

ACTION PLAN

Sectoral Group	Kent Strategy – Key Actions	Lead	Swale Strategy – Key Actions	Funding	Progress
Sport SBC Corporate Plan Alignment Priority 1: Regenerating Swale Business and Enterprise – RS3 and RS5 Culture - RS9, RS10, RS11, RS12 Priority 3: Promoting a Safer & Stronger Community Community Involvement - SSC1, SSC2, SSC3	Enhance support for potential Olympians and Paralympians through raising financial support and establishing a elite coach mentoring project	SBC ¹ /Community Sports Network	Launch sports excellence grants scheme to encourage young people to pursue sports playing/teaching/coaching careers and to increase participation	Nil Cost to SBC	
	Secure more sports volunteers through using the prospect of volunteering at The Games	SBC/SERCO ²	Launch of new fees and charges structure for Disability Sports Clubs use of public owned facilities	Nil Cost to SBC	There will be a review of fees and charges for consideration in Sept/Oct 2008. However, all pricing/discounts etc for Swallows and Sheppey Leisure Complex will need to be considered by Swale Community Leisure Trustees.
	Develop single sport specialist facilities				
	Support venues in Kent looking to attract pre-Games training camps	SBC	Support and Influence master planning process to encourage and secure transport initiatives to enhance access to leisure facilities for all	Costs to be investigated	
	Promote Paralympic sports through new initiatives, and the creation of more associate officer posts	SBC/CSN ³	Offer 'free' taster sessions of leisure activities in publicly owned facilities as part of the Cultural Olympiad	See Progress Note	Link opportunities for free taster sessions to emerging work with KCC Sports Development Unit/Youth Service and the Health Authority. Work has started on a protocol for how the different agencies (including districts) can work jointly to encourage greater participation
Attract major sports events to Kent					
Increase sports participation on the back of The Games					

¹ SBC – Swale Borough Council

² SERCO – private company which operates leisure facilities in partnership with local authorities or through trusts

³ CSN – Community Sports Network

		SBC/SERCO/ CSN	Develop an action plan for excluded/'hard to reach' groups (age, race, religion and beliefs, transgender, disability) in Swale to access leisure provision in Swale as part of the Cultural Olympiad	Costs to be investigated with partners	
		SBC/SYDF ⁴	Encourage Swale Youth Development Fund to dedicate resources to develop local sporting excellence	Nil Cost to SBC	Meeting scheduled June 2008
		SBC/CSN	To produce and deliver a Sports Development Strategy (2009-2012) including a Disability Sports Strategy which creates and co-ordinates opportunities for all to participate in sport and physical activity as well as provide pathways to excellence	Nil Cost to SBC	Dependant upon progress made to establish CSN initial exploratory meeting held May 2008.

⁴ SYDF – Swale Youth Development Fund, a local charitable trust which supports young people achieve excellence in culture

Arts SBC Corporate Plan Alignment Priority 1: Regenerating Swale Key Regeneration Projects – RS1 Business and Enterprise - RS3 and RS5 Culture – RS9, RS10, RS11, RS12 Priority 3: Promoting a Safer and Stronger Community Community Involvement – SSC3 Community Safety Priorities – SSC6 and SSC8	Create a nationally and internationally recognised brand for culture in Kent	Swale Arts Forum	Support an area Arts bursary scheme to encourage and acknowledge local artist talent	External Funding/Sponsorship secured - £5,000 p.a	
	Create a practical and creative 'toolkit' for local communities to be part of a Cultural Olympiad	SBC/Leisure and Culture Sub Group	Establish culture and design awards	Internal print costs; sponsorship to be secured	November 2008.
	Arts used to create a 'sense of place' and improve the public realm focusing on heritage and transport points	SBC	Support and Influence master planning process to identify and secure sites for small performances/events	External Funding/Sponsorship/Developers' Contribution	Sittingbourne Town Centre Consultation May 2008 (SBC) June 2008 (Tesco)
		SBC/KCC Libraries and Archives	Produce events organisers guides to support and encourage community development	Web based	Draft April 2008. Launch June 2008.
	Explore the creation of digital game, aimed at young people, raising aspirations through individual community engagement	SBC	Consider the 'Living History/Storytelling' project initiated by MLA with an aim to bring collections to life using actors (and other arts practitioners across art forms) in a collaborative process with heritage sites.	Secured externally (through MLA Storytelling/2012 grants- deadline 16 th May)	Application submitted by Arts and Heritage Officer; secured £600 to deliver project. This project will be delivered as part of the UK launch of the Cultural Olympiad in September 2008. To include community parades and reminiscence projects
		SBC	Public art commission for public building and open spaces	Private Sector Funding pledge	Discussions with Cantium Ltd for Watermark, Swale Borough, June 2008.

