



Going Local

Swale's Localism Journey
April 2012 - March 2013





Foreword

In Swale localism is both a concept, and also becoming a way of delivering services. When a community decides it has an innovative solution to improve a service or bring their residents together we can see the principles of localism at work. It is a simple idea at the heart of our democratic process, to hand control back to the people of Swale.

In the past services have been planned and delivered centrally. As we move forward we will shape our services in partnership with residents. In Swale we aim to extend the principles of Localism to every part of our service delivery. To encourage this approach, we are promoting freedom and enterprise, and playing our part to encourage community responsibility in the borough.

In the context of the Government's policy of open public services and the Localism Act 2011 and Social Value Act 2013, we have adopted the approach as one of our three corporate priorities to develop over the next three years (2012-15). Against the backdrop of significant change in local government, by 'going local' Swale Borough Council is giving communities the opportunity

to improve the cost effectiveness and the social value of the services that they receive. It provides a way forward for the improvement and the reshaping of services to suit the needs of local residents.

The principles at the heart of localism are of course not new to Swale. We have been working with the community to deliver a number of collaborative 'big society' projects for a number of years, such as enabling trusts to take over the running of community halls or the enabling of our markets to become cooperatives.

Over the past year however, the priority has filtered through our work. We intend to improve the customer experience, structure services to the needs of the local community and secure greater engagement with our residents.

Our localism journey has not been possible without the hard work of our partners from the voluntary and community sector, town and parish councils, local businesses and public sector agencies. By working together we have achieved some successes this year and the support from others is greatly appreciated. I look forward to delivering even greater things next year as the localism journey continues.

Cllr. Mike Cosgrove, Cabinet Member for Localism

Our journey so far

This brochure is an illustration of our journey so far. It pulls together a series of case studies to showcase our achievements, provide top tips and highlight lessons learnt. It provides a platform from which we will benchmark and extend our journey as we progress.

The case studies in this brochure are divided into the four strands of our work:

- Community asset transfer;
- Neighbourhood planning;
- Commissioned services;
- Local empowerment.

The skills and knowledge demonstrated are not unique to Swale and can be adapted for anyone.

We hope you find this brochure of case study examples useful in your own journey towards localism.

Community Asset Transfer

The reasons for asset transfer in Swale includes the Council deciding that it can no longer afford to run a facility, to the construction of a new building which the community would prefer to operate. As can be seen from our case studies, the community usually have the right skills and local knowledge to successfully run an asset. In many cases this leads to an increased income which can be ploughed back into regenerating a local asset and establishing a future for the building.

Swale Borough Council has adopted a Community Asset Transfer Policy which prioritises a number of assets for transfer. The assets that we are currently working with are community halls, allotments and open spaces. Once these assets have been identified we have recruited groups or individuals to form trusts. We have worked with the trusts to build their capacity and assist in business planning.

Case Studies

1. Thistle Hill Community Centre

In early autumn 2011, Swale Borough Council advertised for residents who were interested in getting involved with running a new community hall at Thistle Hill. A number of individuals came forward, including local councillors, and formed an unincorporated trust who would work towards taking on the running of the centre when it was completed. Swale Borough Council commissioned Swale CVS to capacity build the young organisation, enabling the group to achieve incorporated charity status and the building was approved for transfer in October 2011.

Since the end of the transfer, the Council has continued to maintain a close relationship with the charity particularly to support their discussions with the developers who built the hall. Additionally the charity continues to benefit from an officer who provides access to the Council's knowledge and skills which can be used to advise the trust.

Achievements:

- Creation of a new indoor short mat bowls club;
- Centre has 80% occupancy throughout the available times during evenings;
- The trust have worked with the local Children's Centre to provide a venue for outreach services;
- Increased access for local residents to activities and services.

Lessons Learnt:

- Public-sector organisations could consider improving commissioning specialised support to help the community meet the legal requirements necessary for an asset transfer;
- The internet and social media can be a useful and relatively cost free way of recruiting volunteers and potential trustees.
- Section 106 transfers can be complicated.

Contact Gordon Reeves on **01795 870361**

2. Sheppey Hall

The Sheppey Hall was run by Swale Borough Council for many years until reductions in funding and rising maintenance costs forced the Council to consider the disposal of the hall. After a period of consultation where no suitable proposals came forward, the Council initially decided to dispose of the hall at auction. In response, members of the local community formed a trust and prepared a viable business plan for the hall, leading to the transfer of the building in May 2012. Members of the trust have previous experience of running halls which they are using to develop the building's offer to local residents. Furthermore, by using local knowledge to target a gap in the market for older users, the hall has increased use of the building.

