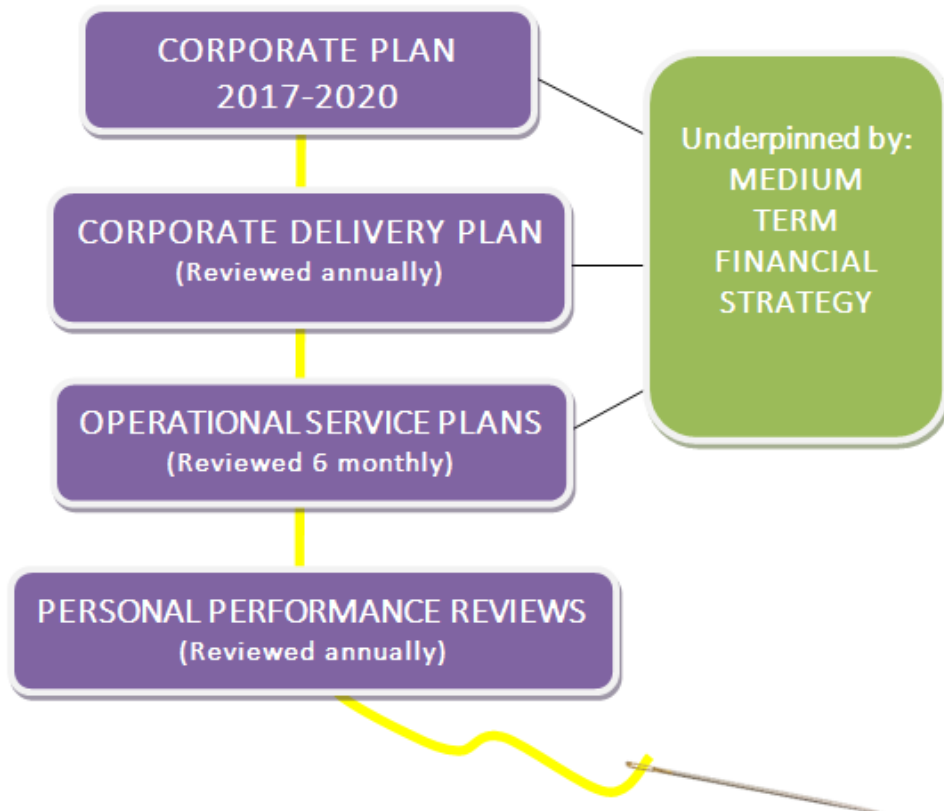
	<p>outcomes.</p> <ul style="list-style-type: none">• Explore opportunities to work collaboratively with neighbouring East Kent authorities.
<p>Optimise the financial benefit from major developments in the shorter and medium term</p>	<ul style="list-style-type: none">• Have begun to see the financial 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:
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