		SBC	Develop the Leisure and Culture Sub Group (LSP): high level strategy group for cultural champions and 'practitioners' group comprising community stakeholders	Strategic group will meet quarterly in line with LSP with half yearly 'practitioners' group based on conference/workshop approach to share best practice and to develop community networks	Part of current LSP Review
		SBC	Develop an Olympics and Paralympics website for Swale		Agreement made internally with Policy to commitment for designing web pages May 2008
		KCC Libraries and Archives/CSV	Develop a Swale Cultural Database/ Directory	Nil Cost to SBC	Draft April 2008, Launch June 2008
			Initiate a Youth Group – similar to best practice model provided by 'Young Tate' for young people to inform programming across the borough and also to engage in specific projects through workshops and events with contemporary artists, dancers, filmmakers actors etc.		4 th July 2008 launch at Avenue Theatre, Sittingbourne

			Extend 'Arts at the Centre' (Queenborough and Rushenden) project to demonstrate best practice Island wide in period 2009 – 2011.	Funding to be secured through Arts Council England, SEEDA, Charitable Trusts, Private Sector Individual giving	Funding secured through SEEDA, May 2008 to continue use of The Gallery (Queenborough and Rushenden) to Sept 2008. Grant Application to KCC Arts Investment Programme May 2008 - outcome anticipated September 2008. Grant application to Arts Council May 2008. Application to Calouste Gulbenkian April 2008, oversubscribed and out of geographical area of focus.

<p>Tourism</p> <p>SBC Corporate Plan Alignment</p> <p>Priority 1: Regenerating Swale</p> <p>Key Regeneration Projects – RS1</p> <p>Business and Enterprise – RS3, RS4 and RS5</p> <p>Learning and Skills – RS6</p> <p>Culture - RS9, RS10, RS11, RS12</p> <p>Priority 2: Creating a Cleaner & Greener Swale</p> <p>Cleaner and Greener – CG2, CG4 and CG5</p> <p>Priority 3: Promoting a Safer & Stronger Community</p>	<p>Work with Visit Britain to maximise international opportunities and exposure</p>	<p>SBC/Tourism South East</p>	<p>Support and influence hotel developments as part of the master planning process with a particular emphasis on Queenborough and Rushenden and Sittingbourne</p>	<p>Nil Cost to SBC</p>	
	<p>Raise the visibility of Kent's offer through a targeted UK campaign, particularly focused on Londoners</p>	<p>SBC/Kent Tourism Quality Programme</p>	<p>Establish reliable Swale database of accommodation and secure resources from Kent Tourism Quality Programme (to support business advisory KTQP)</p> <p>Increase serviced accommodation in 'guest' sector participating in quality assessed schemes (including Green Tourism)</p>	<p>£1,000 to KTQP April 2008 from SBC</p>	<p>Database review and revision commenced April 2008, completion June 2008.</p>
	<p>Deliver a new customer care initiative – 'Pride in Kent'</p>	<p>Launch and grow Kent's Big Day Out</p>			
	<p>Launch and grow Kent tourism's Destination Management System</p>	<p>Eastchurch Parish Council/Aviation Centenary Committee/ Produced in Kent</p>	<p>Establish project to commemorate the history early aviation on Sheppey</p> <p>Develop 'Sky Sheppey 2009' culminating in a series of activities 25th-26th July 2009 including historic static aircraft displays, vintage vehicles, nostalgic parade, re-enactments, air displays and public art.</p>	<p>Public, Private and third sector small scale funding secured since 2006. Application to HLF submitted by Eastchurch Parish Council May 2008.</p>	<p>SBC has worked with Eastchurch Parish Council to develop branding for 2009 event</p>
	<p>Develop an improved research programme, to better support growth of the sector</p>				
			<p>SBC/Kent Tourism</p>	<p>Participation in Kent's 'Big Day Out' and to seek incremental growth and take up of initiative by local attractions in Cultural Olympiad.</p>	<p>Funding secured through membership of TSE/Visit Kent</p>
		<p>North Kent LA's</p>	<p>Develop a Thames Gateway Olympics Action Plan with North Kent Partners (LA's⁷/LDV's⁸) linking local aims to government's objectives.</p>	<p>CLG funding</p>	<p>Led by TGKP Chief Executive – draft work commenced April 2008. Identify internal officer support for project delivery (Director of Regeneration).</p>