Achievements:

- A community hall has a new lease of life;
- The hall becomes profitable again allowing for profits to fund a phased improvement plan to redevelop the hall;
- The trustees can target the hall towards the areas of need they can identify through their own local knowledge;
- A successful local project can act as a key example for other groups to constitute and approach the public sector for the transfer of assets.

Lessons Learnt:

- Running costs for the building are significantly less than when the Council ran the building, as rate relief does not need to be applied for and instead of paid staff the trust uses volunteers.

Contact Peter MacDonald on **01795 873116**.

Sheppey Hall, Queenborough



3. The Alexander Centre

The Alexander Centre was transferred to the Alexander Centre Trust, to renovate and run this iconic building of Faversham. The goal of the trust is to make it once again the civic heart of the town. The Alexander Centre Trust is a not for profit organisation run by residents including representatives from the Town Council. The trust was also given the opportunity of working alongside the Council for three years before formally taking over the running of the building in Autumn 2012.



Achievements:

Through the building, the trust currently offers:

- High quality, competitively priced function spaces for all types of community social celebrations;
- Flexible high quality, conference, training and meeting rooms for local businesses;
- Multi Use areas for community based activities and services;
- Offices for business start-up, community and third sector organisations;
- Catering Facilities for events, education and training;
- Signposting to other local services and community organisations;
- Wi-Fi access, training resources, appropriate licenses and voice, music and lighting systems;
- Event planning and management.
- Weddings and Christenings.

Lessons Learnt:

- If given the opportunity, there may be groups in the community who are willing to take over the running of the Council's assets;
- Phased asset transfer can allow new trusts to understand the complexities of running a building and improve their business resilience when the transfer is complete.
- Working with council departments is seen as complicated.

Contact the Alexander Centre on **01795 594460**
 Email info@thealexandercentre.com
www.thealexandercentre.com

4. New Road Football Club

The transfer of the football field from Swale Borough Council began in April 2012 and is on course to be completed by April 2013, with a 25 year lease. The club aims to offer all local children, of all abilities, the opportunity to play football, regardless of their social or economic background.

The club said that they 'work towards offering all local children the opportunity to play football regardless of their level of ability and in spite of any social or economic barriers that they may face'. Through securing the field, New Road Football Club can continue with its work to reduce social isolation by offering young people the chance to learn new football skills, while giving local residents a place to meet and socialise.

Achievements:

- 9 teams with 120 registered children regularly training and playing football plus 30 children attending little dribblers programme;
- Increased number of local children and young people taking part in football on a regular basis;
- Increased number of local adults trained to FA Standard in coaching qualifications;
- Social isolation is reduced by giving a friendly environment for local residents to meet and socialise.

Lessons Learnt:

- For commissioners, be prepared to provide advice and guidance to community groups throughout the process;
- Engage with service users as they already have considered taking over the running of the asset.

Contact Debbie Harrison on **07525 422421**
<http://www.clubwebsite.co.uk/newroadfc01/>

Asset Transfer Top Tips

For public-sector organisations:

- Where possible, remain flexible to the needs of the local community;
- Utilise contacts with service users during the asset transfer;
- Consider phased asset transfer to help trusts successfully take over the running of buildings;
- Maintain the connection with the local community after the transfer so as to continue to guide them through the first few years.

For community groups:

- Consider becoming incorporated as soon as possible to improve your negotiating position;

- Continue throughout the process to look for new trustees to build on the skills and experience available to the trust;
- Meet with other groups who have gone through a similar process to share understanding. Local Councils, Commissioners or the Voluntary and Community Sector (VCS) can put you in touch with similar organisations;
- Maintain the connection with the public sector organisation after the transfer to capitalise on their access to experience, knowledge and skills.

Neighbourhood Planning

One of the provisions of the Localism Act 2011 was the opportunity for local communities to develop neighbourhood plans to influence planning policy. A plan enables parishes and neighbourhood forums to:

- Develop a shared vision for their neighbourhood;
- Set planning policies for the development and use of land;
- Give planning permission for specified developments in a neighbourhood area such as certain types of household extension, shop fronts, and green energy proposals.

An agreed neighbourhood development order in an area will mean that local residents will not need to apply to the Council for planning permission for the subjects discussed within the order.

Case Studies

5. Faversham Creek Neighbourhood Plan

Prior to the Localism Act becoming law, the Neighbourhood Planning Vanguard Scheme and Swale Borough Council were initially awarded £20k to assist in the development of a Faversham Creek Neighbourhood Plan. Since the Localism Act became law in 2011, Faversham Town Council has taken over the production of the draft plan, guided by a steering group including Town Council Members, Swale Bourough Councillors, The Faversham Creek Consortium and municipal charities.

Achievements so far:

- Adoption of Swale Borough Council's Local Plan, which identifies a requirement for an Area Action Plan for Faversham Creek (one out of nine in the Borough);
- Appointment of 'Urban Initiatives' to provide support for consultation activities;
- On-site surgery' sessions for meetings with the creek side landowners and development interests;

- A two-day workshop took place on 13/14th June 2012, with The Faversham Creek Consortium, the Town Council, a wide range of interest groups and Council Officers to start prioritising issues, focus on the constraints and opportunities of the site, and identify strategic objectives for the area;
- This was followed up by themed discussions on issues and options in the context of the Creek e.g. movement, tourism, open space, environmental issues and public realm;



- Creek Safari: Davington Primary School children went on a Creek Safari around the creek looking at issues and they produced postcards detailing how they would like to see the creek in 10 years time.

Lessons Learnt:

- A strong connection with the planning authority is vital for the creation of a neighbourhood plan as it keeps open a connection to the skills and experience of planning professionals. The local area should however retain overall control of the plan (within statutory legislation);
- Engage the community throughout the process to ensure that the final agreed plan takes all local views into account;
- Expect disagreement, and work to answer the concerns of residents.

Contact Faversham Town Council Neighbourhood Plan Website: <http://www.faversham.org/community/favershamneighbourhoodplan.aspx>

Neighbourhood Planning Top Tips:

- Although after an expression of interest Councils may initially support the creation of a plan, create a local steering group to eventually take over the process;
- Ensure that ownership of plan is with representatives of the local community;
- Keep residents engaged throughout;
- Encourage as much input from residents as possible during the consultation phase, possibly through commissioning a consultant to carry out engagement initiatives;
- Look at websites to see experiences across England.

6. Iwade Localism Live Community Action Planning

Localism live was a project developed to focus on members' championing communities, and Iwade was chosen as a pilot. The purpose of the project was to develop the community leadership role of frontline councillors in the context of localism. Five local ward councillors, representatives from the Parish Councils, Swale Borough Council and community stakeholders came together in Iwade to discuss the challenges faced in Iwade and walkabout the area speaking with local people. The local councillor could lead and enable community action planning to solve local issues.

Achievements:

- Key stakeholders together for the first time to discuss local issues and problem solve;
- Walkabout the village engaging with local people and witnessing issues first hand;
- Commitment from local councillors and parish councils to lead on a 10 point plan in 2013;
- Commitment from Swale Borough Council and Kent County Council to listen to issues and feedback;
- A more joined up approach to engagement.

Lessons Learnt:

- Bringing people together in an informal setting (the local public) is a good way of breaking down barriers;
- Simple quick wins can be effective at building trust and improving relationships;
- Giving support local community leaders are willing and committed to making a difference locally.

Contact Lynda Fisher
Email: iwadepc@blueyonder.co.uk

Commissioned Services

Commissioning is the process by which public sector organisations consider how to secure the best services and outcomes for the local communities they serve. Sometimes the best outcome can be a locally based provider who possesses a closer understanding of the borough. **The many voluntary and community sector organisations in Swale can offer a service more shaped to the needs and requirements of the communities that they serve.** In the past Swale Borough Council has historically commissioned a number of services, but under the Localism Act, organisations can also use the Community Right to Challenge which provides the ability to challenge and propose to take over the running of Council services. The Council's developed localism prospectus, Local First: A Local Prospectus of Services supports this process. In order to take advantage of commissioned opportunities from the public sector, we are looking to capacity build the local VCS so that they can take full advantage of the funding opportunities when the public sector will be tendering in the near future.

Case Studies Pitch Perfect

Swale Borough Council commissioned Swale CVS and Mobilise Ltd to coordinate 'Pitch Perfect', a seven week course designed to build the capacity of community organisations. The courses ran between October to December 2012 and January to March 2013. Utilising the National Association for Voluntary and Community Action (NAVCA), Community Matters and Continuum Sport and Leisure, attendees have been introduced to a variety of skills to develop their organisations. Subjects have included the commissioning cycle, good governance and how to demonstrate social value. All of these skills are designed to enable community groups to successfully take full advantage of local commissioning opportunities.