Community Involvement – SSC1 and SSC3 Healthy Living – SSC5		KCC/DC's ⁵ /Swale Tourism Association	Develop Destination Management System (compatible with other Kent Districts and Visit Kent). Joint working with Kent partners to establish accurate database		
		TSE ⁶ /SBC/Swale Tourism Association	Undertake bi-annual Economic Impact Assessment of the industry to monitor business performance. Joint working with Kent partners to establish accurate baseline – 2009, 2011 and 2013	Discounted rate (50%) through membership of TSE/Visit Kent. Funding will need to be identified for future participation	
		Swale Borough Council and Medway Council	North Kent Walking Festival throughout June 2008.	Nil Cost (subject to change) to SBC	Booklet printed and distributed (3000 copies) and website uploaded.
Economic Development and Regeneration SBC Corporate Plan Alignment Priority 1: Regenerating Swale	Establish a business support programme for small and medium sized businesses Develop identified business sectors, with particular reference to the 2012 opportunity Support and develop social enterprise, using 2012 as a catalyst	SBC	Use Swale Business Forum/Private Sector Liaison Group and business communication tools to promote supply chain opportunities associated with the games.	Nil Cost to SBC	Progress has been made in establishing a Swale Business Forum.
		SBC	Sign post local businesses to the Compete 4...website to register.	Nil Cost to SBC	
		SBC	Work with relevant agencies to understand and access employment opportunities for local people	Nil Cost to SBC	Links to Learning and Skills Strategy

⁵ DC's – District Councils

⁶ TSE – Tourism South East

⁷ LA's – Local Authorities

⁸ LDV's – Local Delivery Vehicles

	Maximise employment opportunities for adults and young people	SBC	Investigate opportunities to use volunteering and other opportunities to increase preparedness for work amongst key target groups.	Costs to be investigated	Links to Learning and Skills Strategy
Skills and Training SBC Corporate Plan Alignment Priority 1: Regenerating Swale	Run targeted workshops, initially with tourism and creative businesses, with key impacted sectors Use the catalyst of The games in growing and supporting vocational training Use the catalyst of The Games to increase participation in apprenticeship programmes by Kent businesses Widen and promote access to training opportunities for volunteers		Launch a training programme – young people into training – construction, hospitality, IT, marketing and media.	FE/KCC/Local schools	Links to Learning and Skills Strategy
Schools and Young People SBC Corporate Plan Alignment Priority 1: Regenerating Swale Learning and Skills – RS6, RS7 and RS8 Culture – RS9, RS10	Increase the profile of competitive school sport, including staging a biennial Kent School Games Use the 2012 Games as a catalyst within Kent's Healthy Schools Programme Engage young people in a range of learning experiences through Olympic and Paralympic resources	SBC SBC/Youth in Action (VSU)/Swale CVS	Revision of Youth Strategy – 2006 - 2009 Establish links with Youth in Action (VSU) and develop youth volunteering programme to support delivery of cultural programme 2008-2012 Participation in Kent School Games (300 Kent Schools, 30,000 participating young people) in 2008 and 2010. Participation in International Youth Camps in 2009, 2011 and 2012.	 Nil cost to SBC KCC/Local Schools KCC/Local Schools	Commencing in July 2008 Completed May 2008 and Partnership established with arts team (SBC)