Achievements:

- 30 VCS organisations participated;
- 7 capacity building topics were covered in each programme;
- A community of practice was established to encourage collaboration and learning between those attending;
- Sign up from VCS and Public Sector agencies
- VCS organisations better understand the commissioning process and how to tender.

Lessons Learnt:

- Capacity building projects of this type can encourage VCS groups to develop and become stronger in their initial activity as well as those they are commissioned to perform;
- Take care to explain commissioning language that can appear bewildering to a new audience at first;
- Sometimes local groups don't win contracts.

Contact Emma Wiggins emmawiggins@swale.gov.uk

7. Bartons Point Coastal Park

Swale Borough Council advertised a tender for a six month lease in 2011, and a local resident and service user became interested in taking over the lease. Using support from the Council, the Barton's Point Coastal Park organisation was formed and successfully secured a 10 year lease beginning in 2012. Swale Borough Council continues to offer advice over the maintenance and operation of the park and there is an open line of communication regarding future events. The new community group commented that they gladly welcomed the opportunity to turn 'an under-utilised public asset' into a 'thriving tourist attraction and family park'.



Achievements:

- Facilitate at least three public annual events and seasonal activities;
- Increase the number of people undertaking sail training;
- Gain an affiliation with recognised associations;
- Increase meal opportunities in the café around themes.

Lessons Learnt:

- For commissioners, keep the community involved throughout the tendering process as there may be interested parties that are just waiting for the opportunity to take control of a service;

- It takes a lot of time and effort to start up and manage a project of this type but it has a wide range of positive benefits for the commissioned group, the service itself and the public.

Contact Mandy Shade on **07909 994196**

Email: bpcp@hotmail.co.uk

www.bartonspointcoastalpark.co.uk

8. Queenborough Harbour Trust

Swale Borough Council operated the Queenborough Harbour for a number of years by maintaining the moorings and collecting berthing fees. The service however was being run at a deficit and the Council decided to give the community the opportunity to apply to run the service as they would understand the local business and potential users. Following a competitive tendering process, the service was transferred to Queenborough Harbour Trust in February 2012. The trust is a not-for-profit organisation set up to preserve and enhance the working of the harbour.

Achievements:

- The trust are developing income streams, such as attracting additional moorings, the profits of which can be ploughed back into improvements to the harbour;
- The trust has explored new opportunities to improve the tourism potential of the site, such as a viewing space to see the spectacular boats and vistas of the local landscape;
- Took a stand at the London 2013 Boat Show.

Lessons Learnt:

- If given the opportunity, the community can find innovative ways to run a service more cost effectively than public sector organisations may have previously considered;



- The trust is able to access a range of funding and grants that are unavailable to a Council, which can be used to develop and improve the Harbour.

Contact Queenborough Harbour Trust on
01795 662051
info@queenborough-harbour.co.uk
www.queenborough-harbour.co.uk/queenboroughharbourtrust.html

All tide landing, Queenborough Harbour

9. Faversham Swimming Pools Trust

In the early 1960s, members of the local community decided to raise funds to build an outdoor swimming pool. The outdoor pool was built in 1964 and at the same time the Faversham Pools Trust was formed to take over the running of the facility. In 1992 an indoor pool was built and funded by Swale Borough Council. The Faversham Swimming Pools Management

Committee are now responsible for managing both pools and have a partnership arrangement in place with the council in order to deliver swimming services in Faversham for the benefit of the community. The trust is aiming to be a catalyst in the town to encourage an alliance of leisure infrastructure working for the best interests of the town and its residents. The trust describe their model of partnership working with the Council as collaborative and proves that community led activity is the best way forward.



Achievements:

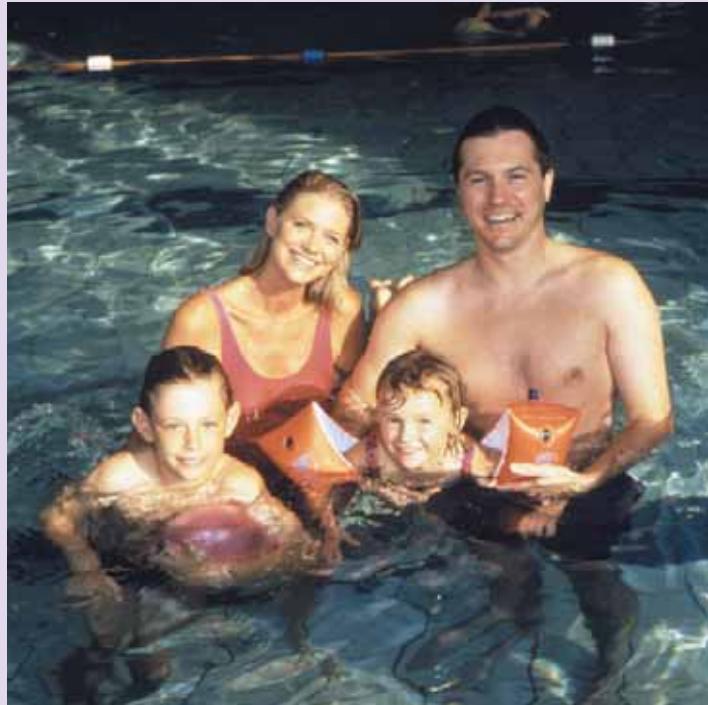
- The trust runs the service for the community with a focus on meeting their specific needs and circumstances;
- The trust retains direct access to skills and services on offer from the Council through its ongoing partnership arrangement;
- Satisfaction high and participation high;
- Most cost-effective pool in Swale.

Lessons Learnt:

- Community led organisations can benefit from a strong partnership relationship with Councils, providing services and access to specialist knowledge.
- As this model demonstrates, infrastructure such as a leisure centres and swimming pools can be positively run by the local community with Council support.

Contact Faversham Pool on **01795 532426**

Email: **Comments@favershampools.com**



Commissioned Services Top Tips:

- Don't assume that the commissioning process is understandable by every member of the community. Instead run 'commission-ready' projects to clarify and highlight the opportunities;
- Improving community groups' ability to pitch or 'sell themselves' to the public sector will increase the number of local groups securing contracts;
- Communities are keen to run services. Keep them engaged and consulted throughout the commissioning process;
- Continue to support groups after the tendering process is complete so that they are fully enabled to take advantage and are aware of factors influencing their work, such as through the offer of business advice;
- Councils and other public sector organisations have a wide range of knowledge and skills that can be accessed by the community for advice and guidance.

Local Empowerment

The development of the relationship between the Council and the local community is a key part of the localism agenda in Swale. By empowering the VCS and parishes there will be a host of benefits for public sector organisation. These include ensuring that the community is engaged in consultations to shape services to the needs of the borough. Additionally, these groups can also provide a much needed entry into isolated communities that currently do not engage. Access to these communities can help provide a valuable insight into the changing local population.

Case Studies

Starfish and Spiders Community Partner Days

As part of Swale Borough Council's Community Services Contract, Swale CVS, planned and coordinated two community partner days; to improve the way in which Swale Borough Council and other commissioning organisations engage with the VCS, and town and parish councils. The project has provided opportunities to increase collaborative partnership working, the submission of tenders from different groups, the pooling of resources and joint initiatives.

Achievements:

- Increase to the Swale Community Empowerment Network (SCEN) membership;
- Improved and highlighted ways of accessing Council services;
- Increased community engagement by enabling face-to-face meetings between the Council and the public;
- Developed different methods of communicating specialist knowledge to the community to capacity build, through a mixture of lecture/workshop formats;
- Enabled attendees to learn from each other;
- Increased opportunities for community voices to be heard by creating a forum commissioning concerns to be raised.
- 175 people attended the events.

Lessons Learnt:

- Communication campaigns to raise awareness can be useful for building capacity through knowledge, which could be delivered through a community day.
- Partnerships with organisations that have close connections with the VCS is vital, to provide an event that is of relevance and benefit to the community.

10. Eastern Sheppey Big Local

Big Local is an exciting opportunity for residents in Leysdown and eastern Sheppey to use at least £1 million to make a massive and lasting positive difference to their communities and parishes. It is about bringing together local talent, ambition, skill and the energy of individuals, groups and organisations who want to make their area a better place to live.

Achievements:

- A publicity campaign which includes mailings, materials and promotional events;
- To create a vision, by consulting with residents about how to make Eastern Sheppey a better place to live over the next ten years;
- To develop a strong local partnership;
- To build a profile of the area, which the project can use.

The project is still at too early a stage to have any definite outcomes but they are intending that:

- Their communities will be better placed to identify local needs and take action in response to them;
- People will have increased skills and confidence, so that they continue to identify and respond to needs in the future;
- The community will make a difference to the needs it prioritises;
- A local sense of place will be developed.