and RS12 Priority 3: Promoting a Safer & Stronger Community Community Involvement – SSC3	Achieve greater involvement amongst young people in sports leadership		Launch of '20 in 12' – Kent's 2012 educational programme for school clusters.	KCC/Schools Cluster.	
Volunteering SBC Corporate Plan Alignment Priority 1: Regenerating Swale Learning and Skills – RS6, RS7 and RS8	Maximise the number of Kent individuals volunteering at The Games Establish a network of motivated volunteers available and accessible for large one-off events in Kent, pre, during and post 2012 Engage those in hardest to reach groups with the London 2012 volunteering opportunity, and encourage their engagement in longer term community volunteering Run targeted workshops, initially with tourism and creative businesses, with key impacted sectors Use the catalyst of The Games in growing and supporting vocational training Use the catalyst of The Games to increase participation in apprenticeship programmes by Kent businesses	Swale CVS/Youth in Action (VSU)	Swale CVS to increase their volunteer base by 10% p.a. (current level is 500 persons, principally adult entries). This work will be facilitated by the youth volunteering training programme through Gateway Knowledge Alliance	Nil costs to SBC	
		SBC	Using the London 2012 Games as a catalyst to produce a Volunteer Strategy for Swale Borough Council which demonstrates community leadership role and supports staff development		Initial meeting held with interim Head of Organisational Development April 2008
		Youth in Action (VSU)/Swale CVS	To develop a comprehensive volunteering support programme for Swale based cultural events – arts, festivals and events in 2008		To commence with Sittingbourne Spectacular July 2008.
		GKA ⁹ /Youth in Action (VSU ¹⁰)/SBC/SYDF ¹¹ /Amicus Horizon	To host two volunteering events linked to London 2012 Olympic and Paralympic Games and peoples aspirations. To use the Valuing Volunteering Packs developed by AimHigher/GKA/Actions for Communities to encourage people who already volunteer to think about and record some of the skills gained. This initiative will support KCC/Volunteer Network in Kent in launch of 'Kent Event Team' which seeks to create an 'army of volunteers' to support cultural	GKA	July 2008

	Widen and promote access to training opportunities for Volunteers		events.		
Transport SBC Corporate Plan Alignment Priority 1: Regenerating Swale Connectivity – RS17, RS18 ad RS19	Determine and manage, or maximise accordingly, the impact of The Games of Kent Gateways, particularly Dover, Ebbsfleet and Ashford Maximise integration opportunities for Fastrack North Kent, given that the official 2012 Park and Rail will be sited at Ebbsfleet	SBC/Kent Highways/ Network Rail	To work in partnership with key transport providers to secure and lobby for public transport improvements for Swale to ensure greater accessibility for residents of the national Olympic and Paralympic offer as well as local developments which improve the quality of life for all. In particular to raise awareness of key gateways – road, rail and sea		Work has commenced enough Sittingbourne Town Centre Master Planning led by Major Projects Officer.
	Understand and proactively manage the impact of Games related traffic on the M2 and M25, and on rail commuters Integrate tourism's Destination Management System with 'Journey Planner' by 2012 Lobby for seamless ticketing for Kent residents and Kent-based tourists visiting The Games	SBC/GtGKM ¹² / Swale Green Grid Partnership	To deliver 'City to Sea' initiative - cycle and walking routes for Isle of Sheppey as part of Thames Gateway Parklands	Match funding will be part of the funding process for Parklands submission	Expressions of Interest to form part of GtGKM Business Plan July 2008
			To ensure keys points of entry e.g. Sheerness recognised as gateway for Olympic – related freight		Not yet started

⁹ GKA – Gateway Knowledge Alliance

¹⁰ VSU – a national charity to develop youth volunteering

¹¹ SYDF – Swale Youth Development Fund

¹² GtGKM – Greening the Gateway Kent and Medway

Communications and Media SBC Corporate Plan Alignment Priority 4: Becoming a High Performing Organisation Performance – HP4	Design and deliver Kent 'press packs' for the 20,000 national and international media that will cover The Games and their preparation	SBC	To draft a Communications Strategy which supports work relating to Olympic Games and Paralympic Games in Swale.		June 2008
			Establish web pages for dissemination of local activities aligned to London 2012 agenda		June 2008 (draft) July 2008 (Launch)
			To cover Swale stories associated with The Games which contributes to Swale's vision – Contribute, Participate, Learn. Live and Enjoy.		Inside Swale feature – June 2008.