Lessons Learnt:

- Partnership working can lead to the community securing funding for its own projects;
- Councillors can provide useful skills of coordination and community leadership;
- These activities take time and effort.

Contact [www.facebook.com/
BigLocalEasternSheppey?ref=stream](https://www.facebook.com/BigLocalEasternSheppey?ref=stream)



Leysdown Beach

11. Milton Creek Trust

With support from Swale Borough Council and Swale CVS, a group of local residents and users of the new Milton Creek Country Park were brought together to form a trust for the park. The trust work closely with the Council, who retain the park, and also act as a critical friend to develop the trust and offer essential advice.

The trust works towards the future promotion of events and activities at Milton Creek Country Park, to ensure that it is of benefit to all residents and encourages them to lead healthier lives by accessing outdoor activities.

Achievements:

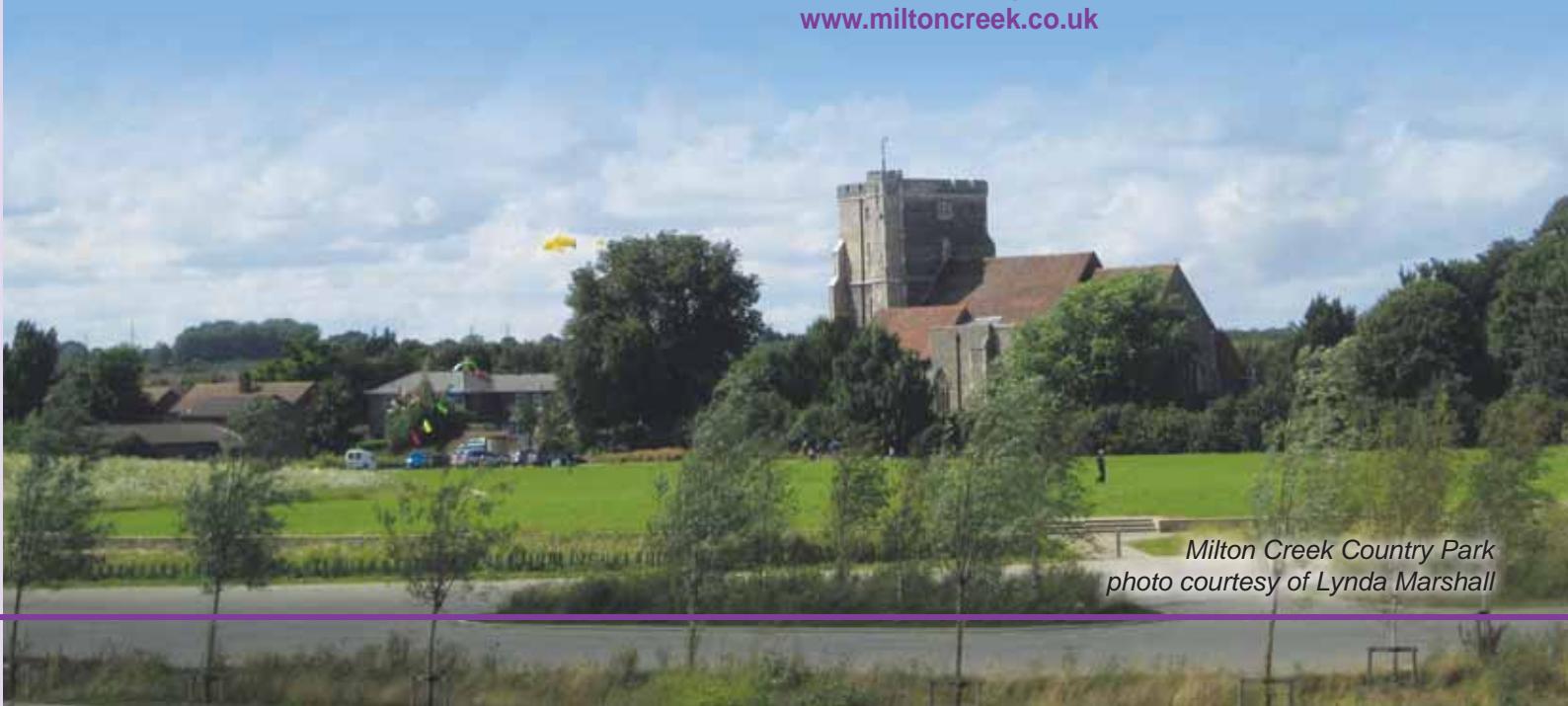
- Since forming there has been an increase to the number of visitors to the park;
- There are a greater number of opportunities for residents to get involved in conservation projects;
- The trust will continue to develop a park which aims to have environmental value whilst contributing towards the social and economic wellbeing of the town;
- Events are facilitated by the trust whilst maintenance and development is carried out by a separate group of volunteers (the Friends of Milton Creek County Park).

Lessons Learnt:

- Trusts can work in beneficial cooperation with public sector organisations to bring the benefit of a service which responds to the needs of residents and enhances the overall offer.

Contact Elvina Lowe

Elvie.lowe@blueyonder.co.uk,
www.miltoncreek.co.uk



Milton Creek Country Park
photo courtesy of Lynda Marshall

Members' Grant Schemes

Swale Borough Council has created two grant schemes that provide funding to local community projects in Swale. The Local Engagement Forum's Community Project Funding allocates £1,250 a year to each of Swale's 47 councillors for community projects. Additionally the Members' Regeneration Fund allocates a further £1000 to projects which improve the local place or community, making it a better place to live, work or visit. Community organisations apply using an application form and the support of their elected member who allocate their funding to a project to create the grant. Projects funded in 2012-13 have included the Diamond Jubilee celebrations across the borough, such as a party for senior residents in Upchurch, a community picnic in Faversham and a tea party for residents organised by Eastchurch Parish Council on the Isle of Sheppey.

Achievements:

- By encouraging close interaction between elected members and community groups these grant opportunities support councillors as community leaders, providing advice on applications and championing projects that improve the local communities that members' represent;
- A large number of voluntary and community groups, and town and parish councils have been helped through funding to deliver projects which positively benefit Swale;
- Funding can contribute to the development of voluntary and community groups to apply to become an incorporated charity.

Lessons Learnt:

- Empowering local councillors with funding can help both local projects and develop elected members' community leadership skills;
- Councillors can coordinate their funding allocations to support targeted initiatives to improve the local place or specific themes such as community safety;

Contact Christopher
Blandford, Swale Borough
Council on **01795 417165**
christopherblandford@swale.gov.uk



Court Hall, Milton Regis

Local Empowerment Top Tips:

If organising a community partner day:

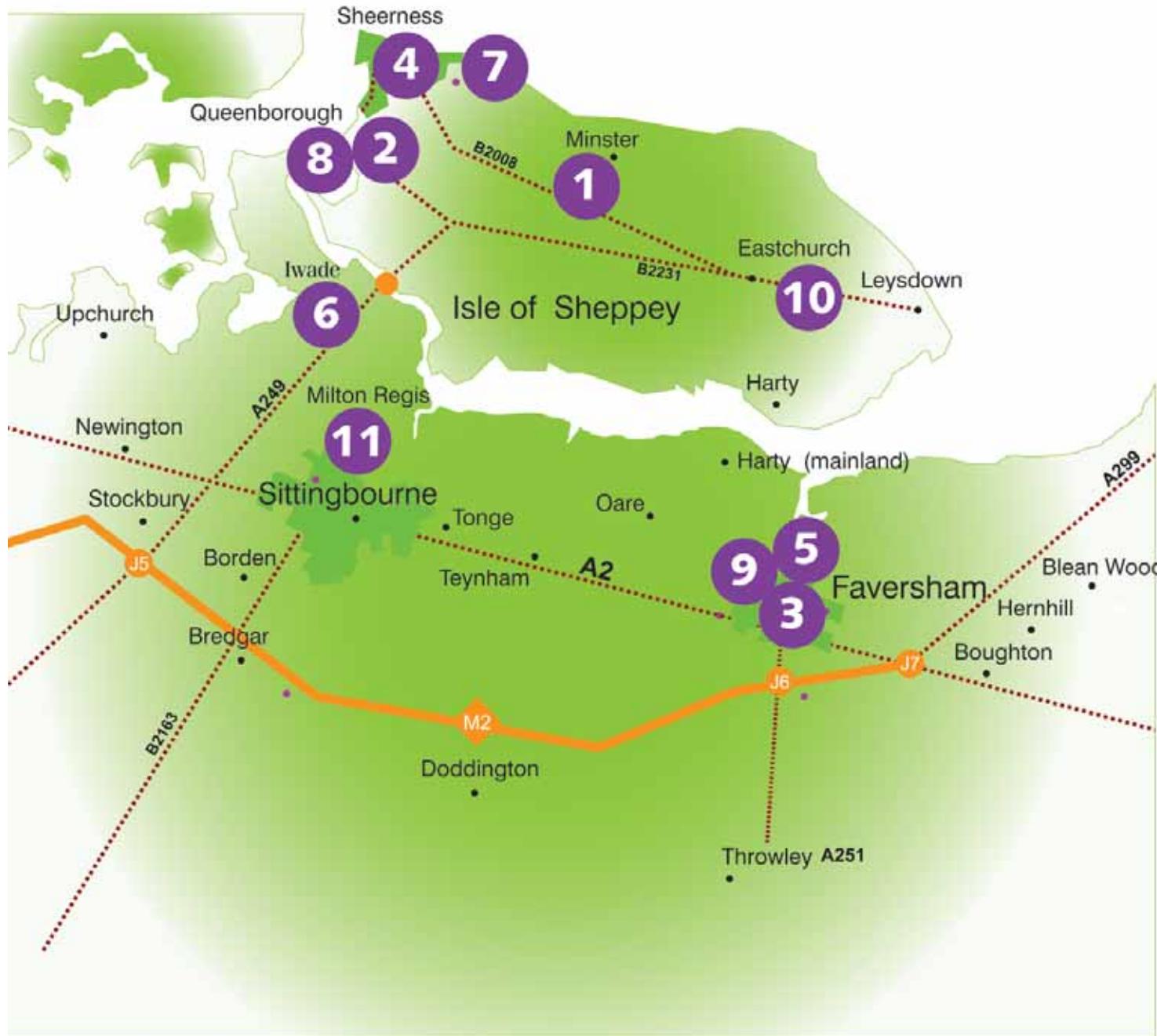
- Organising an event to bring together commissioning and community groups can be a useful networking and learning opportunity. Both parties are keen to meet to find out about what opportunities are available;
- Work with community groups and the local volunteer centre to use their experience and knowledge;
- Plan an agenda that provides strong attraction for both groups;
- Community Partner Days could also be used to teach skills through small workshops, such as a guide to governance, performance management or the interview experience.

If creating a members' grant scheme:

- Set clear deadlines for the awarding of grants to clarify the award procedure for applicants;
- Use a signature box in the application form to encourage applicants to meet their members face-to-face, to build a sense of community leadership.
- Encourage parish and town councils to also seek funding to build relationships in the borough;
- For applicants, use the support and experience of councillors, officers and other community groups for advice on creating and running a new project.

Other top tips:

- Use local councillors to secure leadership and community input into your project;
- Take advantage, within your locality or parish, of national funding opportunities which could be a development opportunity for your group and provide funding for your work;
- To demonstrate that residents are engaged with your ideas to the public sector, conduct comprehensive consultation with the local community;
- Strong partnerships can help establish projects which meet the desired outcomes of both the community and the public sector;
- Plan for long term, accept potential setbacks, understand the problems and get specialist advice.



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www.thealexandercentre.com
4. New Road Football Club
Debbie Harrison on 07525 422421
5. Faversham Creek Neighbourhood Plan
www.faversham.org/community/favershamneighbourhoodplan.aspx
6. Iwade Localism Live Community Action Planning
Lynda Fisher i Wade PC @blueyonder.co.uk
7. Barton's Point Coastal Park
Mandy Shade on 07909 994196 bpcp@hotmail.co.uk
www.bartonspointcoastalpark.co.uk
8. Queenborough Harbour Trust
01795 662051 info@queenborough-harbour.co.uk
www.queenborough-harbour.co.uk/queenboroughharbourtrust.html
9. Faversham Swimming Pools Trust
Faversham Pool on 01795 532426 Comments@favershampools.com
10. Eastern Sheppey Big Local
https://www.facebook.com/BigLocalEasternSheppey?ref=stream
11. Milton Creek Trust
Elvina Lowe Elvie.lowe@blueyonder.co.uk
www.miltoncreek.co.uk

For further information about organisations in this brochure and other local projects go to
www.swale.gov.uk/localism

Copies of this Swale Borough Council document are available on the Council website www.swale.gov.uk If you would like further hard copies or alternative versions (i.e. large print, audio, different language) we will do our best to accommodate your request please contact the Council at:

Swale Borough Council
Swale House, East Street
Sittingbourne
Kent, ME10 3HT

Customer Service Centre 01795 417850
Email: embracinglocalism@swale.gov.uk
www.swale.gov.uk/localism



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Cover photos

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2. Court Hall, Milton Regis
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4. Milton Creek Country Park
5. Queenborough Harbour